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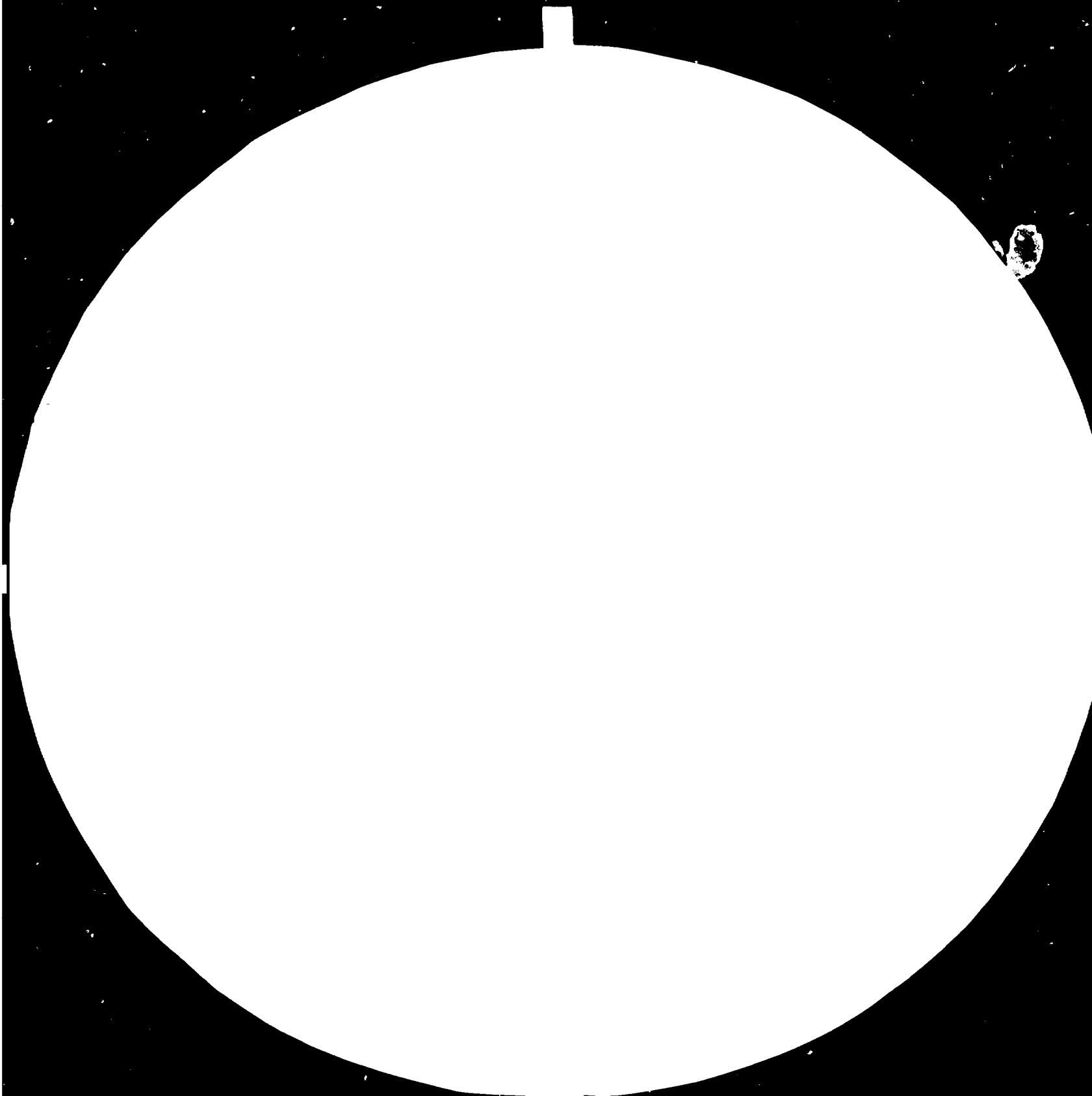
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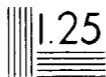
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Second Regional SIDFA Meeting for Africa  
Douala, United Republic of Cameroon  
7-13 December 1983

SUMMARY REPORT  
AND  
RECOMMENDATIONS\*

(SIDFA meeting  
for Africa)

Prepared by the  
Field Reports Monitoring Section  
Division of Policy Co-ordination

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## INTRODUCTION

The Field Reports Monitoring Section has convened the Second Regional SIDFA Meeting for Africa in Douala, United Republic of Cameroon, from 7 to 13 December 1983 with the participation of the Executive Director, the SIDFAs of the region, other UNIDO staff members, as well as the UNDP Resident Representative and a representative of OAU.

The Meeting served as a forum for an in-depth analysis, brainstorming and discussion between SIDFAs and headquarters' staff, in respect to overall UNIDO activities and particularly its role in the framework of the Industrial Development Decade for Africa.

This report mainly contains the recommendations of the participants of the meeting and is supposed to serve as a management instrument for the strengthening of UNIDO's actions in the field.

The comprehensive briefing and background material is available with the Field Reports Monitoring Section.

## SUMMARY

The Second SIDFA Meeting for Africa was convened with the intention to further strengthen our activities in Africa through an in-depth and broad exchange of experience between SIDFAs and headquarters' staff on UNIDO's programmes and the specific obstacles and bottlenecks that occur during implementation in the different countries. In light of the Industrial Development Decade for Africa and the UNDP financial crisis it was discussed how to compensate the difficult financial situation through non-IPF sources of funds. The participants of the Meeting agreed on several recommendations, which will further strengthen UNIDO's Technical Assistance and Programmes on the continent.

The Executive Director drew the attention of the SIDFAs to the fact that though Technical Assistance should be their main field of concern, the SIDFAs should play an increasing role in UNIDO's special programmes. Further efforts should be made to convince the governments to increasingly participate in the consultation meetings.

The Industrial Development Decade for Africa should serve as a framework for the intensification of industrial activities in Africa. It is an opportunity to stimulate and channel more resources to industrialization. In this respect special consideration has to be given to the development of Science, Technology and Human Resources, since this is a prerequisite for industrialization.

It was asserted that a considerable contribution could be made to the achievement of the programme of the IDDA through Technical Assistance to the rehabilitation of Industrial Plants. It was noted that there was increasing interest of multilateral and bilateral aid donors to finance assistance for Rehabilitation. It was recommended that one of the main issues of the future consultation meetings should be the rehabilitation of existing industrial enterprises.

In view of the difficult financial situation of UNDP the SIDFAs were invited to accord particular attention to other sources of finance as funds-in-trust, cost-sharing arrangements, funds for technical assistance within the soft loans or credit lines given by the World Bank, the African Development Bank, the Islamic Bank as well as other bilateral and multilateral donor agencies. For this purpose the SIDFAs have to establish closer working relationships with the representatives or missions from these financial institutions. UNIDO has to give special attention to the formulation and the effective implementation of projects developed through such arrangements. It should review the existing procedures in order to expedite the process of project formulation, recruitment of experts, purchasing equipment, etc. Additionally, the backstopping of such projects has to be strengthened.

The Meeting reviewed the implementation of UNIDO's projects in Africa and several recommendations were made to speed up a smooth implementation and to improve its quality.

Relating to the SIDFA Programme it was recommended to improve the SIDFA status, the working conditions and relations with experts and to strengthen the communication system between headquarters and the SIDFA Office.

With regard to the JPO training it was recommended to develop a detailed programme for the in-job training of JPOs in the UNDP field office. Such a programme should comprise contacts with government authorities and institutions responsible for Industrial Development, involvement in project



work, undertaking of studies, preparation of operational documents, and avoid restricted administrative activities assigned by the Resident Representative. The programme should also include regular regional and subregional JPO consultations.

## I. INTRODUCTORY REMARKS OF THE EXECUTIVE DIRECTOR

1. The Executive Director, Dr. A. Khane, in opening the Meeting, welcomed all the participants including Mr. A. Diallo, UNDP Resident Representative a.i. at Yaoundé and Mr. M. Dijon, Organization of African Unity, to the Second Regional SIDFA Meeting for the African Region.
2. He reminded the SIDFAs of the central role UNIDO plays in the implementation of the programme for the Industrial Development Decade for Africa (IDDA) in co-operation with the Economic Commission for Africa (ECA) and the Organization of African Unity (OAU) (within the framework of the joint committee of the three Secretariats established for the Decade).
3. The Decade is already receiving wide international recognition. A number of actions, including the meeting of the Secretariats of the OAU and the Organization of the United Nations System, have been taken to alert the United Nations Agencies to the significance of the Decade and the need to adapt their programmes to its principles and priorities taking into account the concept of core industries. In this connection, preparations for the next meeting of the Secretariats of the OAU and the United Nations Organizations of the System are being focused on the popularization of the Decade, the preparation and implementation of core industrial projects, the development of industrial and technological manpower capabilities, and the mobilization of financial resources. The proclamation of the Decade provided a timely opportunity to intensify UNIDO's work in Africa which is now being carried out within the framework of the Programme for the Decade.
4. One of the important activities worth special mention relates to the organization of four subregional meetings for the preparation of industrial promotion programmes within the framework of the Decade. The first of these meetings was recently successfully held in Addis Ababa for the Eastern and Southern African subregion; the second one was due to take place in Abidjan, Ivory Coast, from 12 to 16 December 1983 for West Africa; and the other two meetings for Central and North Africa were being planned for early 1984.
5. Since the entire UNIDO Secretariat was making every effort towards the intensification of UNIDO's activities in Africa, it was essential for the SIDFAs to place particular importance on the Decade in their activities. It was for this reason that the current Meeting was organized under the general umbrella of the Decade in order to exchange experiences, and to identify ways and means of making a more effective use of the SIDFA Programme.
6. The Executive Director then turned to another major point to which the Meeting would be addressing its attention.
7. The UNDP financial crisis had brought serious repercussions on UNIDO's field activities since as much as 80 per cent of these activities were financed from UNDP resources. Even with the optimistic expectation of the UNIDF pledges for 1984 to reach the US\$15 million level, the overall picture would not be significantly improved. The UNDP financial crisis affected the UNIDO Programme both quantitatively and qualitatively with particular implications on the SIDFA Programme. The UNDP had indicated its intention to freeze further recruitment of SIDFAs.
8. The decreasing availability of financial resources has called for greater co-ordination with UNDP and other United Nations Agency field representatives, as well as with bilateral and other multilateral aid/donor Agencies. Such

efforts would need to lay particular emphasis on the mobilization of alternative sources of financing, such as funds-in-trust arrangements, and greater involvement of UNIDO in the execution of the technical assistance components of loans, granted for industrial projects by such financial institutions as the World Bank and the African Development Bank.

