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UNITED NATIONS INDUSTRIAL
DEVELOPMENT ORGANIZATION

Distr.
LIMITED

UNIDO/IOD.165
9 March 1978

ENGLISH/FRENCH

REPORT ON MISSION ^{1/}

undertaken to the

1. Republic of Mali,
2. United Republic of Cameroon,
3. Republic of Burundi,
4. United Republic of Tanzania
5. Republic of Zambia .

by

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from 14 to 31 January 1978

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id.78-1306

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I. INTRODUCTION

At the invitation of the Governments of Mali, Cameroon, Tanzania and Zambia, the Executive Director paid official visits to these countries from 16 to 18, 19 to 24, 25 to 28 and 28 to 29 January 1978 respectively. During his stopovers in Accra (about $\frac{1}{2}$ hour) and in Bujumbura (about 24 hours), he also held discussions with Senior Government officials of Ghana and Burundi.

The Executive Director was accompanied, from Headquarters, by Mr. A. Sylla, Director, Division of Conference Services, Public Information and External Relations; and Mr. S. Ndam, Industrial Development Officer, Industrial Operations Division. In the course of his visit in each country, he was accompanied by the UNDP Resident Representative or, in his absence, by the Officer-in-Charge, as well as by the staff members in the Resident Representative's office responsible for UNIDO programmes. The UNIDO SIDFAs covering Burundi, Tanzania and Zambia, as well as the JPO stationed in Yaounde also participated in the work of the mission during the Executive Director's visit in the respective countries. Messrs. S. Hable Selassie, Acting Head, Feasibility Studies Section and A. Sissing, Acting Head, Training Section, also joined the mission in Tanzania.

In Mali, Cameroon, Tanzania and Zambia, the Executive Director and the entire, or part of his delegation were received in audiences by the respective Heads of State, on which occasion issues of mutual interest relating to the co-operation between the respective countries and UNIDO, co-operation among developing countries and the role of UNIDO in the implementation of the objectives of the new international economic order were discussed. In Zambia, the Executive Director and his delegation were guests to his Excellency the Head of State at a luncheon. In Cameroon, they were also received in audience by the Prime Minister.

The programme of visits in all the countries, attached as Annex I (A,B,C,D,E), also included working sessions with Ministers and other senior Government and UN officials during which specific

aspects of co-operation between the respective countries and UNIDO with regard to industrial development were examined. In Tanzania, the Executive Director also met representatives of the OAU Liberation Committee, while in Zambia he visited the Institute for Namibia. The Executive Director gave press conferences and radio interviews in Mali, Cameroon, Tanzania and Zambia. He also gave a TV interview in Zambia. During his very brief stopovers in Ghana and Burundi, he was also interviewed by the local press. A list of the persons met in each country is attached as Annex II (A, B, C, D, E). At the end of his visit to each country, Mali, Cameroon, Tanzania and Zambia, the Executive Director signed a "Note on Co-operation between the Republic of Mali and UNIDO" (in Mali) and "Final Communiqués" (in Cameroon, Tanzania and Zambia), which provide broad lines of co-operation between the respective countries and UNIDO. Copies of these documents are attached as Annex III (A, B, C, D). In this regard, the Executive Director extended invitations to the Ministers responsible for industry in Burundi, Tanzania and Zambia, to visit UNIDO Headquarters to get better acquainted with UNIDO activities and Headquarters operations and technical units. The invitations were all accepted. It may be recalled that the Minister of Industrial Development and Tourism of Mali and the Minister of Planning and Economic Affairs of Cameroon, who is also responsible for industry had visited UNIDO Headquarters.

II. GENERAL DISCUSSIONS

A. Political Role of UNIDO

The Governments of the countries visited reaffirmed, once more, their faith in the UN system. Having actively participated towards the establishment of UNIDO they were all committed towards seeing to the success of the Organization in carrying out its mandate. The discussions paid particular importance to the means of expediting the implementation of the measures proposed in the Lima Declaration and Plan of Action. In this connexion, emphasis was given to the need for reorientation and diversification of operational approaches designed to implement the Lima objectives. The Governments reaffirmed their full support for the provisions of resolution 3362 of the seventh Special Session of the General Assembly of the United Nations concerning the conversion of UNIDO into a specialized agency for industrial development.

1. United Nations Industrial Development Fund

The discussions also paid special attention to the United Nations Industrial Development Fund (UNIDF) which had been established by the UN General Assembly on the recommendation of the Lima Conference, to provide UNIDO with additional and more flexible resources to enable it to respond more expeditiously to requests from the developing countries for assistance in their industrial development efforts. The developing countries themselves had played a leading role towards the establishment of the Fund and are already benefiting from it. Its success is therefore necessary. It would not only greatly enhance UNIDO's ability to effectively carry out its mandate, but would, more importantly, also help to reinsure the confidence of the international community in the political role of UNIDO in industrial development. The support however small it may be, of every country was therefore extremely essential. A greater contribution from the developing countries themselves would be an additional way of demonstrating their decision to accord higher priority to and intensify their industrial activities as well as to once more reaffirm their confidence in UNIDO in whose establishment they had played the leading role. The Governments reaffirmed their support for the efforts being made to promote the Fund and promised to re-examine the level of their

contributions to it. In this regard, any additional information on the Fund would help the national authorities in their efforts to raise the level of their contribution.

2. Accrediting of Ambassadors to UNIDO

In order to strengthen the communications between the countries and UNIDO, the need to accredit an ambassador of each country to UNIDO, the establishment, where they do not exist, and the reinforcement of the activities of existing National Committees for UNIDO and the strengthening of the UNIDO SIDFA programme in each country was recognised.

The accrediting of an ambassador to UNIDO would additionally help to enhance the political image of UNIDO and to provide additional contact points on which UNIDO could rely for expediting action from each country. In this regard, it was noted that only six African countries have embassies in Vienna and about thirteen more were accredited to UNIDO, five each from Geneva and Bonn, two from Rome and one from Brussels. The idea of accrediting an ambassador to UNIDO did not therefore imply the opening of a new embassy in Vienna but to charge one of the country's Ambassadors located for example in Geneva, Brussels, Rome or Bonn with the responsibilities of liaising with UNIDO. This matter was well received by the national authorities who promised to give it a careful examination in order to arrive at a suitable decision. In Cameroon, for example, the Government informed the mission that they had already decided that in addition to examining the accrediting of a full-fledged ambassador to UNIDO they had also decided to appoint Mr. Ebonge, Head of their Economic Mission in Paris, as liaison with UNIDO.

3. National Committees for UNIDO

The need for the establishment of National Committees for UNIDO in Mali, Cameroon, Burundi and Zambia, as well as the re-inforcement of the activities of the one existing in Tanzania were recognised, since the various countries had some experience through the activities of their national committees for UNESCO. Such national committees for UNIDO, consisting of representative of the Government the business community, industrial enterprises and universities would help to propagate the role of UNIDO in industrial development at the national level and assist UNIDO in carrying out its global functions in general and national programmes in particular.

Such a national committee, with its multi disciplinary membership, would also help to bring together the various experiences at the sectoral level in order to arrive at national industrial development programmes that would help to bring about a greater integration of industry with the other sectors of the economy and to ensure that UNIDO's programmes of technical assistance are designed to meet the practical needs and requirements of the population. This would also contribute in building up UNIDO's information on each country and to make available to UNIDO the experience and expertise of each country for use, as appropriate, in its programmes in other developing countries.

It is expected that the National Committees would also be an important instrument in bringing UNIDO into the main stream of industrial development activities in the respective countries. The idea to establish National Committees for UNIDO was well received in the countries in question, who promised to take necessary steps accordingly. In this connexion, it is considered useful for UNIDO to provide the developing countries with information on the composition, nature and activities of existing National Committees for UNIDO as well as what UNIDO expects out of these Committees. This information would help the countries in formulating their proposals for the establishment of such Committees or the reinforcement of the activities of the existing ones.

4. Government participation in UNIDO activities

The need to strengthen the participation of the Governments in UNIDO's activities was also recognized. In this context, the Governments agreed to intensify their participation, at the highest possible level, in meetings of the Industrial Development Board, meetings organized within the framework of the global sectoral consultations, thereby according to these meetings the benefit of their industrial development experiences. The Governments of Cameroon and Tanzania also agreed to host UNIDO programmes when and as appropriate.

5. SIDFA programme

The need to strengthen the SIDFA programme was recognised and the Governments of Tanzania requested UNIDO to consider locating a SIDFA in the country. The Executive Director welcomed the concern of the Government and indicated that steps were being taken by UNIDO to strengthen the SIDFA programme and that the possibility of locating a SIDFA in Tanzania was already under serious consideration.

B. Major Industrial Problems Facing the Countries Visited

It was apparent in the course of the visit that the individual countries are endowed with abundant natural resources. There exists therefore great potential for the development of the economy and the potential role of industry in the transformation and preservation of these natural resources to improve the quality of life of the people. The countries, however, were still faced with several problems in carrying out their industrial development plans and programmes. The major problems identified in the course of the discussions included:

1. **shortage** of industrial manpower;
2. shortage of investment in industry;
3. lack of desire of industrial entrepreneurs to embark on industrial activities;
4. lack of adequate industrial institutional infrastructure;
5. lack of expertise in the acquisition of appropriate technology;
6. inappropriate repair and maintenance of industrial equipment;
7. low level development of infrastructure and other utilities necessary for industrial development.

1. Industrial manpower

A gross shortage of the various skills required, at various levels, in the implementation of national industrial development plans and programmes was recognised. This shortage could, in most cases, be correlated to the population of each country, which was generally below the level to provide the critical labour force necessary for the take-off of industrial activities. In addition to the low level of the industrial labour force this problem was also noted. to be the source of a multiplicity of other industrial problems, the important ones of which include the inadequacy of the countries to: plan, programme and implement industrial activities; select appropriate technologies from alternatives; effect the backward integration of industry to ensure its effective harmonization with other sectors of economy; adequately acquire, adapt and diffuse imported technologies into the economy; properly manage existing industries to enable the full utilization of their installed capacity; and to monitor industrial activities in order to achieve the desired results in the development of the national economy.

2. Shortage of industrial investment

The transformation and preservation of the immense natural resources existing in the countries visited would also require significant financial inputs. At this early stage when each country was consolidating its independence, the distribution of national financial resources to the development of the various sectors of the economy had hitherto not accorded a sufficiently high priority to the industrial sectors. A new trend and attitude towards industry was, however, prevailing in each country where more emphasis had been accorded to the industrial sector and the proportion of allocations for this sector in the national budget was increasing steadily. These efforts, however, significant, were still far from the minimum level necessary to make a break through in the development of the country's industrial sector. The need to set up an effective machinery and to carry out various activities to promote foreign investments in the countries was therefore considered a high priority in their industrial development efforts.

3. Industrial Entrepreneurship

Because of the relatively sophisticated nature of industrial activities there appeared to be a lack of desire of local entrepreneurs to embark on industrial activities. Most of the local entrepreneurs were either engaged in commerce or in agriculture. The need to stimulate a greater awareness and to provide incentives was considered a necessity in order to promote a greater involvement of the local entrepreneurs in industrial activities.

4. Industrial Institutional Infrastructure

Also related to the lack of industrial personnel was the problem of inadequate national machinery and institutional infrastructure for industrial development. The need to develop such an infrastructure to assist the Government to develop and implement industrial policies and strategies as well as to plan, programme and

monitor the implementation of industrial activities was recognised. On the other hand, the various institutions could also assist the business community and industrial enterprises in carrying out such activities as project identification, preparation, evaluation and investment promotion; development of small scale industries and industrial states; industrial standardization and quality control; industrial management and consultancy; training of industrial personnel; industrial and engineering design; industrial and technological research and development.

5. Acquisition of appropriate technologies

It was obvious that the development of industrial activities in the countries visited would, for some time to come, still heavily depend on imported technologies. The need was therefore recognised for the Governments to establish sound policies and appropriate machinery for the selection of alternative technologies and carrying out negotiations to ensure that optimum conditions are obtained in transfer of technology agreements. The shortage of the necessary instruments and capabilities in the countries in carrying out such activities was, here again, related to the low level of technological skills and expertise available in the countries.

6. Repair and maintenance of industrial equipment

One of the greatest problem facing all the countries visited in the operation of existing industrial establishments was related to the malfunctioning of industrial equipment. This problem was largely due to the lack of spare and replacement parts and the shortage of skills to effect proper maintenance of installed equipment, specially sophisticated items. The need to establish foundries was recognised, in addition to training, as an important means of remedying the situation.

1. Infrastructure

One of the problems identified, which is hindering the rapid development of industry of the countries was the low level of infrastructure and utilities such as power (e.g. electricity). The Governments had already recognised that the development of efficient infrastructure and utilities was an essential base for the development of the national economies hence significant investments were already being made in these sectors. The need to further expand such infrastructure and utilities and improve their efficiency was further recognised as a means of not only accelerating the development of industrial activities but also for decentralizing industrial activities and thereby stimulating the development of the rural areas.

C. New Trends in UNIDO Activities

In the light of the problems highlighted above, there was an exchange of views on the role of UNIDO in assisting the developing countries, in general, and the countries visited, in particular, in the solution of the above mentioned and other industrial problems. In the context of these discussions, some of the new trends in UNIDO's activities emanating from the Lima Declaration and Plan of Action were highlighted:

1. Technical Co-operation among Developing Countries

In order to promote a greater amount of experience and expertise among the developing countries, UNIDO has established a special Section for this purpose. While UNIDO is still gathering experience in carrying out programmes in this area, the results so far achieved were most encouraging. In this connexion, efforts are also being made to increase the number and proportion of experts serving in UNIDO's technical assistance field projects, from the developing countries. Experts selected from the developing countries, mainly on the basis of their technical competence have the added advantage of having similar social and cultural backgrounds which enable them to obtain a greater appreciation of the problems of other developing countries, thereby enhancing their contribution to the solution of these problems through their assignments.

