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Subregional Follow-up Meeting on the
Initial Integrated Industrial Promotion Programme
within the Framework of the
Industrial Development Decade for Africa*

Lomé, Togo, 2 - 6 December 1985

FINAL REPORT**. (Meeting on industrial
promotion in West Africa.)

* Organized by UNIDO in co-operation with the Organization of African Unity (OAU), Economic Commission for Africa (ECA), the Economic Community for West African States (ECOWAS) and the Government of Togo.

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INTRODUCTION

1. The follow-up meeting on the promotion of intra-African industrial co-operation in the West African subregion within the framework of the Industrial Development Decade for Africa was held at Lomé, Togo, from 2 to 6 December 1985. The meeting was organized by United Nations Industrial Development Organization (UNIDO), in co-operation with the Organization of African Unity (OAU), the Economic Commission for Africa (ECA), the Economic Community of West African States (ECOWAS) and the Government of Togo.

2. The purpose of the meeting was to bring together experts from the West African subregion to review the implementation of the industrial initial integrated promotion programme drawn up at the previous subregional meeting held at Abidjan, Côte d'Ivoire, in December 1983. The meeting was to put forward proposals for adjusting the programme to the current needs and priorities of the subregion and to indicate the policy, institutional and other measures essential to the accelerated realization of the programme.

I. PARTICIPATION

3. The experts came from the following countries: Burkina Faso, Ghana, Guinea, Guinea-Bissau, Côte d'Ivoire, Liberia, Senegal and Togo. The representatives of the following organizations also participated: the West African Development Bank (BOAD), the West African Economic Community (CEAO), the Nigeria-Niger Joint Commission for Co-operation (NNJC), the Economic Community of West African States (ECOWAS), the Liptako-Gourma Region Integrated Development Authority (LGA), the Mano River Union (MRU), the Organization for the Development of the Senegal River (OMVS), the African Regional Centre for Technology (ARCT) and the African Centre for Engineering Design and Manufacturing (ARCEDEM). The list of participants is attached as Annex I.

II. OPENING OF THE MEETING

4. The meeting was opened by His Excellency Mr Yaovi Adodo, Minister of Planning and Industry of Togo, who extended a warm welcome to the participants on behalf of the President and Government of Togo, as well as on his own behalf. He drew the meeting's attention to the persistent economic crisis in Africa which coupled with the effects of the current global recession, the "narrow" domestic markets in the subregion, shortages of qualified manpower, declining export earnings and the absence of coherent structural links between the various sectors of the economy imposed major constraints to the industrialization of the subregion. He extolled the economic potential of Africa and welcomed the efforts being made by various countries in the subregion to redefine their industrial policies in concert with the Lagos Plan of Action which constituted the basis for the Industrial Development Decade for Africa as proclaimed by both the OAU Heads of State and the General Assembly of the United Nations.

5. He underscored the importance of the meeting which he saw as contributing significantly to subregional industrial co-operation, a main objective of the ECOWAS treaty. He thus urged the meeting to elaborate concrete proposals that would facilitate the implementation of the integrated industrial promotion programme in the subregion.

6. Speaking on behalf of UNIDO, Mr. S. Ndam, Director of the meeting, extended the sincere thanks of Domingo L. Siazon Jr., Director-General of UNIDO, to the Government and people of Togo as well as the participating organizations. He also expressed the particular appreciation of UNIDO for the co-operation that it had enjoyed with ECA, OAU, ECOWAS and other subregional organizations in preparing the programme and meeting. Their involvement was of crucial importance in laying a firm foundation for the accelerated industrialization of the subregion.

7. He underscored the responsibility incumbent upon the individual countries to take appropriate measures to incorporate the objectives of the Decade in their national programmes and to co-ordinate their policies, plans and programmes at the subregional level. The initial subregional programme adopted at Abidjan had marked an important step towards the industrial

integration of the subregion. The current meeting offered a unique opportunity to review the programme and its component projects. He was confident that the meeting would propose practical policies and operational measures that would bring about the speedy implementation of the revised programme. In that connection, he pointed to the signal role that intergovernmental organizations in the subregion could play in assisting Member States and project sponsors to take follow-up action and in monitoring the implementation of the programme.

8. He pledged the continued assistance of the new reinforced UNIDO in harmonizing industrial plans and policies, preparing pre-investment studies, promoting investment and strengthening institutional mechanisms. The allocation of funds under the regular budget of UNIDO, specifically in support of its Decade-related activities, would enable the Organization to continue its endeavours. He trusted that the African Governments would reciprocate that support in the policy-making activities of UNIDO. In conclusion, he pointed out that the programme represented a challenge that the countries and intergovernmental organizations in the subregion had to take up individually and collectively. Expressions of political commitment should be translated into concrete, viable and realistic projects.

9. Speaking on behalf of Professor Adebayo Adedeji, the Executive Secretary of ECA, Mr S.A. Ochola from the Niamey-based Multinational Programming and Operational Centre (MULPOC) expressed the most profound gratitude of the United Nations Economic Commission for Africa to the Government and people of Togo. The presence of representatives from the Government and intergovernmental organization of the subregion underscored the importance attached to rapid socio-economic development through industrialization.

10. The current economic crisis, which manifested itself in the continued decline in growth of the manufacturing sector, the underutilization of installed capacity and increased dependence on imported factor inputs had not only delayed the implementation of the programme for the Decade, but it also underscored the need to take immediate and determined action. He hoped that the meeting would take a decisive and uncompromising stand on the projects to be implemented and thus contribute to their speedy implementation. He reiterated the preparedness of ECA to co-operate with OAU, UNIDO, the Government and intergovernmental organization in the subregion in that endeavour.