9. With regard to the Fourth General Conference of UNIDO, the Executive Director indicated that negotiations were currently taking place in New York for holding the Conference from 30 July to 18 August 1984 at the headquarters of UNIDO in Vienna. He noted that 10 years after Lima, the Conference would be taking place in a very difficult international economic situation and it will be a major landmark in UNIDO's development and in international industrial co-operation. He however expressed the hope that the Conference would emerge with a number of internationally accepted issues, chosen from the extensive preparations carried out by the UNIDO Secretariat, including the organization of sectoral meetings, for implementation of all parties concerned. In this way the Conference would, as the previous ones, help to provide invaluable guidance to UNIDO in its efforts towards assisting the developing countries in their accelerated industrialization. The Executive Director therefore called on the SIDFAs to give the Fourth General Conference of UNIDO a priority in their work with a view to ensuring the active participation of the competent national authorities in the Conference.

10. Concerning the conversion of UNIDO into a Specialized Agency, the Executive Director indicated that, in his estimation, the earliest date for such a conversion would be in early 1985. One hundred and twelve countries had ratified the constitution of the new Organization, including such major donors as the United States of America. These almost represented 80 per cent of the financial basis of the Organization, according to the present United Nations scale of assessment. He however felt that it would be more advantageous for all countries, if the USSR and other major Group D countries, which have consistently supported and participated in the activities of UNIDO, ratified the constitution thus ensuring their readiness to join the new Organization. In order to assist the SIDFAs in responding to questions that may be addressed to them by various authorities, the Executive Director indicated that the advantages of converting UNIDO into a Specialized Agency exists in:

- Ensuring a greater focus on industrial matters by the international community;
- Greater independence and flexibility in the management of the Organization;
- A closer correlation and compatibility between the programmes of the Organization and its financial allocation since their approval would be given by the same authority; and
- A greater frequency of meetings of Ministers of Industry, which would be held every two years, to exchange views and to discuss world industrialization matters and UNIDO's activities, with particular relevance to the needs of the developing countries.

11. Furthermore the Executive Director drew the attention of the SIDFAs to other important programmes of UNIDO, including Industrial Studies, the System of Industrial Consultations, Investment Promotion, Transfer of Technology, Energy, Non-Governmental Organizations (the business community), and the programme of National Committees for UNIDO.

He underlined the important role of SIDFAs in drawing the attention of national authorities to issues of particular relevance contained in documents referred to in the above-mentioned programmes. The SIDFAs main field of concern should be technical assistance but they should have an increasing role in UNIDO's special programmes.

12. In conclusion, the Executive Director thanked all the SIDFAs for their efforts and stressed the importance which UNIDO attaches to the SIDFA Programme, which had a major role to play in ensuring UNIDO's field presence, integrity and effectiveness. He reiterated that the very difficult times which the United Nations system was undergoing provided a greater impetus for the SIDFAs to double their efforts in order to assist the African countries in overcoming the serious problems they were facing. The Continent had attained only 1.1 per cent of the total world manufacturing value-added in 1982, and the attainment of the 1.4 per cent target by the year 1990 would call for even greater efforts than in the past. The situation is aggravated by the increasing number of least-developed countries on the Continent, thus reflecting a deterioration in its economic situation. In spite of these difficulties, the Executive Director found the fact encouraging that countries were more aware of the necessity to promote industries and to develop a higher level of industrialization. UNIDO's share of the IPF has increased from 10 to 14 per cent. He therefore hoped that the SIDFAs would join the efforts of UNIDO headquarters in intensifying their assistance to the African countries to meet the challenge of the Industrial Development Decade for Africa.

13. In the discussions that followed, many of the SIDFAs pointed out the different constraints they were facing in their work which would need to be solved if they had to meet the tremendous challenge ahead of them. These constraints are especially the following:

- (i) Excessive administrative workload;
- (ii) Burdening of JPOs with too many activities not related to UNIDO;
- (iii) Limited facilities (office equipment, secretarial services, transportation);
- (iv) Lack of involvement of SIDFAs in the preparation of the SIDFA budget in the UNDP office.

Additionally even in countries where English is not spoken, most of the UNIDO correspondence and documents that have to be communicated to the government are sent in English, which means that they have to be translated by the SIDFAs and JPOs. Consequently, the SIDFAs have requested that whenever possible documents should be sent in the local working language.

14. In response, the Executive Director and other UNIDO headquarters staff indicated that some of these constraints could be related to the rapport between the SIDFA and the Resident Representative. The situation therefore could not be generalized since in certain countries the constraints were minimal while in others they were numerous. The assignment of tasks unrelated to UNIDO, by Resident Representatives to UNIDO JPOs should receive prior clearance of the SIDFAs concerned. With regard to staff limitations, the Executive Director stressed that this was also a constraint being encountered at headquarters. He was not very hopeful, in the context of the current financial constraints in the United Nations system, that the situation would improve. It was therefore desirable for all SIDFAs to make the most effective

use of the resources available to them. The suggestion for the appointment of national Programme Officers would be examined at headquarters. The need for UNIDO staff to report to the SIDFA when visiting each country was re-emphasized. The SIDFAs were also urged to make greater use of the National Committees for UNIDO, and, indeed, to be a catalyst in ensuring that these Committees were active and effectively contributing to the industrialization of the countries.

## II. SUMMARY OF DISCUSSIONS AND RECOMMENDATIONS AND CONCLUSIONS

### Agenda item 2

#### INDUSTRIAL DEVELOPMENT DECADE FOR AFRICA

- Briefing material: Note on the Role of SIDFAs and JPOs in the Implementation of the IDDA (SIDFA/RAF.2/WP.1);
- National Committees and National Co-ordinating Committees for the IDDA (SIDFA/RAF.2/WP.2).
- Background material: Lagos Plan of Action;
- Programme for the IDDA (Document ID/287);
- Guidelines for Initiating Priority Actions during the Preparatory Phase of the Programme;
- Information Note on the IDDA (Document UNIDO/PC.70/Rev.1);
- Promotion of Industrial Co-operation between Latin-American and African Countries and Organizations (Document UNIDO/PC.75).

15. The Industrial Development Decade for Africa (IDDA) had been proclaimed first by the OAU Heads of State and Government at their Economic Summit in Lagos and, secondly, by the United Nations General Assembly in December 1980. The proclamation of the Decade was in accordance with the high priority accorded to industrialization in the Lagos Plan of Action only second to self-sufficiency in food production. It was also in recognition of the fact that the attainment of the objectives of the Lagos Plan of Action and the economic development of Africa depended, to a large extent, on success in the development of the industrial base in Africa.

16. The purpose of the IDDA is to create a greater awareness among the African Governments and the business community of the crucial role of industrialization in economic development and to mobilize international attention for a greater technical and financial assistance in support of the industrialization efforts of the African countries. It was thus expected that with the internally generated efforts, reinforced by international assistance, the base will be developed in African countries for their industrial take-off by the year 1990. A target of 1.4 per cent of world industrial production had been set for attainment by the year 1990. It was also expected that by the end of the Decade a number of industrial production units, especially in the core subsectors, would have been established and the performance of existing ones improved towards the attainment of the above-mentioned target.

17. The Secretariats of the OAU, ECA and UNIDO jointly formulated a programme for the Decade, which was subsequently endorsed by the African Ministers of Industry. This provides a framework for each country and intergovernmental organization in Africa for the formulation of its programme for the principles of collective self-reliant and self-sustaining development. It also provides

a framework for the international community for the readjustment and intensification of its technical and financial assistance to the African countries in the industrial sector. It advocates for a new approach in industrial planning based on the concept of core industries. The programme therefore constitutes a fundamental restructuring of not only the industrial but also the economic development of the Continent.

18. The implementation of the programme had been envisaged in two cases: a preparatory phase with an indicative phase-planning period from 1982 to 1984 and an implementation period from 1985 to the end of the Decade. The preparatory phase is flexible since some countries require lesser time to carry out the activities during that period and others require much longer time. Guidelines have been prepared to assist governments and regional international organizations in initiating priority actions during the preparatory phase. These actions include a review of the existing industrial situation, including existing industrial policies, strategies and plans with a view to realigning them in accordance with the principles, priorities and objectives of the Decade. Such an exercise would necessarily include a review of the manpower situation, institutional machinery, including co-ordinating mechanisms at the national and subregional levels, financial energy and raw materials, requirements and other factor inputs. It would also entail the identification of relevant target groups for sensitization of the Decade programmes and the organization of national seminars or workshops by National Committees for UNIDO (or for the Decade) or by other competent authorities, involving all those concerned with the industrialization process in the country.

