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Second Follow-up Subregional Meeting on the  
Promotion of Intra-African Industrial Co-operation  
within the Framework of the Industrial Development  
Decade for Africa (IDDA): Proposals for the  
subregional programme for the second IDDA

Kampala, Uganda, 13-16 March 1991\*

Report\*\*

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\* Organized by the United Nations Industrial Development Organization  
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## **INTRODUCTION**

1. The second follow-up meeting on the promotion of intra-African industrial co-operation in the Eastern and Southern African subregion within the framework of the Industrial Development Decade for Africa (IDDA) - Proposals for the subregional programme for the second IDDA, was held at Kampala, Uganda from 13 to 16 March 1991. The meeting was organized by the United Nations Industrial Development Organization (UNIDO), in co-operation with the Government of Uganda.

2. The purpose of the meeting was to bring together experts from the Eastern and Southern African subregion to review progress in the implementation of the revised integrated industrial promotion programme drawn up at the previous subregional meeting held at Harare, Zimbabwe in 1988 and to put forward proposals for the subregional programme for the second IDDA for Eastern and Southern Africa.

### **I. ATTENDANCE**

3. The meeting was attended by experts from the following countries: Botswana, Comoros, Djibouti, Ethiopia, Kenya, Lesotho, Uganda, Madagascar, Malawi, Mauritius, Mozambique, Seychelles, Swaziland, Uganda, United Republic of Tanzania, Zambia, and Zimbabwe. Observers from Angola and Burundi also attended. Representatives of the following organizations also participated: the African Development Bank (ADB), African Regional Organization for Standardization (ARSO), the Commonwealth Secretariat, the United Nations Economic Commission for Africa (ECA), the Indian Ocean Commission (IOC), the Organization of African Unity (OAU), the Preferential Trade Area for Eastern and Southern African States (PTA), the PTA Federation of Chambers of Commerce and Industry, the Eastern and Southern African Trade and Development Bank, the United Nations Development Programme (UNDP), and the World Bank. The list of participants is attached as Annex 1.

## II. OPENING OF THE MEETING

4. The meeting was formally opened by Hon. Dr. E.T.S. Adriko, Minister of Industry and Technology of Uganda, who extended a warm welcome to the participants on behalf of the Government and the people of Uganda. He thanked the participants for the great honour they had shown his country by their presence and for the invitation to address that important meeting. He was particularly grateful to the Deputy Director-General of UNIDO for attending the meeting and to UNIDO for organizing the meeting. The meeting gave the countries of the subregion the opportunity to analyse jointly the current subregional programme and to elaborate common industrial strategies for the coming Decade, in order to optimize the use of national resources and capabilities at the subregional level.

5. He stressed that the developing countries are suffering from the crises affecting the working of international economy, giving rise to a feeling of dissatisfaction in the field of international economic relations. The Minister made reference to the decisions of the ninth meeting of the Conference of African Ministers of Industry, where the importance of implementing industrial co-operation programmes at the subregional level had been reaffirmed. Against that background, he emphasized that priority should be given to the implementation of projects already identified, and to strengthening the mechanisms for follow-up and monitoring, as well as to the negotiation of co-operative arrangements and the mobilization of financial resources. The Minister reiterated that appropriate resources should be earmarked for further development, implementation and promotion of projects contained in the IDDA subregional programmes.

6. He also assessed the current political and economic situation in Uganda, emphasizing the importance attached to rehabilitation, financial stabilization and liberalization of the economy and reported on the important structural reforms that had been launched. He stressed that Uganda had endorsed the principles underlying the Lagos Plan of Action and the strategies for industrialization which had been proposed in the first IDDA and reconfirmed in the second IDDA for the promotion and development of independent, integrated

and self-sustaining economies, and for eliminating the present condition of dependency on the industrialized countries through the development of core industries and increasing the use of domestic resource-based factor inputs. The steps taken by Uganda for formulating a sound programme for the second IDDA were also presented. They were based on the experience of the first IDDA while avoiding the mistakes made during the first Decade and taking into consideration Uganda's environmental circumstances, its natural and human resources and challenges which the economy was facing.

7. Speaking on behalf of the Director-General of UNIDO, the Deputy Director-General of UNIDO expressed his most sincere thanks to the Government and people of Uganda for having agreed to host the meeting and for having extended such a warm welcome to the participants. He stressed that the meeting was a fundamental step in the complex and critical process of elaborating a sound and effective programme for the second Industrial Development Decade for Africa. He then discussed the plan of work set by the ninth session of the Conference of African Ministers of Industry for the preparation of a programme for the second IDDA. He reminded the participants of the deadlines for the preparation of this programme, which had to be ready by April 1991 in order to be examined by a Working Group of Governmental Experts, before being submitted for consideration and approval by the tenth meeting of the Conference of African Ministers of Industry, which would be held in Dakar, Senegal, in June 1991.