11. Speaking on behalf of the Secretary-General of the OAU, H.E. Mr Ide Oumarou, Mr Getachew Paulos thanked the people and Government of Togo for their kind hospitality and the excellent facilities placed at the meeting's disposal. That meeting, he pointed out, confirmed the preoccupation of OAU, ECA and UNIDO with finding a common policy and strategy for implementing the programme for the Decade. Africa was faced with the inordinate task of combating poverty and despair and effectively bridging the gap between the lack of know-how and effective utilization of the resources with which the region was richly endowed.

12. He underscored that no single country could implement the programme alone. The twin principles of collective self-reliance and self-sustained development underscored the need to co-operate effectively. It was in this context that the subregional programme had been adopted at the meeting in Abidjan and subsequently endorsed by the Seventh Conference of African Ministers of Industry and the OAU Summit. The current meeting thus faced the task of reviewing the subregional programme and adjusting it to the needs and priorities of West Africa. He was confident that the findings of the meeting would be accepted would be accepted by the forthcoming Conference of African Ministers of Industry as useful and beneficial to the industrial development of the subregion and Africa.

13. Speaking on behalf of Mr Momodu Munu, Executive Secretary of ECOWAS, Mr K. Ouedraogo, Deputy Executive Secretary, responsible for economic matters, extended the particular thanks of his organization to the President, Government and people of Togo. He also paid tribute to the efforts of ECA, OAU and UNIDO and recognized the trust that had been placed in ECOWAS at the previous meeting. ECOWAS had undertaken certain steps towards developing an integrated industrial development policy. He was convinced that the current meeting would contribute to that process.

14. He pointed to the need to match the development of commercial exchanges with the harmonious development of production, if collective self-reliance was to be achieved. The current economic situation posed a challenge to the subregion, and he was convinced that success would prevail.

III. ORGANIZATION OF THE MEETING

Election of Officers

15. Mr K. Konou (Togo) was elected to the office of Chairman, Mr D.K. Ayayee (Ghana) to that of Vice-Chairman and Mr K. Koffi (ECOWAS) to that of Rapporteur.

Adoption of the agenda and organization of work

16. The agenda (see Annex II) was unanimously adopted. It was also agreed to hold all discussions in plenary.

IV. THE INTEGRATED INDUSTRIAL PROMOTION PROGRAMME FOR THE WEST AFRICAN SUBREGION

Presentation of the background document

17. The background paper (ID/WG.455/3) had been prepared by the secretariat of UNIDO in consultation with the secretariat of ECOWAS on the basis of information obtained by a UNIDO consultant from Member States and intergovernmental organizations in the subregion. The paper had been subdivided into five parts. The first chapter presented background information on industrial co-operation in the subregion. The second chapter described the initial integrated programme and projects adopted at the subregional meeting held at Abidjan in December 1983. The third chapter assessed the current status of implementation of that programme. The fourth chapter outlined a revised integrated industrial promotion programme, while a strategy for accelerating the implementation of the revised programme was proposed in the fifth chapter.

18. It was reported that the initial subregional programme had been endorsed by the seventh meeting of the Council of Ministers of the Niamey-based MULPOC, by the Seventh Conference of African Ministers of Industry and the OAU Summit. For its part, however, the ECOWAS Council of Ministers had sought more information on the programme as a whole and its extension so as to include a larger number of projects.

19. The priority subsectors identified in the initial programme corresponded for the most part to the priority subsectors identified by the ECOWAS Council of Ministers, who had added the electronics, automotive and telecommunication industry. It was suggested, however, that in the interests of effectiveness and given the limited progress that had been achieved towards implementing the projects in the initial programme, it would be more appropriate to focus attention on a limited number of priority projects in carefully selected subsectors and areas.

20. The revised programme presented to the meeting thus contained 12 core projects extracted from the initial programme and all the support projects originally contained in that programme. It also included six additional core projects, the details of which were to be finalized in the course of the deliberations. In respect of the strategy to be adopted, emphasis had been placed on the action to be taken at the national and subregional levels as well as by the lead agencies in order to accelerate the implementation of the programme.

General discussion

21. In the course of discussing the individual chapters of the revised programme, it was pointed out that the number of projects had been reduced in order to ensure greater probability of success and more effective follow-up on the part of the lead agencies. That move, however, was not to be seen as an endeavour to reduce momentum towards industrial co-operation in the subregion. It was also pointed out that the establishment of new capacity did not run counter to the need to rehabilitate existing industries or revitalize underutilized capacity as the requirements of the region as a whole far exceeded the potential production capacity of all ailing plants. The situation called for the full exploitation of all industrial openings and effective integration of markets.

22. In the latter connection, the attention of the meeting was drawn to the role that ECOWAS had to play in an endeavour to harmonize the industrial activities of the subregion in keeping with the tenets of the Lagos Plan of Action, the Lomé Convention and the Industrial Development Decade for Africa. From the experience gained in implementing the projects in the initial integrated subregional programme, it was clear that policies needed to be

harmonized at the subregional level and closer linkage established between projects. Those factors alone underscored the essentiality of subregional co-operation.

23. The call for additional information pointed up the causes of the comparatively low rate of implementation achieved in the subprogramme. At the same time, it was recognized that the complexity of the industrial development process made it difficult to achieve major breakthroughs in a limited period of time. Thus, some of the projects had not progressed further. Furthermore, lead agencies had sometimes failed to co-ordinate or follow up on the projects with which they had been entrusted. The shortage of staff in the Industrial Division of ECOWAS, for example, explained the difficulties the organization had experienced in following up all the projects entrusted to it in the initial programme which had been approved after the adoption of the ECOWAS budget (and had thus not been accounted for).