19. The Executive Director further highlighted a number of points which he considered essential for the SIDFAs to bear in mind. The IDDA provides a framework for accelerating the pace of industrialization. The leadership role accorded to UNIDO for the Decade is in accordance with its mandate within the United Nations system on industrial matters. Any action being taken by UNIDO is therefore in response to and in accordance with the implementation of its mandate in Africa. The proclamation of the Decade can be considered as a political framework to enable UNIDO to intensify its activities in Africa. In this regard, particular emphasis needs to be given to the promotion of intra-African industrial co-operation and the development of manpower, especially scientific and technological capabilities. In discussions with various national authorities, it is essential to stress and explain that there is no possibility of attaining the objectives of the Lagos Plan of Action without the development of the industrial sector. It is also necessary to understand that UNIDO's role is that of assistance since the main responsibility for the implementation of the Decade Programme rests with the governments themselves.

20. Following the remarks of the Executive Director, Mr. Diong, representing the OAU, underlined the importance which the OAU attached to the Industrial Development Decade for Africa which had been accorded high priority in the Lagos Plan of Action. He indicated the support which the legislative organs of the OAU and the ECA have consistently given to this programme and lauded the positive co-operation between the OAU, UNIDO and ECA on the Decade. He highlighted some of the joint activities already carried out by the three Secretariats and stressed the importance of the ongoing exercise on the development of subregional programmes for the Decade. He emphasized the important role which UNIDO has to play in the Decade Programme and expressed the hope that the OAU can continue to rely on UNIDO's continued assistance at an even greater level towards the implementation of the Decade Programme.

21. The conclusions and recommendations on the IDDA reflected the following:

(a) The Decade is a framework to intensify industrial activities in Africa and provide an opportunity for African countries to stimulate and channel more resources for industrialization. It underlines the importance of intra-African co-operation in the field of industrial production and trade of manufactured products. The implementation of the Decade would depend, inter alia, on the development of human resources, especially scientific and technological capabilities in Africa without which development is not possible; co-operation with other United Nations agencies is important in this respect and its popularization is particularly important and requires special efforts at the national level.

(b) The crucial role to play is the implementation of the Decade Programme. This includes first and foremost the sensitization of various national authorities with whom they are in daily contact to the need for the countries concerned to take definite actions towards the formulation of national policies, objectives and programmes for the Decade.

(c) SIDFAs should keep headquarters informed on actions taken by the governments of their countries of coverage, such as policy measures, investment activities with emphasis on the flow of foreign capital, overall technical assistance (multilateral and bilateral), on development of strategic core industrial branches, subsectors and areas as well as major actions taken by governments having an impact on the Decade.

(d) The importance of UNIDO's Investment Promotion Programme towards the mobilization of financial resources was pointed out. Achievement of the investment target of some US\$5 billion per year or thereabouts will be facilitated by further intensifying ICP's work programme in co-operation with the IDDA, FEAS and FCTY inter alia to increase both the quantity and quality of investment projects (new and rehabilitation) being promoted.

(e) African countries themselves need to clearly define their industrial policies, strategies and plans in order to determine what is feasible or not. UNIDO's intensified assistance in this area is essential.

(f) With regard to the mobilization of financial resources, it would be necessary to consider the establishment of feasibility studies facilities in order to make available well-prepared projects in a bankable form. Efforts should be made with the help of the SIDFAs towards obtaining soft loans for this purpose. Headquarters should also intensify all kinds of co-operation between UNIDO and financial institutions such as the African Development Bank, Islamic Development Bank and other regional financial institutions.

(g) When reviewing the SIDFA reporting system, consideration should be given to a special report or inclusion of a separate item in the report structure on the IDDA.

(h) Considering the special role and activities of the Co-ordination Unit for the IDDA in the Office of the Executive Director, SIDFAs should work closely with that Unit in order to keep it informed on field actions and receive its support and guidance accordingly.



Agenda item 3/1

INDUSTRIAL POLICIES AND STRATEGIES AND INDUSTRIAL PLANNING STRUCTURE

Briefing material: -

Other background material: Conclusions and Recommendations of Expert Group Meeting on Industrial Planning (UNIDO/10/522).

22. The SIDFAs' attention was drawn to the conclusions and recommendations of the Expert Group Meeting on Industrial Planning held in Vienna, November 1982. It was stressed that the transformation of a society through industry creates socio-economic problems that have to be taken care of carefully. While it had been very controversial how far the State should get involved, it was agreed that a society cannot be transformed through industry without the State's intervention (e.g. legal set-up, public services, monitoring, strategic industries, etc.).

23. While most governments have an idea of what they want their country to become - and it is not UNIDO's role to dictate the policy of the governments but to help them achieve what they want - their problem is how to define a strategy for development. The planning exercise for each country has to be tailored according to the individual needs of that country taking into consideration the existing economic structure. A new methodology of planning has to be developed, as the known techniques have been devised for the northern countries. Therefore research has to be done.

24. The formulation of policies and strategies and the establishment of industrial planning structures is an essential prerequisite to achieve what is laid down in the programme of the IDDA. This will be a long-term process and requires especially the building up of a national capability in planning methodology, identification, preparation, appraisal and evaluation of projects, information and monitoring systems, project and enterprise management, etc. Especially the creation of human, scientific and technological resources has to be planned in order to sustain the industrial development.

25. The discussions pointed out the following:

- (1) The guidelines for industrial planning under preparation should be circulated to the SIDFAs for their comments before finalization.
- (2) UNIDO can assist in developing national capabilities and establishing national institutional mechanisms. Assistance could also be provided in regard to the defining of mutual benefits from subregional and multinational projects and for developing abilities - negotiating foreign investment and technical collaboration for industrial projects.
- (3) UNIDO's publication of summaries of industrial plans was found useful. In connection with IDDA, UNIDO could consider the publication of plans in Africa.
- (4) In assisting countries in the preparation of industrial plans, attention should be paid to the building and strengthening of national capacities and capabilities in the field of implementation and monitoring of plans.

- (5) SIDFAs should also draw the attention of concerned authorities to the importance of developing human resources, science and technology. A chapter on science and technology development should be included in the plan whenever possible.

Agenda item 3/2

REHABILITATION OF INDUSTRIAL PLANTS

Briefing material: Rehabilitation of industrial sector of African countries (SIDFA/RAF.2/WP.3).

Other background material: -

26. Attention was drawn to the existence of considerable unutilized and underutilized production capacities in many African countries. It was asserted that a considerable contribution could be made to the achievement of the programme of the IDDA through rehabilitation of the industrial sector.

27. In principle, such a programme would involve much less investment per unit of additional output than entailed in the establishment of new factories. There were many reasons for this state of affairs, including wrong selection of equipment/technology/product, excessive payment for Transfer of Technology, excessive dependence on imported components, inefficiency in management, patronage, and corruption, etc. Furthermore a fundamental roadblock to solution is the lack or insufficiency of national capabilities in industrial and management consultancy. It was noted that while some UNIDO projects for improving performance and productivity of public sector enterprises (Sudan, Somalia, Angola) had made successful beginnings, there were difficulties in obtaining financing for other similar projects already included in Country Programmes (e.g. Tanzania). Much remained to be done to develop national personnel capable of diagnosing problems and initiating programmes of rehabilitation. It was thus essential to consider industrial management development within the framework of manpower development for industry.

28. Rehabilitation has to be done in an overall concept. It was stressed that for this task more African experts should be recruited. The diagnosis has to be made carefully on a case-by-case basis.

29. It was noted that while there was a shortage of IPF-resources to provide technical assistance for rehabilitation of enterprises, there was increasing interest from multilateral, regional and bilateral financial institutions in this programme. Moreover, some funds are available from African subregional organizations for this purpose. Alternative project proposals had been made by the Factory Establishment and Management Section of UNIDO. These are:

(a) Short-term advisory missions combining diagnosis and identification of problems, holding of industrial management seminars and on-the-job training of counterparts, and preparation of rehabilitation of programmes;

(b) Organization of production management clinics on a subregional basis founded from multilateral, bilateral, regional and national sources;

(c) Provision of industrial management consultancy services under a regional project;

(d) Provision of industrial consultancy services from UNIDO headquarters through a mobile team of experts.

The meeting pointed out the following:

30. SIDFAs were requested to consider the above draft proposals and send comments and/or government's views on them. UNIDO could then explore financing possibilities.

31. The need for identification of African Management/Industrial Consultants and networking arrangements on a subregional or regional basis for the utilization and development was emphasized. SIDFAs were encouraged to send information on such consultants and consultant firms to UNIDO. UNIDO headquarters would examine possibilities for local employment of such consultants for diagnosis paper/identification/preliminary development of projects, and some delegation of powers to SIDFAs.

32. The Investment Co-operative Programme of UNIDO (including the World Bank UNIDO Co-operative Programme) will work closely with the Factory Establishment Section on a programme of industrial rehabilitation in Africa, by identifying opportunities for use of funds for this purpose and following up on further investment promotion and financing requirements, using the global ICP network. This will require preparation of an investment project profile for each enterprise to be rehabilitated. A few initial cases have been identified for early action.

33. In the case of projects identified by SIDFAs and/or including country programmes - which cannot be financed by UNDP - UNIDO headquarters was requested to explore other sources of finance.