2. Technical Advisory Services

Through its activities in the developing countries, a need has been recognised for UNIDO to provide the Governments with short-term high-level technical advice when they are about to embark on major decisions, such as in negotiations for transfer of technology agreements and investment projects; in assessing the implementation of their industrial development plans in the evaluation of investment projects; or in trouble shooting in specific industrial enterprises. Although the cost of fielding such missions is relatively small, the multiplying effects are very significant and provide the Governments with confidence in making their decisions. Such high level technical advice has helped some Governments to make significant savings in the cost of investment projects and to obtain better conditions in joint ventures, technological and licensing agreements by, inter alia, providing the Governments with alternatives which helped to strengthen their bargaining position.

3. Investment Promotion

In response to the desire of the developing countries to increase external funding of projects, UNIDO has established an Investment Co-operative Programme Office, which includes a UNIDO/World Bank joint unit. UNIDO is also establishing, in a number of industrialized countries, investment promotion offices, the first of which is already operating in Brussels. An important activity in UNIDO's efforts is the organization of investment promotion meetings, such as the one held annually in Davos, which aim at bringing together potential investors to discuss with authorities in the developing countries possible investment and joint ventures in specific projects in the respective developing countries.

4. Integration of Industry with other Sectors

The complementarity of industry with other sectors of economy is receiving greater attention in UNIDO. The harmonization of industry and agriculture in particular is providing a new dimension in UNIDO's activities since industrially produced fertilizers, pesticides, agricultural machinery and hand tools could help increase agricultural production, which in turn would provide the inputs for

industrial activities for their processing and preservation. The latter activity is extremely essential since it helps to cut down on the wastage of agricultural output after so much human efforts and financial resources have been invested. The multiplying effects of harmonizing industry and agriculture, such as the provision of more employment and the development of the rural economy provide a greater need for emphasis to be placed in this new direction of UNIDO's activities, which would thus be brought into the main stream of the economic activities of the country.

5. Industrial Training

The traditional approach of training industrial personnel from the developing countries in industrialized countries is being augmented by the establishment of such training programmes in the developing countries themselves. Such programmes would include the establishment of training institutions on a national, regional or sub-regional level; the organization of study tours and placement of fellowships in other developing countries. Another important trend in the development of UNIDO's industrial training activities is the attachment of senior industrial training advisers to the Governments to assist them in developing and implementing national industrial training programmes aiming at the highest echelons of industrial personnel. The need to stimulate an industrial orientation, at the early stages, in young potential industrial personnel at the secondary or post secondary school levels has also been recognised. To this effect, greater co-operation is being developed with UNESCO and Governments of the developing countries to ensure that the educational systems provide a sound base for the development of industrial personnel.

6. Industrial Studies

In order to assist UNIDO in carrying out its mandate, that is co-ordinating all UN activities in the field of industry, the Second General Conference of UNIDO, held in Lima, Peru in March 1975, recommended a re-adjustment of the UNIDO Secretariat. Such a re-adjustment, which took place in January 1976, includes the establishment of one Division at the UNIDO Headquarters - the International Centre

for Industrial Studies - with the main responsibility for conducting research and studies activities at the national, regional, sectorial and global levels. In carrying out these activities valuable information, which provides an overview of industrial activities and development at a national, regional, sectorial and global level is collected. Such information is generally available and could provide a meaningful contribution to the developing countries in developing new or the existing industrial strategies and policies in reviewing and adjusting the development and implementation of their industrial plans and programmes at the macro and sectorial levels as well as in monitoring their industrial development.

7. Sectoral Consultations

Also emanating from the Lima Conference is a new activity which brings together the relevant parties from developed and developing countries to discuss and agree on policies and new approaches for developing world industry in specific sectors and adopting measures, to ensure an equitable share of such production in the developing countries. Such consultations meetings based on detailed global studies have been held in the iron and steel industry, fertilizers, leather and building materials sectors. The information contained in the background papers and exchanged during the discussions provide a useful insight into the world trend in the development of the sectors, the attitude of the various parties concerned, that is the producers of raw materials, finished products and the consumers, as well as the political attitude between the developed and the developing countries, all of which would provide very useful inputs and guidance to the individual developing countries in the development of their activities in the relevant sectors.

8. Industrial Information

In recognition of the fundamental need for information on all aspects of industrial development, UNIDO is also expanding its industrial information programmes. The traditional activities, which emphasize industrial inquiry services and assistance to the developing countries in establishing their national industrial information programmes is being augmented with the establishment, in response

to the UN General Assembly resolution, 31/183, of an Industrial and Technological Information Bank. Such a Bank would help to link various sources of industrial and technological information centres in the world and to establish a network of industrial information in the developing countries. So that their needs for industrial information could be met more expeditiously, UNIDO is already setting up a pilot programme for the implementation of the Bank in the iron and steel, fertilizers and agro industrial sectors. UNIDO believes that this would be an important instrument of assistance to the developing countries in planning and implementing their industrial development programmes.

9. Appropriate Technology

Also in response to resolution ID/CONF.3/RES.2 adopted during the Second General Conference of UNIDO, in consultation with other relevant UN agencies has prepared a Co-operative Programme of Action on Appropriate Technology. This Programme aims at providing the international community with highlights of joint action for implementation at the international and national levels for assisting the developing countries in the development of their industrial and technological capacities for the development or selection, acquisition of industrial technologies, and to effect their maximum absorption to ensure their maximum contribution in raising the quality of life of the people of these developing countries. The programme also provides concrete activities, the implementation of which would assist the developing countries in developing new or improve existing national, regional or international policies on appropriate technology, as well as in developing the necessary mechanisms, institutional infrastructure and skills for their implementation.

10. New Dimensions in Technical Assistance

In order to increase the effectiveness of its technical assistance, UNIDO, in line with the Resolution of the UNDP Governing Council on New Dimensions in Technical Assistance, is promoting a greater involvement of the developing countries in

formulating and implementing technical assistance programmes executed by UNIDO, in the industrial field. This includes the efforts for the expansion of its SIDFA programme in order to enhance communications between the developing countries and UNIDO Headquarters; regular consultations between the field and UNIDO Headquarters with senior government officials and entrepreneurs involved in industrial development. UNIDO is also promoting the utilization, where appropriate, of local experts, facilities and materials in the implementation of UNIDO field projects.

11. Energy

In the light of the international concern regarding energy, UNIDO is initiating a programme of assistance to the developing countries not only in servicing facilities for production of conventional energies (such as electricity and petrol), but also in the exploitation and utilization, where appropriate and economically viable, of non-conventional sources of energy, such as solar, wind mill and bio-gas energies. UNIDO is still gathering experience in this activity, the results of which should provide the basis for an expanded programme of technical assistance to the developing countries in this area.

D. Past UNIDO Assistance

The authorities of the various countries visited appreciated the assistance which UNIDO had extended to them. Such assistance had, on the whole, contributed in the efforts of the countries in taking action in their relevant areas of activity. Of particular success was the assistance provided in the establishment of new or the strengthening of existing industrial institutions dealing either with the management of industrial enterprises or with the promotion of standardization and quality control, small scale industries, project identification, preparation and evaluation, feasibility studies, repair and maintenance of industrial equipment and training of industrial personnel. While this assistance was, in financial terms, not so much as the Government would have wished in comparison with UN assistance in other sectors, it had, on the whole, made significant impact on the countries. Some of the feasibility

studies undertaken in the countries through UNIDO assistance, in Tanzania, for example, have already resulted in concrete industrial operations and the efficiency of the industrial enterprises assisted by UNIDO has improved.

The most significant impact of UNIDO's assistance was probably in the stimulating of Government thinking, resulting in a greater appreciation of the work ahead in the development of industrial activities resulting in increased priority being accorded to the industrial sector. The result of UNIDO's work has also stimulated bilateral assistance such as in the standardization and quality control project in Tanzania and a food processing project in Mali. Except, perhaps, for Zambia, the share of industry and UNIDO's proportion in the Country Programmes has increased several-fold, for example in Cameroon and Tanzania.

E. Communications between the Field and Headquarters

In the course of the visit the Executive Director also held consultations with the UNIDO experts and the UNDP officers in each country. While, in general, communications between UNIDO Headquarters and the field had improved during 1977, there was still considerable lack and delay in response on matters relating particularly to project personnel actions. While communications were also better between the experts and the technical staff backstopping them, there is still a lot needing improvement. Some experts claimed not to have received correspondence from their technical backstoppers from Headquarters, while some did not even know who were supposed to be backstopping them.

There also still appeared to be some confusion in the UNDP offices as to whom correspondence should be addressed at Headquarters on various issues related to the UNIDO programmes. Such confusion seemed to be more prevalent in areas dealing with programme formulation and project implementation. Some of the Resident Representatives' offices, for example in Mali, claimed that they had no information on the status of the SIS programme in the country, in other words, they had no information as to which projects approved in the SIS programme during 1978 and the status of financial implementation of the previous years' programmes.

Although the experts, UNDP officers and a number of Government authorities were receiving general information on UNIDO, such as the Newsletter and speeches of the Executive Director, they claimed that such information was reaching them as much as three to four months from the date of publication. This was mainly due to the fact that such information is sent by surface mail. The Government officers, in particular, regretted such delays, since some of the programmes announced in these information bulletins were of great interest to them. Most of them had already taken place by the time they received their announcement in the bulletins. It was suggested that UNIDO should examine the possibility of sending those documents containing information on which action could be taken by the Governments by air mail.

It was also felt that communications between UNIDO and the field could be improved by regularly planned visits from Headquarters to the field by the substantive officers particularly in the case of large scale projects and periodic visit by project managers and the national project directors to UNIDO Headquarters for consultations, not only with the staff accorded the primary backstopping responsibility but also with other relevant units of UNIDO.

III. REVIEW OF UNIDO PROGRAMMES

The Executive Director and/or the Headquarter staff accompanying him held intensive discussions with the relevant national authorities and the UNDP Resident Representatives' offices not only on the status of ongoing and pipeline projects but also on new areas of activity requiring UNIDO's assistance. Information related to the status of ongoing and pipeline projects for which financial resources have been earmarked have been communicated to the relevant units of UNIDO. The UNIDO SIDFA's and/or JPO's in each country were also requested to take the necessary action on pending matters. This portion of the report is therefore restricted to the new areas of activity and projects identified in the course of the visit, requiring UNIDO's assistance.

A. MALI

The main priority areas of activity requiring UNIDO's assistance were identified to relate to industrial training, industrial planning and programming; rural industrial development, including food processing; industrial information; investment promotion; repair and maintenance of industrial equipment, including foundry operations; and energy. The following new projects were identified:

1. Food processing;
2. Meat processing;
3. Assistance to COMATEX;
4. Senior Industrial Adviser to the Minister of Industrial Development and Tourism;
5. Establishment of a foundry; and
6. Development of agro-industrial complex in the Niger Basin.

1. Food processing

During the discussions with the Minister of Rural Development, he requested the assistance of UNIDO in the processing of fruits and vegetables. As a start, he indicated that the processing of mango and guava into juices or jams should be taken up. High priority was being given to this project since it would help stimulate rural development through the establishment of small processing units at the village level. Although preliminary indications for export of guavas and mangoes were encouraging, the main handicap had been that of preservation, to ensure the maintenance of good quality during transportation. It was therefore considered useful to convert the fruits into juices or jams and marmelades both for local consumption and for export.

2. Meat processing

In spite of the drought, Mali is still one of the major producers of meat in the Sahel region. The demand for export of this meat is increasing and the Government would like to increase

its export of meat. This calls for better processing and preservation methods to ensure stable quality throughout the entire period of transportation. The project aims at a rehabilitation of an existing abattoir, which had originally been designed for the processing of meat for distribution to close proximity areas. The Government would like to improve the facilities of the abattoir for the production of meat for transport over long distances and periods of time. The services of a meat processing expert would therefore be required.

3. Assistance to COMATEX

COMATEX is one of the largest textile factories in Mali. The World Bank plans to undertake a study on its rehabilitation. As part of its expansion programme, the Government intends to establish a Textile Training Centre. UNIDO's assistance would be required not only in the establishment of the Training Centre but also in the repair and maintenance of its equipment and fiscal management.

4. Senior Industrial Adviser

In view of the increased priority being attached to the industrial sector in the country and the shortage of competent personnel to advise the Government in taking the necessary decisions and actions related to industrial activities, the Minister of Industrial Development and Tourism urgently needs the services of a Senior Industrial Adviser, who would be attached to his office to advise him on all matters related to planning, implementation and evaluation of the industrial development programmes. The expert would be also expected to advise him on various proposals and project ideas developed locally or externally and on the establishment of appropriate institutional infrastructure for the monitoring of industrial activities. In carrying out his duties, he will naturally collaborate with other UNIDO experts, specially those assigned to the CIEPI projects, as well as multilateral and bilateral experts working in the country. The Minister attaches great importance and urgency to this project.

5. Establishment of a foundry

One of the greatest problems confronting the industrial operations in the country relates to the maintenance and repair of industrial equipment, due to the non-availability of spare and replacement parts. In the textile industry, for example, it is common to wait for six months for a replacement part ordered from abroad. As a step towards remedying the situation, the establishment of a foundry is considered a necessity. The mission was informed that an official request had already been sent to UNIDO, probably in the context of a feasibility study being undertaken for the expansion of the activities of the repair and maintenance workshop in Sikasso, which, on the basis of preliminary estimates by CEPI, is expected to cost US\$ 130,000 for buildings and US\$ 100,000 for equipment. The Government is also planning to establish similar facilities in Ségou, the second largest industrial area in the country.