24. The difficulties of implementation were further compounded by the lack of co-ordination between various ministries at the national level and the lack of communication between lead agencies and countries involved in various projects. It was recognized that the role of the various parties in the implementation process should be more clearly defined and care taken to ensure effective follow-up. It was also suggested that much could be improved by establishing co-ordination units for the Industrial Development Decade for Africa (IDDA) or operational focal points at the national level which could ensure that all parties to a project were fully informed and involved at all times. Particular attention was drawn to the establishment of such co-ordination units or focal points in the countries of the Eastern and Southern African subregion which had greatly facilitated co-ordination of the industrial programme in that subregion.

25. Whereas certain constraints could be overcome at the national level by improved co-ordination and harmonization of ministerial action, it was agreed that other constraints arose out of the current economic recession as documented by the fact that the share of industry in the GDP of the countries of the subregion had dropped from 6.5 per cent in 1980-1983 to 5.9 per cent in 1984. It was felt, however, that the prevailing economic conditions should not be allowed to detract from the importance of implementing the programme which could in fact help to offset the current negative economic trend.

26. Despite the above, it was recognized that Governments had indeed taken steps at the national level to re-orient industrial policies, adjust national budgets, adopt new investment codes and improve the industrial fabric of their countries in general. That notwithstanding, however careful project preparations might have been at the national level, the lack of effective co-ordination at the sub-regional level often hampered developments.

27. The most formidable constraint, however, was the lack of funds. Whereas financial institutions repeatedly claimed that funds were not lacking for suitable projects, it was recognized that the funding agencies should be more specific when defining the criteria for and categories of projects they were willing to finance, in addition to simplifying their often cumbersome funding rules and procedures. It was suggested that it would be more appropriate to involve the financial institutions from the very outset, securing their interest in project ideas and having them fund the all-essential feasibility studies without which investment could not ensue well-prepared projects were seen to be essential to securing investment resources. Without delinking themselves totally from financing industrial activities, the Governments in the subregion should encourage indigenous private promoters interested in industry.

28. For its part, UNIDO could respond to Government requests for assistance in project planning and preparation, the conduct of feasibility studies and the implementation of other pre-investment activities. Other institutions also disposed of funds for pre-investment studies and countries should explore every opportunity. The particular difficulties facing intergovernmental organizations which often lacked funds under their regular budgets were emphasized since some financial institutions only funded proposals submitted by States. It was pointed out that countries with non-convertible currencies found it especially difficult to attract investment. It was thus urged that UNIDO should seek ways and means of involving major financial institutions such as the World Bank which should re-examine their terms. It was suggested that the participation of funding agencies would add an effective dimension to the programme, although it was cautioned that such agencies would only consider projects that had proceeded beyond the stage of project concepts or ideas. None the less, some financial institutions had accepted the invitation to attend the current meeting.

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Agenda item 3: Review of the implementation of the
initial integrated industrial promotion programme

29. The meeting studied the current status of the initial programme as described in Annex II of the background document. In so doing, amendments were submitted to the secretariat for subsequent inclusion in the revised document.

Core projects

Iron and steel subprogramme

- (1) Establishment of a sponge iron plant
- (2) Installation of electric arc furnace plants in the subregion
- (3) Installation and expansion of re-rolling mills in the subregion
- (4) Establishment of an integrated iron and steel plant for flat and tubular products
- (5) Establishment of foundries

30. In the discussion of the five projects in the iron and steel subsector, it transpired that extensive work had been undertaken by intergovernmental organizations other than ECOWAS (SACILOR studies), such as CEAO and the Nigeria-Niger Joint Commission for Co-operation. For example, the report prepared by CEAO with the assistance of UNIDO which covered the iron and steel sector had been completed in July 1984. It had been examined by the CEAO industrial experts in September 1984 and subsequently submitted to the Ministers of Industry of the CEAO Member States. It would be followed up in 1986.

31. The Nigeria-Niger Joint Commission for Co-operation had also undertaken a preliminary study on the iron-ore deposits in Say, Niger, which had been completed in 1984. Following completion of the final report, terms of reference had been drawn up for a techno-economic study which had been submitted to UNDP and UNIDO for their consideration and possible financing.

32. Discussion also centred on the necessity of including Nigeria in the general studies and the development plans developed by those organizations for the iron and steel subsector.

33. The meeting also welcomed the proposal contained in the background document relating to a survey of the iron and steel subsector in the subregion that would help to identify and quantify known iron-ore deposits and existing production plants as well as identify new investment projects.

Agricultural machinery and equipment subprogramme

(6) Manufacture of four-wheeled tractors Senegal and Nigeria

34. It was agreed that it was not possible to initiate the project at the present juncture. It was noted, however, that BOAD was undertaking a study for a similar project covering the Member States of the West African Monetary Union (WAMU).

(7) Manufacture of agricultural tools and implements, Sierra Leone

35. Given its current status, it was recommended that the project should be implemented in the short term. At the same time, the findings of the studies conducted by UNIDO should be made available to other interested Member States and relevant intergovernmental organizations.

(8) Manufacture of diesel engines for irrigation pumps and generators, Guinea

36. The meeting noted that the project was still at the pre-feasibility study stage. Given the close linkage with project No. 7, the most appropriate location was felt by some participants to be Guinea. However, in view of the country's experience, geographic location and major iron-ore deposits, the possible location of the project in Mauritania should also be considered. Furthermore, in view of the electrification programme planned for the OMVS Member States, it was recommended that the study should take into due account the substitution of electric-powered pumps for diesel-powered pumps in those countries.

(9) Manufacture of agricultural implements and equipment, Nigeria

37. In view of the absence of the project sponsor, Nigeria, and given the consultant's findings, as well as the importance of the sector and the market potential in Nigeria, it was decided that the national authorities should be contacted for further details.

(10) Production of mobile mini palm-oil mills, Mano River Union

38. It was reported that the terms of reference for the project had been drawn up, the mobilization of funds initiated and a positive response received from the African Development Bank (ADB). ADB was scheduled to send a fact-finding mission to the area, and close co-operation had been able to establish with ARCEDEM in respect of the equipment design.