34. The Factory Establishment and Management Section was requested to bring to the attention of the SIDFAs the diagnostic checklist for upgrading capacity utilization prepared by them some time ago for use in Africa, which is based on methodology developed by a UNIDO team working with the Industrial Production Corporation (public sector holding company) in Sudan.

35. Whenever regional consultations are held in Africa, studies of unutilized capacities and possibilities of their utilization should be undertaken.

36. Finally UNIDO was requested to re-examine its procedures for a quick and effective response to governmental requests in this field, which were, or could potentially be, financed from Technical Assistance Credits of multilateral and bilateral resources.

Agenda item 3/3

RURAL DEVELOPMENT

Briefing material: Industrial policies and measures for rural development (SIDFA/RAF.2/WP.4);

Agricultural machinery and rural equipment: a review (SIDFA/RAF.2/WP.5);

Plastics in agriculture (position paper) (SIDFA/RAF.2/WP.6).

Other background material: Integration of women in development (ID/B/256).

37. Rural development involves a multisectoral activity relating to national policy and strategy decisions. The role of industrialization is to:

- Provide inputs to improve efficiency and productivity of agriculture and other resource sectors through e.g. - manufacture of agricultural equipment, fertilizers, pesticides, etc.;
- Provide means to improve the infrastructure, transport, communications and energy resources - e.g. building materials, biomass, small hydro-power maintenance and repair, etc.;
- Provide for adequate and efficient utilization and output of rural activities, e.g. crops, forest resources, clay, minerals, etc.;
- Setting up and improvement of footloose industries for meeting consumer demands as well as traditional and artisan handicraft products.

38. It was recognized that health, education, sanitation, water supply, agriculture, electricity, transport and communication were more important than industrialization.

In the case of Africa the agrarian revolution required to acquire food self-sufficiency under the Lagos Plan of Action needed considerable attention to be paid to the effective provision of adequate and appropriate agricultural implements and other rural equipment. UNIDO could play an important role in this connection.

39. The enhancement of the role of women in industrial development particularly in rural development was a crucial matter for Africa. Attention was drawn to UNIDO mandates and previous communications to SIDFAs. The meetings held in Angola and Tanzania and projects developed therefrom were regarded as successful beginnings. The Regional Center for Women in Addis Ababa should be strengthened to promote more national projects for enhancing the role of women.

It was recommended that:

40. As an intersectoral programme, co-operation of SIDFAs with FAO and other agencies involved in rural development was essential to promote the role of industry.

41. In regard to the use of plastics in agriculture caution should be exercised with regard to the effect on both traditional industries and avoidance of chemical contamination.
42. An international exchange of experiences among women entrepreneurs to be organized in 1984 by WASME (World Association of Small and Medium Enterprises) would be especially useful in Africa.
43. The UNIDO Secretariat should review the question of designating a regional focal point in Africa for rural development activities in order to maintain liaison with FAO/OAU and ECA. SIDFAs are requested to seek and utilize maximum opportunities to expand UNIDO's work in this field. The question could be considered in a broad context of decentralizing industrial development away from metropolitan centres and developing industrial activities in a rural urban continuum rather than rural areas.

Agenda item 4

EVALUATION

- Briefing material: Position paper (SIDFA/RAF.2/WP.7).
- Other background material: Analysis of replies to questionnaires on the Internal Evaluation System (22/8/1983).

44. The function and importance of evaluation has been presented. It was indicated that the internal evaluation (or self-evaluation) system in UNIDO is used as an action-oriented management tool for problem-solving and improvement of project design and implementation. UNIDO's efforts have been recognized and supported by UNDP.

45. In the first year of operation of the system, 140 projects were scheduled for performance evaluation by project staff, SIDFAs and headquarters staff. The overall implementation was 70 per cent (for Africa 75 per cent). For the second year 160 have been scheduled (about 60 of them in Africa). The first year's experiences gave positive results. One important conclusion was the need for reformulation of projects which were not well designed. This reformulation can take place at the project management level, within the general framework of the project document. It can be done during the Tripartite Review without necessarily having to make formal changes or revisions in the project document.

46. The project evaluation report (PER) is now being improved, based to a large extent on a survey of participants' views (CTAs, NPCs, SIDFAs, headquarters staff). The new PER, to be introduced in March 1984, has been simplified, deals with more specific questions, made more action-oriented and very much connected with the Tripartite Review. The self-evaluation process would identify major issues which UNIDO considers important for the TPR, thereby increasing the effectiveness of the TPR and UNIDO's active participation in it. The new proposed format was distributed among participants of the Meeting for their comments.

47. The SIDFA role in the new evaluation reporting would be even more important than before relating to performance, terminal and tripartite

in-depth evaluations as described in the short paper distributed at the Meeting. Terminal evaluations, with the purpose of identifying the type and need of follow-up and major lessons learned from a project, will largely depend on SIDFA's inputs.

In the discussions that followed, it was pointed out that:

48. Since project design (or formulation) and evaluation were closely related, the Evaluation Unit had to work in close co-operation with the DIO and DPC in order to ensure better preparation of new projects. Some concern, however, has been expressed as to possible delays on project approval which might result from the involvement of the Evaluation Unit in the early stages of project formulation.

49. The organization of workshops in project design and evaluation on suitable occasions for UNDP, UNIDO and government personnel in the field was welcomed. These workshops should be implemented along the same lines as those already organized for headquarters staff.

50. References were also made to the UN/UNDP/UNIDO Evaluation of Manufacturer Report and reservations were expressed regarding some of the conclusions contained in that Report. It was felt too much emphasis was placed on the negative aspects relating to the implementation of a limited number of technical assistance projects and little was said about the positive achievement of projects, which actually represented the majority of cases. The wrong impression conveyed by the Report could have a negative impact on the future industrialization efforts of UNIDO.

#### Agenda item 5

#### UNIDO IV

Briefing material: Preparatory arrangements for UNIDO IV  
(SIDFA/RAF.2/WP.8)

Other background material: Provisional agenda;  
Preparation arrangements for UNIDO IV.

51. Information was provided on preparations for the Fourth General Conference of UNIDO, which was expected to take place in Vienna from 30 July to 18 August 1984. It was noted that there has been considerable interaction between the UNIDO Secretariat and the open-ended informal working group of the IDB (through frequent meetings/contacts in Vienna) as well as between the UNIDO Secretariat and Member Governments (through the five high-level preparatory meetings held between April and August 1983). Documentation - a background paper of about 30 pages and an issue paper of seven to ten pages for each agenda item - will be distributed six months before holding the Conference in the three working languages.

52. Forthcoming preparations will include regional and interregional meetings to be held during March-April 1984, followed by the IDB meeting in May 1984.

53. It was concluded that:

SIDFAs should be aware of all documents which were and would be issued in order to fully brief government departments and delegations to the African regional meeting as well as to UNIDO IV;

Discussions through the National Committees of UNIDO or other bodies should also be encouraged by SIDFAs.

54. The Secretariat of the Task Force for UNIDO IV in Vienna should continue to be in touch with SIDFAs and ensure timely transmissions of documents in appropriate languages.

Agenda item 6

TRANSFER OF TECHNOLOGY

Briefing material: -

Other background material: Prospects and possibilities for assistance in the development and transfer of technology (SIDFA/RAF.2/WP.9).

55. A regional symposium organized jointly by the OAU and UNIDO in November 1980 on industrial technology in Africa, recommended that each African country should, among other things, formulate a basic national programme in technology consisting of:

(a) A framework of guidelines for action for the development of national technological capabilities;

(b) A set of minimum programmes in accordance with national priorities in specific industrial sectors and areas, including information, institutional infrastructure, manpower, and development of indigenous technologies;

(c) A monitoring and regulatory mechanism for the inflow of foreign technology and equipment;

(d) A set of priorities relevant to industrial technology and based on an assessment of national requirements and availabilities.

56. Most of the activities carried out by the technology programme are intended to assist the African countries to implement any of the above recommendations (e.g. national seminars on industrial technology policies, national offices for technology transfer, Technology Advisory Service (TAS), INTIB, Technology Information Exchange System (TIES), new and renewable sources of energy including mini-hydro power generation, programme on implications of advanced technologies, plant level co-operation on TCDC basis).

57. In the discussions that followed, the Meeting stressed the important role of science and technology as fundamental to strengthening the technology capability, as vital preconditions for industrialization.

58. It was noted that the development of technological capabilities is a matter that each African country should attach priority to within the national

programme for the development of human resources as well as industrial planning.

59. The important contribution of traditional/indigenous technologies was strongly emphasized. It was regretted that not enough had been done to upgrade traditional technologies including the commercialization or popularization of indigenous research and development results.

60. It was recommended that the SIDFAs should:

- Bring to the attention of the government officials, public and private enterprises, etc. in their duty stations, the various technological services provided by UNIDO's Technology Programme (viz. INTIB, TAS, TIES, Industrial Inquiry Service, etc.);
- Inform the Technology Programme about the technological activities taking place in their duty stations as a first step towards the identification of further technological assistance;
- Draw the attention of governments in their duty stations to the various promotional activities carried out by the Technology Programme including the study-tours/training programmes associated with them.

61. Within UNIDO's Technology Programme more attention should be given to the upgrading of traditional technologies and the commercialization or popularization of indigenous research and development results.

Agenda item 7/1

ENERGY FOR AFRICA

Briefing material: -

Other background material: OED/SAGE 14;

Mr. Epreman's memorandum of 7/6/1983.

62. Energy for Africa was discussed in great depth and it was noted that only 1.5 per cent of the hydro-potential in Africa was developed as of 1980. It was also noted that some African countries have developed their national plans for energy, but quite a large number of them have not established their own targets and are mainly relying on the importation of oil for the production of energy, spending up to 40 per cent of their earnings to cover these expenses.

