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Follow-up Subregional Meeting on the  
Promotion of Intra-African Industrial Co-operation  
within the Framework of the Industrial  
Development Decade for Africa\*

Dakar, Senegal, 30 October - 3 November 1989

REPORT\*\*

\* Organized by UNIDO, in co-operation with the Secretariat of the Economic Community of West African States (ECOWAS), the Economic Commission for Africa (ECA) and the Government of the Republic of Senegal.

\*\* This document has not been edited.

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## INTRODUCTION

1. The follow-up meeting on the promotion of intra-African industrial co-operation in the West African subregion within the framework of the Industrial Development Decade for Africa (IDDA) was held at Dakar (Senegal) from 30 October to 3 November 1989. The meeting was organized by the United Nations Industrial Development Organization (UNIDO), in co-operation with the Secretariat of the Economic Community of West African States (ECOWAS) and the Government of the Republic of Senegal. The Economic Commission for Africa (ECA) had also co-operated in the substantive preparations for the meeting.

2. The purpose of the meeting was to bring together experts from the West African subregion to review progress in the implementation of the revised integrated industrial promotion programme drawn up at the previous subregional meeting held at Lomé (Togo) in December 1985. The meeting would put forward proposals for adjusting that programme to the current needs and priorities of the subregion. Furthermore, it would consider proposals and adopt measures for promoting subregional industrial co-operation in the areas of industrial training, industrial consultancy and engineering services and industrial entrepreneurship. The meeting was also designed to contribute to the aims and objectives of the Lagos Plan of Action, the United Nations Programme of Action for African Economic Recovery and Development 1986-1990 and Africa's Priority Programme for Economic Recovery (1986-1990).

## I. PARTICIPATION

3. The meeting was attended by experts from the following countries: Burkina Faso, Cape Verde, the Gambia, Ghana, Guinea, Guinea-Bissau, Liberia, Mali, Niger, Senegal and Sierra Leone. The representatives of the following organizations also participated: the African Regional Centre for Technology (ARCT), the West African Development Bank (BOAD), the West African Economic Community (CEAO), the United Nations Economic Commission for Africa (ECA), the Niamey-based MULPOC Office of the United Nations Economic Commission for Africa (ECA/MULPOC), the Economic Community of West African States (ECOWAS), the ECOWAS Fund, the Federation of African Consultants (FECA), the Liptako-Gourma Region Integrated Development Authority (LGA), the Mano River Union (MRU) and the United Nations Development Programme (UNDP). Representatives of FIMEXA attended as observers. The list of participants is attached as annex I.

## II. AGENDA ITEM 1: OPENING OF THE MEETING

4. The meeting was opened by the Honourable Mr Famara Ibrahima Sagna, Minister of Industrial Development and Crafts. He extended a warm welcome to the participants on behalf of the President of the Republic, Government and people of Senegal. He deemed it a signal honour for his country to have been chosen as host for the meeting. The Minister also seized the opportunity to reaffirm his Government's support for UNIDO which, it was to be emphasized, had made the industrialization of Africa one of its priorities. The Organization was also the driving force behind the Industrial Development Decade for Africa, within the framework of which the current meeting had been organized.

5. The Minister pointed out that the meeting was being held at a critical juncture in the struggle for the socio-economic development of the region, in which industry was to play a major role as a pace-setter. He recalled that at the time of independence, the countries in the region had had embryonic economies. The major aim at that time had been to endow those economies with an industrial fabric and ensure the entry of essentially agricultural societies into a new context in which industry was to assume the lead role. Three decades later those aspirations had not been fulfilled. In the broad sweep of industrialization, similar industries had sprung up throughout the subregion. Furthermore, capital and the skills necessary for the mastery of technology were lacking, while semi-finished products, factors of production and labour were becoming increasingly costly. The countries in the subregion had been reduced to playing the role of sub-contractors to the rich countries. The negative effects of this link had been compounded; the countries suffered from chronic balance-of-payments deficits and were obliged to import everything in order to keep their industries running.

6. The situation, the Minister said, was serious, but not desperate. It was essential to recognize the benefits to be gained from setting up industries and adapting them to the new situation. The country supported establishing dynamic and thus strengthening the organizations in the subregion. The Minister recalled the basic principle of the Lagos Plan of Action and the Final Act of Lagos: integrated socio-economic development, autonomous and self-sustaining, that would meet the basic needs of the people of Africa. The Heads of State and Government had recognized the role of industry and duly proclaimed the eighties as the decade for the region's industrial development. The programme drawn up for the decade had identified certain core industries which would have a trickle-down effect for other sectors. The integrated industrial co-operation programme drawn up for the subregion in Abidjan in 1983 and revised in Lomé in 1985 had taken full account of the core industries and support structures. However, on account of the financial crises and the adoption of structural adjustment programme, the multilateral organizations had not been able to lend their full support.

7. Without wishing to prejudice its outcome, the Minister was confident that the meeting would identify the difficulties encountered in implementing the programme adopted at Lomé and suggest ways of overcoming them. He was also confident that it would determine the action needed to ensure the completion of the projects already initiated and would propose means of bringing about still closer and more effective subregional co-operation.

8. In concluding, he recalled the commitment of the African Ministers of Industry at Harare (Zimbabwe) to the proclamation of a second Industrial Development Decade for Africa. The decisions adopted at Harare also offered a useful basis for following up the promotion of industrial co-operation within the context of the Decade. He paid tribute to the role of other organizations, such as ECA and ECOWAS, in contributing to that process and wished the participants every success in their deliberations.

9. Speaking on behalf of the Director-General of UNIDO, the Deputy Director-General of the Department of External Relations, Public Information, Language and Documentation Services expressed his most sincere thanks to the Government and people of Senegal for having agreed to host the meeting and for having extended such a warm welcome to the participants. He also paid especial tribute to the contribution that Senegal, under the wise leadership of its President, Mr Abdou Diouf, had made to both the political and

socio-economic liberation, as well as to the unity of Africa. It stood as a stirring example to others. He reaffirmed the commitment and readiness of UNIDO to support the country's economic and social progress through accelerated industrialization.

10. The current meeting was being held jointly with the Economic Community of West African States (ECOWAS) and the Government of Senegal. With the co-operation of ECA, it constituted a further attempt to incorporate the aims and objectives of the programme for the Industrial Development Decade for Africa (IDDA) in national industrial development policies, plans and programmes and their co-ordination at the subregional level. The meeting itself was a direct outcome of an earlier meeting held at Lomé (Togo) in December 1985 which had adopted a revised integrated industrial promotion programme for the subregion. That programme had been subsequently endorsed by the Conference of African Ministers of Industry and the Organization of African Unity (OAU) Summit.

11. The objectives of the meeting were to review the progress made in implementing that initial programme and to adjust it to the current needs and priorities of the subregion. The meeting would also examine ways and means of accelerating the implementation of the revised programme, as well as consider proposals for promoting subregional co-operation in the areas of industrial training, industrial consultancy and engineering services, and small-scale industrial entrepreneurship. Appropriate documents had been prepared by the co-sponsors to facilitate discussion of those items.

12. The Deputy Director-General pointed to the limited progress that had been achieved in implementing the programme adopted at Lomé. In analysing the reasons for that slow progress, the meeting might, in the interests of speedier implementation, consider limiting the number of projects in the revised programme. The subregion clearly disposed of considerable experience in the development of human resources, industrial consultancy and engineering services. He thus felt that a number of institutions in the subregion could be upgraded to become centres of excellence, providing services to other countries in the subregion and supporting the development of similar facilities in those countries. He stressed, however, that the primary responsibility for each project rested with the country or organization sponsoring it, while any co-operating country or organization should lend the lead country their full support. He also reassured the meeting that UNIDO stood ready to intensify its co-operation, within the limitations of its resources, with each country and organization in the subregion, especially those countries sponsoring projects. He was sure that some of the resources that UNIDO had allocated to the IDDA in the current biennium or would allocate in future biennia could be used to finance certain follow-up activities needed to launch the implementation of the revised programme.

13. In closing, the Deputy Director-General reiterated the importance that UNIDO attached to the meeting. The follow-up action would pose a major individual and collective challenge to all countries in the subregion. Only through the full mobilization of both human and financial resources could the success of the programme be ensured and the expression of political commitment translated into concrete, viable and realistic projects.