6. Development of an agro-industrial complex in the Niger Basin

In the course of discussions at the Office du Niger, the national authorities expressed their keen interest and in fact requested UNIDO's assistance to undertake a study on the establishment of an agro-industrial complex based on the agricultural produce in the Niger basin. This study would be similar to the one undertaken in Nigeria in 1977. In this context, it may be useful to note that some of the agricultural products in this part of the Niger basin are cotton, rice, sugar cane and the industrial activities include sugar and alcohol production.

In the course of our discussions, the Government provided additional information on its requirements for the project "Bilan et diagnostic de l'industrialization au Mali" already approved, assistance to SOCIMA, and the project on solar energy also already approved.

Bilan et diagnostic de l'industrialization au Mali

The Government emphasized once more the high priority it accords to this project and indicated that the project would consist of three aspects, which could be implemented in three phases:

- Evaluation of the implementation and results of the last five-year plan recently completed;
- Identification of new industrial projects for inclusion as well as new directions for the elaboration of the next five-year plan; and
- Preparation of a plan of implementation (including a technology plan) for the implementation of the next five-year plan.

It would be advisable for the project already approved to be reviewed in the light of this information, adjustments made, if required, and the allocation increased accordingly. The Government stressed the need for quick action on this project since it was already making preparations for the evaluation of the last plan and laying groundwork for the preparation of the next Plan.

Assistance to SOCIMA

The Government and the UNDP indicated that the assistance originally requested is no longer relevant but the services of an expert for three man-months is very much needed to advise the Government and participate, as required, in negotiations for the construction of a new cement factory. The Government requested that the originally approved project be modified accordingly.

Solar energy

In spite of the delays encountered in the implementation of the already approved project, the Government appreciated UNIDO's assistance and would like to have the assistance expanded to enable it procure additional equipment and possibly construct premises to accommodate project activities. Emphasis in the project would be placed on pilot operations to produce solar energy pumps and

utensils for market or consumer tests. The Government would like UNIDO to examine this request in the light of the possible use of its results at a regional level not only in the Sahel but also in other subregions of Africa.

The Government stressed the need to channel, as far as possible, all UNIDO activities through the recently approved CEPI project. CEPI is expected to play an important role in the industrial development activities of the country, not only acting as the technical arm of the Government but also advising industrial entrepreneurs on matters related to industrial planning, industrial training, industrial management and consultancy and project identification, preparation and evaluation.

In view of the non-availability of UNDP resources, practically all projects identified before will have to be financed from UNIDO's resources.

B. CAMEROON

The priority areas of activity identified in the course of the discussions included project identification, preparation and evaluation, technology transfer, energy, standardization and quality control, investment promotion, industrial pollution control, industrial training and development of natural resources.

The new projects identified in the light of the above areas of activity were:

1. Technical advisory services;
2. Study on the utilization of non conventional sources of energy;
3. Evaluation of the utilization of charcoal in the production of iron and steel;
4. Study on the alternative uses of bagasse;
5. Evaluation of the industrial transformation of the produce of the Cameroon Development Corporation;

6. Industrial pollution control;
7. Industrial training;
8. Production of replacement and simple spare parts for industrial equipment;
9. Establishment of a Central Food Technology Institute;
10. Study on the production of drugs from medicinal plants;
11. Strengthening of national repair and maintenance of industrial equipment; and
12. Expansion of UNIDO's assistance in industrial research, quality control and testing.

In view of the US\$ 1.2 million of UNDP/IPF reserve available for programming in 1978, the Executive Director requested the UNDP, in its review with the Government, to examine the possibility of allocating a significant proportion of these resources for the implementation of the new projects identified. UNIDO will have to examine the possibility of financing those projects where UNDP financing will not be possible. A meeting was expected to be held during the last week of January to review this and the status of approval of project documents and the implementation of other industrial projects. After this, the UNDP was expected to communicate the current situation to UNIDO.

1. Technical advisory services

In the course of the discussions with the Ministry of Mines and Power, the national authorities requested UNIDO's assistance, similar to the assistance envisaged for the CELLUCAM project, in the area of petroleum refining, aluminum production and iron and steel production. The advice that will be required from UNIDO would emphasize assistance to the Government in the choice of appropriate technology and in negotiations with various partners on licensing and joint venture agreements as well as assistance

in monitoring the implementation of such agreements, specially during the initial phase of the project implementation.

2. Study on the utilization of non-conventional sources of energy

This project was discussed with the authorities of the Ministry of Mines and Power as well as with those of ONAREST. It involves assistance to the Government in cristallizing its ideas and in drawing up a national programme for the exploitation, commercialization and utilization of non-conventional sources of energy, such as solar, wind mill, bio-gas and bagasse. The assistance would particularly include and assessment of the economic and potential viability of projects related to the exploitation of these sources of energy. Significant importance is attached to the project due to its multiplying effects on rural industrial development programmes being promoted by the Government. In this connexion, it may be noted that a project is already included in the Country Programme for the production of charcoal for energy.

3. Evaluation of the utilization of charcoal in the production of iron and steel

The Government is carrying out a study for the exploitation of iron ore deposits in the Kribi area. Various technologies are being considered for the production of iron and steel for this iron ore and the Government would like to consider the use of charcoal in iron and steel production as an alternative to another technologies which may have been proposed. This project may actually be linked with the technical advisory services to be rendered by UNIDO in the area of iron and steel production.

4. Study on the alternative uses of bagasse

Cameroon produces a sizeable amount of sugar. The bagasse of the sugar plants is currently being used as a source of energy for the plants. The Government would like to evaluate the alternative use of bagasse, for example, in the production of paper, packaging material and ceiling board. In this connexion the experience of Cuba was noted to be particularly relevant.

5. Evaluation of the industrial transformation of the produce of the Cameroon Development Corporation

The Cameroon Development Corporation is perhaps the largest agricultural enterprise in Africa employing 17,000 people. It produces mainly rubber, palm oil, palm kernels, tea and bananas. All these produce are currently being exported only in their primary form. The Cameroon Development Corporation would like to embark on the industrial transformation of some of these agricultural produce. Before embarking in such a programme, it would like, however, to identify the various products which can be produced on an economically viable basis from one, more or a combination of the agricultural produce. UNIDO is therefore being requested to assist the Cameroon Development Corporation in carrying out such an exercise.

6. Industrial pollution control

With the rapid development of industrial activities in the country, the Government is becoming increasingly conscious of the environment problem which may arise from the rapid industrial process. It would therefore like to establish a National Industrial Pollution Control Programme which would consist of the development of industrial pollution legislation and policies; the evaluation of the environment pollution repercussions of new industrial projects presently being elaborated; and a diagnosis of industrial problems and the prescription of solutions in selected ongoing industrial operations. The assistance of UNIDO is requested, possibly in collaboration with UNEP.

7. Industrial training

Although the country has made progress in the development of its industrial manpower, there is still need for a better planning and implementation of national industrial training programmes. The assistance envisaged from UNIDO would, initially, consist of an Industrial Adviser to assist the Government in developing a programme for the training of the higher echelons of industrial personnel as well as in evaluating the industrial and technological skills requirements for the implementation of the industrial development plan as well as the development of a national plan for the development of such skills.

8. Production of replacement and simple spare parts for industrial equipment

One of the problems encountered in the repair and maintenance as well as operation of existing industrial enterprises is the lack of replacement and spare parts. Certain operations often have to be stopped for a considerable length of time due to the unavailability of parts. These replacement or spare parts often have to be imported at very high cost. The Government would therefore like to embark on the production of replacement parts as well as simple spare parts including the development of sizable foundry operations. UNIDO's assistance is requested to lay ground work for the establishment of such a production unit.

9. Establishment of a Central Food Technology Institute

Being traditionally an agricultural economy, food production is the major activity in Cameroon. In order to avoid the unnecessary wastage of agricultural produce, the Government has decided to establish a Central Food Technology Institute, which would undertake research and development as well as consultancy and extension services to existing or promotion of the establishment of new food processing industries. UNIDO is being requested to assist the Government in carrying out preparatory activities for the establishment of such an institute.

10. Production of drugs from medicinal plants

ONAREST has undertaken considerable amount of research to catalogue the various medicinal plants in the country and the possibility of commercially extracting such drugs. The ONAREST would like to undertake pilot plant operations for the production of such drugs from local medicinal plants. UNIDO is being requested to assist the Government in evaluating the work so far done and in formulating a programme for the pilot plant operation.

11. Strengthening of national repair and maintenance of industrial equipment

The Government appreciated the assistance of UNIDO in the field of repair and maintenance of industrial equipment which is currently being undertaken in the context of the CAPME project. The Government would like to expand the present UNIDO's project, currently located in Duala into a national programme. In this connexion, the Government would like to see the continued involvement of UNIDO in the CAPME project and requests UNIDO's assistance in formulating an expanded assistance to CAPME for implementation commencing in 1979.

12. Expansion of industrial research, quality control and testing facilities

In 1975, UNIDO approved a project to finance, with the assistance of the German Voluntary Contribution to UNIDO, general industrial research, quality control and testing equipment for Cameroon. The implementation of the project finally got under way in late 1977 at which time the price of the equipment had increased and the requirements of the Government had expanded in scope. The Government, therefore, is requesting UNIDO's increased assistance to this project by financing additional equipment and the services of an instrumentation engineer to assist the Government in the installation and initial operation of the equipment as well as fellowships for two nationals, already nominated, in the repair and maintenance of testing and quality control instruments. The Government intends to utilize the equipment provided in this project in establishing a nucleus of a national workshop for the repair and maintenance of research, testing and quality control instruments and metrology.

It was worth noting that the Executive Director stressed the need for the Government to take the necessary decision for early signature of the project documents already prepared jointly by UNIDO and the Government as far back as October 1977 to enable UNIDO to finalize the implementation action which these initiated.

C. BURUNDI

During the discussions with the Ministry of Industry and the UNDP's Resident Representative, the following areas for possible UNIDO intervention were identified: industrial planning, industrial training, energy, technological research, investment promotion, management of industrial enterprises and small scale industries development. In the context of the above areas of activity the following projects were identified;

1. Industrial survey
2. Industrial training
3. Industrial research institute
4. Investment promotion
5. Utilization of capital investment fund
6. Brick making plant

1. Industrial survey

The Minister expressed the desire of his Government to expand and diversify the industrial activities of the country. He therefore requested UNIDO's assistance in conducting an industrial survey which, in the light of the raw material resources of the country, would concentrate on the agro-industrial sector. In this context, the Minister also expressed the intention of his Government to study the possibility of establishing a paper production unit in the country.

2. Industrial training

In addition to the traditional training activities of organizing study tours and providing fellowships for the training of national industrial personnel, the Government would like to establish a school for the training of small scale industrial entrepreneurs. UNIDO's assistance is requested not only in the elaboration of the terms of reference and plan of implementation of this training school but also in the development of a national training programme for the higher echelons of industrial personnel.

3. Industrial research institute

The Government indicated its interest in the establishment of an industrial research institute which apparently had been envisaged in the Country Programme, possibly in the context of the ongoing project of assistance in the promotion of industrial development and contains a sizable allocation for testing and quality control equipment.

4. Investment promotion

The Government was organizing a round table meeting of donors and funding agencies in Bujumbura as a part of its investment promotion programme. As a follow-up, the Government would like to develop a continuing programme of investment promotion and would require UNIDO's assistance in the development and implementation of such a programme.

5. Utilization of capital investment funds

The Government had received a grant from the capital investment fund to assist in the promotion of its industrial activities. It had not been possible, however, to effectively utilize this grant due to the shortage of personnel. The Government is requesting UNIDO's assistance in developing and implementing a programme for the effective utilization of this fund.

6. Brick making plant

The Government also requested UNIDO's assistance, through the UNIDF, in the establishment of a brick making plant. In this context, the Minister emphasized the need for a cement expert who is foreseen for 10 man-months in the 1978 IPF Programme.

In view of the non availability of IPF funds and the diversity of the projects not fully designed, suggested above, the Executive Director suggested and it was agreed upon by the Minister and the UNDP Resident Representative that UNIDO should send a programming mission to Burundi to assist the Government in the elaboration of its ideas and in the definition of the projects identified as well as a concrete programme of action.

D. TANZANIA

Emanating from the discussions held by the Executive Director and various Ministries and Organizations, the following broad areas of activities were highlighted as priority areas: small scale industries; industrial consultancy; development of metalworking and engineering industries; industrial training; better utilization of existing capacities; more efficient utilization of natural resources; and technology transfer, including industrial research.

Since UNIDO already has a relatively high IPF programme in the country, some of the requirements of the Government in this areas of activity had been accommodated in the projects already elaborated and included in the programme. The UNIDO mission consisting of Messrs. S. Hable Selassie and A. W. Sissingh, which joined the Executive Director in Tanzania has also prepared a report elaborating on UNIDO's assistance to be financed from the undistributed US\$ 1.75 million of IPF that was allocated in the Country Programme for the industrial sector. The distribution of these funds largely covers projects in the area of textile industry; training; and assistance to the National Development Corporation (NDC). Small allocations have also been made for projects related to the establishment of an Engineering Design Centre and Project Identification in the leather industrial sector

The additional new projects which would require UNIDO's resources included:

1. Establishment of an Industrial Research Institute;
2. Industrial sector surveys;
3. Assistance to SIDO;
4. Establishment of an Engineering Design Centre; and
5. Industrial pollution control.

