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20310

Distr.
LIMITED

PPD.247(SPEC.)
12 July 1993

UNITED NATIONS
INDUSTRIAL DEVELOPMENT ORGANIZATION

ENGLISH
ORIGINAL: FRENCH



R E P O R T

First subregional follow-up
meeting on implementation
of the subregional programme
for the second IDDA for West Africa*

Abidjan, Côte d'Ivoire,

14 - 18 June 1993

* This meeting was organized by UNIDO, in cooperation with the Economic Community of West African States (ECOWAS), the Economic Commission for Africa (ECA), and the Government of Côte d'Ivoire.

This document is a translation of an unedited original.

INTRODUCTION

1. The first follow-up meeting on implementation of the subregional programme for West Africa for the Second Industrial Development Decade for Africa (IDDA), organized by the United Nations Industrial Development Organization (UNIDO), in cooperation with the Economic Community of West African States (ECOWAS), the Economic Commission for Africa (ECA), and the Government of Côte d'Ivoire, was held in Abidjan, Côte d'Ivoire, from 14 to 18 June 1993.
2. The meeting was organized at the request of the Tenth Conference of African Ministers of Industry, to examine the programme of the Second IDDA for West Africa and to formulate a strategic plan of implementation comprising an integrated series of measures and provisions to be put into effect on a phased basis over the Decade.

I. PARTICIPATION

3. The following countries were represented at the meeting by delegates from the public and private sectors: Benin, Burkina Faso, Côte d'Ivoire, Gambia, Ghana, Guinea, Guinea Bissau, Liberia, Mali, Mauritania, Niger, Nigeria, Senegal, Sierra Leone and Togo.
4. Representatives of the following subregional, intergovernmental and private-sector organizations also took part in the meeting: African Regional Centre for Engineering Design and Manufacturing (ARCEDEM/CRACFT), African Regional Centre for Technology (ARCT), Economic Community of West African States, ECOWAS Fund, Federation of West African Manufacturers' Associations (FEWAMA), Liptako-Gourma Authority for Regional Development (ALG), Mano River Union (MRU), Organization for the Development of the Senegal River (OMVS), and West African Economic Community (WAEC).
5. The Organization of African Unity (OAU) and the African Development Bank (ADB) were also represented.
6. The United Nations Development Programme (UNDP), the World Bank and the Multinational Programming and Operational Centres (MULPOCs) of the ECA were represented.
7. The list of participants is contained in annex 1.

II. Agenda item 1: OPENING OF THE MEETING

8. The first speech was given by Mr. Mundeke Kapepula, Coordinator of the Coordination Unit for the Industrial Development Decade for Africa at UNIDO. On behalf of Mr. Mauricio de Maria y Campos, Director-General of UNIDO, he expressed his sincere thanks to the Ivorian Government for the warm welcome extended to the UNIDO delegation and all the participants on their arrival in Côte d'Ivoire.
9. In particular, he thanked the Minister for Industry and Trade for having agreed, on behalf of the Ivorian Government, to hold the first subregional follow-up meeting on implementation of the subregional programme for

West Africa for the Second IDDA in Abidjan, under the patronage of the Prime Minister.

10. The meeting, he said, was being held at the very start of the new period of the IDDA covering the years 1993-2002 and just after the Eleventh Conference of African Ministers of Industry (CAMI), which had taken place in the Republic of Mauritius from 31 May to 3 June 1993. That Conference had adopted resolutions and taken concrete measures, which were summarized in what was now known as the Mauritius Declaration on Africa's Accelerated Industrial Recovery, in the context of the Second Industrial Development Decade.

11. As the century and the millennium drew to a close, the world and Africa in particular were experiencing a period of unprecedented economic, social and political upheavals. He drew attention, within the context of the industrialization efforts of the African countries, to the implications of the fundamental changes that had taken place in the world and were taking place in Africa. Those included the formation throughout the world of major economic groupings, i.e., the extension of the European Community, the establishment of the free trade area in North America, and the creation of the Asia-Pacific trading zone. One of the major consequences of those upheavals was the fact that capital that had formerly been available for investment in Africa was being diverted to other locations, especially in South-East Asia and what was true of investment capital was also true of technical assistance.

12. Faced as they were with very serious economic problems, the African countries had launched structural adjustment programmes, and the majority of donors were making their assistance conditional upon an agreement with the IMF/World Bank group on such programmes. Even though those programmes were being implemented at the country level, they were inevitably influencing efforts towards subregional and regional economic integration in Africa.

13. Those problems, which were always at the forefront of UNIDO's concerns, had been taken into account in preparing the documentation for the meeting. The subjects proposed for discussion at the meeting had been chosen in close collaboration between UNIDO, ECOWAS and ECA. The analyses and ideas contained in the working documents for the meeting were largely based on the UNDP/ECA project on assistance to ECOWAS for the strengthening of economic cooperation and integration in West Africa, which had made it possible to prepare diagnostic surveys of several industrial sectors in the subregion.

14. The speaker noted that the approach proposed for the work of the meeting centred on two themes. The first related to the respective roles of the State and the private sector in industrial development and regional integration. The definition of the role of the State and that of economic operators - promoters, investors, enterprises, professional associations, financial institutions - had taken on vital importance because of the almost total withdrawal of the State from the functions of directly productive investment and enterprise management. The disengagement of the State from those particular functions did not mean that its role had diminished. On the contrary, the State should continue to play a major part in seeking and putting into place the conditions that were essential for establishing new enterprises and imparting dynamism to the industrial sector.