14. Mr J. Tulay, Deputy Minister for Commerce and Industry of Liberia, speaking on behalf of his Government and people, thanked the President, Government and people of Senegal for hosting the meeting and providing such

splendid facilities. Also speaking on behalf of the experts attending the meeting, he thanked the Senegalese authorities for the care with which they had made all the arrangements and the lengths to which they had gone to facilitate their arrival and accommodation. He also thanked ECOWAS and UNIDO for having organized the meeting which would offer the experts a unique opportunity to evaluate progress and set new goals for industrial co-operation in the subregion. He referred to the opening address of the Minister of Industrial Development and Crafts of Senegal in which he had pointed to the challenges confronting the meeting and provided ample food for thought. The experts were willing to take up those challenges and they looked ahead to the meeting with renewed zeal and commitment.

### III. AGENDA ITEM 2: ORGANIZATION OF THE MEETING

#### Election of officers

15. Mr C.T. Sakho (Senegal), was elected to the office of Chairman, Mr J. Tulay (Liberia) to that of Vice-Chairman and Mr A.R. Cole (the Gambia) to that of Rapporteur.

#### Adoption of the agenda and organization of work

16. The agenda (see annex II) was adopted unanimously. In discussing the organization of work, it was agreed that all sessions would be held in plenary. Throughout the deliberations, particular attention was to be drawn to the role of the private sector in bringing about successful subregional co-operation in the industrial sector.

### IV. AGENDA ITEM 3: REVIEW OF PROGRESS MADE IN THE IMPLEMENTATION OF THE REVISED INTEGRATED INDUSTRIAL PROMOTION PROGRAMME ADOPTED AT LOME (TOGO) AND REVISION OF THAT PROGRAMME AND STRATEGY FOR IMPLEMENTATION

#### Presentation of the background document

17. Prior to entering into the substantive discussions, Mr K. Koffi, Director, Department of Industry, Agriculture and Natural Resources of ECOWAS, speaking on behalf of the Executive Secretary of ECOWAS, welcomed the participants to the meeting. He expressed his sincere gratitude to the Government of the Republic of Senegal, in particular to the Minister of Industrial Development and Crafts, and to UNIDO, whose co-operation had contributed significantly to the preparations for the meeting. He observed that after a period of relative calm, the IDDA programme was regaining its momentum and the prospects of it attaining its objectives were better. He was thus confident that with the support of Member States and other organizations, the discussions initiated at the meeting would lead to tangible success.

18. The representative of UNIDO presented the background paper [ID/WG.490/3(SPEC.)]. He indicated that it had been prepared by the Secretariat of UNIDO on the basis of information obtained earlier by UNIDO consultants from Member States and intergovernmental organizations in the subregion. That information had been recently updated during a mission undertaken by a staff member from the Niamey-based MULPOC Office of ECA and a

staff member from ECA headquarters. The paper itself was divided into five substantive parts. The first chapter presented background information on industrial co-operation in the subregion. The second chapter described the integrated industrial promotion programme drawn up at the subregional meeting held at Lomé in December 1985. The third chapter, which was to be read in connection with annex II, assessed the current status of implementation of that programme and identified major constraints. The major constraints encountered related to: the economic crisis in the various countries; the inadequacy of industrial skills and technological capabilities; and, in some countries, the lack of an appropriate institutional mechanism for the effective promotion of the project among funding agencies.

19. The fourth chapter outlined a proposed revised integrated industrial promotion programme comprising 35 core and 12 support projects extracted from the initial programme, as well as a listing of 8 new core projects and 2 new support projects for consideration by the meeting. The details of those projects were presented in annexes III and IV. The representative of UNIDO emphasized that the list of projects was strictly tentative since some countries and organizations had not been in a position to advance project proposals prior to the meeting. Delegates were therefore free to advance additional proposals. The emphasis, however, had to be on realistic projects that had every chance of success as opposed to mere project concepts. The fifth chapter put forward a strategy for accelerating the implementation of the revised programme, indicating the action to be taken at the national, subregional and regional levels, as well as by the co-ordinating and other agencies. In closing, the representative of UNIDO stressed the need to ensure that the information contained in the project profiles and other annexes was complete and participants were requested to provide additional data where appropriate. In the same manner, participants were encouraged to provide additional information on the activities of subregional organizations that might not have been described in extenso in the background paper.

Consideration of background document No. 1:  
Revised integrated industrial promotion programme  
for the West African subregion  
[ID/WG.490/3(SPEC.)]

20. The meeting took up its consideration of the background paper chapter by chapter. It expounded on certain aspects of the document and proposed changes in respect of specific paragraphs.

Chapter I

Paragraph 5

The listing of products should also include millet, sorghum and karité.

Paragraph 9

Although it touched on several aspects of capacity under-utilization, the paragraph as such did not provide a comprehensive assessment of the situation. Mention should also be made of such factors as the lack of purchasing power, maintenance problems, and the



shortage of managerial and technological skills. At the same time, appropriate reference should be made to the industrial rehabilitation endeavours of the subregion.

Paragraph 10

Through a misinterpretation of the phrase 'go-it-alone policy', the paragraph created the impression, in the French version, that the subregion had adopted a passive policy towards the development of its resources. The solution lay in greater collaboration within the subregion and the current trend was in that direction, as evidenced by the renewed dynamism of ECOWAS and other bodies.

Paragraph 24

In connection with the industrial master plan being drawn up by ECOWAS, it was reported that other organizations in the subregion, such as MRU, OMVS and CEAO, had been contacted. UNDP funding had just been received and the master plans drawn up by UNIDO for other countries in the subregion would be fully taken into account. Moreover, co-operation would be facilitated through collaboration within the context of the Industrial Development Committee of the Association of Intergovernmental Organizations in West Africa. It was also reported that MRU had organized seminars with the assistance of UNIDO on the harmonization of industrial plans and strategies.

Paragraph 26

The listing of countries should include Benin as the membership of CEAO comprised seven countries. The word 'eventual' should also be dropped from the third sentence.

Paragraph 29

The Declaration had been signed only by Liberia and Sierra Leone in October 1973. Guinea had acceded to the Union in 1980.

Paragraph 33

The reference to the quantitative target for 1990 should be set in perspective by citing the current share of the region in world industrial production.

Chapter II

Paragraph 41(a)

It was emphasized that the paragraph should include some aspects of food processing, viz. quality control, frontier and new technologies, as well as training. It was felt that the countries in the subregion should co-operate in the establishment of quality control laboratories and focus upon the harmonization of standards and technology transfer.

Paragraphs 44-45

One area of particular importance to industrial development was that of collecting and exchanging information. It was thus suggested that an additional paragraph on that aspect be included in the background document.

Paragraph 52

The African Development Bank (ADB) should be included in the list of financial institutions in the final sentence.

Paragraph 55

Specific mention should also be made of the environmental impact of industrial projects and the need to ensure its effective assessment.

Paragraph 56

In discussing the strategy for implementation, the meeting stressed that effective implementation required follow-up action by all parties involved. It was thus essential to learn from the lessons drawn in the report on the mid-term evaluation of the IDDA programme (copies of which should be circulated to all participants) and to ensure closer collaboration between all organizations. It was also deemed absolutely essential to involve the private sector to the maximum degree possible. Governments should seek ways and means of bringing about that involvement. For its part, UNIDO had encouraged Governments to nominate representatives from the private sector, and it was proposed that further thought be given to finding ways and means of securing the participation of entrepreneurs in such subregional meetings.

Assessment of the implementation of the  
projects in the programme adopted at Lomé

21. The meeting studied the current status of the programme as described in annex II of the background document.

Core projects

Engineering industry

Agricultural machinery and equipment subprogramme

- (1) Manufacture of agricultural tools and implements, Sierra Leone

It was reported that the strategy for implementing the project had been broadened somewhat and the manufacturing range of the production units in all three MRU countries had been extended.

- (2) Manufacture of agricultural implements and equipment, Nigeria

Additional information on the project was not available owing to the absence of a participant from Nigeria.

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

The project was being undertaken in co-operation with ADB and ARCEDEM. The final report was to be reviewed and a decision taken on the prototype design. The project had also been promoted at a recent meeting of the MRU Chambers of Commerce, hence private sector involvement was assured.