1. Industrial Research Institute

A request has already been submitted for financing under SIS of an industrial adviser on the establishment of industrial research institutes. The project receives very high priority from the Government, which hopes to receive bilateral financing following the elaboration of a concrete programme with the assistance of the UNIDO adviser. In addition to the possible bilateral assistance, the Government would also wish to see the continued presence of

UNIDO in the project, possibly through a UNIDO technological adviser in industrial and technological research for a period of about two years.

2. Industrial Sector Surveys

Although some financing has been allocated in the Country Programme for a survey in the leather industrial sector, the Government is also very keen on conducting similar surveys in the chemical, as well as in the metalworking and engineering sectors. The Government would therefore like to request UNIDO's assistance in financing the surveys in these two sectors.

3. Assistance to SIDO

The Government, as part of its rural industrial development programme would like to strengthen SIDO with advisers in Rural Industrial Estates (1 man year) and Rural Industrial Planning (2 man-years) as well as fellowships. While efforts were made to accommodate this project in the IPF, the constraints on such funds made it unavoidable for the Government to approach UNIDO for assistance.

4. Establishment of an Engineering Design Centre

Although some allocation has been made in the Country Programme for preparatory assistance for the establishment of an Engineering Design Centre, the financing of which the Government hopes to obtain from bilateral resources. The Government would like to see UNIDO's continued involvement in the project by financing the services of a Technical Adviser (2 years) to assist the Government in the planning and implementation of the Centre.

5. Industrial Pollution Control

With the rapid development of industrial activities in the country, the Government is becoming increasingly conscious of the environment problem which may arise from the rapid industrial process. It would

therefore like to establish a national industrial pollution control programme which would consist of the development of industrial pollution legislation and policies, the evaluation of the environmental pollution repercussions of new industrial projects or others presently being implemented; and a diagnosis of industrial problems and the prescription of solutions in selected ongoing industrial operations. The assistance of UNIDO, possibly in collaboration with UNEP, is requested.

Possible assistance of UNIDO to TISCO and in standardization and quality control

In addition to the above mentioned projects, the Government expressed strong desire for UNIDO's participation in two projects: TISCO and industrial standardization and quality control. Although these projects are financed by SIDA, the Government believes that an arrangement can be reached between SIDA, UNIDO and the Government, possibly under a funds-in-trust arrangement, utilizing the SIDA funds. The advantage of UNIDO's involvement is to bring to these organizations international experience and character to their activities.

Concerning TISCO in particular, the need is for assistance in the training of local staff, since most of the staff are new. UNIDO's additional assistance would also be required in such areas as industrial information; product suppliers; recommendations and assessment of experts and consultancy firms to be placed on TISCO's roster; advice on the procurement of contracting services to participate with TISCO in carrying out some of its projects; formulation of new industrial strategies, both on a sectorial and regional basis; development of industrial management services; technology transfer policies, plans and programmes; and international marketing information.

Concerning industrial standardization and quality control, the Government feels that UNIDO's participation would bring to Tanzania the experiences of other developing countries thereby helping to render Tanzanian standards more international. Although UNIDO's participation or involvement may not require significant amounts of money, the Government emphasizes its participation, even by simply assisting in periodically reviewing its programme, would be of great help.

E. ZAMBIA

In the course of the discussions with the various Ministries and organizations, the following areas of activity were accorded high priority by the Government: Industrial survey; project identification and elaboration; feasibility studies, identification of export markets; development of local resources to enable a diversification of the economic basis; industrial training; investment promotion; small scale industries; industrial information; repair and maintenance of industrial and agricultural equipment.

In the light of these broad priority areas, the following projects were identified:

1. Preparation of an industrial survey
2. Export promotion
3. Strengthening the Ministry of Industry

4. Industrial training
5. Industrial pollution
6. Repair and Maintenance of industrial and agricultural equipment
7. Investment promotion
8. Assistance to small scale industries

Prior to the arrival of the Executive Director, the SIDFA, Mr. Sen, had prepared some background notes on some of the above mentioned projects, which provide additional information to the projects. These notes are attached as Annex IV to this report.

Preparation of an industrial survey

The present economic problems confronting Zambia have revealed the danger of the dependency of a national economy on one raw material, in this case, copper. The present problem has therefore invoked a re-examination of the economic strategy resulting in the adoption of the new Industrial Development Act of 1977. This Act emphasizes the diversification and expansion of the economy to make it less dependant on copper. As one step towards the implementation of this Act, the Government is requesting UNIDO's assistance to undertake an industrial

survey in order to identify the industrial potential of the country. Following this survey, the Government would also require UNIDO's assistance in identifying and elaborating specific projects included in the broad areas identified in the industrial survey.

2. Export promotion

In order to enhance the foreign currency situation of the country, the Government would like to embark on an export promotion programme. Following the elaboration of the projects identified in the industrial survey, detailed feasibility studies would have to be carried out, which would include identification of export possibilities. On the basis of the results of such studies, the Government intends to embark on the implementation of the economically viable projects with identifiable export markets. UNIDO is therefore being requested to assist the Government in the preparation of feasibility studies including the identification of export markets.

3. Strengthening of the Ministry of Industry

Following the adoption of the Industrial Development Act of 1977, the Government has recently created a Ministry of Industry. In order to enable it undertake the tasks accorded to it, the Ministry is requesting the assistance of advisers in Industrial Planning and Industrial Information. The Government attaches high priority to this project in view of its contribution to the Government's efforts in achieving its new industrial strategy and policies for the diversification of the economy.

The Industrial Planning Adviser will be attached to the office of the Minister to advise him on all matters related to planning implementation and evaluation of industrial development programmes. The expert will also be expected to advise the Minister on various proposals and project ideas developed locally or externally and on the establishment of appropriate institutional infrastructure for the monitoring of industrial activities. In carrying out this duties, he will naturally collaborate with the SIDFA, other UNIDO experts, as well as with multi-lateral and bilateral experts working in the country.

The Industrial Information Adviser will be attached to the Ministry of Industry and will assist its staff in setting up an industrial information network in the country, which will initially assist the Government in its planning process, as well as industrial entrepreneurs and other organizations in carrying out their operations.

4. Industrial training

UNIDO is being requested to assist the Government in the establishment of an Institute for the training of high-level industrial personnel as well as the financing of an Industrial Training Adviser to assist the Government in developing a programme for the training of the higher echelons of industrial personnel as well as in evaluating the industrial and technological skills requirements for the implementation of the industrial development plan as well as the development of a national plan for the development of such skills. In connexion with the Institute for high level industrial personnel, the ILO is conducting a industrial training survey of the country which should provide some useful information for the establishment of the training institute. Although training institutes do exist for lower level technicians, there is none for the higher level echelons of industrial personnel. The Government therefore attaches high priority to this project.

5. Industrial pollution control

With the rapid development of industrial activities in the country, the Government is becoming increasingly conscious of the environmental problem which may arise from the rapid industrial process. It would like therefore, to establish a national industrial pollution control programme, which would consist of the development of industrial pollution legislation and policies, the evaluation of the environmental pollution repercussions of new industrial projects or others presently being implemented; and a diagnosis of industrial problems and the prescription of solutions in selected ongoing industrial operations. The assistance of UNIDO, possibly in collaboration with UNEP, is requested.

6. Repair and maintenance of industrial and agricultural equipment

UNIDO's assistance is being requested for the development of a national programme in the repair and maintenance of industrial equipment and agricultural tools and implements. The assistance is envisaged, at the initial stage, to assess the requirements on the basis of which the national programme is to be developed.

7. Investment promotion

The Government would like to develop a continuing programme of investment promotion and would, therefore, require UNIDO's assistance in the development and implementation of such a programme.

8. Assistance to small scale industries

UNIDO had assisted the Government in the past in the establishment of a small scale industrial programme - RUCOM.- In the light of the new Industrial Development Act and the need to diversify and expand industrial activities, the Government feels even a greater need for UNIDO's assistance in the area of small scale industries. The assistance required would consist of an industrial economist (Small Scale Industrial adviser), an industrial engineer and a food processing adviser including experience in pineapple processing.

In view of the non availability of UNDP funds, it would appear that financing for the projects identified above would come from UNIDO's resources and in view of the general nature of the requests, it was suggested - and agreed - that a programming mission by UNIDO would be necessary to assist the Government in defining more clearly the projects and in elaborating their plan of implementation.

F. NAMIBIA

In the course of his discussions with Col. H. Mbita, Commissioner for Refugees in Tanzania and the authorities of the Institute for Namibia in Zambia, the Executive Director reaffirmed UNIDO's full commitment for Namibia and its willingness to

help, in any way possible, in the work of the UN, the OAU and the Institute for Namibia. He recalled that a UNIDO mission had visited Zambia to discuss with SWAPO representatives and the Institute for Namibia, possible areas of co-operation with UNIDO. He endorsed the broad lines of co-operation agreed upon between the UNIDO mission and the Institute for Namibia and once more identified UNIDO's assistance to relate mainly in the training of Namibian-factory managers and technicians-to take over the operation of existing factories and the establishment of new ones. In this regard it was also noted that UNIDO's assistance in the training field could also be extended to the training of Namibians in industrial planning techniques. As part of this scheme in the total development of skills in Namibia, the Executive Director reiterated the offer he made to the UN commission for Namibia which visited UNIDO in 1977 to consider employing one or two Namibians in UNIDO. This would enable them to acquire some experience in handling industrial activities.

IV. RECOMMENDATIONS AND FOLLOW UP ACTION

A. General

1. All Divisions and Units of UNIDO are requested to take all necessary measures for the implementation of the agreements reached between UNIDO and each of the countries visited as contained in the Final Communiqués signed at the end of the Executive Director's visit to each of the countries.

The Division of Conference Services, Public Information and External Relations, Governments and Intergovernmental Organizations Relations Section is requested, in the context of its central co-ordinating role for relations between UNIDO and Governments, to maintain record of the actions taken by UNIDO on the implementation of the various aspects of the agreements and to periodically inform the Executive Director and all Divisions of the progress being made.

2. Visit of Minister responsible for industry in Burundi, Tanzania and Zambia to UNIDO

The Division of Conference Services, Public Information and External Relations - Governments and Intergovernmental Organizations Section is requested to take the necessary follow-up action to ensure that the visits of the Ministers responsible for industry in Burundi, Tanzania and Zambia, who were invited by the Executive Director are effected at a time mutually accepted by each individual Minister and UNIDO.

3. Accrediting of Ambassadors to UNIDO

The Division of Conference Services, Public Information and External Relations - Government and Intergovernmental Organizations Relations Section is requested to take the necessary follow-up action to obtain the decision of the Governments on the accrediting of their Ambassadors to UNIDO.

4. National Committees for UNIDO

The Division of Conference Services, Public Information and External Relations - Governments and Intergovernmental Organizations Relations Section is requested to review existing documentation on National Committees for UNIDO and augment it with a brief note containing information on the composition, nature and activities of existing National Committees for UNIDO, as well as UNIDO's concepts and ideas on such Committees. Such information should be made available to all those countries planning to establish National Committees for UNIDO or to reinforce the activities of the existing ones.

5. Appointment of SIDPA's

The Division of Policy Co-ordination - Field Reports Monitoring Section is requested to take the necessary follow-up action to

ensure early approval for the SIDFA candidates submitted for Cameroon and Tanzania. It is further requested to examine the field operations of the SIDFA programme and to make proposals, in consultation with other relevant units of UNIDO, on measures to be adopted in enhancing relationships between the SIDFA's and the UNDP offices, their communications with the Governments and their involvement in the main stream of the industrial activities of the country.

6. Distribution of information on UNIDO

The International Centre for Industrial Studies - Industrial Information Section is requested to review the UNIDO distribution list for the "NEWSLETTER" and not only to update the addresses in the list but also to expand it to include more users from the industrial community. In this connexion, the Administrative Services Division - General Services Section is requested to examine the possibility of sending the "NEWSLETTER" and other information bulletins of UNIDO by airmail and to take the necessary action for appropriate budgetary allocations.

7. Sectoral Consultation Meeting on Copper

The Division of Policy Co-ordination - Negotiations Section is requested to examine, in consultation with IOD and ICIS, the possibility of including the copper industry as one of the sectors for a global sectoral consultation meeting.

8. Recruitment of Namibians at UNIDO Headquarters

The Administrative Services Division - Personnel Services Section is requested to accord priority to Namibians when considering candidatures for appointments at UNIDO Headquarters.

**B. Field programme and project formulation, approval and
implementation**

1. Programme Formulation

The Division of Policy Co-ordination, Programme Development and Evaluation Section and the Industrial Operations Division are requested to prepare, in the light of some of the industrial problems highlighted in the report, new approaches in the development of UNIDO field activities, which will enable UNIDO to achieve a greater involvement in the main stream of industrial development activities of the developing countries and to assist them in a more co-ordinated and integrated manner in the solution of their industrial problems. In the elaboration of the new approaches, special attention should be given to increasing and making more effective UNIDO's technical advisory services; more effective participation in planning and programming activities including the UNDP Country Programming exercise; development of integrated national programmes in industrial training, industrial investment and export promotion; technology development and transfer; and industrial information.

In the elaboration of such proposals, consideration should also be given to global, regional, country and sectoral studies already taken by the ICIS, as well as in connexion with the consultation meetings, and the approaches should aim at developing programmes to assist the Governments in carrying out their industrial activities being financed not only from UNDP and UNIDF resources but also from national, bilateral and multilateral resources. Such proposals could be the object of a special Programming Committee Meeting in order to give a new orientation to UNIDO project formulation and development activities, particularly in the light of the implementation targets established for the 1980-83 medium term plan.