15. The role of the private sector had hitherto been rather limited, not only because of a poorly adapted environment but also because of inherent

weaknesses. That sector should now be given the support necessary to enable it to play a prime role in industrial development. There would be concrete results from that redefinition of roles only if there were close and candid cooperation, well-concerted and constantly maintained, between the partners in the same economic development effort. UNIDO was contributing to that cooperation by its assistance to the African countries under its programme for the strategic management of economic development. Subregional economic cooperation, which had hitherto been dependent on the political will of States, should now be based on subregional professional associations already in existence or to be established, serving as focal points for a network of economic operators capable of contributing to the rationalization of production in the subregion.

16. The second theme concerned the priority that should be given in the immediate future, as part of the implementation of the subregional programme for West Africa for the Second IDDA, to all the measures necessary to improve the legal, statutory, institutional and physical environment in which the enterprises operated. Those measures should aim at making better use of the existing industrial fabric by rectifying deficiencies in areas such as the harmonization of economic and industrial policies, in particular the competitiveness of products, the exploitation of long-term development prospects, industrial information, the operation of professional organizations, subcontracting, maintenance and standardization.

17. In view of the States' and subregional organizations' limited possibilities, and the thrust of the economic reforms that had been started, the success of the Second IDDA programme would probably depend on the level of involvement of industrial operators and private investment.

18. The UNIDO representative concluded his remarks by pointing out that in the present state of economic globalization, Africa was facing a fundamental challenge that it had to meet if it was not to miss the development train for good. Africa was being called on to achieve a threefold transition: a transition towards political democracy that would allow development-oriented institutions to be set up; an organized transition to the market economy; and a transition to international competitiveness through technological control and innovation.

19. The representative of the United Nations Economic Commission for Africa said that the subregional follow-up meeting on the promotion of industrial cooperation in West Africa and identification of subregional and national priorities within the framework of the Industrial Development Decade for Africa was part of a series of actions and initiatives undertaken by UNIDO and ECA, in cooperation with countries of the subregion, for the implementation, follow-up and periodic review of the IDDA programme. He recalled that the tenth meeting of the Conference of African Ministers of Industry had requested the UNIDO and ECA secretariats, in coordination with the technical institutions concerned, to ensure the implementation of the programme, and had called on African countries and regional financial institutions to accord priority to the mobilization of internal financial resources for the monitoring and execution of the programme. The recently adopted resolution 1 (XI) of the eleventh meeting of the Conference of African Ministers of Industry, held in Mauritius from 31 May to 3 June 1993, had reiterated that appeal.

20. One of the major obstacles, he said, to all the efforts towards satisfactory economic development in the countries and the subregion had been the lack of the kind of effective economic integration that was capable of generating and sustaining the necessary synergy for successful industrialization. That situation was due to management shortcomings and the lack of a business mentality, problems of finance and technology, the limited size of markets, and the inadequacy of the physical and institutional infrastructure.

21. The ECA representative drew special notice to three areas of action requiring particular attention during the implementation of the IDDA programme, namely the effects of current adjustment programmes in the African countries on industrial recovery, effects that were leading to the reduction of the role of the State in industrial development; the financing of the IDDA programme at national, subregional and regional levels as a key factor in the successful implementation of the Second IDDA programme, along with the mobilization of internal and external financial resources, but especially internal resources, for the financing of industrialization; and the participation of the private sector in the development of entrepreneurial capabilities through the creation of an enabling environment to facilitate more active participation by private business in the industrialization process.

22. Furthermore, he stressed the leading role in industrialization that had formerly been played by the State in the advanced and newly industrialized countries through policies and strategies appropriate to the time and the environment. African Governments should play that role in the industrialization of their countries.

23. Over the past ten years, the African subregion had been engaged in a number of industrial projects in subsectors of the metallurgical, engineering, chemical and building materials industries that could lead to qualitative changes in the structure of the economies of the subregional countries. It would be more appropriate to adopt multilateral and subregional approaches in carrying out those projects in view of the real difficulties, financial and material, facing the majority of African countries.

24. In conclusion, the ECA representative made the point that the time had come when industrial and technological development would be generated by large economic groupings from which would spring major economic blocs. The economic and industrial development of the African countries was first and foremost the responsibility of the African countries themselves, and it was they who had to assume that responsibility for the development of Africa.

25. The Deputy Executive Secretary of ECOWAS, Mr. K. D. Ouedraogo, after welcoming the participants, presented his compliments to His Excellency President Félix Houphouët-Boigny and to the Government and people of Côte d'Ivoire.

26. He underlined the importance of the present meeting, which, he said, would examine the subregional programme for West Africa for the Second IDDA and also an outline of the ECOWAS Strategic Industrialization Plan for West Africa, whose implementation would take into account the role of the private sector by creating a favourable legal, administrative and economic environment for economic operators. To that end, ECOWAS had assigned priority to the promotion of intraregional trade and to liberalizing the movement of

goods and persons. Substantial import and export tariff preferences were already being applied to 140 industrial products originating from the subregion. Over the long term, the Strategic Industrialization Plan would contribute to a harmonization of the industrial development plans and policies of the ECOWAS member States.

27. The Strategic Industrialization Plan was thus aimed at establishing a concerted approach to strategic industrial investment at the regional level in order to avoid duplication and useless competition and, where possible, to ensure the kind of economies of scale that would guarantee optimal use of Africa's limited financial resources.

28. On behalf of the Government of Côte d'Ivoire, the Ivorian Minister for Industry and Trade, Mr. Angora Kacou, expressed his pleasure at being able to welcome to that hospitable country the participants in the subregional follow-up meeting on implementation of the subregional programme for West Africa for the Second Industrial Development Decade.