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

It was confirmed that the summary described the current situation correctly.

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

In common with all other projects sponsored by the MULPOC Council of Ministers, the project had been taken over by individual Member States. It was hoped that given the importance of the project to the Sahelian countries and the inability of Guinea to include the project in its current development programme, other sponsors might step forward. Attention was also drawn to a related regional project on the harmonization of the production of pumps.

Road and rail transport equipment subprogramme

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

Further information on the project would be provided by the relevant CEAO project officer.

(7) Establishment of a central press workshop, Oshogbo, Nigeria

Additional information on the project was not available owing to the absence of a participant from Nigeria.

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

Additional information on the project was not available owing to the absence of a participant from Nigeria.

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

Additional information on the project was not available owing to the absence of a participant from Nigeria.

(10) Manufacture of low-cost, standard, multipurpose vehicles, Guinea

It was agreed that since Guinea was not interested in the project, it be deleted.

Energy equipment

(11) Manufacture of hurricane lamps, Senegal

Taking account of the new BOAD policy for funding studies, the assistance of UNIDO was being sought by the industrial free zone of Dakar in financing the updating of the feasibility study. It was pointed out, however, that before such a study could be considered for financing by UNIDO, it was essential that project sponsors be identified. Attention was also drawn to the unit in Burkina Faso which was being rehabilitated.

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

It was reported that the Minerals Commission in Ghana had confirmed the need to update the earlier studies and had expressed its continued interest in the project.

(13) Manufacture of power transformers, Togo

It was reported that the country was no longer interested in the project; however, owing to the absence of a participant from Togo, that could not be confirmed

(14) Manufacture of steel towers, Nigeria

Additional information on the project was not available owing to the absence of a participant from Nigeria.

Chemical industry

Fertilizer subprogramme

(15) Establishment of a phosphoric acid plant, Togo

Additional information on the project was not available owing to the absence of a participant from Togo.

(16) Subregional ammonia and urea project

It was reported that Côte d'Ivoire had expressed interest in implementing the project; however, owing to the absence of a participant from Côte d'Ivoire, that could not be confirmed.

(17) Establishment of a phosphate fertilizer plant, Niger

It was reported that the project was related to another subregional project being promoted by the Liptako-Gourma Authority that involved three countries: Burkina Faso, Mali and Niger.

Pharmaceutical subprogramme

(18) Establishment of a pharmaceutical plant, Guinea

It was reported that a market study was being undertaken. Chief pharmacists were currently meeting in Freetown to draw up a list of

essential drugs and Member States would receive exclusive rights to produce certain drugs which would then be traded within the Union. The study of the pharmaceutical industry funded by BOAD and UNIDO had been related to the WAMU countries, further to which it was BOAD policy to advance reimbursable funds to project sponsors for the financing of feasibility studies.

(19) Rehabilitation and extension of the Seredu station, Guinea

MRU was undertaking a study on producing drugs from local medicinal plants. It was also currently rehabilitating the quinine plant at Seredu, which was being promoted jointly with ECA among entrepreneurs in the Union countries so as to heighten its regional impact. The co-operation of a group of Guinean businessmen had already been secured and the participation of entrepreneurs in other MRU countries had been sought at the recent meeting of the MRU Chambers of Commerce.

(20) Establishment of a pharmaceutical plant, Nigeria

Additional information on the project was not available owing to the absence of a participant from Nigeria.

Pesticides subprogramme

(21) Plant for phytosanitary products, Burkina Faso

It was confirmed that the summary described the current situation correctly. The project was to be implemented in the very near future.

Basic chemicals subprogramme

(22) Tidekelt salt project, Niger

It was confirmed that the summary described the current situation correctly.

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

It was reported that the project sponsor in Sierra Leone was in need of capital. Private sector involvement had been sought at the recent meeting of the MRU Chambers of Commerce.

Agro- and agro-based industries

Food-processing subprogramme

(24) Integrated complex for poultry production, Liberia

It was confirmed that no action had been taken for want of agreement with the sponsors on one crucial aspect of the integrated project. Whereas agreement had been reached on the production of eggs and poultry meat, no such agreement had been reached on the production of poultry feed.

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

It was reported that a sponsor who would provide the necessary technical assistance had been identified in Nigeria. The reference to augmenting BOAD resources should, however, be dropped.

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

It was confirmed that the summary described the current situation correctly.

- (27) Food-processing plant, Guinea  
(28) Fruit-processing plant, Guinea

It was reported by MRU, which was actively promoting the projects, that both projects had been privatized. The plants would be operational in 1990.

#### Forest industries subprogramme

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

Additional information on the project was not available owing to the absence of a participant from Côte d'Ivoire.

#### Other projects

- (30) Surgical/medical cotton project, Senegal

It was reported that the ECOWAS Fund, which had sent a fact-finding mission to Senegal, was prepared in principle to fund the project. It had requested a supplementary market study which had been completed, as well as a guarantee from the Government of Senegal or a community fund such as POSIDEC, FAGACE or FSA which was currently being sought. The investment capital had also been secured and a technical partner identified.

#### Building materials industry

##### Cement and ceramics subprogramme

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

It was confirmed that no action had been taken since September 1985. Implementation was contingent upon the completion of a railway line. Furthermore, national and subregional interests should be harmonized since the same deposits were the raw material source in both instances.

- (32) Establishment of a ceramics factory, Togo

Additional information on the project was not available owing to the absence of a participant from Togo.

Non-metallic mineral products subprogramme

(33) Manufacture of glass containers, Liberia

It was reported that the project was exporting its products to countries outside the Union. Furthermore, the project had been publicly cited as a major success in the Union and Liberia was to issue shares for equity participation.

(34) Manufacture of glass containers, CEAO Member States

Further information on the project would be provided by the relevant CEAO project officer.

Metallurgical industry

Iron and steel subprogramme

- (35) Establishment of a sponge iron plant
- (36) Installation of electric arc furnace plants in the subregion
- (37) Installation and expansion of re-rolling mills in the subregion

It was reported that ECA had completed a study on the metallurgical sector in the subregion: ECOWAS was currently exploring ways and means of deriving maximum benefit from the study and would be contacting CEAO and MRU on the matter. The Liptako-Gourma Authority indicated its wish to be dissociated from project 35.

(38) Establishment of an integrated iron and steel plant for flat and tubular products

Additional information on the project was not available owing to the absence of a participant from Nigeria.

(39) Establishment of foundries

It was suggested that given the importance of the project, it be included in the work programme of ARCEDEM.

Non-ferrous metals subprogramme

(40) Processing of bauxite and alumina, Ghana

The close linkage with project 12 was confirmed.

Support projects

- (S1) Assistance to ARCEDEM
- (S2) Assistance to ARCT

It was confirmed that the summaries described the current situation correctly.

(S3) Development of meat-processing and allied industries, Burkina Faso

No additional information was provided.

**(S4) Assistance to CEA0**

Further information on the project would be provided by the relevant CEA0 project officer.

**(S5) Development of local industrial entrepreneurship (Directory of small-scale industrial project profiles), ECA**

It was confirmed that the summary described the current situation correctly.

**(S6) Development of the cotton textile industry, Nigeria**

Additional information on the project was not available owing to the absence of a participant from Nigeria.

**(S7) Assistance to ECOWAS**

It was confirmed that the summary described the current situation correctly.

**(S8) Assistance to ECOWAS in the development of an industrial training programme**

**(S9) Development of industrial consultancy and management capabilities, ECOWAS**

Given the importance of both projects to industrial development in the subregion, their retention was urged.

**(S10) Assistance in integrated industrial development planning for the Liptako-Gourma region**

The Liptako-Gourma Authority had sought UNIDO assistance as far back as 1986. The matter was being investigated so as to secure an appropriate response.

**(S11) Establishment of a Mano River Union technology centre**

It was confirmed that the summary described the current situation correctly.

**(S12) Establishment of a Mano River Union coastal shipping enterprise**

MRU still attached importance to the project as it was currently endeavouring to acquire a passenger ship.