8. He underlined that one of the major characteristics of the Second IDDA is the emphasis put on the allocation of full responsibility for the preparation and implementation of the IDDA programme to the African countries themselves. He also pointed out that, in contrast to the experience of the first Decade, and in compliance with the conclusions and recommendations of the mid-term evaluation of the Decade, the programme for the second Decade should avoid globality and generalities and should take into account the new realities and the problems of industrialization in the African continent, as well as the dynamic changes in the international environment. In this context, both ECA and UNIDO had made national experts and international consultants available to assist African countries in the preparation of their national programmes for the Second Decade. The subregional organizations, responsible for preparation of their own programmes in close collaboration with the countries concerned, had also been involved in the process of elaborating the programme for the second IDDA.

9. The objectives of the meeting, he pointed out, were to adopt a set of proposals that would constitute the basis for the subregional programme for the second Decade for Eastern and Southern African countries, to set priorities for subregional industrial co-operation and to draw up criteria for the identification and selection of programmes and projects to be included in the subregional programme.

10. The projects included in the proposed programme had come from a variety of sources, and the criteria used in their identification had been different, leading to inevitable similarities and duplication among the projects. The meeting was, therefore, asked to adopt a uniform set of criteria for subregional projects and to classify the projects according to those criteria.

11. In closing, the Deputy Director-General recommended that mechanisms be established to ensure appropriate linkages and co-ordination between the programmes and projects of the different organizations, and that priorities be established for selecting the projects to be included in the programme for the second IDDA, thus ensuring the implementability of the programme.

12. Speaking on behalf of the participants, the representative of Madagascar expressed his profound gratitude to the Minister of Industry and Technology for his cordial welcome to the participants in this extremely beautiful country, and for supporting the organization of this very important meeting. He also thanked the Deputy Director-General of UNIDO for his warm welcome, for the organization of the meeting, for the quality and the seriousness of the documentation, and for the efficiency in the organization of the meeting at all levels. Finally, he expressed his thanks to the UNIDO staff and to UNDP Kampala for the assistance given to the participants and thus to the promotion of regional co-operation.

13. The representative of Lesotho also spoke on behalf of the participants. He echoed the sentiments expressed by the delegate of Madagascar, underlining that the facilities placed at the disposal of the participants together with the hospitality of the people of Uganda had facilitated the task of the meeting in preparing a coherent programme of industrialization for the African continent for inclusion in the second IDDA.

### III. ADOPTION OF THE AGENDA AND ORGANIZATION OF WORK

14. The following agenda was adopted unanimously:

#### AGENDA

1. Opening of the Meeting
2. Organization of the Meeting
  - Election of Chairperson, Vice-Chairperson and Rapporteur of the Meeting
  - Adoption of the Agenda and organization of work
3. Evaluation of subregional industrial co-operation and identification of subregional priorities
4. Preparation of the subregional programme for the second IDDA: Selection of priority programmes and projects, and modalities for formulation and implementation
5. Adoption of the report of the Meeting
6. Closure of the Meeting

15. Mr. George E.L. Okutu (Uganda) was elected to the office of Chairman, Mr. Ahmed Mohamed (Comoros) to that of Vice-Chairman and Mrs. T. Dlamini, Swaziland, to that of Rapporteur.

### IV. EVALUATION OF SUBREGIONAL INDUSTRIAL CO-OPERATION AND IDENTIFICATION OF SUBREGIONAL PRIORITIES

16. A UNIDO representative highlighted that the task of the meeting was to adopt a set of proposals for a subregional programme for the second IDDA that would be integrated in the draft programme for the second IDDA to be submitted at the tenth meeting of the Conference of African Ministers of Industry (CAMI). He presented the documentation made available by UNIDO to the meeting including document CRP.1, "Projects with insufficient information", a list of projects for which further information would be required in order for the meeting to decide on their retention in the programme.

17. Agenda item No. 3 was introduced by a UNIDO representative who presented the Background Document No.1 (PPD.183(SPEC.)). He indicated that the evaluation of the previous subregional programme had been undertaken by the UNIDO secretariat on the basis of information obtained during field missions carried out by UNIDO staff members, covering the countries and some of the relevant intergovernmental organizations in the subregion.



18. Background Document No.1 had also incorporated the draft programme contained in the document "Towards an Integrated Industrial Development Programme for the PTA", as recommended by the second meeting of PTA Ministers of Industry, Nairobi (Kenya), 27-28 September 1990 and finalized by the First Meeting of the PTA Sub-committee on Integrated Industrial Development Programme held in Kampala, Uganda, from 13-16 March 1991. The subregional industrial co-operation programmes of the Southern African Development Co-ordination Conference (SADCC) and the Indian Ocean Commission (IOC) had also been taken into consideration in the documents.

19. The Meeting was therefore called upon to review all the projects included in Background Document No.1 in making proposals for the subregional programme for the second IDDA. The meeting should also give indications concerning the implementation priorities and strategies and the establishment of mechanisms to ensure appropriate linkages and co-ordination between the programmes and projects of the different organizations. This would lead to the selection of priority projects to be included in the programme for the second IDDA, in order to ensure the implementability of the programme.