29. The intention of the United Nations General Assembly in proclaiming the Second Industrial Development Decade for Africa was not only to confirm the decision of the Ninth Conference of African Ministers of Industry but also to give solemn expression to the solidarity of the international community with the peoples of Africa.

30. In reaffirming the objectives of the Lagos Plan of Action and those of the First Decade, the Second Decade was aimed at bringing about the self-reliance and self-sufficiency of the African countries and at making the industrial sector the driving force for the growth of their economies.

31. It was too early to assess the results of the Second Decade and draw conclusions regarding its implementation at the national, subregional or regional levels, but there were already grounds for satisfaction at UNIDO's willingness to contribute to the success of the Decade and at the determination of the African countries to ensure their development through intensified industrialization. At the subregional level, efforts had been made, particularly in the organizational area, but there were still a number of obstacles to the implementation of cooperation agreements and programmes. Those included the inadequacy of financial resources, the slow reaction of private investors despite the key role assigned them in structural adjustment programmes, and the lack of proper coordination between technical assistance programmes.

32. To reap the maximum benefit from the Second Decade, it was essential for Africa to succeed in mobilizing private investment by proceeding with the privatizing of public enterprises, the restructuring of support services, the development of a new type of partnership between the private and public sectors, the strengthening of entrepreneurial capabilities and attitudes through training, and the opening of new markets and new ideas by building on existing ones.

33. The present meeting, which provided an opportunity for the ECOWAS countries to analyse the subregional programme in depth, should be the occasion for the adoption of a programme to make possible the real development of Africa through industrialization as the driving force for growth. Such a

programme should take account of African conditions and should embody realistic objectives that would be of true benefit to the community.

34. The Minister for Industry and Trade declared the meeting officially open and wished the participants every success.

III. Agenda item 2: ORGANIZATION OF THE MEETING

35. Under this agenda item the meeting considered the following matters:

(a) Election of the Chairman, the Vice-Chairman, the Rapporteur and the Friends of the Rapporteur

36. On the proposal of the representative of UNIDO, following consultations with the representatives of the host country, ECOWAS and ECA, the following officers were elected unanimously:

- Chairman: Côte d'Ivoire
Mr. Soro Nagolo, Director of Industrial and Trade Promotion at the Ministry of Industry and Trade
- Vice-Chairman: Nigeria
Mr. J. S. Oyadeyi, Assistant Director for Planning at the Federal Ministry of Industry
- Rapporteur: Benin
Mr. Cyprien Lokossou, Assistant Director, Cabinet Office, Ministry of Industry

37. To facilitate the task of the Rapporteur and ensure that the report reflected the participants' views, the meeting decided to appoint a group of Friends of the Rapporteur composed of representatives of the following countries: Burkina Faso, Ghana, Guinea, Mali, Sierra Leone and Togo. Coordinated by the Rapporteur and with the support of the representatives of UNIDO, ECOWAS and ECA, the Friends of the Rapporteur prepared a summary of the discussions and conclusions on the various agenda items.

(b) Adoption of the agenda

38. The meeting adopted the following agenda:

1. Opening of the meeting
2. Organization of the meeting
 - (a) Election of the Chairman, the Vice-Chairman and the Rapporteur
 - (b) Adoption of the agenda
 - (c) Organization of work

3. Subregional programme for West Africa for the Second IDDA (document UNIDO/PPD.241(SPEC.))
 - (a) Problems and constraints of the manufacturing sector in West Africa (chapter I)
 - (b) Execution of the subregional programme for West Africa for the Second IDDA (chapter II)
 - (c) Broad outline of a programme of action (chapter III)
 - (d) Identification of subregional and country priorities in the context of the Second IDDA for West Africa (document ECA/IHSD/IPPIS/0017/92)
 - (e) Proposals for an operational approach to the subregional programme for West Africa (chapter IV)
4. Date and place of the second follow-up meeting
5. Miscellaneous questions
6. Adoption of the report and recommendations of the meeting
7. Closure of the meeting

39. The Chairman thanked the participants for the trust placed in him and expressed his hope that the achievements of the meeting would be the result of active participation by all. In his view, the meeting was very important for the development of a realistic programme for the subregion. He called for the formulation and adoption of recommendations to ensure that the work of the meeting did not remain a dead letter, and he urged that the various issues be discussed with maximum openness, with the participation of everyone.

40. The representative of ECOWAS asked participants to bear in mind the study, currently being prepared by ECOWAS, on the Strategic Industrialization Plan. The ideas put forward at the present meeting would be taken into account in finalizing the Plan.

(c) Organization of work

41. The meeting adopted the work programme contained in annex 2.
42. The meeting's basic working document, prepared by UNIDO, was entitled "Subregional programme for West Africa for the Second IDDA" (UNIDO/PPD.241(SPEC.)) - (agenda items 3 (a), (b), (c) and (e)).
43. The meeting also examined a document submitted by the Economic Commission for Africa entitled "Identification of subregional and country priorities in the context of the Second IDDA for West Africa" (ECA/IHSD/IPPIS/0017/92) (agenda item 3 (d)).

**IV. Agenda item 3: PROBLEMS AND CONSTRAINTS OF THE MANUFACTURING SECTOR
IN WEST AFRICA**

44. A representative of the UNIDO Secretariat introduced this agenda item on the basis of chapter I of the working document. He drew special attention to ten of the problems and constraints that were hampering the development of the manufacturing sector in West Africa:

- (i) Underutilization of installed capacities;
- (ii) Poor design and execution of industrial projects;
- (iii) Irregularity of supplies;
- (iv) Factor cost;
- (v) Maintenance and management of equipment;
- (vi) Markets and competition;
- (vii) Increasingly difficult access to financing;
- (viii) Constricting institutional environment;
- (ix) Poor competitiveness;
- (x) Difficulties in coping with structural adjustments.