The following was concluded and recommended:

63. Efforts should be undertaken by UNIDO and the SIDFAs in their respective countries, to convince the governments in developing their national plans for energy. As a priority these plans should first involve conservation of energy. The second priority plans should be given to the development of new energy sources, stressing the importance of renewable sources.

64. There was an exchange of views on the needs and usefulness of the regional network of small hydro-power stations. Although it was noted that



the regional network of small hydro-power stations was not sufficient to solve the energy problems at the industrial level, development of the network was very useful to upgrade the conditions of life in the rural areas and introduce small-scale enterprises in the rural areas which in the future could form a nucleus for industrial centres. Therefore SIDFAs endorsed the idea of holding a senior expert group meeting in 1984 to develop a plan of action for the establishment of an African regional network for small hydro-power stations.

65. Large-scale hydro-power stations, the SIDFAs felt, were the most important projects to tap the renewable water resources of Africa, which have not been utilized but could form a solid base for the energy production related to industrial needs in Africa.

66. Training programmes in energy conservation should be developed by UNIDO and introduced at the regional level in Africa.

67. Work should continue on the use of bio-gas and solar energy. It was noted that in some African countries efforts were undertaken to produce local equipment for bio-gas but due to competition from developed countries in this area, these efforts were discouraged. SIDFAs suggested that UNIDO should undertake special efforts in supporting local engineering capabilities in the area of renewable sources of energy as is being done in some LDCs like Tanzania and in the Sahel Zone, in line with the Nairobi Plan of Action for the Development and Utilization of New and Renewable Sources of Energy.

Agenda item 7/2

SYSTEM OF CONSULTATIONS

Briefing material: -

Other background material: Mini-Fertilizer Plant Projects (Issue Paper)  
(ID/WG).

68. The importance and the objectives of the System of Consultations have been explained as per General Assembly resolution 3362 (S-VII) and the rules and procedures adopted by the Permanent Committee of the Industrial Development Board (ID/B/258, Annex)

69. The experience gained from the 20 consultations held so far, covering nine sectors, was also briefly described and examples of follow-up actions in terms of technical co-operation activities and co-operation among developing countries were given. Attention was drawn, among others, to the comprehensive study regarding the mini-fertilizer plant projects which will be the subject of consideration at the forthcoming Consultation on the Fertilizer Industry (New Delhi, 23-27 January 1984). The consultations to be organized in the future, as per decisions of the IDB, were enumerated.

During the discussions the following conclusions were agreed upon:

70. The SIDFAs should play an active role in explaining to the governmental authorities concerned on the objectives and the basic issues being dealt with in the various consultations, in particular those of special interest. It was felt useful for the SIDFAs to get from UNIDO headquarters some indications of the main problems to be brought to the attention of governmental authorities.

71. In their discussions with governmental authorities, the SIDFA should play a more active role in convincing the countries' officials concerned that it will be in their interest to prepare themselves to participate effectively in the consultation meetings.

72. It was reported that lack of participation by the African countries in some of the consultations organized so far was due more to financial difficulties rather than lack of interest. In this respect, further efforts should be made to provide financial support, in particular, to the LDCs and other countries facing special difficulties. It was indicated that in certain cases financing should be explored within the existing UNDP-financed projects (even if those projects are not for UNIDO's execution).

73. While observing the official channels of communication with the governments, the SIDFAs should get well in advance copies of letters of invitations and all the necessary documentation and, if possible, even the list of participants in a particular consultation. This will expedite the decision process at the governmental level.

74. One of the main issues of the future consultation meetings should be the rehabilitation of existing industrial enterprises in African countries.

Agenda item 7/3

INVESTMENT PROMOTION

Briefing material: Pre-investment studies (Issue Paper)  
(SIDFA/RAF.2/WP.10).

Other background material: -

75. To support the objectives of the IDDA it is necessary to ensure the generation of a continuing flow of viable investment projects. The current manufacturing GDP for developing countries in sub-Saharan Africa is about \$11.2 billion per year (\$31 per capita x 360 million population). To achieve a 7 per cent growth rate in manufacturing GDP it is necessary to increase the investment rate\* from a recent average of about one to two billion dollars to a level approaching five billion dollars per year by the end of the decade. This estimate is based on the assumption of an incremental capital-output ratio (ICOR) of three - that is, \$3 of new investment per \$1 of new manufacturing GDP.\*\* It is also assumed that the gains will include a substantial proportion of capacity utilization improvement.

76. During 1983 the Investment Co-operative Programme expanded its portfolio of African projects under active promotion, from \$0.5 billion to \$1.2 billion (190 projects).\*\*\* This substantial increase was achieved

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\* Our statistics are delayed and incomplete; in any case, 1982 and 1983 are expected to show a decline because of the recession.

\*\* Please refer to the table on page 32-33 of the IDDA "Redbook" for another approach to estimating investment requirements.

\*\*\* This is about one-third of the global total

mainly through the preparatory activities for the Southern Africa Investment Forum held at Lusaka during October 1983. The portfolio may double again during 1984 as projects are prepared for three additional investment fora scheduled for the 1984/1985 period: one to be held in Dakar for ECOWAS countries, one in Khartoum for East Africa, and a third in one of the Central African countries (UDEAC and the Grand Lacs). Many of the new projects will probably involve rehabilitation, modernization or expansion of existing manufacturing units.

77. Some of the SIDFAs had observed that the quality of project profiles offered at Lusaka was uneven. ICP is attempting to raise the standard of "promotability" by:

- Emphasizing early identification of local sponsors;
- Increasing the use of consultancy resources - including local consultants - to help prepare self-contained project profiles;
- Stepping up the use of micro-computer-based analysis tools for project screening and pre-appraisal as recently developed by ICP;
- Supporting increased use of COMFAR and the Feasibility Studies Manual to improve pre-investment studies;
- Offering project generation workshops to upgrade skills while producing project profiles;
- Further expanding its global information system to increase the exposure of project opportunities to - and the flow of resource offers from - both industrialized countries and other developing countries.

78. It was noted that COMFAR has just been installed in Ethiopia at the Development Projects Study Agency of the Central Planning Supreme Council. This should provide an African training site for intensive courses on feasibility study preparation. Investment Co-operative Programme's (ICPB) PROPSPIN (Project Proposal Screening and Pre-appraised Information) system is also being introduced as a simplified quick-analysis tool. PROPSPIN requires only readily available commercial "electronic spreadsheet" software (such as VISICALC, SUPERCALC, PERFECTCALC and MULTIPLAN). Such software is now included with the purchase of many low-cost personal computers.

79. Realization of the quantity and quality objectives for industrial investment projects summarized above depends largely on the co-operation of the Project Review Committee and special-purpose donors to allocate needed resources. This is particularly critical because of the zero-growth regular budget situation, and the need to increase "production-type" information, distribution and exchange activities.

80. SIDFAs expressed concern on the possibility that project profiles prepared by a consultant might be out of date before they were used for promotion. It was noted that the new periodical publication of Investment Project Opportunities would contribute to reducing the inevitable time-lag while increasing exposure.

81. Concern was also expressed about an apparent lack of feedback to project sponsors, SIDFAs and Resident Representatives on promotional actions and the Investment Co-operative Programme follow-up. ICP offered to try to keep

SIDFAs better informed so that they could fully contribute to the joint efforts. The Executive Director noted that UNIDO could not be expected to know everything about investment follow-up, and reminded the SIDFAs that they could play an important role in obtaining project status information from sponsors and local promotional agencies.

82. It was explained that once the prospective partners were introduced that matter became a commercial transaction. However, at the request of governments (subject to availability of finance), UNIDO could provide technical assistance for negotiations, feasibility studies, project implementation, construction management, technology selection, operational start-up, etc.

83. SIDFAs were requested to assist the Investment Co-operative Programme by:

- (1) Acting as a catalyst to increase the flow of locally-sponsored and well-prepared project profiles;\*
- (2) Identifying local consultants who could participate in project generation and follow-up.

84. Feasibility Studies Section had also requested that SIDFAs attempt to ensure that requests for project studies being sent to UNIDO (a) clearly identify a local operational sponsor, and (b) be clearly designated as prefeasibility or pre-investment studies if that is the government's intent. It was noted that some experts submitting reports on investment projects failed to use acceptable terminology and did not present usable financial analyses. It was proposed that Feasibility Studies Section should participate in preparing work programmes and selecting or briefing experts in such cases.

85. Most countries which had participated in the last Dakar Investment Forum were well satisfied. However, it was noted that EEC consultants should be advised to contact SIDFAs or JPOs when they visited countries. One country was cited for which an EEC consultant had reported "no projects" when in fact several good ones were known to be available by the SIDFA.

86. Although complete investment results from the Investment Co-operative Programme are inherently unavailable, there are some indications. The Investment Promotion Services reported that their promotional efforts had contributed to the finalization during 1983 of 23 African projects worth \$87 million. (These figures compared with 69 projects worth \$405 million globally.) Since thousands of contacts are initiated directly, however, there is no immediate way to fully assess results. For example, a booklet listing 87 African projects issued in November 1983 brought 241 requests for project details during the first few weeks following distribution. Follow-up negotiations would necessarily take place mostly in private between the interested parties.

87. It was pointed out that the developing countries can send their representatives to be based for some time in one of the UNIDO Investment Promotion Services. This depends only upon identifying finance and the availability of a post.

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\* In most countries sponsorship by a governmental organization alone is insufficient to promote serious investment activities. A local entrepreneur must be associated with the project.