20. It was indicated that the current list of projects had been elaborated on the basis of the core and support projects which had been identified in the first subregional meeting in 1983 at Addis Ababa and revised at the follow-up meeting at Harare in 1988. In the light of the objectives and strategies for the second IDDA, the progress achieved in the implementation of the various industrial co-operation projects in the subregion, and the different actions required to promote them, a new project classification had been utilized. Accordingly, the projects had been classified as: (A) projects in operation; (B) projects in the course of implementation; (C) new/old projects at the conceptual stage. Since the list of projects comprised both core or investment and technical co-operation or support projects, the support projects had been further classified as Institution Building (IB); Direct Training (DT); Direct Support (DS); Experimental (E); and Pilot (P), in conformity with the United Nations Development Programme (UNDP) standard classification system.

21. Emphasis was also placed on the crucial role being played by the three leading subregional organizations, namely, PTA, SADCC and IOC. The examination of the industrial development policies and strategies of the three organizations revealed similarities in their approaches.

The common goal of the organizations was to promote economic development in the individual member States by facilitating mutual co-operation and by eliminating different types of barriers between them so as to permit the free flow of goods, services, persons and information.

22. Based on the analysis of the programmes of the three subregional organizations, as presented in Background Document No.1, the UNIDO representative highlighted areas of common interest and concern as well as common cross-sectoral issues and specific industrial subsectors. He concluded by providing information on the main constraints that had been encountered in the implementation of the first IDDA subregional programme, and reiterated the key issues on which the meeting was invited to focus its attention.

Consideration of the Background Document number 1 PPD.183(SPEC.)

23. The Meeting agreed to review the document paragraph by paragraph. The following comments were made and specific changes proposed in relation to paragraphs 1-123:

Paragraph 4, line 4

24. The UNDP representative stated that the Eastern and Southern African subregion, as defined by the Economic Commission for Africa (ECA) included Angola, and that, therefore, Angola should be included in the subregional programme for the second IDDA for Eastern and Southern Africa.

Paragraph 7, line 4

25. In considering different actions required with respect to priority projects, the participants agreed that in finalizing the IDDA subregional programme, emphasis should be placed on investment promotion activities for projects at an advanced stage of development, making full use of the investment promotion facilities and experience of UNIDO, the Centre for Industrial Development (CID) of the ACP/EEC and national investment promotion bodies. Due consideration had to be given to the importance of involving the private sector; it was therefore suggested that a separate list of investment projects be drawn up to be presented to potential investors.

Paragraph 9, line 8

26. It was agreed that better co-ordination and harmonization between subregional and national industrial programmes and projects should be pursued.

Paragraph 16

27. The meeting debated at length on the formulation of the paragraph. Proposals were submitted by Madagascar, Zambia and the PTA Secretariat, and the following revision was adopted:

'In order to avoid some of the shortcomings identified in the first IDDA concerning project identification, formulation, preparation, promotion and implementation, the major emphasis in approach is that the African countries and their IGOs will assume the lead role in project identification and implementation. Regional and international organizations will collaborate and provide assistance and support in the promotion and implementation phases, as well as other phases of the project cycle. These activities will include the following:

- (a) Assist in the identification and formulation of subregional projects;
- (b) Assist in carrying out feasibility studies;
- (c) Assist in mobilizing funds for project implementation from donor countries (e.g. through the Industrial Development Fund, trust funds, international financial institutions, etc.). Funds mobilized should be made known to member countries each year.'

Table I Eastern and Southern Africa: Basic Indicators

28. Djibouti

The Djibouti delegate suggested the following changes:

Population: Replace '0.4' by '0.45',<sup>d/</sup>

GNP per capita: Replace '1,010' by '475',<sup>d/</sup>

MVA/GDP: Replace '5.6' by '8-9',<sup>d/</sup>

External Debt: Replace '273' by '280.3',<sup>d/</sup>

Source: d/ Data provided by Government experts at the second Follow-up Subregional Meeting on the Promotion of Intra-African Industrial Co-operation within the Framework of the IDA, Kampala, Uganda 13-16 March 1991.

Uganda Data should be collected and incorporated in the Table.

Total Data should be revised.

Paragraph 30

29. Should be numbered 29 and the following paragraphs be re-numbered accordingly.

Paragraph 33, line 19 (d)

30. One participant objected to the use of the wording "forbid the establishment of national industries". While it was pointed out by the Chairman that it exceeded the mandate of the meeting to change the wording of the draft Treaty on the Establishment of the African Economic Community, he agreed that the report of the Meeting should reflect this objection.

30. Table VI: PTA Industrial Support Projects (1990)

15. ENV/04: Djibouti expressed interest and willingness to host the project.

22. CHEM/06: Djibouti indicated that it would be interested in establishing such a project in the country, as it had experience in that field.

31. In the discussion of paragraphs 41 to 82, concerning the industrial co-operation programmes of the leading subregional organizations, the representatives of PTA and IOC presented their respective programmes to the meeting.

32. The representative of PTA presented the conclusions of the first meeting of the Sub-Committee on Integrated Industrial Development Programme and the finalized document "Towards an integrated industrial development programme for the PTA".

33. He briefly highlighted the main issues discussed in the PTA document, focusing on the PTA agenda for the decade; the purpose of an integrated industrial development programme for the PTA; a background for PTA industrial programmes; priorities for industrial development in the subregion and their relation to the industrial structures, development plans and priorities of

individual states in the PTA. He also mentioned the main conclusions reached by the PTA Sub-Committee on the problems and prospects for industrial development at the PTA level for the key subsectors and branches of industrial production, as well as on cross-sectoral themes and their linkages with industrial development. The meeting agreed that the document should be used as an input to the subregional programme for the second IDDA.