45. He recalled that the ideas contained in the document were the outcome of a study undertaken by ECOWAS, with UNIDO assistance, as part of the formulation of the Strategic Industrialization Plan (SIP). ECOWAS believed that the workshop discussions would contribute to improving the work currently under way.

46. The meeting thanked UNIDO for the quality of the document submitted. Following a useful and constructive discussion, the meeting proposed the following improvements:

47. With respect to the presentation of the document, it was suggested:

- (i) That a description of the major structural features of the manufacturing sector should be included before the analysis of constraints and problems;
- (ii) That the problems and constraints of national industries should be distinguished from those of subregional industries.

48. As far as the content of the document was concerned, it was decided to include or examine further:

- (i) The need for a change of mentality in order to foster attitudes more appropriate to the needs of the industrialization process (notably entrepreneurship) and likely to create an industrial culture and tradition;

- (ii) The urgent need for an information system in the widest sense of the term (technological, financial, commercial, economic, etc.);
- (iii) The creation of conditions to facilitate more systematic use of subregional institutions for training, research, technological information, project design, maintenance, subcontracting, etc.;
- (iv) The dissemination and application of the results of technological research;
- (v) The enhancement of skills in negotiating contracts for the procurement of equipment and the transfer of technology;
- (vi) The organization and management of the informal sector to promote complementarity with the formal sector;
- (vii) The adaptation of the legal, institutional and financial environment to the requirements of industrial development;
- (viii) The establishment of subregional organs to facilitate intra-community trade (arbitration, compensation, insurance, etc.);
- (ix) The harmonization of industrial policies and programmes of support for economic operators;
- (x) The urgent need to put into place the physical infrastructure essential for national and subregional industrial development;
- (xi) Mechanisms capable of stimulating the export of manufactured products to markets outside ECOWAS;
- (xii) Support measures for manufactured products from the subregion in the face of competition from imports from other regions of the world;
- (xiii) The harmonization of monetary and financial policies within the subregion;
- (xiv) The creation of conditions to achieve a greater involvement of women in the industrial development process;
- (xv) The need to take into account the demands of environmental protection in the selection, siting and building of industrial units;
- (xvi) The need for greater consistency between multilateral cooperation programmes, in particular between technical assistance activities and the requirements of structural adjustment programmes (SAP);
- (xvii) The importance of political stability in promoting industrial development.

V. Agenda item 3 (b): IMPLEMENTATION OF THE SUBREGIONAL PROGRAMME FOR WEST AFRICA FOR THE SECOND IDDA

49. A representative of UNIDO introduced this agenda item, describing it as an important stage in the discussions at the meeting. Whereas the previous item (and chapter I of the basic document) presented the major problems and obstacles affecting industrial development in the subregion, item 3 (b) suggested, in the light of that diagnosis, the broad outline of an in-depth revision of the subregional programme for West Africa, which would be further developed and substantiated under the subsequent agenda items.

50. The subregional programme as it stood was composed of "core" and "support" projects. However, the programme suffered from the following deficiencies:

- (i) The projects had virtually no subregional dimension or prospects for integration, since the list of projects seemed to be a compilation, at the subregional level, of essentially national projects;
- (ii) Not enough consideration had been given to the overall environment in which those projects were to operate. Irrespective of the quality of the project itself, the success of its implementation was bound up with the actual support on which it could rely in a favourable environment, which should, consequently, be an integral part of the subregional programme;
- (iii) The project list itself was not accompanied by a realistic timetable for the scheduling of the necessary human and financial resources.

51. Moreover, too little stress had been laid on the role of the private sector, although that sector was today widely recognized as a primary source of growth. In an increasingly market-oriented economy, the private sector should take on a larger role and increased responsibilities in the industrialization process, and the subregional programme should help to encourage that trend.

52. Private-sector operators had their own concerns, aims and patterns of conduct, which had to be clearly integrated into the programme. In an open and liberalized economy they had to become increasingly efficient in order to be competitive and to generate turnover and profit. In return, they expected their business activities to produce a satisfactory level of income, subject to an acceptable degree of risk.

53. Consequently, the era of large-scale public funding projects for supplying the subregional market, involving several States, was now over; the limits of those integration strategies had already been demonstrated. However, economic integration in the subregion would take place only to the extent that economic operators believed that opportunities for profit existed in neighbouring countries and that, in their own interests, such possibilities should be appropriately built into their corporate strategies.

54. "Opportunities for profit" in that context might take several forms ranging from acquisition through various kinds of joint ventures, etc., all the way to subcontracting. Since competitiveness and success in industry required cooperation between a great many entrepreneurs both in manufacturing

and in related services, industrial integration strategies were likely also to involve partnerships between industrial enterprises and service companies in several countries. In that perspective, to the extent that their private interests were involved, economic operators spontaneously entered into partnerships that strengthened their competitiveness and yielded extra returns, thus contributing to a more efficient distribution of manufacturing activities in the subregion, in line with with the underlying distribution of comparative advantages.

55. However, that process was currently being held up because neither the public sector nor the private sector wished to take the first step. Public operators in particular were awaiting the green light from the Government in the form of a clearly signalled political determination to integrate, followed by commensurate incentives. The present environment was not considered conducive to effective integration.

56. Consequently, in the short term there had to be strong emphasis in the subregional programme on improving the environment of support for private initiative. Later, when entrepreneurs came to feel increasingly comfortable and secure in their own environment, there would be a steady increase in investment flows, and in the long term the focus of the subregional programme would gradually shift from improving the environment to promoting industrial investment.