39. In view of the importance of agricultural machinery and equipment to agricultural development and in order to co-ordinate and integrate more effectively the actions being taken by various organizations, it was considered desirable to undertake a comprehensive survey of that subsector in the entire subregion.

Road and rail transport equipment subprogramme

(11) Manufacture of railway wagons, Burkina Faso with a subsidiary plant in Senegal

40. The meeting was informed that the primary location of the project was in Bobo-Dioulasso (Burkina Faso) with a subsidiary in Dakar (Senegal). An initial abortive attempt to select a technical partner had been made in 1984. A second call for tenders had gone out in 1985, and it was hoped to select a partner in the first quarter of 1986. BOAD expressed its preparedness to participate in the financing of the necessary studies.

(12) Manufacture of diesel engines for tractors, trucks, lorries and buses, Nigeria

41. Although it had been difficult for the consultant to obtain information in Nigeria on the current status of the project, he had established that the project had been executed.

(13) Manufacture of diesel engine-mounted chassis for lorries, trucks and buses, Nigeria

(14) Manufacture of low-cost, standard multipurpose vehicles, Guinea and Côte d'Ivoire

42. The meeting considered the two projects together. As in the case of project No. 12, it had proven difficult to determine the exact current status of project No. 13. However, in respect of project No. 14, Côte d'Ivoire requested that it be deleted from the list of possible project locations, while Guinea reaffirmed its interest in that project No. 14.

(15) Establishment of a central press workshop, Nigeria

43. The meeting was informed that the Government of Nigeria had initiated action in respect of the project through the establishment of a machine-tool plant in Oshogbo, to which it was willing to accord subregional status. However, that project was currently at a standstill and ECOWAS was thus requested to undertake the requisite follow-up action.

Energy equipment subprogramme

(16) Manufacture of aluminium conductors and cables, Ghana and Guinea

44. It was reported that in fact the project had been under close scrutiny for some three years. The meeting was informed that although the Ghanaian authorities were unaware of the ECA mission cited in the background document, they had expressed interest in implementing the project on a subregional basis. It was also pointed out that Ghana was about to implement a related project on the local production of aluminium ingots which could constitute the inputs needed for the project.

(17) Manufacture of power transformers, Togo

45. In view of the fact that the project was not resource-based, it was felt to be of low priority. The meeting invited the Niamey-based ECA MULPOC to take the necessary follow-up action on the various projects approved by the MULPOC Council of Ministers in order to secure the agreement and full commitment of countries to act as their sponsors and to keep those countries fully informed of the relevant decisions of the MULPOC Council of Minister.

(18) Manufacture of steel towers. Nigeria

46. Given the absence of an expert from Nigeria, no further information could be given in respect of the project.

(19) Manufacture of hurricane lamps, Senegal

47. It was pointed out that when conducting the requisite studies, due cognizance should be taken of the plant already established in Burkina Faso. The meeting was informed that technical partners were already being sought. UNIDO would provide assistance in that respect.

Fertilizer subprogramme

(2) Establishment of a phosphoric acid plant, Togo

48. The meeting was informed that technical partners were being sought and the question of mobilizing funds was being studied. Togo was requested to update the project profile and care should be taken when selecting the partner, given the current experience of ICS in Senegal.

(21) Subregional ammonia and urea project

49. It was reported that a detailed survey of the project was being undertaken by a Canadian firm with a view to having the project launched in the medium term.

(22) Establishment of a phosphate fertilizer plant

50. The meeting recognized the importance of the project. Attention was drawn to the potential offered by phosphate deposits at K. Ijari (Burkina Faso) and Tilemsi (Mali), as well as Tahoua and Tapoa (Niger). Preliminary studies had been undertaken by UNIDO in 1982/1983 and a pre-feasibility study of the Tapoa deposits had been conducted by a Canadian firm. Further studies, which would help to determine the final location of the plant, were envisaged by UNIDO.

51. The meeting was also informed that ECOWAS Fund had been approached for financial assistance, a request that had been approved by the ECOWAS Council of Ministers in November 1985.

(23) Establishment of a pharmaceutical plant, Guinea (UFM)

(25) Rehabilitation and extension of the Sereddu station, Guinea

52. The meeting considered the two projects together since they both related to the rehabilitation of existing plants. The Mano River Union had recently completed studies of both projects which would be made available to Member States of the Mano River Union in the near future. It was underscored that studies for the entire subregion had not been undertaken, primarily for want of financial support from ECOWAS and UNIDO. It was emphasized that in respect of project No. 25. the requisite raw materials, labour and energy were available in Guinea.

53. The meeting was informed that Liberia was planning to set up in its industrial free zone a pharmaceutical plant which would come on stream in 1986. The Liberian Government hoped that the project would also enjoy subregional status.

54. UNIDO was called upon to consider providing assistance to Guinea (within the framework of assistance to EMIPHARGUI), if so requested, in undertaking market surveys in collaboration with the relevant intergovernmental organization and to co-ordinate all related activities. BOAD expressed its preparedness to finance the necessary feasibility studies.

(24) Establishment of a pharmaceutical plant, Nigeria

55. It was recommended that the project should be considered within the framework of a subsectoral survey which UNIDO was called upon to undertake in collaboration with the relevant intergovernmental organizations.

Pesticides subprogramme

(26) Plant for phytosanitary products, Burkina Faso

56. The status of implementation was that reported in the background document. The project enjoyed the support of the Government of Burkina Faso which had included it in the draft of its five-year development plan. The related studies, which had been undertaken in 1979 with the financial support of BOAD, had been updated in 1984 using funds allotted by the Government of Burkina Faso.