**(S13) Establishment of an industrial and technology fair serving the Member States of the Mano River Union**

**(S14) Establishment of a Mano River Union financing institution**

**(S15) Processing of fish and other seafoods, MRU**

It was confirmed that the summaries described the current situation correctly.



(S16) Pharmaceutical industry development centre, Nigeria

Additional information on the project was not available owing to the absence of a participant from Nigeria.

(S17) Subregional development centre for hides, skins, leather and leather products (Leather Research Institute, Zaria, Nigeria)

It was confirmed that a project document for assistance to the centre had been formulated for promotion among potential donors within the context of the UNIDO integrated leather programme for the Africa region.

(S18) Assistance to NNJC

Additional information on the project was not available owing to the absence of a participant from the Nigeria-Niger Joint Commission for Co-operation.

(S19) Assistance to OMVS

Additional information on the project was not available owing to the absence of a participant from OMVS.

(S20) Togolese National Centre for Technology Development

Additional information on the project was not available owing to the absence of a participant from Togo.

Constraints on the implementation of the programme

22. In the initial discussion of the factors constraining implementation of the programme, particular attention was drawn to the fact that entrepreneurs and other economic agents had not been adequately involved in the programme. It was also acknowledged that in some instances, the wrong option had been taken up and in other instances, operations had been under-dimensioned. Other constraints included the absence of project sponsors from the very outset of a project and the failure to secure their full commitment at the pre-feasibility stage. It was essential to take into account world economic trends, including the emergence of larger and stronger economic groupings which posed a major challenge for Africa. In that connection, it would have been more appropriate to have included a section on constraints at the international level.

23. A conscious attempt had to be made to optimize the use of the subregion's means. That also included making full use of local consultancy services and other skills rather than hiring expertise from outside the region which entailed major financial outlays. It was also quite apparent that the setbacks suffered by the subregional programme was attributable in part to the systemic, structural and other weaknesses in the economies of the subregion.

24. Comments were also made on specific paragraphs in chapter III of the background document:

Paragraph 65

The paragraph contained a reference to economic integration schemes not constituting a national priority. A similar reference was made in paragraph 74. It was felt more appropriate to refer to a tendency for countries to be increasingly introspective, thereby making it more difficult to achieve the objectives of subregional economic integration. It was also pointed out that the footnote had wrongly cited the title of the BOAD study (UMAO instead of UMOA).

Paragraph 66

Attention was drawn to the difficulties of ensuring that Governments respected decisions adopted at various subregional meetings.

Paragraph 67

Due account should also have been taken of the role of human resources. Similarly, reference could also have been made to the need to secure the involvement of other Governments and the private sector.

Paragraph 68

The description of the functions of the Ghana Investment Centre required modification.

Paragraph 71

It was suggested that the phrase 'as the Decade programme tended to be the absolute preserve of those attending IDDA meetings' should be deleted.

Paragraph 72

It was contested whether the statement that technical schools drew their students from school drop-outs was in fact valid. It did not hold true for Ghana, for example. Similarly, the term 'last-end-stage converted traders' gave rise to misunderstanding. It was thus agreed that the two sentences (lines 8-13) should be deleted.

The paragraph should also contain a specific reference to such constraints as the lack of national sponsors and the failure to involve the private sector more closely.

Revision of the integrated industrial promotion programme adopted at Lomé

25. In the light of the information on the projects provided in annexes III and IV and of the discussion at the meeting itself, the core projects listed below were retained in the revised programme.

26. In deciding on the retention of the projects, particular attention was paid to determining their priority. As indicated in the background document, priority was classified in three ways: (i) first priority: implementation in the short term (0-5 years); (ii) second priority: implementation in the medium term (5-10 years); and (iii) third priority: implementation in the long term

(more than 10 years). All support projects were to be included in the first priority category. Other factors that determined priority of a project were: the availability of funds, current status of implementation, availability and commitment of sponsors, completion of pre-feasibility and feasibility studies, stage of negotiations and co-operation arrangements with other Member States. Attention was also given to the degree to which the project helped reduce dependence on industrialized countries and its relationship to the priority sectors identified in the Lagos Plan of Action.

### CORE PROJECTS

#### Metallurgical industry

##### Iron and steel subprogramme

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

##### Non-ferrous metals subprogramme

5. Processing of bauxite and alumina, Ghana and Guinea (medium-term)

#### Engineering industry

##### Agricultural machinery and equipment subprogramme

6. Manufacture of agricultural tools and implements, Sierra Leone (short-term)
7. Manufacture of agricultural implements and equipment, Nigeria (long-term)
8. Production of mobile mini palm-oil mills, Mano River Union (short-term)
9. Manufacture of four-wheeled tractors, Senegal (medium-term)
10. Manufacture of diesel engines for irrigation pumps and generators, Guinea (medium-term)

##### Road and rail transport equipment subprogramme

11. Manufacture of railway wagons, Burkina Faso with a subsidiary plant in Senegal (medium-term)
12. Establishment of a central press workshop, Oshogbo, Nigeria (short-term)
13. Manufacture of diesel-engines for tractors, trucks, lorries and buses, Nigeria (long-term)
14. Manufacture of diesel engine-mounted chassis for lorries, trucks and buses, Nigeria (short-term)

##### Energy equipment

15. Manufacture of hurricane lamps, Senegal (short-term)
16. Manufacture of aluminium conductors and cables, Ghana (long-term)
17. Manufacture of steel towers, Nigeria (long-term)

Chemical industry

Fertilizer subprogramme

18. Establishment of a phosphoric acid plant, Togo (short-term)
19. Subregional ammonia and urea project, Côte d'Ivoire (long-term)
20. Establishment of a subregional phosphate fertilizer industry, Liptako-Gourma (short-term)

Pharmaceuticals subprogramme

21. Reactivation of the Matoto pharmaceutical plant, Guinea (short-term)
22. Rehabilitation of the Seredu station, Guinea (short-term)
23. Establishment of a pharmaceutical plant, Nigeria (short-term)

Basic chemicals subprogramme

24. Tidekelt salt project, Niger (short-term)
25. Expansion of salt/soda production plant, Mano River Union (short-term)

Agro- and agro-based industries

Food-processing subprogramme

26. Integrated complex for poultry production, Liberia (short-term)
27. Plants for the industrial processing of millet and sorghum, Niger and Nigeria (short-term)
28. Manufacture of village mills for millet and sorghum, Niger and Nigeria (short-term)
29. Food-processing plant, Guinea (short-term)
30. Rehabilitation and expansion of Mamou agro-industrial company (SAIG), Guinea (short-term)

Forest industries subprogramme

31. Establishment of pulp and paperboard factory, Côte d'Ivoire (medium-term)
32. Manufacture of cotton wool, dressings and sanitary products, Senegal (short-term)

Building materials industry

Cement and ceramics subprogramme

33. Establishment of a subregional cement factory in the Liptako-Gourma region (short-term)
34. Establishment of a ceramics factory, Togo (short-term)

Non-metallic mineral products subprogramme

35. Manufacture of glass containers, Liberia (short-term)
36. Manufacture of glass containers, CEAO Member States (medium-term)

27. In discussing the core projects to be retained in the programme, supplementary details were given on certain aspects of some of those projects:

5. Processing of bauxite and alumina, Ghana and Guinea (medium-term)
16. Manufacture of aluminium conductors and cables, Ghana (long-term)

Both projects were closely related. Furthermore, Ghana and Guinea were committed to developing the projects further, although local industrial difficulties in Guinea had delayed implementation of the project related to the manufacture of aluminium conductors and cables. However, the basis for complementarity and joint projects was given. The two countries were thus encouraged to harmonize their plans.

6. Manufacture of agricultural tools and implements, Sierra Leone (short-term)

It was reported that the Centre Pilote in Guinea had not been privatized.

9. Manufacture of four-wheeled tractors, Senegal (medium-term)

It was reported that further updated information would be provided to the Secretariat at a later juncture.

10. Manufacture of diesel engines for irrigation pumps and generators, Guinea (medium-term)

The paramount importance of the project was confirmed as it involved a number of countries which were encouraged to enter into consultation on the matter. Not only were further studies required, but trials would have to be undertaken in various countries, while the size and site of the production unit would have to be determined.