88. The possibility of establishing a ninth UNIDO Investment Promotion Service in the Gulf area in co-operation with the Gulf Co-operation Council is to be welcomed as it could help channel substantial additional investment to Africa.

It was noted that:

89. Investment project proposals are unlikely to have any practical result unless a local operational sponsor (not just ministerial interest) is identified.

90. Investment Co-operative Programme should ensure that SIDFAs are more closely involved - and more fully informed - about the status of investment project proposals. SIDFAs should assist in obtaining status information from local sponsors. In relation to the Dakar Forum, it was recommended that the EEC consultants should be advised to contact the resident SIDFAs or JPOs when they are on mission in the respective countries. Investment Co-operative Programme "marriage bureau" function can be further supported by Feasibility Studies Section and Factory Establishment and Management Section inter alia where feasibility studies, capacity utilization assistance, construction management, negotiations assistance, etc., are requested.

91. Early project involvement of prospective financing agencies such as IFC, African Development Bank, SIFIDA, etc., needs to be stressed.

Agenda item 7/4

TRAINING

Briefing material: -

Other background material: Centres of Excellence (paper prepared by IO/TNG);

List of problems encountered in implementing the Training Programme.

92. The needs for training of nationals from developing countries had been discussed extensively and the following recommendations were endorsed by SIDFAs:

- (1) A training component should be built in large-scale projects and the opportunity to have an expert acting as a training adviser should be considered. Apart from his professional duties, his activities should be to develop training programmes for counterparts of experts and also for trainees before they leave their country. As a rule the trainee should undergo a training programme within the country before being placed abroad.
- (2) SIDFAs recognized the need to locate local training facilities that could be upgraded in co-operation with UNIDO as Centres of Excellence on a regional basis for the benefit of other developing countries from the same region. The present group training programmes, organized by UNIDO, should be reviewed in order to make them more suitable to the needs of the African countries.

- (3) UNIDO should explore the possibilities of developing short-term training programmes in the countries financed by voluntary contributions from the donor countries, paying special attention to the use of soft currencies available to UNIDO.
- (4) Language problems could be solved by increasing trainees from non-English-speaking African countries participating in training programmes of a regional and subregional nature and the development of similar programmes in more languages.
- (5) Special attention should be paid to training programmes on energy-saving and management.
- (6) In the final project report, detailed information should be given on the training activities of the project, so that positive experiences could be shared in other countries and on similar types of projects.
- (7) Enough advance notice should be provided by headquarters on the training programmes, in order to enable them to exhort governments to expedite selection and submission of candidates.

Agenda item 7/5

INDUSTRIAL STUDIES

Briefing material: Programme of work of DIS.

Other background material: -

93. Information was provided on the types of studies undertaken, the purpose and linkages with other activities and programmes of UNIDO. Action had been taken two years ago to enhance the relevance of the studies to pragmatic industrialization problems in the field.
94. The quality of the studies had improved and many of them had made UNIDO better known among the world's thinkers on industrialization.
95. It was pointed out that some countries have found Industrial Studies useful in elaborating their industrialization strategy and programme. Participation by staff of DIS in country programming missions would be useful.
96. SIDFAs could provide a feedback on the usefulness of these Studies, as well as bring to the attention of DIS problems and issues which needed UNIDO's assistance.

Agenda item 7/6

ECONOMIC CO-OPERATION AMONG DEVELOPING COUNTRIES

Briefing material: -

Other background material: Promotion of co-operation between Latin America and Africa for the implementation of the IDDA (UNIDO/PC.72);

Promotion of industrial co-operation between Latin American and African countries and organizations (UNIDO/PC.75);

UNIDO's activities for promotion and implementing ECDC/TCDC (ID/WG.399/3).

97. In the introductory remarks, indications were given of the programme and the activities being carried out to encourage industrial co-operation among the developing countries, and the necessity to develop specific projects at subregional and regional levels in Africa in the context of the IDDA. Reference was made to the identification, formulation, and promotion of regional core projects which are the subject of consideration by the four subregional meetings going on in various parts of Africa. Examples were also given of ECDC activities as follow-up to the various consultation meetings.

98. During the discussions, the following points were retained for further consideration and implementation at headquarters:

(a) There should be comprehensive review regarding the follow-up action relating to the solidarity meetings organized so far by UNIDO, in order to find solutions aimed at strengthening subsequent contacts between the host country and its partners making commitments or indicating support for specific projects. It was, however, emphasized that the primary responsibility for follow-up action lies with the recipient country;

(b) Based on the experience gained so far, it is clear that ECDC activities need certain inputs from third parties including the United Nations system to permit their actual materialization. In this context, suggestions were made to explore the possibility of financing essential inputs in ECDC projects from the countries' IPFs (both the recipient and the co-operating countries);

(c) More emphasis should be placed on promoting ECDC activities on a mutual benefit basis (e.g. exchange of experiences, technology exchange, training, and consultancy services). The rehabilitation of existing industrial capacities in Africa could be a very good area for such co-operation, first among the African countries and then among African and developing countries from other regions.

Agenda item 7/7

COLLABORATION WITH NON-GOVERNMENTAL ORGANIZATIONS

Briefing material: UNIDO's role with respect to NGOs.

99. In discussing this item, reference was made to the paper prepared by the Section concerned at headquarters distributed well in advance to all participants. Since in recent years many NGOs got the status of Observers at UNIDO's governing bodies, the SIDFAs were invited to keep close contact with the representatives of those NGOs which are active in their countries of assignment in projects related to UNIDO's work. The purpose of such contacts and consultations is to find ways of co-financing and jointly implementing specific projects of interest for the countries concerned.

100. It was pointed out however that co-operation with the NGOs remains to be dealt with mostly at UNIDO headquarters.

Agenda item 8

PROGRAMME AND PROJECT DEVELOPMENT

Briefing material: Progress report (5 pages) (SIDFA/RAF.2/WP.11);  
World Bank-funded TA (13 pages)  
(SIDFA/RAF.2/WP.12).

Other background material: -

101. During the introductory remarks on this subject, emphasis was placed on the present financial difficulties relating to the launching of new technical assistance projects, which might cause serious problems in future years both for the developing countries and for UNIDO.

102. Even after UNIDO has become a Specialized Agency it will continue to depend on UNDP resources. Already in 1983 the internal target established for the UNDP-financed projects could not be met and the other resources available to UNIDO (UNIDF, RP, SIS) could hardly compensate the lack of UNDP/IPF funds. In fact what is applicable for IPF (i.e. the cut to 55 per cent) is also valid for the SIS programme and actually UNIDO is not allowed to commit more than US\$2.8 million each year under SIS. With regard to the UNIDF the additional complications relating to the special purpose contributions and those made in non-convertible currencies were also explained. It was indicated that in fact UNIDO had practically very little control over where and in which projects these resources were finally to be used. Assuming that a request from an African country is approved by UNIDO it very often takes approximately one year until we are informed by the donors of their decision whether or not to finance that project under their voluntary contribution to UNIDF.

103. In view of such difficulties relating to the traditional sources of financing attention was drawn to the need to explore other sources such as funds-in-trust, cost-sharing arrangements and funds for technical assistance



within the soft loans or credit lines given to the African countries by the World Bank, the African Development Bank, the Islamic Bank and other financial institutions. Examples of such arrangements in some of the African countries were given, and the SIDFAs were invited to pay more attention to such arrangements, and to establish closer working relationships with the representatives or missions coming from these financial institutions in their countries of assignment.

104. Regarding the co-operation with the World Bank, detailed explanations were given concerning the approaches, the channels of communication, the various possibilities for UNIDO to get involved in the execution of technical assistance activities financed by the Bank. It has been stressed that it would be necessary in those cases for UNIDO to react fast and to ensure the availability of the proposed experts who should be of the highest calibre. UNIDO has to be cautious and selective and rather execute efficiently a few projects, so as to establish itself as a good executing agency for the World Bank-financed activities.

During the deliberations, the following conclusions were agreed upon:

105. The SIDFAs should keep close contacts with the governmental authorities concerned and explain all the above-mentioned possibilities for financing, including the advantages of co-operating with UNIDO rather than dealing directly with consultancy firms (supervision and backstopping of the work done by the experts, less cost, neutrality, etc.).

106. In order to bring positive results, UNIDO has to give special attention to the formulation and the effective implementation of projects developed through such arrangements. It should review the existing procedures in order to expedite the process of project formulation, recruitment of experts, purchasing of equipment, etc. Additionally, the backstopping of such projects has to be strengthened. The SIDFAs should be kept involved on a continuous basis of all developments taking place at headquarters while developing and negotiating projects with the above-mentioned financial institutions.

107. It is extremely important to continue building up good pipeline projects for UNDP and other sources of financing, so that as the financial position improves, UNIDO could get a bigger share of such resources; and also to give to the government concerned the opportunity to choose the project(s) they feel could best serve their policy objectives.

108. UNIDO should use all means to make the governments aware of the need to place stronger emphasis on the industrial sector while programming UNDP and other UN resources, in particular considering the objectives of the Industrial Development Decade for Africa and knowing that there is currently a reduced flow of resources to the industrial sector from bilateral programmes or financial institutions.

109. In order to ensure proper co-ordination of the negotiations, the SIDFAs should contact bilateral donors only in close co-operation with the Sections concerned at headquarters.

Agenda item 9

IMPLEMENTATION REVIEW

Briefing material: Issue paper (SIDFA/RAF.2/WP.13).