57. In its examination of the report, the meeting considered the following points:

- (i) The background of the subregional programme for West Africa for the Second IDDA;
- (ii) Critical analysis of the subregional programme for West Africa for the Second IDDA;
- (iii) Analysis of the general climate of cooperation in the subregion;
- (iv) Recommendations on establishing a strategy to strengthen the programme, and preparation of an action plan.

58. In reply to a question about the adoption of the subregional programme by the tenth CAMI, it was stated that that conference had approved the programme, subject to its revision and updating at a meeting that UNIDO had been asked to organize at the earliest possible date.

59. The meeting may therefore being held at the right time, for it allowed the private sector to make an effective contribution to that task.

60. The participants also took note of the reasons for the lack of success of the First IDDA and the problems likely to be encountered by the subregional programme during the Second IDDA in its present form.

61. The general climate of cooperation was not favourable to subregional cooperation, particularly because of the absence of a clear political will, the lack of basic infrastructure, the failure to harmonize policies, the fact that no adequate institutional framework existed and, generally speaking, the poor support for the private sector.

62. While accepting the content of the document, the participants raised additional points, including the inadequate channels of communication between member States, the lack of a private sector ready to take off, and the underutilization of existing technical institutions.

63. The meeting took note of the need to establish a strategy to strengthen the subregional programme in order to ensure its effective implementation. The features that that strategy should incorporate were the following:

- (i) It should be environment-related and ensure the harmonization and increased transparency of rules and regulations;
- (ii) It should adopt a phased approach to implementation to ensure that the resources available matched the prevailing conditions;
- (iii) The private sector should be closely involved in the identification and implementation phases of the project;
- (iv) Projects should be selected on the basis of the countries' comparative advantages as regards resource distribution in the subregion;
- (v) The programme should focus on the rehabilitation of existing production units before seeking to create new ones;
- (vi) Political stability was essential for the economic development of the subregion;
- (vii) Intergovernmental organizations should be strengthened and more effectively used;
- (viii) Integration in the manufacturing sector necessarily involved an increase in trade in goods and services between member States. Consequently, appropriate instruments such as a customs union, effective use of the West African Clearing House, the organization of industrial and commercial fairs, and export insurance and credit schemes should be established;
- (ix) The Federation of West African Manufacturers' Associations (FEWAMA) should be encouraged to expand its membership to cover all countries of the subregion;
- (x) Mechanisms should be established to monitor closely new opportunities arising during the process of industrial development;
- (xi) The possibility of establishing ECOWAS free trade zones in the various countries of the community should be studied.

VI. Agenda item 3 (c): OUTLINE OF A PROGRAMME OF ACTION

64. In his introductory statement, the representative of the Executive Secretary of ECOWAS said that the agenda sub-item then before the meeting was one of the essential elements in the preparatory work for the ECOWAS

Strategic Industrialization Plan. The summary he presented focused on the principal resources, the activities to be undertaken, and the conditions for their implementation.

65. The meeting stressed the need to harmonize the subregional programme for West Africa for the Second IDDA with the Strategic Industrialization Plan under preparation by the ECOWAS Secretariat.

66. The participants then recommended that the document should be improved in the following manner:

A. Outline of resources

66. In addition to the resources already mentioned in the document, the meeting asked for the following to be included:

- (i) Agricultural resources: cassava and plantain;
- (ii) Mineral resources: titanium dioxide (rutile);
- (iii) Non-metallic materials: phosphates and gypsum.

68. The meeting also stressed the need to include in the resources listed the human resources available in the subregion.

B. Action to be reviewed in depth

69. The following recommendations were made by the meeting to supplement those contained in the document:

(a) General recommendations:

- (i) Professional associations such as the Federation of West African Manufacturers' Associations (FEWAMA) and the Federation of Chambers of Commerce of West Africa (FCCWA) should remain closely involved in the follow-up of the programme;
- (ii) ARCT and ARCEDEM should be included among the institutions mentioned in the recommendation on opportunities provided by subregional institutions.

(b) Recommendations to States:

- (i) To take account of the technological capabilities of the subregion in each industrial branch.

(c) Recommendations to enterprises and professional organizations:

- (i) To support subregional professional organizations such as FEWAMA and FCCWA.

(d) Specific recommendations to the subsectors studied:

- (i) To take appropriate measures to support the industries of the subregion;

- (ii) To take account of installed crude-oil refining capacities in the subregion;
- (iii) To continue the study of production lines in the areas of:
 - Fruit and vegetable processing,
 - Food crop preservation;
- (iv) To take into account veterinary products;
- (v) To encourage the acquisition of building materials of community origin, particularly in contracts with donors and development partners.

70. The meeting also recommended that UNIDO and ECOWAS should undertake studies on packaging, rubber and textiles.

C. Conditions of implementation

71. The discussion focused on the roles of the various bodies involved in the implementation of the programme for the Decade. In that connection, to assist the Subregional Follow-up Committee for the Second IDDA (placed under the responsibility of Nigeria and Cape Verde for the period 1993-1995), the meeting made the following recommendations:

- (i) To involve socio-professional organizations such as FEWAMA in following up the implementation of the programme for the Decade;
- (ii) To develop at country and subregional level a genuine partnership between the private sector and the State, on the one hand, and between the private sector and the aid and cooperation organizations, on the other;
- (iii) To define the roles of other intergovernmental and regional industrial promotion organizations such as WAEC, OMVS, MRU, Liptako-Gourma, etc.

72. With a view to the implementation of the programme for the Second IDDA, the representatives of the following institutions indicated that they were willing and able to make a contribution in the following areas:

(a) ACRT could:

- (i) Implement and maintain a system for the collection, processing and dissemination of technological data;
- (ii) Set up, on the basis of its pilot units, a programme of incubation for technology enterprises and of demonstration to publicize the results of research and development and encourage their commercial use, particularly in the areas of food and energy and also the related capital goods, which would be designed and manufactured by ARCEDEM.