Basic chemicals subprogramme

(27) Establishment of salt/soda production, Mano River Union

57. The relevant studies for the project had been completed, but its location was still under review. The selection of a technical partner was under consideration.

Food-processing subprogramme

(28) Integrated complex for poultry production, Liberia

58. The meeting was informed that funds had been secured under Danish financial assistance. An updated project profile would be forwarded to UNIDO.

(29) Food-processing plant, Guinea

(30) Fruit-processing plant, Guinea

59. The meeting considered both projects together. Studies on the expansion and modernization of both plants had been initiated, but had been interrupted so as to allow for restructuring. The plants in question were at a standstill and the projects were basically concerned with their reactivation. The Government of Guinea fully supported the projects and new material inputs were available locally.

60. A study relating to the food- and vegetable-processing subsector had been conducted in four BOAD Member States among which Guinea did not number. Guinea was thus requested to contact ECOWAS so that a similar study could be undertaken in Guinea, and full advantage could be taken of the in-depth study UNIDO had undertaken of the subsector in that country.

Forest industries subprogramme

(31) Establishment of a pulp and paper board factory, Côte d'Ivoire

61. Studies in respect of the project had been undertaken; since 1983, there had been no further development. ECOWAS and UNIDO were thus requested to undertake further studies with a view to re-launching the project.

Côte d'Ivoire had already planned to re-scale the project with a view to adapting it to the needs of the subregion.

Cement subprogramme

(32) Establishment of a subregional cement factory in the Liptako-Gourma region

62. The meeting was informed of the need for a market survey prior to the feasibility study. It was also pointed out that it might be more appropriate to rehabilitate currently underutilized cement plants in the subregion before embarking upon the establishment of new plants. ECOWAS had been approached in respect of undertaking the requisite study and the matter was under active consideration. It was suggested that consideration should be given to the development of mini-cement plants, an area in which UNIDO could provide useful assistance.

Ceramics and tiles subprogramme

(33) Establishment of a ceramics factory, Togo

63. It was reported that studies had been completed by BOAD. Technical partners and local sponsors were still being sought. UNIDO was requested to assist in the identification of suitable foreign partners.

Non-metallic mineral products subprogramme

(34) Manufacture of glass containers, West Africa

64. It was reported that Senegal did not have any glass production facilities. A preliminary study carried out with the assistance of UNIDO had been completed in July 1984 by CEAO, while the Nigeria-Niger Joint Commission for Co-operation had also undertaken a pre-feasibility study in October 1983 and a raw materials survey in February 1984. The CEAO findings had been studied by the industrial experts of that Organization in September 1984 and submitted to the first meeting of Ministers of Industry in October 1984 at Abidjan. Follow-up activities were envisaged for 1986. Similarly, at a meeting in November 1985, the experts of the two Member States of Nigeria-Niger Joint Commission for Co-operation had considered the feasibility

study and proposed that the project should be located in Nigeria. The situation clearly called for the co-ordination of action between the two organizations.

(35) Manufacture of glass containers, Liberia

65. The meeting was informed that construction of the factory was nearing completion and production was scheduled to start in 1986. The company had been renamed Union Glass Corporation to reflect the industry and the market it intended to serve. An updated profile would be forwarded to UNIDO.

Other core projects

66. The attention of the meeting was also drawn to progress that had been achieved by the Nigeria-Niger Joint Commission for Co-operation on two projects that had been presented by that Commission. The first project related to two plants for the industrial processing of millet and sorghum in Niger and Nigeria. Pre-feasibility and feasibility studies had been completed and at a meeting in November 1985, it had been agreed to site the projects in Zinder (Niger) and Kano (Nigeria). The Nigeria-Niger Joint Commission was seeking financial resources as well as the assistance of UNIDO.

67. The second project related to the manufacture of village mills for millet and sorghum in both countries. A pre-feasibility study had been conducted in February 1983. The OPEC Fund had allocated funds for a feasibility study and contacts had been established with a series of other institutions. At the recent meeting of experts it had been decided to site the project at Maradi in Niger. The Nigeria-Niger Joint Commission was going to seek the participation of ARCEDEM as well as the assistance of both UNDP and UNIDO in promoting the project.

Support projects

Institutional infrastructure subprogramme

(1) Assistance to OMVS

68. It was pointed out that the technical assistance delivery described related to the end of the previous decade. OMVS had in fact set up an inter-State committee for industrial development as well as a regional planning committee. It had also elaborated terms of reference for a master plan covering the energy, mining, industrial and agro-industrial sectors. It was essential for OMVS to promote the support project within the context of the Decade and, with the assistance of UNIDO, to secure funding from such multilateral sources as UNDP and EEC or bilateral sources such as the Federal Republic of Germany.

(2) Assistance to CFAO

69. It was reported that in fact three specific Community market studies had been undertaken at a total value of \$191,518 in respect of fertilizers, iron and steel and glass production. The support project valued at \$1.31 million had still to be funded.

(3) Assistance to ECOWAS

70. It was reported that UNIDO had provided the services of two experts to assist in (i) the revision of the subregional programme and (ii) the strengthening of the institution's industrial planning capabilities. Ways and means were still being sought to fund the support project.

(4) Pharmaceutical industry development centre, ECOWAS

71. It was reported that no action had been taken. ECOWAS requested the deletion of the project in view of the complexity of the subsector.

(5) Subregional development centre for hides, skins, leather and leather products (Leather Research Institute, Zaria, Nigeria)

72. The action described under comments and recommendations in Annex II in respect of the project was confirmed. The project, however, was more in the nature of a core project that had been initiated by Nigeria and not by the secretariat of ECOWAS.