34. The representative of the Indian Ocean Commission expressed his thanks to the UNIDO Secretariat for the summary of its programme given in paragraphs 41 to 52 of Background Document No. 1. He amplified that summary, covering the following points:

- the establishment of a Regional Industrial Co-operation Committee (CRCI) within the IOC;
- the establishment of sub-committees on: co-operation in the field of oil refining, the preparation and implementation of a regional cement plant project and standardization and quality control;
- the finalization of a project on quality promotion for the products of the Indian Ocean Islands;
- the exchange of information among the members of the CRCI;
- industrial studies supported by UNDP being carried out in the IOC subregion;
- the UNIDO staff mission report dated December 1990 which had identified a number of subregional project proposals that should be included in the subregional programme for the second IDDA.

35. He further requested that the list of projects emanating from the Subregional Meeting should be considered as indicative, subject to periodic revision and updating. He referred to the principle adopted by the IOC of ensuring that a single country is entrusted with the primary responsibility for the promotion and follow-up of each subregional project and proposed that such principle should also be adopted in relation to the programme for the second IDDA, with a view to achieving improved results in the implementation of that programme.

36. The proposals made by UNIDO in Background Document No. 1 concerning the criteria for the identification and selection of subregional projects were formally adopted by the Meeting. The representatives of PTA and IOC indicated that the suggested approach for selecting priority programmes and projects was acceptable to them. These criteria are included in the report as Annex 2.

**V. PREPARATION OF THE SUBREGIONAL  
PROGRAMME FOR THE SECOND IDDA:  
SELECTION OF PRIORITY PROGRAMMES AND PROJECTS AND  
MODALITIES FOR IMPLEMENTATION AND FORMULATION**

37. On behalf of UNIDO, the Co-ordinator of the Co-ordination Unit for the IDDA briefed the Meeting on the ongoing work for the preparation of the Zero Draft Programme for the Second IDDA. He emphasized the importance of the new approaches being applied in the preparation of the programme for the second IDDA, which had been highlighted in the Framework and Guidelines (PPD.161), in particular the programme approach. He stressed that the programme for the second IDDA should promote an integrated package of core and support projects developed following that programme approach. He explained the timetable for the preparation of a programme for the second IDDA established by the ninth meeting of the CAMI and informed the meeting on the decisions adopted by the member Ministers of the Bureau of the CAMI at their second meeting held in Harare, Zimbabwe from 7-8 March 1991 to accelerate the preparation of the zero draft. This should be ready for submission to a meeting of the Working Group of Governmental Experts (WGGE) scheduled from 29 April to 3 May 1991 in Addis Ababa, whereafter, the draft programme should be submitted to the tenth meeting of the CAMI to be held in Dakar, Senegal from 10-12 June 1991. The above information was supplemented by the representatives of OAU and ECA.

38. The Co-ordinator also submitted a draft outline for the subregional programme of the second IDDA for the Eastern and Southern African subregion for the consideration of the meeting. The proposal was discussed at length and the final version which was adopted is included as Annex 3. It was agreed that the outline adopted should be used for preparing the subregional programme for the second IDDA for the subregion.

39. During the discussion of Background Document No. 1 the following modifications to chapters II and III, paragraphs 124 to 150, were proposed and accepted:

Paragraph 122, line 13

40. It was recommended that other funding agencies be included.

Paragraph 135, (b) - (vii)

41. To add 'certification and metrology' after 'quality control'.

Paragraph 145, line 5

42. Replace 'UNIDO could intensify its endeavours' by 'UNIDO will provide assistance'.

Line 22: Delete 'Potential'.

Paragraph 148, line 48 (b)

43. To add 'certification and metrology' after 'quality control'.

Paragraph 149

44. It was recommended that UNIDO, in co-operation with ECA and relevant subregional organizations, should convene subregional meetings every two years.

45. In conclusion, the meeting adopted Background Document No. 1 "Revised Integrated Industrial Promotion Programme for the Eastern and Southern African Subregion: Proposals for the subregional programme for the second IDDA" (PPD.183(SPEC.)), requesting that the UNIDO Secretariat should incorporate the modifications made during the discussion.

46. The meeting decided to appoint a sub-committee to select high priority projects. The sub-committee was composed of Botswana, Djibouti, Madagascar, Mozambique and Tanzania, assisted by ECA, IOC, PTA and UNIDO. The representative of Madagascar was acted as Chairman and the Secretariat of UNIDO as Rapporteur. The task of the sub-committee was defined as the

checking of the projects for completeness, conformity with the agreed criteria, and coherence.

47. During the first meeting of the sub-committee, one representative expressed doubts about whether a selection of projects could be made before the details of the programme had been finalized. It was pointed out that the documentation for the present meeting was part of the programme development process and that the process should continue. Drawing up a list of projects would not close the door to later additions.