20. Establishment of a subregional phosphate fertilizer industry, Liptako-Gourma (short-term)

The project replaced the national project contained in the programme adopted at Lomé. The subregional project, which was being promoted by the Liptako-Gourma Authority, in association with CEAO, the ECOWAS Fund and BOAD, would involve production units in all three countries (Burkina Faso, Mali and Niger).

21. Reactivation of the Matoto pharmaceutical plant, Guinea (short-term)

The basic problem was to utilize fully the production capacity which exceeded national demand. The fundamental aim of the project would be to produce basic drugs required in the Union. UNIDO/UNDP had assisted in setting up the plant and technical assistance was being sought in ensuring the gradual resumption of its activities. The plant had been privatized and interested shareholders identified.

25. Expansion of salt/soda production plant, Mano River Union (short-term)

The project had already 'taken off' and was producing salt for human and animal consumption. The emphasis lay on expanding current operations and technical partners from the Federal Republic of Germany were to conduct a topographic survey of the site.

27. Plants for the industrial processing of millet and sorghum, Niger and Nigeria (short-term)  
28. Manufacture of village mills for millet and sorghum, Niger and Nigeria (short-term)

Further information would be provided on both projects at a later juncture. It was pointed out, however, that in respect of project 27, BOAD had been approached with respect to funding, but had not yet given its agreement.

29. Food-processing plant, Guinea (short-term)  
30. Rehabilitation and expansion of Mamou agro-industrial company (SAIG), Guinea (short-term)

Both plants had been privatized, local and foreign sponsors had a larger equity holding than the State. The agricultural component of the project was being restructured and the plants themselves were being rehabilitated. For project 30, technical partners were being sought to help with marketing and product promotion.

32. Manufacture of cotton wool, dressings and sanitary products, Senegal (short-term)

The project was to be located in the industrial area in Dakar.

33. Establishment of a subregional cement factory in the Liptako-Gourma region (short-term)

Attention was drawn to the need to complete the rail link before the project could become operational. The co-operation of the three Member States (Burkina Faso, Mali and Niger) was essential to the completion of the project.

35. Manufacture of glass containers, Liberia (short-term)

Although it was argued that the project ought not to be retained in the programme as it had achieved its objective and was operational, it was recognized that new objectives had emerged. The project was currently operating at 52 per cent capacity and assistance was being sought in improving capacity utilization, enhancing raw material arrangements and securing new outlets for its products (bottles and other glass receptacles) in other countries outside the Union. The project stood out as an example of a successful project that served the subregion well.

36. **Manufacture of glass containers, CEAO Member States (medium-term)**

Attention was drawn to the risk of overlap with project 35. However, the participants were reminded that as of 1987, CEAO had undergone a change in policy. It was currently undertaking a comprehensive study on the regionalization of certain industries so as to avoid the problem of duplication and dissipation of effort. The emphasis lay on the integration and complementarity of projects. The current project and all others with which CEAO was associated would be viewed in that light.

**NEW CORE PROJECTS**

28. Following a discussion on the merits of including new core projects in the light of the initial programme's low rate of implementation, seven new core projects were included in the revised programme as follows:

- 37. **Exploitation of the Nimba mountains, Guinea and Liberia (short-term)**
- 38. **Manufacture of irrigation pumps, Senegal (medium-term)**
- 39. **Extension and rehabilitation of the phosphoric acid and fertilizers plants, Senegal (short-term)**
- 40. **Establishment of a plant for processing kinkelibah and other similar plants (short-term)**
- 41. **Promotion of pulp and paper industry in MRU, Sierra Leone (medium-term)**
- 42. **Exo-pulp (frozen fruit), Guinea (medium-term)**
- 43. **Wassou glassworks, Guinea (long-term)**

29. In addition to the information contained in annex IV, supplementary details were given and suggestions made on certain aspects of some of the new core projects.

37. **Exploitation of the Nimba mountains, Guinea and Liberia (short-term)**

The project was at a much more advanced stage than would seem apparent from the project profile. Several African and other countries were involved in its realization; agreement had been reached between Guinea and Liberia on setting up the new company. That would be facilitated by the availability of the requisite raw materials, infrastructure and labour.

38. **Manufacture of irrigation pumps, Senegal (medium-term)**

The necessary studies were being undertaken in co-operation with an Indian firm which had access to a credit line, and promoters were being actively sought. That notwithstanding, a note of caution was struck about projects based on raw materials that were not locally available. It was also emphasized that the project should be carefully co-ordinated with other projects in the same field and draw on the ongoing CEAO study on the regionalization of industry.

39. Extension and rehabilitation of the phosphoric acid and fertilizers plants, Senegal (short-term)

The project should also take into account other projects in the same field (viz. projects 18, 19 and 20). The project had been submitted for funding to BOAD which wished to be kept informed of all developments relating to the project.

40. Establishment of a plant for processing kinkelibah and other similar plants (short-term)

The ECOWAS Fund had been approached in respect of the project. A fact-finding mission had been sent to the plant by the Fund. The company that was to market products derived from kinkelibah had already been set up.

42. Exo-pulp (frozen fruit), Guinea (medium-term)

The private sponsor of the project, in association with an external partner, was undertaking an opportunity study of the project that enjoyed the support of the Government.

43. Wassou glassworks, Guinea (long-term)

It was emphasized that the project should complement, not compete with the glass project in Liberia. It was therefore necessary to rationalize production and specialize in certain products so as to ensure profitability.

30. In the light of the information on support projects provided in annexes III and IV and of the discussion at the meeting itself, the subregional support projects listed below were retained in the revised programme. All support projects fell into the first priority (short-term) category.

#### SUPPORT PROJECTS

- (S1) Assistance to ARCEDEM
- (S2) Assistance to ARCT
- (S3) Assistance to CEAO
- (S4) Assistance to ECOWAS
- (S5) Assistance to ECOWAS in the development of an industrial training programme
- (S6) Development of industrial consultancy and management capabilities, ECOWAS
- (S7) Assistance in the promotion of an integrated industrial development plan for the Liptako-Gourma region
- (S8) Establishment of an industrial and technology fair serving the Member States of the Mano River Union
- (S9) Establishment of a Mano River Union financing institution
- (S10) Processing of fish and other seafoods, MRU
- (S11) Subregional development centre for hides, skins, leather and leather products (Leather Research Institute, Zaria, Nigeria)
- (S12) Assistance to NNJC
- (S13) Assistance to OMVS
- (S14) Togolese National Centre for Technology Development



31. In discussing the support projects to be retained in the programme, supplementary details were given on certain aspects of some of the projects.

(S2) Assistance to ARCT

The focus of the project, which was to be continued within the fourth programming cycle of UNDP, was on food and energy. The Centre attached particular importance to developing integrated projects. It had received assistance from UNIDO and was fully linked to the TIES and INTIB systems of UNIDO.

(S4) Assistance to ECOWAS

The cost had been estimated at \$600,000.

(S7) Assistance in the promotion of an integrated industrial development plan for the Liptako-Gourma region

The objective of the project had shifted to assisting the Government in implementing projects at the pre-feasibility stage and in promoting industrial plants in the region. Total costs were estimated at \$960,000; new activities were envisaged and duly reflected in a revised profile.

(S9) Establishment of a Mano River Union financing institution

It was reported that the project was in fact aimed at promoting industrial development and mobilizing funds for the implementation of projects included in the programme adopted at the meeting. It would be linked with ADB and would also focus on the needs of small-scale enterprises. It was agreed that the project profile would be reformulated along those lines.

(S10) Processing of fish and other seafoods, MRU

Attention was drawn to the study that UNIDO had undertaken of industrial fishery systems in West Africa, as well as to the upcoming UNIDO forum on appropriate technologies to be held at Dakar, which would also focus on the fish-processing sector. Advantage should be taken of that study and the results of the Dakar forum in the further development and implementation of the project.

(S11) Subregional development centre for hides, skins, leather and leather products (Leather Research Institute, Zaria, Nigeria)

The importance of the project was reconfirmed as it was a key factor in the integrated leather programme that UNIDO had drawn up for the region.

32. While recognizing the crucial role that transportation played in industrial development, the meeting agreed not to retain the support project on the establishment of a Mano River Union coastal shipping enterprise (previously support project S12) on the grounds that its aims and objectives were more visibly concerned with trade and maritime transportation, and hence was more apposite to the work of UNCTAD. ECOWAS and MRU could also take up the project for promotion within the framework of their respective transport and communications programmes.