2. Project formulation

The Division of Policy Co-ordination - Programme Development and Evaluation Section is requested to consult with the Industrial Operations Division and to contact the UNDP Resident Representatives of each of the countries visited, to agree on a plan of follow-up action for the formulation and implementation of the various new

projects identified in the course of the visit. Where sufficient information is available for the preparation of PDS', possible SIS or UNIDF financing should be investigated. Agreement should also be reached on the programming missions agreed upon for Burundi and the second one for Zambia in order to obtain more precise information and definition of their new projects requested by the Government. In Cameroon, the UNDP Resident Representative and the Government should be urged to utilize a significant portion of the US\$ 1.2 million IPF reserve in financing some of the projects identified in the course of the mission. A Headquarters' staff visit for this purpose should also be considered.

It is recommended that in the formulation of large-scale projects and in the preparation of project documents appropriate allocation should be made for Headquarters' visits, preferably on annual basis to the field as well as Project Managers and National Project Directors to UNIDO's Headquarters for consultations. This should help to enhance communications between the field and UNIDO Headquarters and to make more available the entire UNIDO Headquarters' expertise for the benefit of the project.

The Division of Policy Co-ordination, Programme Development and Evaluation Section and Least Developed Countries Section, in consultation with the Industrial Operations Division should prepare and communicate to the field, a list of all SIS projects approved for 1978 for all countries, especially those visited.

3. Project approval

The Division of Policy Co-ordination, Programme Development and Evaluation Section is requested to take follow-up action particularly in Cameroon and Tanzania for the final approval of the projects already elaborated for financing from IPF. In Cameroon, in particular, DPC/PDES should continue urging the Government to sign the Project Documents already elaborated.

4. Project implementation

Similar to the exercise proposed to be undertaken by the Division of Policy Co-ordination - Programme Development and Evaluation Section/Industrial Operations Division on project formulation, IOD is also requested to make proposals for new approaches to be adopted in the implementation of UNIDO's field programmes. The proposals should give emphasis to facilitating the delivery of technical assistance and to raising the quality and impact of UNIDO's field programme. Particular attention should also be given to modalities for the implementation of UNIDO technical advisory services; improvements in expert recruitment and administration; financial implementation management; and better communications between the field and UNIDO; suggestions for handling such critical activities as industrial planning and programming; industrial training; industrial information; investment promotion; industrial institutional infrastructure; development of sectorial activities to ensure more effective integration of industry with other sectors of economy should also be highlighted.

The Industrial Operations Division is further requested to once more examine its communications systems with field experts and to develop and apply measures to enhance such communications.

The Industrial Operations Division is further requested to intensify its follow-up action to increase the rate of expert and consultancy organizations and other inputs from the developing countries in the implementation of UNIDO technical assistance field activities. In this connexion, the participation of national institutions and the use of local facilities in the implementation of field projects should also be intensified. A brief note on these matters would help to inform the Executive Director and all Divisions on the actions already undertaken and the results achieved.

The Administrative Services Division - Financial Services Section (Financial Implementation) is requested to prepare, in consultation with the Industrial Operations Division, and communicate to each country visited, the financial status of implementation of all SIS projects in the country as well as mandatory revisions for completed ones.

ANNEX I A

Programme de la Visite au Mali
du Docteur ABD-EL RAHMAN KHANE, Directeur Exécutif
de l'O.N.U.D.I.

(du 16 au 19 Janvier 1978)

LUNDI 16 JANVIER 1978 :

- 17 H 45 - Arrivée du Dr. Abd-El Rahman KHANE par vol RK 047
en provenance de Paris
- Accueil par:
- Monsieur le Ministre du Développement Industriel et
du Tourisme
 - Monsieur le Représentant Résident du PNUD au Mali
 - Le Service du Protocole
 - Hébergement à l'Hôtel de l'Amitié
- 20 H 30 - Dîner offert par Monsieur le Représentant Résident
du PNUD.

MARDI 17 JANVIER 1978 :

- 08 H 00 - Visite de courtoisie au Chef de l'Etat
- 08 H 45 - Visite de courtoisie au Monsieur le Ministre des Finances
et du Commerce
- 09 H 10 - Visite de courtoisie à Monsieur le Ministre des Affaires
Etrangères et de la Coopération
- 09 H 40 - Visite de courtoisie à Monsieur le Ministre du Plan
- 10 H 25 - Visite de courtoisie à Monsieur le Ministre du Développe-
ment Rural
- 11 H 05 - Visite de la FONCOMA
- 11 H 25 - Visite de la SONATAM
- 12 H 00 - Visite de la SOMACI
- 13 H 00 - Déjeuner à la Residence de l'Ambassadeur d'Algérie
- Après-Midi
- 16 H 15 - Visite de courtoisie au Ministre du Développement, Industrie
et du Tourisme
- 16 H 30 - Visite du C.E.P.I.
- 17 H 00 - Séance de travail à l'Hôtel de l'Amitié
- 18 H 30 - Cocktail (Hôtel de l'Amitié)

MERCREDI 18 JANVIER 1978 :

- 06 H 00 - Départ pour Sikasso par avion
- 10 H 00 - Départ de Sikasso pour Ségou
- 11 H 15 - Visite de la COMATEK
- 12 H 30 - Dejeuner à Ségou

Après-Midi

- 14 H 00 - Visite de l'Office du Niger
- 17 H 30 - Retour à Bamako
- 20 H 00 - Réception offerte par Monsieur le Ministre du Développement Industriel et du Tourisme au Grand Hôtel

JEUDI 19 JANVIER 1978 :

- 07 H 20 - Signature communiqué conjoint
- 08 H 00 - Départ du Docteur KHANE

ANNEX I B

PROGRAMME DU SEJOUR AU CAMEROUN DU
DR. ABD-EL RAHMAN KHANE
DIRECTEUR EXECUTIF DE L'ONUUDI

19 - 24 JANVIER 1978

JUDI 19 JANVIER 1978

- 14 H 45 - Arrivée a Douala Vol Air Mali No. MY 201
- Accueil par le Représentant du Ministre de l'Economie et du Plan
- Installation à l'Hôtel AKWA PALACE
- 20 H 45 - Départ de Douala Vol UY No. 748
- 21 H 15 - Arrivée à Yaoundé
- Accueil par le Représentant du Ministre de l'Economie et du Plan

VEDREDI 20 JANVIER 1978

- 09 H 30 - Visite de courtoisie au Ministre des Affaires Etrangères
- 10 H 15 - Visite de courtoisie au Ministre des Mines et de l'Energie
- 11 H 00 - Entretien avec le Ministre de l'Economie et du Plan
- 12 H 30 - Déjeuner sur invitation
- 15 H 00 - Réunion aux Bureaux du PNUD
- 18 H 30 - Cocktail offert par le Gouvernement

SAMEDI 21 JANVIER 1978

- 10 H 15 - Rencontre avec le Directeur Général et le Directeur Général Adjoint de l'ONASIST
- 11 H 00 - Audience du Premier Ministre
- 11 H 30 - Audience du Chef de l'Etat

- 15 H 00 - Signature du Communiqué Final au Ministère de l'Economie et du Plan
- 15 H 45 - Conférence de Presse à l'Hôtel MONT FIEBE NOVOTEL
- 18 H 00 - Départ de Yaoundé Vol UY No. 791
- 18 H 30 - Arrivée à Douala
- Installation à l'Hôtel AKWA PALACE

DIMANCHE 22 JANVIER 1978

- 09 H 00 - Départ pour VICTORIA
- Visite des Plantations de la C.D.C.
- Déjeuner à VICTORIA
- Retour sur Douala

LUNDI 23 JANVIER 1978

- 08 H 00 - Départ pour EDEA
- 09 H 30 - Visite de CELLUCAM
- 10 H 30 - Visite du Barrage de la SONEL et de l'Usine d'ALUCAM
- 12 H 00 - Déjeuner à l'Hôtel ALUCAM
- 18 H 00 - Retour sur Douala
- Réunion avec les Directeurs du CAPNE et les experts de Nations Unies

MARDI 24 JANVIER 1978

- 06 H 30 - Départ pour BUJUMBURA (Vol UY 800).

ANNEX I C

PROGRAMME OF VISIT BY
DR. ABD-EL RAHMAN KHANE
EXECUTIVE DIRECTOR OF UNIDO
TO BURUNDI

24 - 25 JANUARY 1978

24 JANUARY 1978

- 12:25 hours - Arrival at Bujumbura Airport from Douala on Flight UY 800 and met by:
- Mr. A. Nduwayo, General Director of International Co-operation and
 - Mr. C. Buyoya, Counsellor, Ministry of Foreign Affairs;
 - Mr. J. Yonke, UNDP Resident Representative
 - Mr. M. Lenoble, UNIDO SIDFA
 - Mr. R. Kacsan, UNIDO Project Manager
- Press interview
- 20:00 hours - Dinner offered by Mr. J. Yonke in honour of Dr. Khane

25 JANUARY 1978

- 08:30 hours - Work session at the Ministry of Geology, Mines and Industry with
- His Excellency G. E. Kerenzo, Minister of Geology, Mines and Industry,
 - Senior staff of the Ministry
 - UNDP Resident Representative and Programme Officer
 - SIDFA; and
 - UNIDO project manager
- 12:20 hours - Departure from Bujumbura for Dar-es-Salam

ANNEX I D

PROGRAMME OF DR. ABD-EL RAHMAN KHANE'S VISIT TO TANZANIA

25 - 28 JANUARY 1978

1. FIRST DAY (Wednesday, 25 January 1978)

- 17:40 hrs. - Arrive at Dar-es-Salam International Airport on Flight TC 283
- 19:30 hrs. - Reception by the Minister for Industries Hon. C. D. Msuya in honour of Dr. Khane

2. SECOND DAY (Thursday, 26 January 1978)

- 09:15 hrs. - Discussion with Hon. C.D. Msuya - Minister for Industries
- 10:15 hrs. - Discussion with Hon. E. M. Mtei - Minister for Finance and Planning
- 11:00 hrs. - Discussion with Hon. B. Mkapa - Minister for Foreign Affairs
- 12:30 hrs. - Private Lunch
- 14:10 hrs. - Courtesy call on Colonel Mbita - Secretary of the OAU Liberation Committee
- 14:40 hrs. - Discussion with Hon. Alnoor Kassum - Minister for Water, Energy and Minerals
- 15:50 hrs. - Visit to URAFIKI Textile Mille
- 18:30 hrs. - Reception by UNDP Resident Representative in honour of Dr. Khane.

3. THIRD DAY (Friday, 27 January 1978)

Travel to Butiama for a courtesy call on H.E. Mwalimu Julius K. Nyerere.

- 20:00 hrs. - Dinner by Hon. B. Mkapa in honour of Dr. Khane

4. FOURTH DAY (Saturday 28 January 1978)

- 09:00 hrs. - Final round of discussion with Hon. C.D. Msuya, Minister for Industries and signature of Final Communiqué
- 10:30 hrs. - Press conference
- 12:00 hrs. - Private Lunch
- 14:30 hrs. - Departure for Lusaka, Flight QZ 629

ANNEX I E

PROGRAMME OF VISIT BY
DR. ABD-EL RAHMAN KHANE
EXECUTIVE DIRECTOR OF UNIDO
TO ZAMBIA

28 - 31 JANUARY 1978

SATURDAY, 28 JANUARY 1978

- 17:10 hrs. - Arrival at Lusaka Airport, Flight QZ 629
- Press interview

SUNDAY, 29 JANUARY 1978

- 13:00 hrs. - Lunch appointment

MONDAY, 30 JANUARY 1978

- 10:00 hrs. - Visit to Kafue Nitrogen Chemicals Factory and Kafue Textiles
- 12:30 hrs. - Official Lunch by the Government of Zambia
- 14:30 hrs. - Meeting with Minister of Economic and Technical Co-operation, Mr. P. Matoka
- 17:00 hrs. - Meeting with Minister of Foreign Affairs, Mr. S. Mwale
- 18:30 hrs. - Reception by the UNDP Resident Representative Mr. J. Mufti

TUESDAY, 31 JANUARY 1978

- 09:40 hrs. - Meeting with Ministries of Industry, Finance, NCDP, Foreign Affairs, INDECO and Agriculture.
- 11:00 hrs. - Visit to UNDP/SIDFA Office
- 11:30 hrs. - Meeting with Heads of UN Agencies
- 12:30 hrs. - Lunch
- 14:45 hrs. - Visit to Institute for Namibia

- 16:00 hrs. - Meeting with Minister of Industry, Mr. R. Chisupa
- 16:45 hrs. - Signature of Final Communiqué
- 18:00 hrs. - Press Conference
- 19:30 hrs. - Departure for Paris at the Lusaka Airport -
Flight UT 742

ANNEX II A

REPUBLIQUE DU MALI

A. Présidence de la République

1. Son Excellence Colonel Maussa TRAORE - Chef de l'Etat
2. Ismaïla KANOUTE - Directeur du Cabinet

B. Ministère du Développement Industriel et du Tourisme

1. Son Excellence Lamine KEITA - Ministre
2. Homady DIALLO - Directeur du Cabinet
3. Mouhamadou CISSE - Chef de Division, Direction National des Industries

C. Ministère des Affaires Etrangères et de la Coopération

1. Son Excellence Colonel Charles Samba CISSOKO - Ministre
2. Seydon TRAORE - Secrétaire
3. Yaya DIARRA - Chef de la Division de la Coopération Economique Internationale
4. Oumar KANTE - Département de Protoccol

D. Ministère du Plan

1. Son Excellence Ahmadou Baba DIARRA - Ministre
2. Zana Ousmane DAO - Directeur du Cabinet
3. S. KOUYATE - Directeur Adjoint du Plan