48. The sub-committee considered additional criteria, apart from those already adopted in the plenary concerning the regional nature of a project. Reference was made to the Framework and Guidelines (document PPD.16<sup>1</sup>), and the distinction between consolidation, expansion, support and special projects for LDCs. It was felt that, in addition, a consolidated list of priority sectors could also be drawn up, based on the priorities of the subregional organizations as outlined in Background Document No. 1.

49. However, the sub-committee noted that it was not able, under the circumstances, to undertake a detailed and significant review of the projects and carry out its assignment as outlined in paragraph 48 above. The reasons for this were mainly the large number of projects, the short time available, and the absence at the Meeting of one subregional organization (SADCC). The sub-committee accordingly proposed that the mandate of selection of projects should be given to a special meeting of the Secretariats of ECA, IOC, PTA, SADCC and UNIDO.

50. This proposal was not accepted by the plenary. The sub-committee was given new guidance and requested to reconvene and carry out the difficult task of screening and ranking the projects. In its work, the sub-committee was asked to apply strictly the criteria for subregional project identification and selection already adopted by the meeting (Annex 2) and retain only those projects that fulfilled all the criteria. In addition, the sub-committee was mandated to retain only those core projects for which a feasibility study had been completed, with the option of also retaining those for which only a pre-feasibility study had been carried out, as well as support projects related to those core projects.



51. The UNIDO Secretariat was then requested to prepare a comprehensive list of projects, summarizing their fulfillment of the agreed criteria, including also the additional proposals submitted by the delegates of Burundi, Djibouti, Lesotho, Mozambique, Uganda and Zambia, and the additional information on the projects sponsored by Ethiopia. That list was submitted to the sub-committee.

52. After completing its work, the sub-committee reported to the plenary that it had examined all the projects on the comprehensive list and carried out its mandate as outlined above to prepare a short list of high-priority core and support projects. Annex 4 lists those projects selected.

53. The sub-committee emphasized that the short list of high-priority projects was an indicative one that would permit the subregional programme for the second IDDA to begin with a list of projects that could be implemented. Projects which had not been retained as high-priority in the subregional programme for the second IDDA could still be included in national programmes for the Decade or in the work programmes of subregional organizations. For those projects which had not been retained because no feasibility study had yet been carried out, efforts should be made to undertake the required feasibility studies so that they could be added to the list.

54. Furthermore, as the monitoring and review process was to continue at regular intervals throughout the Decade, further projects could be included in the programme at a later date if they fulfilled the adopted criteria. In the development of those projects it was important that the programme approach be followed so as to produce an integrated package of inter-related core (investment) and support (technical co-operation) projects that were all directed towards fulfilling the objectives of the Second IDDA.

55. During the discussion of the projects, it was pointed out that a feasibility study for the establishment of a Centre for Textile Technology in Mauritius was being commissioned. Since in addition to serving domestic needs, that institution could also play a subregional role by catering to the needs of other countries of the subregion, guidance was sought from the meeting whether the project should be intended as a national or a subregional one. The decision of the meeting was called for at this stage to facilitate appropriate planning of the project, particularly with respect to its size. The meeting noted that the project was at the conceptual stage. It was therefore suggested that in order to avoid duplication with existing competing projects in the subregion, the project should continue to be developed as national in an initial stage.

However, it could become subregional depending on progress achieved in its development, its real potential and the needs of the subregion.

54. It was emphasized during the discussion that the list included only subregional projects as defined on the basis of the criteria adopted. The selection did not in any way reflect negatively on national projects, which were not included in the list, since industrial development in the subregion, and thus the success of the second IDDA, also depended to a great extent on industrial development in each of the countries of the subregion.

55. In his interventions, the representative of the Africa Development Bank (ADB) pointed out that the programme for the second IDDA should move from resolution to action. He also stressed that project identification and selection should be based on sound economic criteria. Priority should be given to project which a feasibility study had been prepared. The selected projects should be then ranked according to their investment cost and divided up in three groups: small, medium and large projects, before being submitted to financial institution for financing. For the project where only a pre-feasibility study had been prepared, it was suggested that the possibility to use the financing facility provided by the ADB for the preparation of feasibility studies be considered.

56. The representative of the Organization of Africa unity (OAU) pointed out during the Meeting that the crucial problem of the IDDA programme is its implementation. In this respect, he underlined that the key role is to be played by African Governments, with the assistance of IGOs. To facilitate the implementation of the subregional programme appropriate co-ordination mechanisms should be devised.

57. The representative of UNDP, while contributing throughout the discussion, place emphasis on the application of the programme approach vesus the project approach. Major contribution was also made to the discussion concerning financing of the subregional programme. It was suggested that projects be prepared carefully before submission to financial institutions.