NEW SUPPORT PROJECTS

33. Three new support projects were included in the revised programme.

- (S15) Industrial maintenance centre, Benin
- (S16) Guinea pilot centre
- (S17) Use of plant material in the building sector, Togo

Supplementary information on new support projects

34. In addition to the information contained in annex IV, supplementary details were given of two new support projects.

(S16) Guinea pilot centre

It was confirmed that contacts with UNDP on the continuation of the rolling fund were well advanced. The centre itself, to which the Government attached highest priority, already played an important role in other projects (e.g. core project 6) and it was essential to ensure its evolution.

(S17) Use of plant material in the building sector, Togo

The project had been initially proposed as a core project, but it was considered to be more appropriate as a support project since it was a study that bore implications for other subregions in Africa.

35. In concluding the discussion on the core and support projects, it was stressed that the selection of projects had not been governed by geographical considerations, but had ensued exclusively on the grounds of their pertinence and usefulness to the region. It was recognized, however, that a sizeable number of projects had been discussed in the absence of participants from the lead countries or organizations. It was therefore agreed to retain those projects in the revised programme. UNIDO was, however, requested to contact the respective countries and organizations in order to obtain their confirmation of the currency and correctness of the project profiles, as well as their retention in the revised programme. At the same time, UNIDO would draw the attention of the countries and organizations concerned to the need to consult with other countries and organizations, particularly in those instances where projects were similar.

Strategy to be adopted to accelerate  
the implementation of the revised programme

36. It was generally agreed that chapter V was a most important chapter, since effective follow-up was the secret of success. It was evident from the low rate of implementation thitherto, however, that much could be improved.

37. Discussion ranged widely from reservations being expressed over the creation of a plethora of committees in the subregion to insistence upon a formal identifiable system of active monitoring and follow-up with statutory reporting procedures.

38. At the national level, it was agreed that everything possible should be done to create an environment favourable to investment and conducive to securing the full co-operation of the private sector. It was also pointed

out, however, that the private sector could not provide all the solutions to the problems that the subregion faced. The process of implementation had to be a process that involved all parties associated with a project. The success of a project was also contingent upon the marketability of its products and closer co-operation of Chambers of Commerce and Industry would yield effective results.

39. Communications played a singularly important role. Not only was there a perceptible communications gap between those concerned with preparing, promoting and implementing projects, but it also proved difficult to secure compatible and consistent data on the individual projects once they had been decided upon. It was thus important to secure full Government endorsement and ensure that the projects were incorporated in national development plans, as well as to secure the co-operation of entrepreneurs by providing appropriate incentives and institutional frameworks. That held particularly true for the small-scale industry sector. It was also essential to harmonize fiscal and legislative procedures throughout the subregion which currently acted as disincentives.

40. Communications also played a crucially important role at the subregional level, as did the compilation and dissemination of data to the subregional bodies. It was suggested that a subregional data bank might be set up to facilitate the retrieval and distribution of such data. Attention was drawn to the recent TIES and INTIB network set up in ARCT that could provide the basic structure. In any event, it was more effective to have sponsors and promoters submitting regular data than have consultants travelling around the region seeking information on projects.

41. Whereas national co-ordinating committees with Government, institutional and private enterprise representatives might offer one way of ensuring more effective co-operation within individual countries, a single focal point in the form of the Industrial Development Committee of the Association of Intergovernmental Organizations of West Africa might offer another in the subregional context. It was suggested that the Industrial Development Decade for Africa could become a permanent item on its agenda.

42. Attention was also drawn to the successful follow-up mechanism that UNIDO had developed with the Preferential Trade Area for Eastern and Southern African States (PTA). It might be of advantage to try and emulate that relationship in West Africa, supplementing it with the facilities offered by the SIDFA network and the normal links between UNIDO and the subregional organizations. A schematic diagram was distributed showing the interlinkages between the various co-ordination and follow-up mechanisms (see annex III).

43. A distinctive feature of the mechanism proposed was the greater prominence given to a closer relationship with the private sector through the vehicle of such bodies as Chambers of Industry and Federations of Employers and Industries. It was agreed that the scheme offered a sound basis for further discussion, thus ECOWAS and UNIDO were encouraged to enter into further discussions on the matter. To that end, the support project (S4), Assistance to ECOWAS, could provide a framework for the conduct of such discussions and further consultations with other organizations in the subregion, and so ensure full integration of all the parties concerned.

44. Co-ordination of follow-up activities would also benefit from the recent moves made to proclaim a second Industrial Development Decade for Africa and an Africa Industrialization Day. The Conference of African Ministers of Industry at their ninth meeting in Harare had recommended the proclamation of both the second Decade and the Africa Industrialization Day (20 November). As an adjunct thereto, they had proposed the formulation of an appropriate programme. Unlike the programme for the first Decade, the programme for the second Decade would be closely based on national programmes and priorities. Such an approach would involve national consultants and national bodies. The Ministers had set a strict time-frame for the elaboration of national programmes for the second Decade, within the context of which UNIDO and ECA would be assisting Member States and subregional organizations.

45. Involvement of the private sector in the industrialization of the subregion would also be facilitated by a series of subregional meetings that UNIDO was planning for the coming year. The target group would be entrepreneurs in Europe and Africa, with particular emphasis on the small-scale industry sector. Organized in co-operation with ECOWAS, the Centre for the Development of Industry in Brussels (Belgium) and the European Commission, the meeting for West Africa would be co-ordinated with the investment forum to be held in Dakar. The projects adopted at the current meeting, as well as projects developed for the investment forum, would serve as inputs to that meeting. Furthermore, in the next biennium, the subregional meetings for industrial co-operation within the framework of IDDA would undergo a marked change: they would be more product-oriented and limited to specific branches of industry supporting agriculture, while encouraging greater participation by the private sector.

46. In the ultimate analysis, it was recognized that effective follow-up was a gargantuan task that involved everybody from the bottom upwards. In any event, it was essential to have a clearly identifiable and fully integrated system with clearly defined responsibilities. It was thus important to build on the foundation that had been laid at the current meeting and ensure the introduction of an effective mechanism.

#### V. AGENDA ITEM 4: PROMOTION OF SUBREGIONAL INDUSTRIAL CO-OPERATION PROGRAMME IN SELECTED AREAS

##### Presentation of the background document [ID/WG.490/4(SPEC.)]

47. In presenting the background document [ID/WG.490/4(SPEC.)], the representative of UNIDO indicated that in the course of implementing the various initial subregional programmes, a number of constraints had been identified. The overriding constraint had been the lack of trained personnel at all stages of the project cycle. The document thus sought to identify specific institutions that could enhance the process of human resource development in a broad range of fields and take on the role of centres of excellence.

48. The West African subregion, moreover, disposed of appreciable consultancy organizations and training institutions which, if effectively co-ordinated, could contribute significantly to the development of the subregion. In its study on external debt in Africa as it related to the

industrial sector, UNIDO had noted that as much as 7 per cent of the region's debt, equivalent to some \$17 billion, was spent annually on importing industrial consultancy, engineering and other services. There was clearly scope for the establishment of subregional consultancy companies and a West African chapter of the Federation of African Consultants.

49. Furthermore, whereas the subregion was endowed with considerable potential entrepreneurial capabilities, measures were needed to develop them further for the purpose of industrial activities and to secure the full involvement and commitment of private entrepreneurs whose support was essential to the industrialization process. Modern industry was a major assembly process dependent on inputs from ancillary industries and small-scale enterprises. It was also important to foster the development of those indigenous industrial entrepreneurs, who were required in great numbers, so as to ensure the economic benefit of the countries at large.

50. UNIDO had endeavoured to identify the scope for co-operation among the countries in the subregion in the three specific fields treated in the document. The paper itself constituted a first attempt to develop a subregional programme in those priority areas that would support the revised industrial co-operation programme in the same subregion.