(6) Assistance to ARCEDEM

73. It was reported that the Centre had not received any assistance to date within the framework of the support project that had been proposed. It had, however, submitted requests for assistance to various agencies, including a request to UNIDO for equipment to the value of \$1 million. Under the Hungarian special contribution to UNIDO for the Decade, it was anticipated that equipment from that country equivalent to the value of \$100,000 would be supplied to ARCEDEM. Efforts were being made by UNIDO to match that contribution by a convertible currency input of about the same amount. That notwithstanding, the need for equipment was still critical.

(7) Assistance to ARCT

74. The Centre had submitted a request for the assistance outlined in the support project at a total value of \$1.4 million. To date, it had received assistance from UNIDO in strengthening its technological information capability in connection with the Technological Information Exchange System (TIES)

(8) Assistance in integrated industrial development planning for the Liptako-Gourma region

75. It was reported by the representative of the Liptako-Gourma Authority that following a request by his Organization to UNDP for assistance in 1981, UNIDO had delivered, in a first phase, assistance of the order of \$1 million. The Authority sought follow-up to that assistance so that pre-feasibility or feasibility studies could be undertaken for the projects that had been identified.

(9) Establishment of a Mano River Union technology centre

76. It was reported that UNIDO had initiated action with respect to the project.

77. It was also reported that in the field of institutional infrastructure development, the Nigeria-Niger Joint Commission for Co-operation had received assistance in two phases funded by its Member States and UNDP. In the first stage, an agro-industrial expert and an industrial economist provided by UNIDO had identified projects, while in the second phase three pre-feasibility studies and one feasibility study had been undertaken. A third stage was now being proposed with a view to following up those studies: the further assistance of UNDP and UNIDO was being sought together with financial inputs from other sources. It was thus decided to include a support project for that Commission.

Industrial manpower development

- (10) Assistance to ECOWAS in the development of an industrial milling programme
- (11) Development of industrial and management capabilities

78. No further information other than that provided in the background document was provided on the current status of the projects, the second of which was seen to be of particular importance to the subregion. ECOWAS was thus requested to follow up on the projects, however, given certain current structural constraints, ECOWAS proposed dropping the two projects from the Decade programme.

- (12) Development of local industrial entrepreneurship (Directory of small-scale industrial project profiles)

79. The meeting was informed that the first issue of the directory had been printed by ECA and was due for distribution by the end of 1985.

Other support projects

- (13) Development of meat-processing and allied industries

80. It was pointed out that Burkina Faso had recently undertaken a feasibility study of its meat-processing industry, while the USAID studies cited in the background document had been undertaken before the Decade had been proclaimed. Since the project was still at the study stage, it was decided to retain it as a support project.

Food-processing subprogramme

- (28) Integrated complex for poultry production, Liberia

Forest industries subprogramme

- (31) Establishment of pulp and paper board factory, Côte d'Ivoire

Cement subprogramme

- (32) Establishment of a subregional cement factory in the Liptako-Gourma region

Ceramics and tiles subprogramme

- (33) Establishment of a ceramics factory, Togo

Other projects

- (35) Manufacture of glass containers, Liberia

88. It was also agreed to include two additional projects in the first priority category which had not been included in the initial subregional programme but had since reached a more advanced stage:

- (36) Plants for the industrial processing of millet and sorghum, Niger and Nigeria

- (37) Manufacture of village mills for millet and sorghum, Niger and Nigeria

89. Three further projects that had been presented in the background document were also included in the first priority category:

- (38) Surgical/medical cotton project, Senegal
(39) Manufacture of electrical and telephone cables, Senegal
(40) Tidekelt salt project, Niger

Second priority: medium-term projects

90. The core projects identified for implementation as a second priority in the medium-term were:

Agricultural machinery and equipment subprogramme

- (6) Manufacture of four-wheeled tractors, Senegal and Nigeria

Fertilizer subprogramme

- (21) Subregional ammonia and urea project
- (22) Establishment of a phosphate fertilizer plant

Pharmaceuticals subprogramme

- (24) Establishment of a pharmaceutical plant, Nigeria

Basic chemicals subprogramme

- (27) Establishment of salt/soda production, Mano River Union

Food-processing subprogramme

- (29) Food-processing plant, Guinea
- (30) Fruit-processing plant, Guinea

Other projects

- (34) Manufacture of glass containers, West Africa

Third priority long-term projects

91. The core projects identified for implementation as a third priority in the long term were:

Iron and steel subprogramme

- (1) Establishment of a sponge iron plant
- (2) Installation of electric arc furnace plants in the subregion
- (3) Installation and expansion of re-rolling mills in the subregion
- (4) Establishment of an integrated iron and steel plant for flat and tubular products
- (5) Establishment of foundries

Agricultural machinery and equipment subprogramme

- (8) Manufacture of diesel engines for irrigation pumps and generators, Guinea

Road and rail transport equipment subprogramme

- (12) Manufacture of diesel engines for tractors, trucks, lorries and buses, Nigeria
- (13) Manufacture of diesel engine-mounted chassis for lorries, trucks and buses, Nigeria
- (14) Manufacture of low-cost, standard multipurpose vehicles, Guinea and Côte d'Ivoire

Energy equipment subprogramme

- (16) Manufacture of aluminium conductors and cables, Ghana and Guinea
- (17) Manufacture of power transformers, Togo
- (18) Manufacture of steel towers, Nigeria

92. A further project contained in the background document and related to the processing of bauxite and alumina in Ghana was discussed. It was decided that if the background data received from Ghana were adequate, the project could be considered for implementation in the long term given its close relationship with project No. 16.

93. It was also agreed that projects No. 1-5 (iron and steel subprogramme) should be studied together with a view to developing a long-term subsectoral programme. It was also suggested that a sub-committee be set up to develop a master plan for the iron and steel subsector. Similarly, it was suggested that projects No. 6, 7, 8 and 9 (agricultural machinery and equipment subprogramme) should also be studied as a composite whole and a sub-committee established for that purpose. That overall study should be completed at the earliest possible juncture so that the various measures to be taken could be identified.