58. Following the discussion, the meeting adopted the lists of projects given in Annex 4.

## VI. RECOMMENDATIONS

59. The meeting adopted the following recommendations:

- (i) African countries and their subregional organizations should assume full responsibility for the identification and implementation of the projects in the subregional programme, with the assistance and support of regional and international organizations;
- (ii) African countries should co-ordinate and harmonize their national programmes for the second IDDA with the subregional programmes, including the submission of subregional projects to regional development finance institutions and other sources of funding;
- (iii) Subregional organizations should co-ordinate and harmonize their respective industrial development programmes;
- (iv) Investment promotion should be emphasized as an essential element in the support and assistance provided by UNIDO and other international organizations to the implementation of the subregional programme;
- (v) The role of the private sector should be emphasized in the implementation of the subregional programme and measures taken to promote and encourage the involvement of such organizations as chambers of commerce and industry, manufacturers' associations, export promotion organizations and investment promotion bodies;
- (vi) The mobilization of financial resources, including financing for the small- and medium-scale sector, should be emphasized in implementing the subregional programmes. In particular, the role of regional and international organizations should be strengthened in mobilizing funds for project implementation beyond the feasibility study level;
- (vii) The application of the programme approach should be emphasized by African countries and subregional organizations in the further elaboration and implementation of the subregional programme and in the support and assistance provided by UNIDO and other international organizations to the programme;
- (viii) The important role of women in development should be recognized and enhanced in the further elaboration and implementation of the subregional programme;

60. The participant from Burundi suggested that both Rwanda and Burundi should be included in the subregional programme for the second IDDA for the Eastern and Southern African subregion, as well as the one for the Central African subregion. While no objection in principle was expressed to the recommendation, it was pointed out that in the case of Rwanda, which was not represented at the meeting, it could only be made subject to her approval. It was suggested that ECA should contact the Government of Rwanda on the matter.

- (ix) The protection and enhancement of environmental quality in relation to industrialization should be given adequate consideration in the subregional programme;
- (x) Special programmes for LDCs should play a prominent role in the further elaboration and implementation of the subregional programme;
- (xi) Adequate consideration should be given to inter- and intra-sectoral linkages in the subregional programme;
- (xii) Follow-up measures for regular monitoring and evaluation should be emphasized, including holding subregional meetings biennially with full involvement of relevant subregional, regional and international organizations;
- (xiii) The criteria included in para. 121 of Background Document No. 1 and reproduced in Annex 2. of the present report should be applied for the identification and selection of projects in the continuing process of revision and elaboration of the subregional programme;
- (xiv) The outline included as Annex 3. The subregional programme to be prepared by ECA should be based on the outline included as Annex 3 of the present report and on document PPD.183(SPEC.) entitled Revised Integrated Industrial Promotion Programme for the Eastern and Southern African Subregion - Proposals for the Subregional Programme for the second IDDA, as amended and adopted by the meeting;
- (xv) The following priority industrial subsectors should form the basis of the subregional programme:
  - a) agro-industries, including textiles, leather and leather products, forestry, and other agricultural products;
  - b) metallurgical industries;
  - c) engineering industries;
  - d) chemical industries;
  - e) building materials including non-metallic mineral products;
- (xvi) The following industrial support services should be emphasized in the subregional programme:
  - a) human resource development;
  - b) research and development;
  - c) technology transfer and adaptation;
  - d) rehabilitation;
  - e) physical and institutional infrastructure;
  - f) transport, communications and energy;
  - g) standardization, quality control, certification and metrology;
  - h) support to small- and medium-scale industries (SMIs).

61. It was recommended that intergovernmental organizations should be invited to the meeting of the WGGE scheduled for April/May 1991 by ECA as observers.

62. ECA was urged to contact and provide full information on the work and outcome of the meeting to SADCC.

VII. ADOPTION OF THE REPORT OF THE MEETING

63. The Meeting adopted the present report, including the Annexes, unanimously.

VIII. CLOSURE OF THE MEETING

64. Hon. A.A. Kiiza Kabango, Deputy Minister of Industry and Technology of Uganda, addressed the Meeting thanking the delegates for the seriousness and sense of purpose with which they had carried out the tasks assigned to them. He expressed his satisfaction with the recommendations adopted by the Meeting, as well as his confidence that the results of the Meeting would form the basis for a successful subregional programme for the second IDDA. He also thanked UNIDO for having selected Uganda as a venue for the Meeting and expressed the hope that the participants would return again in future to enjoy the hospitality of his country.

65. Speaking on behalf of the participants, the delegate from Mauritius thanked the Deputy Minister and the Government of Uganda for hosting the Meeting, and expressed the gratitude of the participants to Chairman, Vice-Chairman and Rapporteur for their effective leadership and the organizers of the Meeting for their excellent work.

66. The Meeting was closed by the Deputy Minister on 15 March 1991 at 1900 hours.

ANNEX I/ANNEXE I

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**ANNEX 2**

**CRITERIA FOR SUBREGIONAL PROJECT IDENTIFICATION AND SELECTION**

**1. For all projects in the programme:**

**The project:**

- (a) relates to an industrial subsector or support area identified as having priority by one or more of the subregional organizations;**
- (b) is subregional in character, meaning that it requires participation by and is beneficial for two or more countries of the subregion;**
- (c) has a clearly identified sponsor or sponsors.**

**2. For core investment projects:**

**The project belongs to one or more of the following categories:**

- C(I) Multinational equity participation (e.g. joint venture) - requiring investment (public or private) from more than one country of the subregion;**
- C(II) Multinational inputs - requiring inputs from another country in the subregion than the one in which manufacturing takes place;**
- C(III) Multinational market - project that benefits other countries of the subregion in terms of reduced external dependence, improved balance of payments etc., through production and marketing within the subregion.**