E. Ministère des Finances et du Commerce

1. Son Excellence Founké KEITA - Ministre
2. Oumar COULIBALY - Conseiller Technique
3. Abdoulaye SOW - Chef du Cabinet

F. Ministère du Développement Rural

1. Son Excellence, Assim DIANARA - Ministre

B. FONCOMA - La Fonderie Co-opérative du Mali

1. Koniba DIARRA - Directeur Administratif
2. Ibrahima DIALLO - Technicien de la Direction Nationale de la Coopération

H. SONATAM

1. Bamba KADARY - Directeur Adjoint

I. SOMACI - Société Mamadou Sada Diallo et Frères

1. Mamadou Sada DIALLO - Président Directeur Général
2. Mahamadou Mouctar BA - Directeur

J. CEPI - Centre d'Etudes et de Promotion Industrielle

1. Seydou DOUMBIA - Directeur Général
2. Sy Sada DIANE - Cadre du CEPI

K. COMATEK

1. Fambougouri DIANE - Directeur

L. EMANA - Entreprise Malienne de Maintenance (Sikasso)

1. Abdoualiwow MAIGA - Gouverneur de la Région (Sikasso)
2. Diallo M'PIE - Maire de la Ville (Sikasso)
3. Boubacar Mohamed SY - Chef de Cabinet du Gouverneur
4. Djibrill DIALLO - 1er Adjoint de Commandant du Cercle
5. Mahamed DOUCOURE - Directeur
6. Heia Nen - SHENG - Expert Chinois Interprète

M. Office du Niger (Ségou)

1. Abdoulaye KRITA - Gouverneur de la Région (Ségou)
 2. Bakoroba DJINE - Maire de Ségou
 3. Dolienga DIANOUTENE - Directeur Général Adjoint
 4. Seydou KANSSEYE - Chef de Service Commercial
 5. Abba Bakama DIKO - Chef du Bureau des Etudes Générales
 6. Ely FALL - Chef du Service Industriel
- (Absent: Elie BRALLO - Directeur Général)

N. OTHER NATIONAL AUTHORITIES

1. Mne CISSE - Ministère de Intelle des Sociétés et entreprises d'Etat
2. Chrickua TRAORE - Directeur de Laboratoire de l'Energie Solaire

O. Bureau de FNUD

1. Paolo COPPINI - Représentant Résident, a.i.
2. Acufik Benamara - Assistant du Représentant Résident
3. Pe Age JACOBSEN - JPO
4. Experts de l'ONUDI au Mali

ANNEX II B

REPUBLIQUE UNIE DU CAMEROUN

A. Présidence

1. Son Excellence Ahmadou AHIDJO - Président de la République

B. Premier Ministre

1. Son Excellence Paul BIYA - Premier Ministre
2. Jean NKUETE - Conseil Technique au Premier Ministre

C. Ministère des Affaires Etrangères

1. Joseph OMONO - Secrétaire Général
2. T. ATANGANA - Directeur Adjoint des Organisations Internationales
3. M. BELINGA - Chargé des Organisations Régionales

D. Ministère de l'Economie et du Plan

1. Son Excellence Youssoufa DAOUDA - Ministre
2. Son Excellence Robert NAAH - Vice Ministre
3. Louis-Claude NYASSA - Secrétaire Général
4. Edward NOMO - ONGOLO - Directeur de l'Industrie
5. Antoine EDO - Directeur Adjoint de l'Industrie
6. Manga NDOUMBE - Chef de Service de Promotion Industriel

E. Ministère des Mines et de l'Energie

1. Son Excellence Henry ELANGWE - Ministre
2. Bienvenu FONDA - Conseiller Technique
3. Bernard MOUDIO - Directeur des Mines
4. Gaston MVONDO - Directeur de l'Eau et de l'Energie

F. Office National de la Recherches Scientifiques et Techniques
(ONARST)

1. F. A. GANDJI - Directeur Général
2. Samsul NELLE - Directeur Général Adjoint

G. Cameroun Development Corporation

1. John NGU - General Manager

I. Douala and Edea

1. Jean Marcel MENGHE - Gouverneur de la Province du Littoral, Douala
2. Andre Ledoux MEKINDA - Chef de Service D'Accueil des Investisseurs
Ministère de l'Economie et du Plan, Douala
3. Alexandre Ntouma NYAMSI - Préfect, L'Edea
4. Martin SOM - Depute, Edea
5. Antoine LOOMO - Président de la Section de l'U.N.C., Edea
6. M. RICHENET - Directeur de l'Allucam, Edea
7. M. NGOUNOU - Directeur Administratif Assistant de l'Allucam, Edea
8. M. Le PESANT - Manager ERPH, Sonel, Edea
9. W. BUKER - Construction Manager - CELUCAM, Edea
10. J. J. RONAYNE - Mechanical Supretendent, Edea
11. Stohl - Civil Engineering Supretendent, Edea
12. GERTHER - Technical Adviser, Edea
13. Pierre DINDJEKE - Agent Régional de Développement de la Sanaga
Maritime, Edea

H. CAPNE - Douala

1. Mr. T. KINGA - Ancien Directeur
2. Mr. Tchokonte KANGA - Nouveau Directeur
3. Mr. MAULLER - Chef de Project, PNUD
4. Mr. MONTELS - Expert de l'OMUDI
5. Mr. GOFFARD - Expert de l'OMUDI

I. Bureau de PNUD - Yaounde

1. Wali Shah WALI - Représentant Résident
2. Van der KLOET - Deputy Resident Representative
3. G. PAPULI - Assistant Resident Representative
4. G. MARINCKX - JPO

ANNEX II C

BURUNDI

A. Ministère des Affaires Etrangères

1. Antoine NDUNAYO - Directeur Général de la Coopération International
2. Celase BUYOYA - Conseiller

B. Ministère de la Géologie des Mines et de l'Industrie

1. Son Excellence Leopard Emery KARENZO - Ministre
2. A. NDEZAKO - Directeur Général
3. Evariste NCABUQUI - Directeur de l'Industrie
4. Sturning SEMUKERERE - Conseiller Juridique Cabinet du Ministre
5. François BANGURA - Conseiller Economique Industriel
Cabinet du Ministre

C. Bureau de FNUD

1. Jean-Baptiste YONKE - Représentant Résident
2. M. LENOBLE - Conseiller hors Siège de Développement Industriel
3. R. KACSAN - Chef de Projet, ONUDI
4. NAMORJ - Expert de l'ONUDI
5. K. SOUBATD - Expert de l'ONUDI
6. Fidele DIONOU - Administrateur de Programme

ANNEX II D

UNITED REPUBLIC OF TANZANIA

A. Presidency

1. His Excellency Mwalimu J.K. NYERERE
- President of the United Republic
2. Joseph BUTIKU - Private Secretary to the President
3. Sammy MDEE - Press Secretary of the President

B. Ministry of Industries

1. His Excellency C.D. MSUYA - Minister
2. His Excellency C.M. MZINDAKAYA - Junior Minister
3. F.M. KAZAURA - Principal Secretary
4. E.B. TOROKA - Director of Industries
5. T. NWORIA - Principal Industrial Officer
6. D.T. LEMA - Planning Division
7. J.N. RUSIBAMAYIKA - Senior Industrial Officer

C. Ministry of Finance and Planning

1. His Excellency E. WTEI - Minister
2. A. ISSA

D. Ministry of Foreign Affairs

1. His Excellency B. NKAPA - Minister
2. V.L. NJIKU

E. Ministry of Water, Energy and Minerals

1. Hon. Alnoor KASSUM - Minister
2. D.S. BUSHAIJAEWE - Director of Project Preparation
3. W. MAHANGA - Director of Planning
4. S.J. MAKUNDI - Senior Economist
5. A.J. ZIDIKHERI - Planning Engineer

F. OAU Liberation Committee

1. Colonel H. MBITA - Secretary
2. Colonel Laban OYAKA - Assistant Secretary for Policy and Information

G. Friendship Textile Mill

1. J. MHONDO - General Manager
2. H. MAPOLU - Personnel and Manpower
Training Manager
3. Stambuli MPONDA - Public Relations Officer

H. Other National Authorities

1. L. MMASI - General Manager
National Development Corporation
2. E.L. KAMUZORA - Director General
Tanzania Industrial Studies and
Consulting Organization (TISCO)
3. J.S. NLAGALA - Small Industries Development Organization

I. UNDP Office

1. A.T. KABBAH - Resident Representative
2. G. KASTENGREN - UNIDO Senior Industrial Development Adviser
3. Q.G. NOANAN - Assistant Resident Representative
4. UNIDO Experts in Tanzania

ANNEX II E

REPUBLIC OF ZAMBIA

A. Presidency

His Excellency Dr. Kenneth D. KAUNDA - President

B. Ministry of Economic and Technical Co-operation

1. Hon. P. MATOKA - Minister
2. S. K. METUNA - Permanent Secretary
3. L. D. KAPIJIMPANGA - Economist

C. Ministry of Foreign Affairs

1. Hon. S. G. MWALE - Minister
2. H. M. NZUNGA - Permanent Secretary
3. G. R. ZIMBA - Under Secretary (Political)
4. J. LICHILANA - Senior Economist

D. Ministry of Industry

1. Hon. B. CHISUPA - Minister
2. A. L. CHITULANGOMA - Permanent Secretary
3. E. H. HIMUNYANGA - Under Secretary
4. P. C. KASOLO - Principal

E. National Commission for Development Planning

1. Hon. J. LUMINA - Minister of State
2. V. KAIGL - UNIDO Senior Industrial Adviser

F. Industrial Development Corporation (INDECO)

1. L. M. CHILIBE - Managing Director
2. A. MBEKUSITA-LEMANIKA - Acting Controller Management Services Division
3. O. CHAMA - Operations Controller - Industrial and Chemicals Division

G. Nitrogen Chemicals Zambia Ltd., Kafue

1. C. M. Kapihya - General Manager

H. Kafue Textiles, Kafue

1. Lazama B. CHEELO - General Manager

I. Institute for Namibia

1. H. G. GEINGOB - Director
2. M. BOMANI - Deputy Director and Head, Legal Constitutional and Judicial Affairs Division
3. B. MODISF - Assistant Director and Head, Educational and Social Division
4. H. HANUTENYA - Assistant Director and Head, Historical, Political and Cultural Division
5. G. SEMITI - Assistant Director and Head, Agricultural and Land Resources Division
6. B. SETAI - Assistant Director and Head, Economics Division
7. P. LOMBE - Chief Administrative Officer

J. Other National Authorities

1. N. SERPELL (Mrs.) - Economist, Ministry of Finance
2. J. H. REMBA - Principal Research Officer, Ministry of Lands and Agriculture

K. UNDP Office

1. J. MUFTI - Resident Representative
2. K.C. SEN - UNIDO Senior Industrial Development Field Adviser
3. Saidi M. SHOMARI - Area Representative, UNICEF
4. Cecil KPENOU - Representative, UNHCR
5. K. H. AMEIR - Director/MULPOC Team Leader
6. M. A. JALIL - Resident Representative, IBRD
7. Dr. B.S. SINGAL - WHO
8. Hisham Omayad - Regional Representative, Regional Office of the United Nations Commissioner for Namibia
9. H. G. GEINGOB - Director, United Nations Institute for Namibia
10. A. R. MAGOMA - Director, United Nations Information Centre
11. S. R. SHIEKH - Co-ordinator, UNFPA
12. H. OLF - Senior Agricultural Adviser - FAO (on leave at the moment, Mr. R. England, UNDP, standing by)

ANNEX III A

NOTE SUR LA COOPERATION ENTRE LA REPUBLIQUE
DU MALI ET L'ORGANISATION DES NATIONS UNIES
POUR LE DEVELOPPEMENT INDUSTRIEL (ONUDI)

A l'invitation de son Excellence le Ministre du Développement Industriel et du Tourisme de la République du Mali, Mr. Lamine KEITA, le Directeur Exécutif de l'ONUUDI, le Dr. Abd-El Rahman KHANE s'est rendu en visite officielle en République du Mali du 16 au 18 Janvier 1978.

Le Dr. Abd-El Rahman KHANE a été reçu en audience par le Chef de l'Etat du Mali, son Excellence le Colonel Moussa TRAORE. A cette occasion, des questions d'intérêt commun furent discutées, relatives notamment à la coopération entre la République du Mali et l'ONUUDI y inclus la coopération sous-régionale et régionale.

Au cours de la visite, des séances de travail ont été tenues avec les Ministres et autres hauts fonctionnaires du Gouvernement, dont la liste est donnée à l'annexe 1 jointe à la présente note. Au cours de ces rencontres, il a été procédé à de larges échanges de vues sur les principaux aspects spécifiques de la coopération entre la République du Mali et l'ONUUDI en matière de développement industriel.

Une importance toute particulière fut accordée aux moyens d'accélérer la mise en oeuvre des mesures préconisées par la Déclaration et le Plan d'action de Lima. Dans cette perspective a été soulignée la nécessité des nouvelles orientations et de la diversification des approches opérationnelles visant à la réalisation des objectifs contenus dans la Déclaration et le Plan d'action de Lima. En outre, le Gouvernement de la République du Mali a réaffirmé son plein appui aux dispositions de la résolution 3362 de la septième session spéciale de l'assemblée générale des Nations Unies concernant la transformation de l'ONUUDI en institution spécialisée pour le Développement industriel.

La qualité de la coopération existante déjà entre la République du Mali et l'ONUDI ainsi que la nécessité de renforcer encore davantage cette coopération en vue de contribuer à l'accélération du processus du développement industriel du Mali ont été reconnues. Dans ce contexte, l'ONUDI intensifiera ses programmes d'assistance technique au Mali dans les domaines prioritaires indiqués par le Gouvernement. Une attention particulière sera accordée au renforcement des institutions qui contribuent à déterminer les politiques, plans et programmes industriels et constituent de ce fait une partie essentielle du cadre d'un développement industriel autonome. L'annexe 2 jointe à la présente note précise

les points les plus importants qui ont retenu l'attention des deux parties.