(b) ARCEDEM could:

- (i) Coordinate and rehabilitate industrial units, including machinery repair, the restarting or organization of production, the improvement of productivity, and the organization of maintenance;
- (ii) Strengthen industrial manpower capabilities by organizing training courses in the following areas:
 - Design and manufacture of machinery or spare parts for machinery maintenance and repair,
 - Industrial production management and the improvement of productivity,
 - Negotiation and management of contracts for industrial projects,
 - Industrial engineering production techniques,
 - Organization of industrial secondments and study tours for engineers, technicians, industrialists and entrepreneurs;
- (iii) Assist African countries in establishing national study and engineering centres as nuclei of industrial development and as ARCEDEM focal points.

73. The ADB representative stressed the need to establish study facilities at national or subregional level. He also informed the participants of the new facilities the Bank was offering for private-sector financing, namely:

- (i) Special windows and special loans to SME/SMI;
- (ii) Lines of credit available to development banks.

VII. Agenda item 3 (d): DETERMINATION OF SUBREGIONAL AND NATIONAL PRIORITIES FOR WEST AFRICA IN THE CONTEXT OF THE IDDA

74. The ECA representative introduced document ECA/IHSD/IPPIS/0017/92 entitled "Identification of subregional and country priorities in the context of the Second Industrial Development Decade for West Africa". After having raised the question of the reason for subregional and country priorities within the framework of the IDDA, he pointed out that a cursory analysis of the economies of each of the countries considered individually and of the subregion as a whole showed that their economic structures were dominated by agriculture, which employed 75 to 80 per cent of the labour force at the subregional level. Those percentages were generally valid at country level as well.

75. The manufacturing sector employed only 0.9 per cent of the economically active population and comprised mainly light industries, except in Nigeria,

Senegal, Ghana and Côte d'Ivoire, which had the beginnings of basic industries. Most of the countries of the subregion depended on the export of one or two agricultural products or of one or two mineral products. The subregion had an enormous agriculture and mining potential, but almost all those products were exported without undergoing any processing, at the same time that the national manufacturing sectors were using a great many imported production factors.

76. The ECA representative observed that serious imbalances and structural weaknesses existed in national and subregional economies owing to their weak industrial base and mainly because of the lack of core industries with high growth potential, capable of bringing about structural changes and of generating intrasectoral and intersectoral relationships. In view of those severe structural weaknesses, the countries and the subregion had to set priorities during the Decade.

77. That selection of development priorities at the country and subregional levels should be carried out in stages. The first stage would involve the rehabilitation and regeneration of existing industries by focusing on the problem of underutilization of capacity, low productivity and, in a general way, the poor performance of the industrial sector. The second stage would be concerned with improving the performance of the public sector and its revitalization through a policy of operational autonomy, non-interference, and economic and commercial viability. The third stage would seek the strengthening and broadening of entrepreneurial capacities so as to enable the public and private sectors to play complementary and mutually reinforcing roles.

78. He cited examples of industries and industrial establishments that would lend themselves to rehabilitation at the subregional level, since they had been designed as multinational entities and could therefore find solutions to their problems only in a subregional context. Those undertakings included the Ciments de l'Afrique de l'Ouest (CIMA0) in Togo, the Industries Chimiques du Sénégal (ICS) in Senegal, the Société des Ciments d'Onigbolo (SCO) in Benin, and the Volta River Authority (VRA) in Ghana. In each country, there were a number of industries that also required a subregional approach to rehabilitation, whether in terms of marketing, joint ventures, fresh financial support or other forms of investment.

79. Following the rehabilitation of existing industrial establishments and the reform of public-sector enterprises, the next stage in the setting of industrial development priorities would involve the expansion of existing industries and the creation of new ones. It was at that stage that the new priorities should be so chosen that the new industrial projects would be those with a high processing capacity and with a strong impact in terms of upstream and downstream linkages. They would include the metallurgical, engineering, agro-industrial and building industries, i.e. the basic industries.

80. In view of the limited size of the national markets, the volume of resources to be mobilized and the restricted national absorption capacity, very few countries in the subregion could create such industries on their own. Consequently, it was essential that in selecting new basic industrial projects great care should be taken to harmonize and coordinate decisions between countries and within the subregion in order to avoid duplication,

ensure more rational and more effectively allocated investments, avoid harmful competition, and ensure lasting markets along with a viable specialization and division of labour over the medium and short terms. In other words, subregional industrial cooperation and integration were necessary for the creation and better distribution of basic industries between countries and within the subregion.

81. He cautioned, however, that there were challenges to be overcome in the implementation of the Second Decade programme, namely the inadequacy of investment resources and difficulties in mobilizing them, and also shortcomings in the entrepreneurial capacity for the implementation of subregional and country industrial priorities. The bulk of the resources required had to be mobilized by the countries and the African financial institutions, themselves and the emergence of local entrepreneurs had to be a priority in the industrialization process.

82. In conclusion, the ECA representative strongly stressed the fact that for any industrial development policy to be effective in the current African context, it had to seek the increasing involvement of the private sector and its participation in policy-making as regards industrial development and subregional cooperation.

83. In their discussion of the document, participants drew attention to the statement in part 1.2 of the document that "Before independence, African leaders initiated ...", whereas it was important to understand that African leaders had had no decision-making power prior to independence. The sentence should be reformulated accordingly. In addition, the text should be amended to read: "They initiated import-substitution industries to meet local demand instead of export-oriented processing industries to increase export revenues".