Other background material: -

110. The SIDFAs welcomed certain steps being taken at the headquarters level to improve project design. The following comments and proposals were presented by the SIDFAs related to further improvement in project implementation:

- (1) UNIDO should thoroughly screen available experts and submit to governments only those who are qualified, with a sound knowledge of the necessary languages, for the specific post.
- (2) In the implementation of large-scale projects, wherever possible and practicable, there should be special provisions for interviewing candidates, either by government officials and/or by the SIDFA/UNIDO office concerned.
- (3) The briefing of experts before their fielding should be further improved and primary attention should be given to substantive issues of the project. It is essential that the technical backstopping officer be present and prepared for discussions with the expert.
- (4) The stopover of experts at the SIDFA duty station is recommended for further briefing and establishment of personal contacts where it is possible from the financial point of view.
- (5) UNIDO headquarters should explore the possibility of appointing, on the recommendation of the SIDFA, a CTA or an expert to act between the visits of the SIDFA, as liaison with the government in countries where there is no resident SIDFA.
- (6) UNIDO should take active steps to strengthen technical backstopping at headquarters of projects for the African French-speaking countries.
- (7) Proper action should be taken at headquarters to provide information on a regular basis concerning obligated funds from the project. The existing system, as noted by the SIDFAs, is complicated and difficult to understand. The Financial Services should simplify the computerized information, make it more understandable and provide the necessary explanations.
- (8) The CTA manual should have a section on the financial management providing guidance to the CTA on how to record and monitor the financial implementation of the project.
- (9) On the relationship between SIDFA and experts, it should be clearly stated that the SIDFA as the representative of UNIDO is entitled to monitor the on-going activities.

- (10) Further improvement should take place at headquarters concerning some aspects of purchase of equipment, in particular: provision of spare parts, repair and maintenance after sale, provision of the installation manuals in the appropriate language, and quick delivery of equipment. The information on the purchase should permit easy identification of each item and should be provided to the SIDFA and not to the Resident Representative only.
- (11) When a project is being implemented on a subcontracting basis, provision for spare parts, repair and maintenance and training of nationals should be clearly defined in the contract; and the information should be forwarded to the SIDFA.
- (12) When a project document has been drafted in the field and forwarded to headquarters, the backstopping officer should respond promptly to its receipt with substantive comments.
- (13) The experts' reports should be commented on by the backstopping officer and copied to the SIDFA.
- (14) Considering that the final project report has to be communicated to the government and UNDP, this document should be given more attention.
- (15) When a SIDFA covers more than one country, copies of the reports of UNIDO's activities in the other countries should also be sent to him.
- (16) In the preparation of project documents, requirements at the field level (e.g. local transportation, maintenance and petrol for cars assigned to the projects) should be seriously considered. In this connection, each SIDFA should inform the headquarters of all existing facilities at field level.

Agenda item 10

SIDFA NETWORK

Briefing material:

Perspectives of UNIDO's SIDFA Programme  
(SIDFA/RAF.2/WP.14);

Note for discussion for the JPO Programme  
(SIDFA/RAF.2/WP.15);

Note for discussion on the reporting procedures  
(SIDFA/RAF.2/WP.16).

Other background material:

Job description (prepared for classification papers);

Guidelines on reporting (30/10/83);

Strengthening UNIDO's Technical Assistance  
Operation through a Field Representation  
(Marquardt-Graffigna Sperling)

The discussion focused on the following points:

- (i) UNDP/UNIDO agreement;

- (ii) SIDFA's working conditions in the UNDP Office;
- (iii) Administrative matters;
- (iv) Relations to experts;
- (v) SIDFAs activities in their countries of coverage;
- (vi) Relations to headquarters;
- (vii) Reporting system;
- (viii) JPO Programme;
- (ix) Follow-up action by the Field Reports Monitoring Section.

(i) UNDP/UNIDO agreement

111. The question came up if there would be a need to review the Memorandum of Agreement concerning the establishment of a UNIDO Field Service at the country level to be integrated within UNDP Field Offices of 3 October 1967. It was felt that in any case, particular attention should be given to clause 5 (responsibility of SIDFAs), clause 6 (it should be clearly spelled out that the SIDFAs should be entitled to contact in their countries of coverage whoever is deemed necessary for their work), and clause 9 (internal status).

112. The SIDFAs were invited to send further comments they might have to the Field Reports Monitoring Section.

113. The Executive Director observed that, regardless how the structure of UNIDO's future field representation would be organized, he felt that it should continue to co-operate very closely with the UNDP Field Offices.

(ii) SIDFAs working conditions in the UNDP Office

114. The SIDFAs provided information (in replying to a questionnaire of the Field Reports Monitoring Section) on the relations and set-up of their offices at their duty stations. It was pointed out that the UNIDO SIDFAs and JPOs spend a great deal of their time on routine programme matters, correspondence and other administrative work, normally considered the responsibility of UNDP field office personnel. The UNIDO field network could be strengthened considerably if such duties were assigned to other programme and administration personnel under the overall direction and supervision of the SIDFAs. Consequently it was considered ideal to have an industry unit in the UNDP Office, composed of one SIDFA and one JPO, one UNDP officer, one secretary and a driver.

115. Headquarters were requested to investigate the possibility to appoint local staff, who would deal with the administrative matters in the SIDFA office. This would allow the SIDFAs to deal with more conceptual work and other important matters related to UNIDO's programme.

116. The status of a SIDFA in the office of the Resident Representative should correspond to the level of a Deputy Resident Representative. SIDFAs should have corresponding diplomatic status as is mostly the case.

(iii) Administrative matters

117. UNIDO headquarters were requested to bring to the attention of UNDP that:

(a) SIDFAs should be involved in the preparation and monitoring of the SIDFA office budget;

(b) SIDFAs should clear all inter-office vouchers sent to UNIDO in connection with the functioning of the SIDFA office and charge to the SIDFA office budget;

(c) A car and driver should be assigned to the SIDFA office. In the SIDFA's absence all facilities, including the car of the SIDFA, should be made available to the JPO.

(iv) Relations to experts

118. SIDFAs should be regarded as the UNIDO experts working in the country, while the actual implementation of the project is to be left with the CTA.

119. Experts working in other countries than the SIDFA's duty station should, if possible, contact the SIDFA covering the country for briefing purposes on their way to and before leaving the duty station.

(v) SIDFA's activities in their countries of coverage

120. In some cases the SIDFA coverage does not correspond to the coverage of important regional organizations. When establishing the duty stations and countries of coverage, communication facilities and especially regional organizations should be taken into account.

121. It was recommended that SIDFAs should be:

(a) Nominated as UNIDO representatives in subregional and regional organizations based at their duty stations to ensure that contacts were developed at proper levels and to ensure that a continuous flow of information could be obtained;

(b) Appointed also as "focal points" for regional matters taking into account institutions/bodies situated close to the duty station, in addition to those for substantive matters (energy, rural development, training, technology).

122. The frequency of the duty travel to the countries of coverage should normally be at least once every quarter of a year. In order to ensure a proper and timely follow-up of the visits, it was recommended that in case there is no resident JPO, a resident Chief Technical Adviser or expert be appointed as liaison-officer to ensure follow-up at field level or otherwise that the headquarters' Country Officer should undertake a follow-up mission after the SIDFA's visit.

(vi) Relations to headquarters

123. It was found that it would be an asset that newly-recruited SIDFAs should still more deeply be briefed on the UNDP structure, organization and procedures at the field level, while particular attention should be given to financial management.

124. It was recommended that SIDFAs and JPOs should visit headquarters normally once a year.

125. It was felt that any headquarters staff visiting a country covered by a SIDFA, should advise the SIDFA well in advance of his/her mission, and also keep the SIDFA informed on the results.

126. Relating to SIDFAs representing UNIDO at conferences and meetings, concern was expressed that in the past SIDFAs were not always properly informed. The new approach was welcomed and recommended that headquarters should continue to provide them with the following:

(a) Agenda of the meeting;

(b) Subjects on the agenda that are of particular interest to UNIDO and UNIDO's positions with regard to these subjects;

(c) Outline of statement, in case headquarters wishes the SIDFA to make a statement on behalf of UNIDO.

127. The SIDFAs should be kept informed which UNIDO documents are sent to whom in their countries of coverage. In this respect headquarters should provide them with the list of governments and institutions (mailing list) of their respective countries of coverage, that are regularly provided with UNIDO documents.

128. If possible, documents, background papers, etc. should be sent to the field in the local official language and the SIDFA should be kept informed on what has been sent directly to the government. If the paper is sent in English it should contain at least a one-to-two page explanatory note in the respective local working language.

(vii) Reporting system

(a) Frequency of reports

129. The SIDFAs felt that quarterly reports are too many. One or two reports a year plus a yearly report and mission report was considered sufficient. In addition to these reports cable facilities or letters could be used to achieve prompt action. It was recommended that every effort is made to ensure a timely circulation of the reports without summarizing them.

(b) Follow-up of quarterly reports at headquarters level

130. It was felt that the quarterly reports should primarily be a means of information since even now the intervals of reporting are too long for an action-oriented approach. Nevertheless, it was suggested that SIDFAs and JPOs point out clearly the necessary action needed from headquarters in the long run and particularly those actions that headquarters continuously failed to take. The feedback received from UNIDO headquarters on the content of the quarterly reports was generally considered unsatisfactory. Regarding follow-up of actions requested from SIDFAs/JPOs in their reports, the Field Reports Monitoring Section should continue to ensure prompt action and proper follow-up by the section concerned. (This, besides normal direct correspondence/cables between field and headquarters offices.)