Le Gouvernement de la République du Mali a réaffirmé son soutien aux efforts en cours en vue de promouvoir le Fonds du développement industriel des Nations Unies en tant qu'instrument de base pour aider les pays en voie de développement à atteindre leurs objectifs de développement industriel.

Le Gouvernement de la République du Mali s'est déclaré disposé à jouer un rôle effectif dans la promotion des activités et du rôle de l'ONUDI. Il a exprimé son soutien aux activités de coopération entre les pays en voie de développement eux-mêmes et s'est offert dans ce contexte à abriter certains programmes de l'ONUDI tels que rencontres, séminaires et autres activités régionales ou interrégionales qui intéressent particulièrement la zone du Sahel.

En vue de prendre une part active aux efforts déployés par l'ONUDI pour mettre en oeuvre les dispositions de la Déclaration et du Plan d'action de Lima, le Gouvernement de la République du Mali envisage de contribuer à promouvoir la coopération du Mali avec l'ONUDI grâce à la collaboration des institutions, personnes et organismes maliens appropriés, tant du secteur public que du secteur privé. Le Gouvernement de la République du Mali envisage de prendre une part active aux travaux des hautes instances de l'ONUDI ainsi qu'aux rencontres internationales organisées dans le cadre du programme de consultations de l'ONUDI, apportant ainsi à ces rencontres le fruit de son expérience propre en matière de développement industriel.

Dans la mesure des ressources disponibles, l'ONUDI s'engage à continuer et intensifier son assistance au CEPI, à réaliser le bilan et le diagnostic de l'industrialisation au Mali selon les orientations du Gouvernement malien. Elle envisage par ailleurs de rechercher les moyens nécessaires pour une assistance appropriée au développement des agro-industries et de l'énergie solaire.

Dans le but d'aider la mise en oeuvre des mesures envisagées, le Gouvernement de la République du Mali a décidé d'accréditer auprès de l'ONUDI une représentation permanente.

Fait à Bamako le 18 Janvier 1978

Pour le Gouvernement de
la République du Mali.-



LAMINE KEITA
Ministre du Développement
Industriel et du Tourisme,-

Pour l'Organisation des Nations Unies
pour le Développement Industriel.-



ABD-EL RAHMAN KHANE
Directeur Exécutif,-

(-) N N N E X E II à la Note sur la Coopération entre
le Mali et l'ONUDI

Le paragraphe 5 de la Note sur la Coopération entre la République du Mali et l'ONUDI mentionne de manière générale une série de points importants auxquels une attention particulière sera accordée en ce qui concerne la contribution de l'ONUDI aux efforts de la République du Mali tendant à l'accélération de son développement industriel.

La présente annexe énumère ci-après, de manière non limitative, certains de ces points, tout en les développant brièvement.

I. - Politiques, Plans et Programmes Industriels, compte tenu du Choix
et du Transfert de Technologie Appropriées.
Institutions Industrielles.

On reconnaît l'importance essentielle pour le développement industriel des politiques, plans et programmes industriels. Ceux-ci auront à tenir compte notamment de la nécessité de la sélection, du développement, de l'adaptation et du transfert de technologies appropriées dans les meilleures conditions possibles.

Ce qui précède fait ressortir le rôle primordial des infrastructures institutionnelles nationales et régionales existantes dans le domaine industriel. Cela implique également le renforcement ou l'établissement, le cas échéant, d'institutions nouvelles en vue d'assurer l'usage effectif et la coordination des capacités existantes, ainsi que la création de capacités nouvelles en matières d'identification, d'évaluation, de préparation, de promotion et de supervision des projets nécessaires au développement du secteur industriel. De telles institutions ont des rapports étroits avec le domaine de la sélection et du transfert de technologies appropriées et devront couvrir également les domaines de l'information et de la recherche industrielles, de la standardisation et du contrôle de qualité.

Comme les signataires de la Note sur la Coopération entre la République du Mali et l'Organisation des Nations-Unies pour le Développement Industriel l'ont noté avec satisfaction, c'est à un tel renforcement institutionnel en vue de promouvoir le développement industriel que doivent contribuer plusieurs projets de l'assistance technique de l'ONUDI à la République du Mali financée par le Programme des Nations Unies pour le Développement et les ressources de l'ONUDI.

2. - Formation

Ce point concerne l'organisation de divers programmes de formation, y compris notamment bourses et voyages d'études, rencontres de formation, programmes de formation sur le tas pour les diverses catégories de personnel impliqués dans le développement industriel aux niveaux des politiques, des institutions et de l'entreprise. De tels programmes pourront concerner également les centres nationaux de formation industrielle.

3. - Développement des Ressources Naturelles

Dans ce domaine, des programmes spéciaux d'assistance devraient être mis en oeuvre en vue d'accélérer le développement dans les conditions les plus favorables au pays de l'ensemble de ses ressources naturelles, des priorités étant accordées à des sous-secteurs tels qu'agro-industries, transformation du bois, métallurgie, des matériaux de construction, etc.

4. - Développement des Petites et Moyennes Industries et le Secteur Rural

Il a été décidé que l'ONUDI contribuerait de tous ses efforts à la mobilisation des ressources nécessaires à intensifier la promotion et le développement des Petites et Moyennes Entreprises nationales, auxquelles le Gouvernement de la République du Mali attache une importance toute particulière pour développer le Secteur rural.

COMMUNIQUE FINAL

Sur invitation du Gouvernement de la République Unie du Cameroun, le Directeur Exécutif de l'Organisation des Nations Unies pour le Développement Industriel (ONUDI), le Dr ABD-EL RAHMAN KHANE, a effectué une visite officielle en République Unie du Cameroun, du 19 au 24 janvier 1978.

Le Dr ABD-EL RAHMAN KHANE a été reçu en audience par le Chef de l'Etat, Son Excellence AHMADOU AHIDJO, Président de la République Unie du Cameroun. A cette occasion, des questions d'intérêt commun ont été examinées et notamment celles relatives à la coopération entre la République Unie du Cameroun et l'ONUDI, à l'assistance que cet Organisme pourrait apporter aux efforts d'industrialisation des pays en voie de développement en général et Africains en particulier.

Au cours de son séjour, le Directeur Exécutif de l'ONUDI a rendu une visite de courtoisie au Premier Ministre, Monsieur Paul BIYA. Il a, d'autre part eu des entretiens avec plusieurs Membres du Gouvernement et a participé au Ministère de l'Economie et du Plan, à une séance de travail au cours de laquelle ont été examinés des projets en cours d'exécution avec l'assistance de l'ONUDI, et ont été dégagées des perspectives d'intervention de cette Organisation pour le court, le moyen et le long terme.

Une attention particulière a été accordée aux moyens susceptibles de favoriser la mise en oeuvre des mesures préconisées dans la Déclaration et le Plan d'Action adoptés à l'issue de la Deuxième Conférence Générale sur le développement industriel tenue à LIMA (Pérou) en mars 1975, mesures qui ont pour but d'accélérer l'industrialisation des pays en voie de développement et de parvenir à une meilleure répartition des activités industrielles dans le monde.

Dans cette optique, l'ONUDI intensifiera ses programmes d'assistance technique au Cameroun dans les domaines jugés prioritaires par le Gouvernement. Un accent particulier sera mis sur l'assistance aux structures chargées de la détermination des politiques et de l'élaboration des plans et programmes industriels, en vue d'un développement industriel autonome.

Pour lui permettre de jouer pleinement son rôle, l'ONUDI souhaite le renforcement des moyens du Fonds de Développement Industriel créé par l'Assemblée Générale des Nations Unies, conformément aux recommandations de la Déclaration et du Plan d'Action de LIMA.

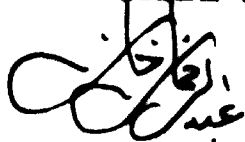
Le Gouvernement de la République Unie du Cameroun apportera pour sa part et comme par le passé, tout son soutien aux efforts déployés par l'ONUDI pour aider à l'industrialisation des pays en voie de développement, afin que ceux-ci atteignent l'objectif de 25 % de la production industrielle mondiale fixé par la Conférence de LIMA.

En outre, le Gouvernement accordera, dans la limite de ses moyens, les facilités susceptibles de promouvoir des programmes de caractère régional ou sous-régional initiés par l'ONUDI.

Le Directeur Exécutif a tenu à exprimer aux Autorités Camerounaises et particulièrement à Son Excellence AHMADOU AHIDJO, à son Gouvernement et au Peuple Camerounais, toute sa reconnaissance pour l'aimable invitation qui lui a été adressée ainsi que pour l'accueil et l'hospitalité qui lui ont été réservés pendant son séjour au Cameroun.

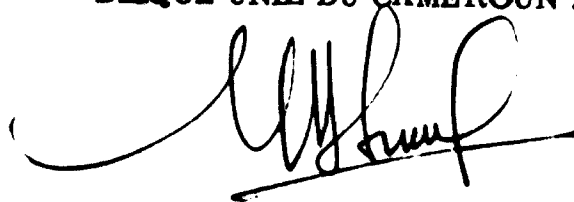
Fait à YAOUNDE, le 21 janvier 1978

POUR L'ORGANISATION DES NATIONS
UNIES POUR LE DEVELOPPEMENT INDUS-
TRIEL :



Dr ABD-EL RAHMAN KHANE
Directeur Exécutif

POUR LE GOUVERNEMENT DE LA REPU-
BLIQUE UNIE DU CAMEROUN :



YOUSOUFA DAOUDA
Ministre de l'Economie et du Plan

FINAL COMMUNIQUE

At the invitation of His Excellency, the Minister for Foreign Affairs of the United Republic of Tanzania, Ndugu Ben Mkapa, the Executive Director of UNIDO, Dr. Abd-El Rahman Khane, paid an official visit to the United Republic of Tanzania, from 25 - 28 January 1978.

Dr. Abd-El Rahman Khane was received in audience by the Head of State, His Excellency, Mwalimu Julius Nyerere, President of the United Republic of Tanzania. On that occasion, issues of mutual interest relating to the cooperation between the United Republic of Tanzania and UNIDO; the cooperation among the Developing countries; and the role of UNIDO in the implementation of the objectives of the new international economic order were discussed.

The programme of the visit also included working sessions with Ministers and other senior government officials. During these meetings specific aspects of cooperation between the United Republic of Tanzania and UNIDO with regard to industrial development were examined.

The discussions paid particular importance to the means of expediting implementation of the measures proposed in the Lima Declaration and Plan of Action. In this connexion, emphasis was given to the need for reorientation and diversification of operational approaches designed to implement the Lima objectives. The Government of the United Republic of Tanzania reaffirmed its full support for the provisions of resolution 3362 of the seventh Special Session of the General Assembly of the United Nations concerning the conversion of UNIDO into a specialized agency for industrial development.

During the discussion the existing cooperation between the United Republic of Tanzania and UNIDO was appreciated and the need to further strengthening this cooperation in order to contribute towards accelerating industrial development of the country was recognized. A note outlining the broad areas for future cooperation is attached to this Communique.

The Government of the United Republic of Tanzania reaffirmed its support for the efforts being made to promote the United Nations Industrial Development Fund as an important instrument to assist the developing countries in attaining their industrial development objectives.

The Government of the United Republic of Tanzania also reaffirmed its full support to UNIDO in carrying out its activities. In this context, the Government agreed to intensify its participation at the highest possible level in the work of UNIDO and in international meetings organized within the framework of UNIDO's programme of consultations, thereby affording to these meetings the benefit of its industrial development experience.


In order to strengthen the cooperation between the United Republic of Tanzania and UNIDO the need to reinforce the activities of the National Committee for UNIDO was recognized.

Both parties agreed to establish a more effective mechanism of communication. To this effect the possibility of accrediting an Ambassador of the United Republic of Tanzania to UNIDO and the location of a UNIDO Senior Industrial Development Field Advisor in the United Republic of Tanzania were envisaged.

The Executive Director of UNIDO thanked the Government of the United Republic of Tanzania, particularly, His Excellency Mwalimu Julius K. Nyerere, and the people of Tanzania, for the kind invitation extended to him and the warm hospitality accorded to him and the UNIDO delegation during their stay in the country.

Signed in Dar es Salaam this 28th day of January 1978.

FOR THE GOVERNMENT OF THE
UNITED REPUBLIC OF TANZANIA


C.D. Msuya, M.P.
MINISTER FOR INDUSTRIES

FOR THE UNITED NATIONS
INDUSTRIAL DEVELOPMENT
ORGANIZATION


Dr. Abd-El Rahman Khane
EXECUTIVE DIRECTOR

- 74 -
NOTE ON AREAS OF COOPERATION BETWEEN THE
UNITED REPUBLIC OF TANZANIA AND UNIDO

The final communique issued at the end of the visit of the Executive Director of UNIDO, Dr. Abd-El Rahman Khane, to the United Republic of Tanzania from 25 - 28 January 1978 refers to cooperation between the United Republic of Tanzania and UNIDO. This note outlines the broad areas of future cooperation which, inter-alia, consist of assistance in the strengthening of the existing institutions and establishment of new ones, training of industrial personnel, industrial studies, and assistance to selected industries.

1. Assistance in strengthening the existing institutions and the establishment of new ones

In view of the importance attached to industrial development the Government has established Development Corporations and Industrial organisations to accelerate the growth of the industrial sector including, planning, management and provision of technical advisory services to the sector.