84. Some countries, in particular Guinea, Liberia and Sierra Leone, had corrected the list of their national priority projects as shown in annex 2 of the document, and had provided a new list of projects to take account of recent changes in their national programmes. The new list of projects would be reflected in the revised version of the ECA document. In annex 2 of the document, Nigeria had been omitted from the list of countries with national projects. Arrangements had been made for Nigeria and Mauritania to furnish UNIDO and ECA with a new list of national projects for inclusion in the final document.

85. In view of the structural weaknesses of the national economies and the subregional economy, some order of priority should be observed in the selection of industrial projects. Those projects should have the potential of generating intrasectoral and intersectoral linkages transcending all national economic sectors. At the subregional level, given the volume of investment and absorption capacity required to establish basic industries, African countries should promote a cooperative approach to establishing basic industries with the aim of bringing about qualitative structural changes in their economies.

86. In line with the above, the delegates felt that international organizations dealing with industrial development and structural adjustment in Africa, or those with something to say on those subjects, should be guided by a code of conduct as regards the definition and implementation of

macroeconomic policies with a bearing on industrial development. The need for harmonization and coordination among countries at the subregional level in order to avoid duplicating projects and programmes should be borne in mind.

87. The meeting drew attention to the fact that the bulk of the financial resources needed for funding industrialization in Africa should come primarily from internal sources. Subregional and regional banking/financial institutions were urged to channel the greater part of their resources towards the private sector. As part of this effort to mobilize local financial resources, African countries, together with their private sectors, should create indigenous capital markets rather than depend on the existing ones, which were currently controlled by foreign interests.

88. In that regard, national committee for the mobilization of financial resources should be set up. At the subregional level, a subregional committee for mobilizing resources for the IDDA programme should also be formed, comprising, among other financial institutions, ADB, BOAD, ECO-Bank, etc.

89. In order to facilitate the access of the private sector to funding institutions, it was proposed that private-sector umbrella organizations such as chambers of commerce and manufacturers' associations be instructed to process funding requests and submit them directly to financing agencies.

90. The creation of an enabling environment in the broadest sense of the term should be a condition sine qua non for private-sector development and participation in the industrialization process. An enabling environment included political will, social and political stability, the rule of law, accountability and good government, coupled with modern and efficiently operated physical infrastructure assets such as roads, railways, airlines, telecommunications, water and electricity supply systems, and housing; a modern institutional infrastructure to support and sustain economic and industrial development, including adequate and up-to-date banking facilities, financial structures and well-developed capital markets; the availability of a large pool of skilled manpower and many indigenous entrepreneurs combining expertise and technical know-how with the necessary financial means, etc.

91. In addition, national Governments or the semi-public bodies charged with assisting the private sector should establish industrial estates having common facilities to attract private entrepreneurs, thus minimizing initial investment costs and delays in construction.

92. At the national level, encouragement should be given to regular consultations between the Government and the private-sector organizations in the form of seminars and workshops on policy-making affecting economic development issues and industrial development in particular.

93. At the subregional level, the creation of mechanisms to permit consultations between entrepreneurs in the subregion should also be encouraged. In that regard, organizations such as the Federation of West African Manufacturers' Associations (FEWAMA) and the Federation of West African Chambers of Commerce (FWACC) should be strengthened both financially and otherwise in order that they might serve as consultative forums of that kind.

94. Pending the rationalization of the intergovernmental organizations in the subregion with a view to avoiding duplication and providing for more efficiency, those bodies should continue to play a supportive role and act as implementing agencies for ECOWAS, whenever necessary.

95. The role of technology in industrial development was emphasized in the discussions. Since the aim of the IDDA was to lay the foundations for sustainable and long-term industrial development, priority attention should be given to the development of indigenous technology, research and development, and to the increased use of institutions such as ARCEDEM and ARCT. African countries should pay special interest to new technologies, and especially to biotechnology and technology, since development might put a definite end to the demand for African raw materials.

96. At the subregional and national levels, emphasis should be placed on the need to set up communications systems using conventional and computerized circuits in both the public and private spheres.

97. The meeting recognized that, in order to provide better communications among the countries of the subregion, full importance should be accorded to the use of the computerized systems already in service at the organizations operating in the subregion (ECOWAS, ARCT, ARCEDEM, and others).

VIII. Agenda item 3 (e): PROPOSALS FOR AN OPERATIONAL APPROACH TO THE SUBREGIONAL PROGRAMME FOR WEST AFRICA

98. Chapter IV of document PPD.241(SPEC.) was introduced by an expert from UNIDO, who stressed the pragmatic and realistic nature of the approach suggested. The latter took the form of four mutually complementary stages with the aim of ensuring a certain progressivity in the actions taken; in that way, direct investment should gradually increase as improvements were made to the environment of the manufacturing sector.

99. The speaker's remarks were supplemented by the presentation of an experiment conducted in the building materials subsector, which, with IDDA support, was specifically aimed at generating trade between producer and consumer countries in the subregion.

100. The meeting expressed its appreciation of the technical quality of the document submitted by UNIDO and commended its clarity, practicality and realism as well as the prudence and wisdom of the approach suggested.