Support projects

94. It was agreed that all support projects should be included in the short-term category. However, it was proposed to re-group the projects so that all support projects pertaining to one organization or agency came under the same heading. The projects were re-grouped as follows:

1. OMVS

Assistance to OMVS

2. CEAO

Assistance to CEAO

3. ECOWAS

Assistance to ECOWAS

Assistance to ECOWAS in the development of an industrial training programme
Development of industrial consultancy and management capabilities

4. ARCEDEM

Assistance to ARCEDEM

5. ARCT

Assistance to ARCT

6. Liptako-Gourma Authority

Assistance in integrated industrial development planning for the
Liptako-Gourma region

7. Mano River Union

Establishment of a Mano River Union technology centre
Establishment of a Mano River Union coastal shipping enterprise
Establishment of an industrial and technology fair serving the member states
of the Mano River Union
Establishment of a Mano River Union financing institution
Processing of fish and other sea foods

8. ECA

Development of local industrial entrepreneurship (Directory of small-scale
industrial project profiles)

9. ECA/UNIDO

Development of the cotton textile industry

10. Nigeria-Niger Joint Commission for Co-operation

Assistance to NNJC

11. Togo

Togolese National Centre for Technology Development

12. Nigeria

Pharmaceutical industry development centre
Subregional development centre for hides, skins, leather and leather products,
(Leather Research Institute, Zaria, Nigeria)

13. Burkina Faso/Mali

Development of meat processing and allied industries

Agenda item 5: Modalities for accelerating the
implementation of the revised programme

95. The meeting considered the strategy for accelerating the implementation of the revised programme and proposed a series of changes to the actions proposed at the national and subregional levels.

96. In paragraph 78, the following changes were made:

- (i) the term 'if necessary' was introduced as a qualifying term after the word 'incorporation' in the first line of sub-paragraph (b);
- (ii) a new sub-paragraph was introduced after (d) reading: "Promotion of projects among potential investors and financial institutions";
- (iii) sub-paragraph (g) should be rephrased in the latter part to read "identification, preparation, evaluation and implementation of projects and their follow-up".

97. It was also agreed to shift paragraphs 81, 82, 85, 86 and the first two sub-paragraphs of paragraph 87 to the section on action at the national level, since they described essential co-ordinative actions at the national level.

98. It was agreed to change the beginning of paragraph 79(b) to read "Involvement of the technical committees of subregional organizations".

99. It was also agreed to change the beginning of paragraph 83 to read as follows "Institutional measures to effect changes and implement policies and programmes should therefore include the strengthening of the secretariats of the relevant intergovernmental organizations, especially of the departments for project preparation, evaluation and promotion in each of those organizations. Their functions should include the following:"

100. In the subsequent discussion on the mobilization of financial resources, it was felt that mention should be made in paragraph 90 of the need to encourage multilateral agencies to support subregional projects and to develop linkages between subsectors at the subregional level since those were areas to which those agencies had not always paid adequate attention.

101. It was also suggested that as part of the system discussed in paragraph 95 for monitoring the implementation of the revised programme, consideration might be given to holding regular meetings, for example every two years, of all the Governments, co-ordinating agencies and organizations concerned. However, even though acceptable in principle, attention was drawn to the financial implications of such an approach.

Agenda item 6: Adoption of the report

102. At the final session, the meeting adopted the report and authorized the secretariat to finalize it in the light of the amendments. Participants were reminded to submit any project profiles outstanding by 31 December 1985.

Agenda item 7: Closure of the meeting

103. At the formal closing session, a vote of thanks was proposed by Mr. D.K. Ayayee on behalf of the participants to the Government and people of Togo for their hospitality. He expressed gratitude to UNIDO and all other parties concerned with the meeting for their extensive contribution. He hoped that the programme would take a rightfully prominent place in the history of West Africa.

104. Speaking on behalf of ECOWAS, Mr. K. Ouedraogo expressed the hope that the projects comprising the programme would be implemented in keeping with the priorities set. He underscored the essentiality of monitoring progress and ensuring effective follow-up activities in which ECOWAS should play a decisive role. He thanked UNIDO for having organized the meeting and the other organizations for their contribution.

105. Speaking on behalf of CEAO, Mr. Tano Koffi also underscored the importance of ensuring the implementation of the subregional programme. He expressed his gratitude to the participants, as well as to UNIDO and other organizers of the meeting. He underscored the importance of the Industrial Development Decade for Africa.

106. On behalf of ECA, OAU and UNIDO, the three agencies entrusted with the implementation of the programme for the Decade, Mr. Ndam, Director of the meeting, paid tribute to the significant role played by the Republic of Togo in the development of Africa and the promotion of international economic co-operation. He expressed the gratitude of UNIDO to the Government and people of Togo for having hosted the meeting. He was confident that Togo would contribute effectively to ensuring that full support would be lent at the highest level to the realization of industrial co-operation within the subregion. He underscored the close link between economic development and industry which also played a key role in the development of the economy. He thanked the participants for their professionalism and trusted that they would do their utmost to ensure effective follow-up to the decisions of the meeting. He assured them that, within the limits of its resources, UNIDO would lend full support to their endeavours.

107. Speaking on behalf of the Minister of Planning and Industry of Togo, Mr. d'Almeida Aya, Attaché de Cabinet, thanked the participants for their careful analysis of the initial programme, the development of which had been hampered by the crises sweeping the countries of the region. He pointed to the essentiality of close industrial co-operation and the need to establish an association of intergovernmental organizations as well as appropriate vehicles for financing industrial development in Africa. The programme was not an end in itself: it set a target that could be achieved collectively through careful co-ordination. ECOWAS had a primordial role to play in promoting such

co-ordination and it should be granted human and financial resources appropriate to that task.