51. The paper had been prepared by the Secretariat on the basis of information it had obtained from Member States and intergovernmental organizations in the subregion. The paper was divided into three parts. The first chapter provided background information. The second chapter presented an overview of the industrial support services currently available in the subregion in respect of industrial training, industrial consultancy and engineering services and industrial entrepreneurship. The third chapter put forward proposals for promoting subregional co-operation in the development and utilization of those support services. It was pointed out that the institutions and organizations cited in the background document constituted an illustrative listing only.

#### General comments

52. Prior to entering into a discussion of the various sections of the document, it was pointed out that consideration might have been given to adopting a different structure, whereby the various subjects would first be treated at the national and then at the subregional level. It was also indicated that keeping the country descriptions in alphabetical order might have made for easier reading.

#### Industrial training

53. It was agreed that the listing of training institutions should be expanded. Particular attention was drawn to the CEAO institutions with subregional potential listed below:

- Centre africain d'études supérieures en gestion (CESAG), Dakar (Senegal)
- Centre régional d'énergie solaire (GRES), Bamako (Mali)
- Ecole des Mines et de géologie (EMIG), Niamey (Niger) (starting November 1989)
- Ecole supérieure des industries textiles (ESITEX), Segou (Mali) (starting December 1989)

Furthermore, the title of the institute listed in paragraph 52(a) should read 'Institut supérieur des sciences et techniques halieutiques (ISSTH), Nouadhibou (Mauritania)'. Those and other institutions were listed in the annual report of CEA0.

54. In Burkina Faso, industrial training was provided under the auspices of the Chambre de commerce, d'industrie et d'artisanat (CCIA), the University of Ouagadougou and the Institut burkinabé d'énergie (IBE).

55. In paragraph 14 describing the situation in Ghana, an additional institution should be added 'Ghana Institute of Management and Public Administration (GIMPA)'. In paragraph 15, the universities providing industrial training were those at Legon, Kumasi and Cape Coast, in addition to the polytechnics, technical institutes and trade training centres. Other bodies included: the Technology Consultancy Centre (TCC) at Kumasi; the project for the Development and Application of Intermediate Technology (DAPIT); and the Technology Transfer Centre (TTC). The main objective of the latter body was to promote the transfer of indigenous and foreign technology and make it available to the people that needed it.

56. In paragraph 18 on Guinea-Bissau, mention should be made of the Instituto Nacional de Formacao (INAFOR) and its two subsidiaries: Centro de Formacao Industrial (CENFI) and Centro de Formacao Administrativa (CENFA).

57. In Cape Verde, the Cabinet d'études et de planification of the Ministry of Industry and Energy contributed to the training of entrepreneurs and plant technicians. Other bodies included: the Institut de formation et de perfectionnement professionnel (IPAP) and the Centre de formation et de perfectionnement administratif (CENFA). Training was also provided by a technical school and a training centre at St. Jorquinho, as well as the Ecole de formation nautique which had subregional potential. The Government had also drawn up a human resource development programme that had not been implemented for want of funds.

58. In paragraph 27 describing institutions in Senegal, mention should be made of:

- Société de gestion du domaine industriel de Thiès (SODITH)
- Société de gestion du domaine industriel de Ziguinchor (SODIZI)
- Zone franche industrielle de Dakar (ZPID)

By virtue of its activities, the last entity, which was open to other countries in the subregion, actively promoted industrial development.

59. In paragraph 28, the following institutions should be included:

- Centre industriel de formation et de perfectionnement de Dakar - Marine (a body with regional potential)
- Centre national de qualification professionnelle (CNQP)

60. In paragraph 29, the following training institutions in Mali should be included:

- Ecole centrale pour l'industrie, le commerce et l'administration (ECICA)
- Centre de formation professionnelle (CFP)

- Ecole nationale d'ingénieurs (ENI)
- Société nationale d'étude et de développement (SNED)

61. In paragraph 31 on training in Guinea, attention should also be drawn to a second institute, the Centre national de perfectionnement en gestion des entreprises (CNGP), which provided training in the management of enterprises as well as in the preparation and evaluation of projects. The driving force constituted by pilot centres, such as the centre in Guinea, should not be underestimated.

#### Industrial consultancy and engineering services

62. The listing of consultancy companies in paragraph 34 should also include:

- Société nationale d'études et de promotion industrielle (SONEPI) (Senegal)

#### Industrial entrepreneurship

63. It was pointed out that no mention had been made of the Unité de promotion industrielle (UPI) which had been set up in 1985 within the Ministry of Industry and Energy in Cape Verde. The structure and objectives of the unit should be duly reflected in the background document.

64. In paragraph 39 on Ghana, the second half of the second sentence should read "while the Intermediate Technology Transfer Unit (ITTU) under GRATIS and the Management Development and Productivity Institute (MDPI) not only conducts feasibility studies, but also provides technical and business advisory services to small-scale entrepreneurs".

65. After the first two sentences in paragraph 41 on Guinea, reference should be made to a number of national institutions concerned with promoting and establishing industrial enterprises:

- Office national de promotion des petites et moyennes entreprises (ONPPME)
- Chambre de commerce, d'industrie et d'agriculture (CCIAG)
- Centre national de promotion des investissements privés (CNPIP)
- Bureau d'aide à la reconversion des agents de la fonction publique (BARAF)

The Government had undertaken a study on rationalizing and harmonizing the activities of these four institutes. Furthermore, the last two sentences in paragraph 41 should be dropped.

66. It would also be necessary to reword the opening sentences in paragraph 44 and the reference to protectionism in paragraph 45.

67. Industrial entrepreneurship might also be enhanced by the activities of the Federation of Associations of West African Industrialists (FAIAO) established in 1988 at the instigation of ECOWAS and the Association of Nigerian Industrialists. It was committed to promoting co-operation between industrial enterprises in the subregion and it could constitute an important source of information related to industrial development.

Proposals for the promotion of  
subregional co-operation in the development and utilization of  
industrial support services

68. It was suggested that much stood to be gained from producing and widely circulating a document giving full details of all the companies and institutions mentioned therein. Similarly, it would be most advantageous to issue a directory of all consulting companies in the subregion, thereby increasing their exposure.

69. In the latter connection, it was reported that when issuing tenders, BOAD always included two African consultancy companies in their short list. Furthermore, when bidding, foreign consulting companies were encouraged to enter into association with their local counterparts. It was also suggested that similar to its practice with ADB, FECA might draw up a list of current invitations to tender issued by the United Nations agencies so that its members might avail themselves of the opportunity to secure a contract with an international agency. Reference was also made to the UNDP programme aimed at encouraging the use of local consultants. In any event, it was recognized that the promotion of local consultancy services deserved particular attention as they were an essential element in the synergy that marked co-operation between the various agents of development. Similarly, it was important to take account of local research findings as they too could make a major contribution to the industrialization process.

70. It was also recognized that the activities listed in paragraph 47 should include:

- Setting up pilot units to test new technological processes

71. It was also pointed out that the Senegalese centre in paragraph 52(a) was the Institut de technologie alimentaire (ITA), while that paragraph should also include the Leather Research Institute (LERI), Zaria (Nigeria). Paragraph 52(d) should also include Centre supérieur africain de gestion (CEAO) and the Institute for Economic Development and Planning (IDEP).

72. The companies listed in paragraph 59 should also include SONEPI (Senegal), Sahel Consult (Burkina Faso) and Société africaine d'études et de développement (SAED).

73. The meeting endorsed the final section of the document with its proposals relating to establishing national data banks, improving institutional linkages, establishing centres of excellence and promoting entrepreneurship, particularly in the small-scale industry sector. It also suggested that a study be undertaken of financing the latter sector within the subregion. As an adjunct thereto, it was suggested that financing institutions might wish to set aside a specific quota of funds for the small-scale industry sector.

74. It was recognized that as in the case of the subregional programme, it was necessary to secure effective integration of all efforts, even if it involved a reduction in the number of subregional organizations. Such an endeavour was all the more important given the trend towards an increasingly integrated Europe and growing East-West and West-West trade. Africa's economic survival lay in regional and subregional economic co-operation and



integration. A key factor in the process of integration, however, was the effective exchange of information between all the parties involved, ranging from potential investors through the various institutions and Government bodies to the enterprises and the consultants advising them.