**3. For support (technical co-operation) projects:**

**The project is either:**

- S(I) Institution-building - establishing or strengthening capabilities of national or subregional institutions to support subregional industrial development;**
- S(II) Direct support - providing direct support to one or more potential or established enterprises, e.g. by preparing a study or providing expertise and equipment;**
- S(III) Direct training - providing training, either within the subregion or abroad.**
- S(IV) Pilot project - a pilot production facility to study the technical and/or economic viability of production;**
- S(V) Experimental - laboratory-scale experiment to study the viability of an industry-related process.**

Annex 3

DRAFT OUTLINE

Subregional Programme for the Second IDDA  
for the Eastern and Southern African Subregion

INTRODUCTION

I. EVALUATION OF SUBREGIONAL INDUSTRIAL CO-OPERATION IN THE FIRST IDDA

A. Concepts, principles and strategies of the first IDDA

B. Priority areas  
- Core industries  
- Strategies and policies

C. Results and constraints

D. Linkages with the second IDDA

II. SUBREGIONAL INDUSTRIAL DEVELOPMENT PROGRAMME FOR THE SECOND IDDA

A. Status of industrial development in the subregion: analysis of sectoral and sub-sectoral issues

B. Objectives

C. Strategies and policies

D. Priority programmes and projects and areas of co-operation  
- The programme approach  
- Criteria for project identification and selection

E. Support areas and main factor inputs  
- Capabilities and capacities, financing, technology, basic services, transport and communications, institutional infrastructure

III. MODALITIES FOR IMPLEMENTATION, MONITORING AND EVALUATION

A. Promotion and financial resource mobilization  
- Investment promotion  
- Technical co-operation

B. Co-ordination among intergovernmental organizations

C. Co-ordination of subregional and national programmes

D. Creation of an enabling environment for industrial investment and development

- Policy measures and reforms  
- Participation of the private sector

E. Monitoring, follow-up and reporting mechanisms

F. Role of international organizations

Concluding remarks

LIST OF PRIORITY PROJECTS

PRIORITY A

Number	Project	Country(ies)/ Organizations	Date	Status	Sector
1.	Manufacture of diesel engines for tractors, trucks, lorries and buses	Zimbabwe	1983	B	ENG
2.	6 6. (8) Manufacture of electric motors	Zambia	1983	B	ENG
3.	Manufacture of electric transformers	Zambia	1983	B	ENG
4.	Phosphate fertilizer plant	Uganda	1983	B	CHEM
5.	Production of caustic soda	Kenya/India	1983	B	CHEM
6.	Integrated chlor-alkali and PVC plant	Zimbabwe	1988	C	CHEM
7.	Mbagala sheet glass project	Tanzania	1988	C	CHEM
8.	Cement blending and packaging plant (and extension of the existing railway line)	Lesotho	1988	B	BUIL
9.	Edible oil production	Lesotho	1988	B	AGRO
10.	Expansion of existing production of pumps for irrigation and rural water supply	SWA/ZIM	1991	B	ENG
11.	Assistance to the African Regional Organization for standardization (ARSO) and the African Institute for Higher Technical Training and Research (AIHTTR)	ARSO/AIHTTR/ ECA/OAU/UNIDO	1983	C	IB
12.	Inventory of subregional training facilities	SADCC	1983	C	DS
13.	Managerial and Technical personnel training	SADCC	1983	C	DT
14.	Development of local entrepreneurship (Directory of small-scale industrial project profiles)	ECA/UNIDO/OAU	1983	C	DS
15.	Upgrading of Kenya Textile Training Institute (KTTI) into a subregional training centre	Kenya	1988	C	IB
16.	Tanzania Institute of Leather Technology	Tanzania	1988	C	IB
17.	Consolidation of the Institute of Cement Technology	Tanzania	1988	C	IB
18.	Establishment of a pilot and demonstration physical manufacturing facilities at TEMDO	Tanzania	1988	C	P
19.	Programme for standardization, quality control and metrology in IOC countries	IOC		A	IB
20.	Expansion of an existing marine resources training and research centre	IOC/SUBREGION		C	IB
21.	AGR/323/08 Establishment of the Leather and Leather Products Institute (LLPI)	PTA/Ethiopia		C	AGRO/09
22.	BLD/369/01 Rehabilitation and rationalization of cement mills (second phase)	PTA		C	BLD/01
23.	ENG/380/01 Initiation of a CAD/CAM demonstration network	PTA/ETH/KEN/ MAW/TAN		B	ENG/01
24.	ENG/381/07 Reassessment and updating of a feasibility study on the establishment of a copper products plant for the PTA market	PTA		C	ENG/02
25.	ENG/384/02 PTA programme for production of spare parts	PTA/KEN/MAW/ MAU/SOM/TAN/ UGA/ZAM/ZIM		C	ENG/02
26.	ENV/300/04 Pilot unit for small scale industrial waste water treatment	PTA		C	ENV/04