In order to cope with the rapid expansion and diversification of the industrial sector the Government is also planning to establish new industrial institutions, namely an Industrial Research Institute, an Engineering Design Institute, a Leather Institute and a Textile Training Institute. UNIDOS' input in the development of these institutions will be in crystallizing the concepts, objectives and functions of some of these institutes and subsequently in the formulation and execution of their programmes. This would require expert services, the training of local personnel for the institutions, and the provision of equipment.

2. Industrial Personnel Training

The Third Five-Year Plan has given high priority to development of Tanzania's industrial manpower, particularly of industrial technologists, and middle and high level managerial cadres in order to facilitate

the selection, acquisition, adaption and transfer of industrial technology. Initially priority will be accorded to training of industrial personnel in the fields of textiles, leather, glass, ceramics, cement, building materials, and plastics.

The assistance required from UNIDO concerns essentially the organization of various training programmes, including, in particular, fellowships and study tours, training workshops, and on-the-job training programmes for various categories of personnel involved in industrial development at the policy-making institutional and enterprise levels. These programmes should include the strengthening of national industrial training centres. In order to assist in the formulation and coordination of the national industrial training programme the services of a UNIDO Industrial Training Advisor would also be required.

3. Industrial studies.

The assistance of UNIDO will be required in carrying out a number of studies. Initially surveys will have to be made the following sectors: chemicals, metal working and engineering, and leather.

4. Assistance to selected industries

A diagnosis of selected industrial enterprises has revealed a number of problems hindering the full utilization of the installed capacities. UNIDO's assistance would be required in carrying out in-depth studies in specific industries consisting of trouble-shooting to clearly identify the problems and bottlenecks and to suggest remedial measures. These efforts will be directed initially to industries in the textile sector.

ANNEX III D

FINAL COMMUNIQUE

On the occasion of his official visit to the Republic of Zambia from 28 to 31 January, 1978, the Executive Director of the United Nations Industrial Development Organization (UNIDO), Dr. Abd-El Rahman Khane was received in audience by the Head of State, His Excellency, Dr. Kenneth D. Kaunda, President of the Republic of Zambia. Matters relating to co-operation between the Republic of Zambia and UNIDO were examined as well as UNIDO's role in promoting co-operation among the Developing countries in the implementation of the objectives of the new international economic order.

During the visit working sessions were held with Ministers and other senior government officials during which specific aspects of co-operation between the Republic of Zambia and UNIDO with regard to industrial development were discussed.

The discussions paid particular importance to the means of expediting the implementation of the measures contained in the Lima Declaration and Plan of Action. The Government of the Republic of Zambia reaffirmed its full support for the provisions of resolution 3362 of the seventh Special Session of the General Assembly of the United Nations concerning the conversion of UNIDO into a specialized agency for industrial development.

The existing co-operation between the Republic of Zambia and UNIDO was appreciated and the need to further strengthening this co-operation in order to contribute towards accelerating industrial development of the country was recognized. Such co-operation would, initially, be directed towards assisting the Government in strengthening existing and/or establishment new national institutions for industrial planning, project identification, preparation and evaluation, as well as in the implementation, and monitoring of industrial projects including technology transfer, training, standardization and quality control, small scale and rural industrial development and investment promotion.

The Government of the Republic of Zambia reaffirmed its support to the United Nations Industrial Development Fund which would be an important instrument for assisting the developing countries to achieve the Lima objectives.

The Government of the Republic of Zambia also reaffirmed its full support to UNIDO's activities. In this context, the Government agreed to intensify its participation at the highest possible level in the work of UNIDO and in international meetings organized within the framework of UNIDO's programme of consultations, thereby affording to these meetings the benefit of its industrial development experience.

In order to strengthen the co-operation between the Republic of Zambia and UNIDO the need to establish

a National Committee for UNIDO was recognized. It was also agreed to reinforce the communication between the Republic of Zambia and UNIDO by examining the possibility of accrediting an Ambassador of the Republic of Zambia to UNIDO.

The Executive Director of UNIDO expressed his appreciation to the Government of the Republic of Zambia, particularly, His Excellency Dr. Kenneth Kaunda for the cordial reception and the warm hospitality accorded to him and the UNIDO delegation during their stay in the country.

Done in Lusaka this 31st day of January, 1978

FOR THE GOVERNMENT OF
THE REPUBLIC OF ZAMBIA



HON. P.W. MATOKA, MP
MINISTER OF ECONOMIC AND
TECHNICAL COOPERATION

FOR THE UNITED NATIONS
INDUSTRIAL DEVELOPMENT
ORGANIZATION



DR. ABD-EL RAHMAN KHANE
EXECUTIVE DIRECTOR

ANNEX IV

**SUMMARY OF NEW PROJECT PROPOSALS FOR FINANCING
SUBMITTED BY THE GOVERNMENT OF ZAMBIA TO THE UNIDO**

**Summary of Project Proposal for
Possible Trust Fund Financing**

Prepared: UNDP, Date: Dec. 77
Discussed with Government: Yes

Title: Survey of Industrial Projects for Provinces
Government Counterpart Agency: Ministry of Industry
UN Specialized Agency: UNIDO

A. Background

The Industrial Policy of the country lays emphasis on development of rural and small industries with a view to creating more employment and providing gainful avocations to the rural labour force. To this effect it is essential that rural industries be identified which are based on available local raw material or agro-mineral resources. This resource identification is the first essential step towards the goal of rural industrialization. In nine provinces of the country, it is proposed to conduct comprehensive resource-surveys. On the basis of these surveys, 5 industrial units will be set up in each of these provinces during the next 5 years, so that about 45 industrial units are planned to be set up.

B. Development Objectives

To increase the income per capita and thereby the standard of living and welfare through an accelerated programme of industrialization for the rural areas of the country. This will also help in reducing the flow of rural youthful population to the town in which economic and social conditions are causing anxiety due to the influx.

C. Immediate Objectives

To carry out comprehensive resource identification surveys of 9 provinces with a view to establishing 45 industrial units

D. Estimates of Required Inputs

1 Industrial Economist/Consultant for)	
4 years @ \$50,000 per annum)	\$200,000

**Summary of Project Proposal for
Possible Trust Fund Financing**

Prepared: UNDP, Date: Dec
Discussed with Govt: Yes

Title: Industrial Feasibility Studies

Government Counterpart Agency: National Commission for Development Planning

UN Specialized Agency: UNIDO

A. Background

The Government of Zambia has adopted, in connection with the formulation of the Third National Development Plan, a new industrialization strategy the main features of which are maximum utilization of domestic agricultural and mineral resources through establishing integrated linkages between manufacturing and agriculture and mining, respectively, and development of rural small scale industries. This strategy will necessitate a number of feasibility studies on potential projects geared to the implementation of the above objectives. The work on the TNDP is still going on in the direction of identifying such potential industrial projects in line with the identification of the respective natural resources. This being a continuous process, the individual potential projects requiring feasibility studies will be ascertained one by one in the near future but cannot be enumerated yet at this juncture. Hence, the need for reserving in advance a certain amount to be drawn upon as soon as the necessity arises without going through the cumbersome programming procedures in each individual case.

B. Development Objective

To ascertain the technical and economic feasibility of a number of industrial projects aimed at the utilization of domestic natural resources to be simultaneously identified, and to formulate them in the form of bankable projects for the financing of which a further UNIDO assistance may be sought.

C. Immediate Objectives

To carry out 4 - 5 feasibility studies during the years 1978 - 1979 the subject of which will be identified not later than by June 1978.

D. Estimate of Required Inputs

\$300 000 during 1978 - 1979.

**Summary of Project Proposal for
Possible Trust Fund Financing**

Prepared: UNDP, Date: Dec. 77
Discussed with Government: Yes

Title: Coffee Processing

Government Counterpart Agency: Kucom Industries Limited

UN Specialized Agency: UNIDO

A. Background

Based on a feasibility study produced in 1976 by the UNIDO Market Research Advisor, the Government of Zambia approved the development of a coffee growing project with a capital grant of K108,000/- to supplement the production of small growers in the Northern Province - in order that Zambia would be self-sufficient in domestic consumption of pure ground coffee estimated at 130 tons p.a. as compared to 35 - 40 tons from existing small growers. The development commenced in September 1976 on a 6-year programme to cultivate 120 hectares with out-turn of 240 metric tons per annum.

Capital grant by Government for 1978: K170,000/-.

B. Development Objective

- (1) Cultivation of 400 hectares under irrigation, estimated to yield 2000 Kg per hectare or 800 tons per annum when in full production. Plus 200 tons from Ngoli Scheme and out-growers.
- (2) Establishment of a commercial type factory for processing pure ground coffee. 1000 tons per annum.
- (3) Export marketing of surplus, estimated at 800 - 850 tons per annum. Estimated cost of project by World Bank - US \$8,000,000.

C. Immediate Objectives

- (1) Cultivation of 120 hectares under coffee.
- (2) Installation of Pulping Station.
- (3) Processing Factory.

Estimated cost K600,000/- for Estate Development plus
K150,000/- for Processing Factory and Pulping Station.

D. Estimate of Required Inputs

- (1) Advisor for cultivation and processing - 2 years: \$100,000

**Summary of Project Proposal for
Possible Trust Fund Financing**

Prepared: UNDP, Date: Dec.

Discussed with Government:

Title: Assistance to Small Industries

- (1) Industrial Economist/Small Industry Advisor) Small-medium scale indus-
(2) Industrial Engineer) tries in rural areas.

Government Counterpart Agency: Rucom Industries Limited

UN Specialized Agency: UNIDO

A. Background: Rucom Industries Limited has during the year 1977 been restructured and re-organized in accordance with the Directives issued by the Government of Zambia i.e. to:-

- (1) Establish new viable Industries, re-habilitate existing projects and engage in selected commercially viable industries in the rural areas.
- (2) Establish an Advisory Service Unit to assist the development of small-medium scale industries in rural areas, in line with the enactments provided in the Industrial Development Act 1977. Services to be provided - Possibility Studies, Project Identification and appraisal studies, market studies, accounting and technical services, etc.

B. Development Objective: Establishment of two or three industrial estate complexes at Livingstone, Kasama and Chipata and mini-estates at all provincial centres.

- (a) Industrial estates: for ancillary industries to support major industries, e.g.
 - 1) motor components for Fiat assembly - Livingstone.
 - 2) motor components for Benz Toyota assembly - Kasama
 - 3) bicycle parts - bicycle assembly - Chipata
- (b) Agriculture tools and implements: Windmills, water pumps, scotch carts, hoes, rakes, axes, spades, shovels, harrows, sickles, ploughs, weeders, seeders, cultivators, planters, poultry and pig feeding equipment, tractor components and implements.
- (c) Workshop rental facilities and technical services to entrepreneurs:

C. Immediate Objectives:

(a) New projects: development and implementation

- 1) candle plants - four units
- 2) institutional and school furniture manufacture - five units - phase I and phase II factories in every provincial centre
- 3) coffee growing and cultivation
- 4) rural bakeries - five units

(b) Re-habilitation - of existing projects to be commercially viable

- 1) Mwinilunga Cannery
- 2) Metal workshops - three units
- 3) gameskin tannery
- 4) waste paper - egg tray manufacture

D. Estimate of Required Inputs:

Industrial Economist - 2 years)
Industrial Engineer - 2 years) \$200,000

To support the Small Industry Advisory Unit for providing technical know-how of selection of machinery and equipment, installation and operation - technology etc.

The Cost and Management Accountant, counterparts, Market Research Officers and other staff will be provided by the counterpart Agency: Rucom.

Summary of Project Proposal for
Possible Trust Fund Financing

Prepared: UNDP, Date: Dec. 77
Discussed with Government: Yes

Title: Assistance to the Mwinilunga Cannery
Government Counterpart Agency: Rucon Industries Limited
UN Specialized Agency: UNIDO

A. Background

The Cannery was set up in 1959, but it encountered a number of problems since its inception. There were constant breakdowns of the machinery resulting into low production. The plant was under-utilized for most of the year due to lack of raw material. There were no experienced and technically qualified personnel to run the Cannery efficiently. The losses were mounting with no possibility of utilizing the plant capacity optimally. To remedy this situation a Technical Committee was appointed consisting of members drawn from the UNIDO, NCSR, NCDP, Rucon, INDECO which investigated the problems of the Cannery and suggested remedial measures in three phases: Immediate, Intermediate and Long-term. These recommendations are now being implemented.

A technically qualified cannery manager has been appointed to implement the recommendations of this Committee.

B. Development Objectives

To accelerate the process of industrialization in the country, and to conserve foreign exchange resources by producing locally vegetable and fruit cans which are at the moment imported. To increase employment and assist the economically depressed areas of the country.

C. Immediate Objectives

To make the plant a viable proposition, to diversify its production, and to utilize the plant capacity to the maximum extent, all round the year; to improve the quality of the products and to effect economies of cost.

D. Estimate of Required Inputs

Services of :

1 Food Technologist for six months during pineapple season

October 1978 to March 1979

6 m/m

Miscellaneous costs

\$30,000

5,000

\$35,000

NEW INDUSTRIAL PROJECTS REQUIRING EXTERNAL FINANCING

	<u>1978</u>	<u>1979</u>	<u>1980</u>	<u>1981</u>	<u>Total</u>
	\$	\$	\$	\$	\$
1. Survey of industrial projects for provinces	50,000	50,000	50,000	50,000	200,000
2. Industrial feasibility studies	150,000	150,000	-	-	300,000
3. Coffee Processing	50,000	50,000	-	-	100,000
4. Assistance to small industries	100,000	100,000	-	-	200,000
5. Marikallungu Community	17,000	18,000	-	-	35,000
	<u>367,000</u>	<u>368,000</u>	<u>50,000</u>	<u>50,000</u>	<u>835,000</u>

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