108. He trusted that the programme would be implemented with maximum success. He expressed his gratitude to UNIDO, the participants and observers for having established the path to follow, and formally declared the meeting closed.

ANNEX I

LIST OF PARTICIPANTS/LISTE DE PARTICIPANTS

EXPERTS:

BURKINA FASO	Mr Bénirné-Urbain SOMDA Directeur du développement industriel et de l'artisanat B.P. 258, Ouagadougou
GHANA	Mr Daniel Kwami AYAYEE Chief Director Ministry of Industries, Science and Technology P.O. Box M39, Accra
GUINEA/ GUINEE	Dr Fara N'Youlou LENAUD Dr Pharmacien-chimiste Chef, Division formation professionnelle Technologie et documentation Ministère développement industriel B.P. 468, Conakry
GUINEA-BISSAU/ GUINEE-BISSAU	Mr Joao Baptista ARMANDO Economista Industrial Ministerio dos Recursos Naturais e Industria B.P. 399, Bissau
COTE D'IVOIRE	Mr Paul ASSAMOI Directeur de l'orientation industrielle Ministère de l'industrie Abidjan
LIBERIA	Mrs Joetta C. DENNIS Assistant Minister of Industry Ministry of Industry, Commerce and Transportation Monrovia
SENEGAL	Mr Simon DIOH Directeur de l'industrie Ministère du développement industriel et de l'artisanat B.P. 4037, Dakar
TOGO	Mrs Nèyram KETEVI Directrice de la planification du développement Ministère du plan et de l'industrie B.P. 1667, Lomé
	Mr Kossi KONOU Directeur de l'industrie et de l'artisanat Ministère du plan et de l'industrie B.P. 831, Lomé
	Mr Koffi TAMAKLOE Chef de la division de l'industrie Ministère du plan et de l'industrie B.P. 1667, Lomé

INTERGOVERNMENTAL ORGANIZATIONS:

ARCEDEM
Mr Mohamed BEAVOGUI
Design Department
P.M.B. 19 UI Post Office
Ibadan, Nigeria

ARCT
Mr Yaovi Jesse FIAGAN
Expert
Post harvest technology
P.O. Box 2435
Dakar, Senegal

BOAD
Mr Ya Denis KOIKOU
Chef de la division des études et promotion
B.P. 1172
Lomé, Togo

CEAO
Mr Tano KOFFI
Chef de la division promotion industrielle
B.P. 643
Ouagadougou, Burkina Faso

NNJC
Mr Boureima GADO
Directeur des affaires économiques
B.P. 867
Niamey, Niger

ECOWAS
Mr Kadre OUEDRAOGO
Secrétaire exécutif adjoint
Chargé des affaires économiques
6 King George V Road
P.M.B. 12745
Lagos, Nigeria

Mr Kouadio KOFFI
Directeur du département industrie
Agriculture et ressources naturelles
6 King George V Road
P.M.B. 12745
Lagos, Nigeria

Mr Barage LIMANE
Chef
Division industrie
6 King George V Road
P.M.B. 12745
Lagos, Nigeria

Ms Safiatou HASSANE
Economiste
ECOWAS Fund
B.P. 2704
Lomé, Togo

LIPTAKO-GOURMA AUTHORITY

Mr Philippe OUEDRAOGO
Ingénieur chargé des projets miniers
industriels et énergétiques
B.P. 619
Ouagadougou, Burkina Faso

MRU

Dr Ahmed Ramadan DUMBUYA
Deputy Secretary-General
P.M.B. 133
Freetown, Sierra Leone

Dr Friedbert REICHHART
Industrial Adviser
P.M.B. 133
Freetown, Sierra Leone

OMVS

Mr Mamadou KONATE
Chef de la
Division développement industriel
B.P. 3152
Dakar, Sénégal

OBSERVERS:

GHANA

Mr Felix Simpson OKWANING
P.O. Box 9245, Accra

TOGO

Mr Kokou EBLE
S.N.I.
Société nationale d'investissement
B.P. 2682, Lomé

SECRETARIAT:

ECA

Mr Mbaye DIOUF
Chief A.T.C.
International Trade and Finance
P.O. Box 60058
Addis Ababa, Ethiopia

ECA MULPOC

Mr Samuel Agonda OCHOLA
Industrial Economist
P.O. Box 744
Niamey, Niger

OAU

Mr Getachew PAULOS
Economist
P.O. Box 3243
Addis Ababa, Ethiopia

UNIDO

Mr. S. NDAM (Director of the meeting), Chief
Co-ordination Unit for the Industrial
Development Decade for Africa

Mr. P. LILLIE (Secretary of the meeting)
Industrial Development Officer
Office of the Director-General

UNIDO Consultants

Mr. E. TCHEREVIK, consultant de l'ONUDI en
développement institutionnel, Secrétariat
Exécutif de la CEDEAO, Lagos, Nigéria

Mr. Solomon ODIA
Regional Adviser on Industrial Development
for Western Africa
P.O. Box 9698, Lagos

Mr D.E. GHOZALI
Senior Industrial Development Field Adviser
P.O. Box 911
Lomé, Togo

ANNEX II

- (1) Opening of the meeting;
- (2) Organization of the meeting:
 - Election of officers;
 - Adoption of the agenda and programme;
 - Organization of work.
- (3) Review of progress made in the implementation of the initial integrated industrial promotion programme;
- (4) Revision of the initial integrated industrial promotion programme;
- (5) Modalities for the implementation of the revised integrated subregional industrial promotion programme;
 - Action by Member States;
 - Action by subregional organizations;
 - Establishment of the Subregional Committee and Sub-sectoral Committees on the IDDA;
- (6) Adoption of the report and recommendations of the meeting;
- (7) Closure of the meeting.