Number	Project	Country(ies)/ Organizations	Date	Status	Sector
27.	HRD/300/06 Development of capabilities in industrial project identification, formulation, appraisal, monitoring and evaluation	PTA/Zimbabwe		C	HRS/06
28.	HRD/311/13 Sugar industry training centre	PTA/Mauritius		C	AGRO/01
29.	HRD/311/14 Training of trainers in testing and quality control in food processing	PTA/Mauritius		C	AGRO/02
30.	HRD/320/17 Training and curriculum development of an integrated production technology management system for the textile industry	PTA/Kenya		C	AGRO/07
31.	HRD/353/18 Development of human resources for the petroleum industry	PTA			
32.	IND/300/03 Assistance to PTA member states in the promotion of standardization and quality control systems	LES/SWA/RWA/ SOM/DJI/COM			HRS/03
33.	IND/300/11 Subregional co-operation for small and medium scale industry promotion				HRS/11
34.	IND/300/19 PTA industrial information system	PTA			
35.	IND/300/21 PTA capacity for long-term integrated industrial development programming	PTA			
36.	IND/810/18 Promotion of industrial investment projects through investment fora	PTA			
37.	IND/810/20 Rationalization and harmonization of investment codes	PTA			
38.	MET/370/01 Establishment of the PTA Metallurgical Technology Centre (MTC)	PTA			MET/01
39.	MET/371/02 Rationalization and upgrading of iron and steel plants/rolling mills	PTA			MET/02
40.	Railway rolling stock, list equipment, hidromechanic and metal-mechanic products	Mozambique		A	DS
41.	Rehabilitation of salt industries	Mozambique		B	DS
42.	Tannery	Djibouti		B	DS
43.	Engineering design and tools centre	Ethiopia		A	IB

Priority B

Number	Project	Country(ies)/ Organizations	Date	Status	Sector
44.	Upgrading and Diversification of products from ZISCOSTEEL	Zimbabwe	1983	B	MET
45.	Ethiopian potash	Ethiopia/Libya	1983	B	CHEM
46.	Production of phosphate fertilizers	Burundi		C	CHEM
47.	Sheet-glass production unit	Madagascar	1983	B	CHEM
48.	Establishment of integrated iron and steel mill	Madagascar	1988	B	MET
49.	Establishment of multinational sponge iron plants in PTA countries	MOZ/TAN/UGA/ZAM	1988	B	MET
50.	Manufacture of low-cost vehicles	Ethiopia	1988	C	ENG
51.	Establishment of salt refining and packaging plant	Somalia	1988	C	CHEM
52.	Rehabilitation of urea fertilizer plant	Somalia	1988	B	CHEM
53.	Manufacture of carbon black	Kenya	1988	C	CHEM
54.	Rehabilitation of copper oxychloride plant	Zambia	1988	B	CHEM
55.	Rehabilitation of copper oxychloride plant	Zimbabwe	1988	B	CHEM
56.	Chrome tanning salts	Zimbabwe	1988	B	CHEM
57.	Production of cement in Indian Ocean Island countries	Madagascar/IOC	1988	B	BUIL
58.	Establishment of a joint-venture for bicycles assembling	SWA/MOZ	1991	B	ENG
59.	Expansion of Lesotho Pharmaceuticals factory	Lesotho/PTA	1991	B	CHEM
60.	Improvement and development of the cement industry	SADCC	1983	C	IB
61.	Upgrading of Ethiopian Management Institute into a subregional centre	Ethiopia	1988	C	IB
62.	Upgrading of Management Training and Advisory Centre (MTAC) into a subregional centre	Uganda	1988	C	IB
63.	Establishment of a cement institute at the Murgher cement plant	Ethiopia	1988	C	IB
64.	Upgrading the Mogadishu Industrial Vocational Training Centre (IVTC) into a subregional centre	Somalia	1988	C	IB
65.	Promotion of spare parts production PTA countries	KEN/TAN/ZIM	1988	C	IB
66.	AGR/321/05 Blankets manufacturing plant in Lesotho				AGRO/05
67.	BLD/369/03 Survey of raw materials for establishment of a refractory industry				
68.	CHE/352/02 Establishment of essential oils extraction units				CHEM/02
69.	ENG/381/04 Metal fabrication unit for the building industry				ENG/04
70.	ENG/382/03 Feasibility study on expansion and development of machine tool production				ENG/03
71.	ENG/384/08 Feasibility study on establishment of an automotive industry				
72.	Establishment of wood processing complex	Mozambique		B	DS
73.	Support to SADCC Industry and Trade Co-ordination Division	SADCC		A	IB
74.	Standardization and quality control	SADCC		A	IB
75.	Engineering Design and Product Development	SADCC		A	DS
76.	Establishment of Information Exchange Centre	SADCC		A	IB
77.	Development Small/medium scale industries (study/workshop)	SADCC		B	DS
78.	Research and Development (Study)	SADCC		A	DS
79.	Management and Skills Development	SADCC		B	DT
80.	Study on the improvement of the investment climate	SADCC		B	DS

Number	Project	Country(ies)/ Organizations	Date	Status	Sector
81.	A system of Direct Trade Measures including bilateral trade agreements	SADCC		B	DS
82.	General System of Preference Study	SADCC		A	DS
83.	Trade Directory	SADCC		B	DS
84.	Participation of SADCC firms in SADCC projects	SADCC		B	DS
85.	Exchange of information and strengthening of co-ordination facilities	IOC		B	IB