(c) Yearly reports

131. Yearly reports should concentrate on detailed information on industry policy, sectoral analysis and an assessment of UNIDO's overall activities and perspectives.

132. As for the economic data that are presently required the SIDFAs complained that it is sometimes very difficult or impossible to get them and that headquarters are often in a better position to get the economic data through other publications. It was recommended to review the present guidelines on the yearly report in close co-operation with all concerned sections in the house. Particularly Industrial Studies should specify in detail on a yearly basis the information needed for each country and headquarters should investigate the possibility to supply the SIDFAs regularly with information on their countries.

(d) Copies of reports

133. The SIDFAs recommended that taking into consideration the facilities available in the UNDP office, one original of the report should be required from headquarters instead of 20 copies. The copying should be left to headquarters, which would also be less costly.

(viii) JPO Programme

134. It was strongly emphasized that the JPOs are most important for UNIDO's programme and representation in the field. The SIDFAs stressed that their workload is considerably reduced by JPOs. It should be borne in mind that the duties assigned to UNIDO JPOs are of a continuous and permanent nature which experience has shown causes serious disruption in the SIDFA office work activities during long gaps extending to several months until a replacement JPO takes over. It was pointed out, however, that UNIDO headquarters can do very little about it because this depends on whether and why the sponsoring governments agree to send new JPOS.

135. It was noted that the purpose of the JPOs' assignment is not entirely clear. JPOs should either be considered as programme officers performing normal routine work (but then they should enjoy the same career possibilities as normal staff members and, in case of excellent performance have a fair chance to get employment with UNIDO upon completion of their JPO assignment) or they should be considered as trainees.

136. Since the chance to get a job with UNIDO is actually limited, it was felt that policy guidelines should be developed by headquarters to ensure that UNIDO JPOs take advantage throughout their assignment of a professionally meaningful training programme. Such a programme could serve in negotiations with donors. To fulfil this purpose it should be ensured that JPOs are not restricted to routine office work, but also brought into contact with government authorities/institutions/NGOs, etc. They should also get involved in field work, undertake studies, prepare useful operational documents, participate in seminars, etc.

137. Regional and subregional JPO consultations should be scheduled regularly under the guidance of one of the SIDFAs of that region.

138. It was suggested to prepare a specific JPO training and operational manual.

139. The JPO job description should show clearly the training aspect of the assignment.

140. UNDP Resident Representatives should be reminded of the particular position of UNIDO JPOs in the sense that they have to be considered to be in continuous and permanent training related to industrial development.

141. The work programme of the JPOs should be agreed upon between the UNIDO SIDFA and the Resident Representative also in cases where the JPO is not resident in the SIDFA duty station.

142. The assignment of work unrelated to UNIDO by Resident Representatives to UNIDO JPOs should receive prior clearance of the SIDFA concerned.

143. The SIDFA should be the direct supervisor of the JPO and the JPO should report to him. It was recommended that he become the first reporting officer for the performance evaluation report also for the non-resident JPOs. The work programme of the JPO should be agreed between the SIDFA and the Resident Representative.

144. It was furthermore pointed out that the initial briefing for JPOs in UNIDO headquarters should be made more relevant to their work in the field, and therefore should be more selective and adapted to the country of their assignment.

(ix) Follow-up action by the Field Reports Monitoring Section

145. It was recommended that the Field Reports Monitoring Section redefines the structure and systematic functioning of the field network. This task was seen as a major challenge - especially in the light of the various pressures affecting the United Nations co-operation system.

146. Accordingly the Field Reports Monitoring Section should continue to place emphasis on:

(a) The monitoring and analysis of the working of the SIDFA/JPO network and draw the appropriate conclusions;

(b) Establishment or clarification of policy aspects for the field network with emphasis on its objectives, priorities, working relationships, support arrangements and measures of effectiveness in relation to UNIDO's representation as a specialized agency;

(c) Redefinition of the role of the Section in the interactions between headquarters and the field through the established reporting systems for SIDFA;

(d) Organization and monitoring of necessary actions to implement the recommendations of this meeting.



Annex I

AGENDA

SECOND REGIONAL SIDFA MEETING FOR AFRICA,  
DOUALA, UNITED REPUBLIC OF CAMEROON

7-13 December 1983

Agenda  
item

Subject

- 1 Opening, introduction by the Executive Director,  
UNIDO activities in Africa
- 2 Industrial Development Decade for Africa
  - Formulation and Implementation of Programmes and Projects for  
the Decade
  - Implementation of the Decade Programme
  - Mobilization and Optimization of Financial Resources
  - Popularization of the Decade
- 3/1 Strengthening of planning structure and harmonization of policies  
and strategies for industrial development in Africa
- 3/2 Rehabilitation of Industrial Plants
- 3/3 Rural Development
  - Industrial policies and measures (including integration of women)
  - Agricultural machinery and rural equipment
  - Plastics in agriculture
- 4 Evaluation  
  
Reasons for and importance of evaluation, SIDFA's role, redesigned  
self-evaluation system
- 5 UNIDO IV
- 6 Transfer of Technology
- 7/1 Energy for Africa
- 7/2 System of Consultations
- 7/3 Investment Promotion
- 7/4 Training
- 7/5 Industrial studies
- 7/6 Economic Co-operation among Developing Countries
- 7/7 Collaboration with Non-Governmental Organizations

Agenda  
item

Subject

- 8 Programme and Project Development
- IPF, SIS, RP, UNIDF Funds-in-Trust, Cost-sharing
  - Co-operation with other agencies (e.g. World Bank)
  - African Development Bank, Islamic Development Bank, Arab Fund and OPEC Fund
  - World Bank-funded TA
- 9 Implementation Review
- Project implementation in view of the financial constraints
  - Reduction of project costs without reducing quality and impact on industrialization
  - Exchange of experience on implementation problems (e.g. fielding of experts)
- 10 SIDFA Network

Annex II

SECOND REGIONAL SIDFA MEETING FOR AFRICA,  
DOUALA, 7-13 DECEMBER 1983

List of Participants

Dr. Abd-El Rahman KHANE	Executive Director
Mr. AIT OUYHIA	CTA (for IO/PLAN)
Mr. Abdoulaye BAH	IO
Mr. Guy BAUDUY	SIDFA/Kinshasa/Zaire
Mr. Gerhard BAUER, Chairman *	PC/FLD
Mr. Abdenour BENBOUALI	SIDFA/Yaoundé/Cameroon
Mr. Gaitachew BEKELE	SIDFA/Nairobi/Kenya
Mr. Nikola CATIPOVIC	PC/DEV
Mr. DIALLO	Resident Representative a.i.
Mr. DIONG	Representative of OAU
Mr. Ibrahima DJIBO	PC/DEV
Mr. Oscar GONZALEZ	IO/COOP
Mr. Carlos GOULART	SIDFA/Maputo/Mozambique
Mr. Saad HENEIN *	SIDFA/Dar-es-Salaam/Tanzania
Mr. Nicolai IONESCU *	PC/LDC
Ms. Josiane JONGWANE	Secretary
Mr. Morike KONARE	SIDFA/Conakry/Guinea
Mr. Nikolai KRAINOV	SIDFA/Luanda/Angola
Mr. The Sieu LUONG *	SIDFA/Dakar/Senegal
Ms. Claudia MARQUARDT	Co-ordinator, PC/FLD
Mr. Hendrick MENSINK	JPO/Yaoundé/Cameroon
Mr. Bill MILLAGER	IO/COOP
Mr. Yves MOURY	JPO/Dakar/Senegal
Mr. Subrahmanjan NANJUNDAN *	IO and IO/FCTY
Mr. Shadrack NDAM	OED
Ms. Maria SCHAEERF	Secretary
Mr. Gilles STEVENS	SIDFA/Antananarivo/Madagascar
Mr. George TABAH	IS/TEC
Mr. Anatoli VASSILIEV	IO
Mr. Kadress VENCATACHELLUM *	SIDFA/Addis Ababa/Ethiopia

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\* Members of the group of rapporteurs, headed by Mr. Henein.

Annex III

List of Working Papers

SIDFA/RAF.2/WP.1	Note on the role of SIDFAs and JPOs in the implementation of the IDDA
SIDFA/RAF.2/WP.2	National committees and national co-ordination committees for the IDDA
SIDFA/RAF.2/WP.3	Rehabilitation of industrial sector of African countries
SIDFA/RAF.2/WP.4	Industrial policies and measures
SIDFA/RAF.2/WP.5	Agricultural machinery and rural equipment/a review
SIDFA/RAF.2/WP.6	Plastics in agriculture (position paper)
SIDFA/RAF.2/WP.7	Position paper
SIDFA/RAF.2/WP.8	Preparatory arrangements for UNIDO IV
SIDFA/RAF.2/WP.9	Prospects and possibilities for assistance in the development and transfer of technology
SIDFA/RAF.2/WP.10	Pre-investment studies
SIDFA/RAF.2/WP.11	Progress Report: Implementation of the Programme for the Industrial Development Decade for Africa by the end of 1982
SIDFA/RAF.2/WP.12	World Bank-funded technical assistance
SIDFA/RAF.2/WP.13	Issue paper
SIDFA/RAF.2/WP.14	Perspectives of UNIDO's SIDFA Programme
SIDFA/RAF.2/WP.15	Note for discussion for the JPO Programme
SIDFA/RAF.2/WP.16	Note for discussion on the reporting procedures
SIDFA/RAF.2/WP.17	Report of the deliberations of the Second Regional SIDFA Meeting on the role of SIDFAs and JPOs on the implementation of the Industrial Development Decade for Africa