101. Useful contributions were made in the ensuing discussions, stressing the need:

- (i) To accord absolute priority, in the choice of actions to be carried out, to the improvement of the environment, this being regarded as an essential prerequisite for investment and the promotion of private initiative;
- (ii) To regard the rehabilitation and modernization of existing production units as urgent requirements to be tackled as soon as possible;

- (iii) To include the agro-food subsystem among those requiring a resource survey and specific long-term studies;
- (iv) To ensure the establishment of a subregional information system based on an upgrading of national systems and designed to handle statistical, technological and commercial information and to disseminate research findings;
- (v) To move towards the harmonization of industrial policies and programmes in concert with the efforts of the Organization of African Unity in that area;
- (vi) To make the subregional organizations more efficient through appropriate rationalization and support measures, while at the same time encouraging consultations by trade associations in the most effective forms;
- (vii) To accelerate the establishment of a system of standardization for manufactured products and of quality standards to encourage trade;
- (viii) To implement the most appropriate measures of support for the development of the industries of the subregion, including selective promotion over a limited period;
- (ix) To pay particular attention to the promotion of SME/SMI;
- (x) To include the private sector in the existing follow-up mechanism for the achievement of the goals of the Second IDDA.

IX. Agenda item 4: DATE AND PLACE OF THE SECOND FOLLOW-UP MEETING

102. The meeting requested UNIDO, in cooperation with ECA and ECOWAS, to conduct consultations among member States with a view to organizing the second follow-up meeting before the Twelfth Conference of African Ministers of Industry, scheduled to be held in Botswana in 1995.

X. Agenda item 5: MISCELLANEOUS

103. Since the theme of the next African Industrialization Day was "Engineering and the transfer of technology", the meeting requested ARCT and ARCEDEM to provide the member countries with appropriate documentation and to carry out the necessary technical support preparations.

104. The meeting appealed to the professional associations affiliated with FEWAMA to play a full and regular part in the Federation's activities. The representative of Ghana indicated that FEWAMA's next general assembly would be held on 14 and 15 September 1993 in Accra.

105. The meeting welcomed the effective participation of the African Development Bank in its work and expressed the hope that there would be greater participation by donors and international and subregional financial institutions.

106. The meeting recommended that the subregional programme for the Second IDDA be submitted to the ECOWAS Council of Ministers at its next session for consideration by the Heads of State. The meeting expressed the view that the involvement of States at the highest level was an essential prerequisite for the effective implementation of the Programme.

107. The participants also recommended that the ECOWAS Strategic Industrialization Plan now in preparation be finalized as soon as possible, taking proper account of the subregional programme for West Africa for the Second IDDA.

108. The meeting thanked UNIDO for having invited private-sector representatives to contribute to the discussions and recommended that a similar approach be adopted at the forthcoming meetings on the Programme.

XI. Agenda item 6: ADOPTION OF THE REPORT AND RECOMMENDATIONS

109. The meeting unanimously adopted the present report, which was submitted to it by the Rapporteur, and requested UNIDO to finalize it, taking into account the amendments that had been proposed and, with regard to agenda item 3 (d), in cooperation with the Economic Commission for Africa.

XII. Agenda item 7: CLOSURE OF THE MEETING

110. The meeting was closed under the chairmanship of the Minister of Industry and Trade of Côte d'Ivoire, who expressed his satisfaction at the active participation in the discussions of representatives of the subregion's public and private sectors and especially at their endorsement of the strategy proposed for the implementation of the subregional programme for West Africa.

Annex 1 (a)

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Annex 2

First follow-up meeting on
implementation of the subregional
programme for West Africa for the
Second IDDA*
Abidjan, Côte d'Ivoire,
14-18 June 1993

PROGRAMME

Monday, 14 June 1993

Morning	08.30-09.30	Registration
	09.30-10.30	Opening of the meeting (agenda item 1)
	10.30-11.00	Reception
	11.00-12.30	Organization of the meeting (agenda item 2)
Afternoon	15.00-16.15	Problems and constraints of the manufacturing sector in West Africa (chapter I of document PPD.241(SPEC.). Subregional programme for West Africa for the Second IDDA - agenda item 3)
	16.15-16.30	Break
	16.30-18.00	Problems and constraints of the manufacturing sector in West Africa (<u>continued</u>)

* This meeting was organized by UNIDO, in cooperation with the Economic Community of West African States (ECOWAS), the Economic Commission for Africa (ECA), and the Government of Côte d'Ivoire.

Tuesday, 15 June 1993

Morning	09.00-09.30	Execution of the subregional programme for West Africa for the Second IDDA (chapter II - agenda item 3 (b))
	10.30-10.45	Break
	10.45-12.00	Execution of the subregional programme for West Africa for the Second IDDA (<u>continued</u>)
Afternoon	15.00-16.15	Broad outline of a programme of action (chapter III - agenda item 3 (c))
	16.15-16.30	Break
	16.30-18.00	Broad outline of a programme of action (<u>continued</u>)

Wednesday, 16 June 1993

Morning	09.00-10.30	Identification of subregional and country priorities in the context of the Second IDDA for West Africa (document ECA/IHSD/IPPIS/0017/92 - agenda item 3 (d))
	10.30-10.45	Break
	10.45-12.00	Identification of subregional and country priorities in the context of the Second IDDA for West Africa (<u>continued</u>)
Afternoon	15.00-16.15	Proposals for an operational approach to the West Africa subregional programme for the Second IDDA (chapter III - agenda item 3 (e))
	16.15-16.30	Break
	16.30-18.00	Proposals for an operational approach to the West Africa subregional programme for the Second IDDA (<u>continued</u>)
		Date and place of the second follow-up meeting (agenda item 4)
		Miscellaneous questions (agenda item 5)

Thursday, 17 June 1993

Whole day		Drafting of the report and recommendations of the meeting
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Friday, 18 June 1993

Morning	10.45-12.00	Adoption of the report and recommendations of the meeting (agenda item 6)	
Afternoon	15.00-17.00	Adoption of the report and recommendations of the meeting (<u>continued</u>)	.
	17.00-18.00	Closure of the meeting (agenda item 7)	-