## VI. RECOMMENDATIONS

75. The meeting adopted the following recommendations that were aimed at enhancing the implementation of the revised programme. The meeting recommended that:

- (i) UNIDO, ECOWAS, CEAO, Liptako-Gourma Authority, MRU and ECA should initiate a series of consultations between countries to co-ordinate programme implementation activities on a project-by-project basis;
- (ii) UNIDO, ECOWAS, CEAO, MRU and ECA should establish an effective monitoring system that would report regularly on programme implementation and enhance the flow of project information between Member States, taking full account of the mechanism proposed at the meeting for that purpose;<sup>1/</sup>
- (iii) ADB, BOAD, ECOWAS Fund and other financing institutions should give priority in their lending policies to the subregional projects retained in the revised programme;
- (iv) Following the "disengagement of the State" to be observed in the subregion, the financing bodies and guarantors should grant private sponsors direct access to guarantee funds for the financing of their projects;
- (v) Project promoters/sponsors should mobilize the necessary equity resources or set up mechanisms for that purpose;
- (vi) International organizations should increase their co-operation with consultancy and engineering companies from the subregion and encourage joint endeavours in this area;
- (vii) Member States, in improving their negotiating position vis-à-vis the funding of studies, should adopt measures and establish mechanisms for increasing the promotion and valorization of national and subregional consultancy services;
- (viii) A directory of consultancy companies, providing full details of their areas of competence, expertise and facilities, should be prepared by ECOWAS and other organizations in the subregion, with the assistance of UNIDO and ECA, that drew on information available with the Federation of African Consultants;
- (ix) A similar directory should be compiled of institutions in the subregion that offered training in industrial fields;

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<sup>1/</sup> See annex III.

- (x) ECOWAS and CEAO, with the assistance of UNIDO and ECA, should initiate consultations between countries in the subregion in each of the major subsectors, in particular the iron and steel, glass, agricultural machinery, aluminium and chemical industries, in order to: (i) ensure effective integration and harmonization of projects; (ii) contribute to a process of product specialization; and (iii) ensure optimal economies of scale and the effective utilization of limited resources;
- (xi) All countries in the subregion should make every effort to strengthen subregional co-operation in the industrial sector;
- (xii) Every effort should be made to secure effective involvement of the private sector in the subregional projects retained in the revised programme. In that regard, special measures should be taken to develop and promote industrial entrepreneurship;
- (xiii) UNIDO and other organizations should organize during the Investors' Forum in 1990 a meeting related to the small-scale industry sector to be attended by entrepreneurs from that sector, policy-makers and small- and medium-scale industry umbrella organizations as well as industrial consultancy companies, with a view to promoting the greater involvement of local small- and medium-scale industry entrepreneurs and consulting organizations in the implementation of the revised programme and other industrial projects in the subregion;
- (xiv) Countries in the subregion should devote particular attention to introducing effective quality control mechanisms and harmonizing standards throughout the subregion in the interest of enhancing the competitiveness of their products. Greater co-operation should be developed among quality control laboratories in the subregion.
- (xv) Project promoters and sponsors should pay particular heed to the environmental impact of their projects so as to guard against environmental degradation;
- (xvi) Since industrialization is a long and continuous process, the subregional programme is expected to extend beyond the first Decade 1980-1990. The intergovernmental organizations in the subregion, particularly ECOWAS, CEAO, Liptako-Gourma Authority, MRU and the Niamey-based MULPOC, should endorse the programme and take due account thereof in their priority activities.

**VII. AGENDA ITEM 5: CONSIDERATION AND ADOPTION OF THE  
DRAFT REPORT OF THE MEETING**

76. At its final session, the meeting adopted the report and the amendments proposed. It authorized the Secretariat to finalize the report in the light of those amendments, as well as to complete chapters VII and VIII. Thanks were expressed to the Secretariat for the standard of the documents prepared for the meeting and the report. The Chairman urged the participants to contribute to the effective realization of the programme they had adopted by enhancing the exchange of information and improving the follow-up activities along the lines discussed at the meeting. New bold formulae had been devised which should be put into practice.

**VIII. AGENDA ITEM 6: CLOSURE OF THE MEETING**

77. At the formal closing session, a vote of thanks was proposed by Mr B.O.A. Niang of Mali, on behalf of the participants, to the President of the Republic, Government and people of Senegal for their warm and brotherly hospitality, as well as for the excellent facilities and logistical support they had provided. Senegal, with its famed Teranga, had set a good example to the other countries in the subregion. He also thanked UNIDO for the valuable contribution it had made to the success of the meeting and expressed the hope that the Organization would continue to support the countries and organizations in implementing the various projects. He pledged the commitment of the participants in taking the necessary follow-up action in their respective countries and organizations to ensure the full realization of the programme.

78. Speaking on behalf of ECOWAS, Mr K. Koffi expressed his sincere thanks to Senegal and UNIDO for the lengths to which they had gone on behalf of the meeting and for the splendid facilities that had been placed at the participants' disposal. He was confident that all the parties involved in the industrial process - sponsors, financiers, technical partners and consultants - would rise to the occasion and ensure the successful realization of the programme that had been adopted.

79. Speaking on behalf of UNIDO, the Deputy Director-General of the Department of External Relations, Public Information, Language and Documentation Services, said that the resounding success of the meeting was in no small measure due to the excellent contribution made by the authorities of Senegal, in terms of both the logistical and substantive inputs to the meeting. He wished to thank everybody for the part they had played. The recommendations adopted at the meeting were pragmatic, realistic and practical. He hoped that through improved communications and exchange of information, it would be able to complement the spirit of the recommendations with effective action in keeping with the aims and objectives of the Industrial Development Decade for Africa. He pointed out that the countries of the subregion were slowly but surely moving towards the goal of subregional co-ordination and rationalization in an endeavour to improve industrial performance and competitiveness. The current meeting and the second Decade would contribute to that aim so that the countries of West Africa could become a driving force in a new industrial era for Africa. The energy mobilized by the meeting and the commitment to the cause of industrialization portended well for the subregion.

80. He reminded the participants that they had a key role to play. They should ensure that the projects adopted were incorporated in their countries' national development priorities and plans. He pledged the full support of UNIDO both within the context of the IDDA programme and other programmes. The all-important task, however, was to ensure the implementation of the projects adopted along the lines envisaged - a task in which everybody had a role to play and the successful completion of which would lay the foundation for a secure industrial future for Africa.

81. Speaking on behalf of the Minister of Industrial Development and Crafts Mr C. Sall, Director of Cabinet, offered the regrets of the Minister who, however, had been following the discussions at the meeting with great interest. The meeting had reflected at length on the evolution of the subregional programme and its various revisions. The outcome of that reflection was to be seen in the various projects, proposals and recommendations adopted.

82. The Director of Cabinet focused on the importance the meeting had attached to the increased role of the private sector and the essentiality of private investment. The entrepreneur was emerging as a powerful force in the process of industrial development which also called for dynamic participation on the part of Governments. That participation was to be matched by the greater involvement of the financial institutions within the subregion and elsewhere.

83. The Director of Cabinet also noted with satisfaction the particular attention that the meeting had paid to training, consultancy and entrepreneurship - essential factors in implementing and ensuring the success of a subregional co-operation programme of the scale envisaged by the meeting. To his mind, the participants had laid a firm foundation for effective co-operation in those key areas, and the meeting had been a true harbinger of hope. The programme posed a challenge to the States of West Africa. He was confident that all would rise to the challenge.

84. In conclusion, he reiterated his thanks to the organizers and to all who had contributed to the meeting which he formally declared closed at 1750 hours.

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**ANNEX II**

**AGENDA**

1. Opening of the meeting.
2. Organization of the meeting:
  - Election of Chairman, Vice-Chairmen and Rapporteur of the meeting;
  - Adoption of the agenda and programme; and
  - Organization of work.
3. Review of progress made in the implementation of the revised integrated industrial promotion programme adopted at Lomé (Togo) and revision of that programme and strategy for implementation.
4. Promotion of subregional industrial co-operation programme in selected areas:
  - Industrial training;
  - Industrial consultancy and engineering services; and
  - Small-scale industrial entrepreneurship.
5. Consideration and adoption of the draft report and recommendations of the meeting.
6. Closure of the meeting.

Framework for co-ordinating information flow on, and follow-up to, IDDA industrialization projects or programmes in the ECOWAS countries

