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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\***

**Bamenda, Cameroon, 28 November - 2 December 1989**

**REPORT\*\***

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\* Organized by UNIDO, in co-operation with the Secretariats of the Economic Community of the Great Lakes Countries (CEPGL), the Economic Community of Central African States (ECCAS), the Central African Customs and Economic Union (UDEAC), the Economic Commission for Africa (ECA) and the Government of the Republic of Cameroon.

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## INTRODUCTION

1. The follow-up meeting on the promotion of intra-African industrial co-operation in the Central African subregion within the framework of the Industrial Development Decade for Africa (IDDA) was held at Bamenda (Cameroon) from 28 November to 2 December 1989. The meeting was organized by the United Nations Industrial Development Organization (UNIDO), in co-operation with the Secretariats of the Economic Community of Central African States (ECCAS), the Central African Customs and Economic Union (UDEAC), the Economic Community of the Great Lakes Countries (CEPGL) and the Government of Cameroon. 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 Central African subregion to review progress in the implementation of the revised integrated industrial promotion programme drawn up at the previous subregional meeting held at Bujumbura (Burundi) in January 1986, and adjust it 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 attainment of the goals 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:

- (a) Experts from the following Member States of the subregion: Burundi, Cameroon, Central African Republic, Chad, Congo, Gabon and Rwanda.
- (b) Representatives of the following organizations: the African Intellectual Property Organization (AIPO), the Economic Community of the Great Lakes Countries (CEPGL), the United Nations Economic Commission for Africa (ECA), the Economic Community of Central African States (ECCAS), the Higher Institute of Applied Technology (ISTA), the Central African Customs and Economic Union (UDEAC) and the United Nations Development Programme (UNDP).
- (c) A large number of observers from Cameroon consisting of businessmen and directors of various Government departments and institutions attended the meeting.

The list of participants is attached as Annex I.

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

4. The meeting was formally opened, on behalf of His Excellency, the Minister of Industrial and Commercial Development, by Mr Jean Marc Oyono, Secretary-General of that Ministry. His opening statement was preceded by a welcoming address and three statements.

5. In his welcoming statement, the Government delegate of the Bamenda Urban Council, Mr Jomia Pefok, welcomed the participants and expressed deep appreciation to the Government of Cameroon and UNIDO for having chosen Bamenda as the venue for the meeting. He called on the participants to work hard in the interest of the peoples of the subregion and invited them to put the quiet atmosphere of the North-West province to good effect. In conclusion, he expressed the hope that the meeting, being the first international meeting to be held in the city, would be a great success. He wished all participants a pleasant stay in Bamenda and invited them to return to Bamenda for a longer stay.

6. Speaking on behalf of the Chamber of Commerce, Industry and Mines of Cameroon, Mr Mathias Abanda, provincial delegate of the Chamber, welcomed the decision of the Government of Cameroon and UNIDO to select Bamenda as the venue for the first international conference in the North-West province. He pointed to the rich soil, excellent climate and abundant manpower in the province and highlighted its potential for tourism and the production of agricultural and livestock products.

7. Mr Abanda paid tribute to the Government of Cameroon for the concerted measures already taken, being taken and planned, that were aimed at accelerating industrialization and economic development throughout the country. He acknowledged the relentless efforts that the Government of President Paul Biya had undertaken to develop transport and telecommunications infrastructures in the provinces and to provide the rural areas with water, electricity and integrated development.

8. In conclusion, Mr Abanda thanked the Government of Cameroon for stimulating and promoting the economic development of the province. He called on UNIDO and ECCAS to intensify their co-operation with Cameroon in providing the financial and technical assistance needed for the development of the country in general and the North-West province in particular. In this regard, he called on UNIDO to assist the province, through the Government, in carrying out a study which would identify and assess its industrial potential and propose an integrated programme for the development of the industrial sector in the province.

9. Speaking on behalf of the Economic Community of Central African States (ECCAS), the Economic Community of the Great Lakes Countries (CEPGL) and the Central African Customs and Economic Union (UDEAC), Mr. Robert Naah thanked the Government of Cameroon for having accepted to host the meeting. He also thanked the participants for demonstrating a keen interest in the promotion of industrial co-operation, and expressed his gratitude to UNIDO for its invaluable assistance to and continued co-operation with ECCAS, CEPGL and UDEAC.

10. Mr Naah noted that the meeting offered a golden opportunity for the participating countries to evaluate the status of implementation of the revised programme adopted in Bujumbura in 1986. He drew attention to the fact that the implementation of the subregional industrialization programme was experiencing difficulty and solutions were needed to speed up development. Multinational industries based on local resources were needed, markets had to be widened, resources pooled and policies harmonized. He placed special emphasis on the importance of manufacturing agricultural inputs, particularly agricultural machinery and equipment, and on setting up agro-based, metallurgical, engineering, chemical and building materials industries.

11. In conclusion, Mr Naah expressed the hope that the guidelines before the meeting would help the delegates identify integrated projects and programmes that would form the basis for true industrial co-operation within the Central African subregion.

12. 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 Cameroon for having agreed to host the meeting and for having extended such a warm welcome to the participants. He paid especial tribute to the contribution that Cameroon, under the wise leadership of its President, Mr Paul Biya, had made to both 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.

13. The current meeting had been organized by UNIDO, in co-operation with the Economic Community of Central African States (ECCAS), the Central African Customs and Economic Union (UDEAC), the Economic Community of the Great Lakes Countries (CEPGL) and the Government of the Republic of Cameroon. 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 Bujumbura (Burundi) in January 1986 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.

14. The objectives of the meeting were to review the progress made in implementing that programme adopted at Bujumbura in 1986 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 and 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 UNIDO, in consultation with the other co-sponsors, to facilitate discussion of those items.

15. The Deputy Director-General pointed to the limited progress that had been achieved in implementing the programme adopted at Bujumbura. After analysing the reasons for that slow progress, the meeting might, in the interest 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 the subregion and supporting the development of similar facilities in other member countries.

16. He stressed, however, that the primary responsibility for each project rested with the country or organization sponsoring it. He called on the co-operating countries or organizations to lend their lead country their full support. He reassured the meeting of UNIDO's readiness 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 would allocate to the IDDA in future biennia could be used to finance certain follow-up activities needed to launch the implementation of the revised programme.

17. In closing his statement, the Deputy Director-General reiterated the importance that UNIDO attached to the meeting and emphasized that the follow-up actions 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.

18. The meeting was formally opened by Mr Jean Marc Oyono, Secretary-General of the Ministry of Industrial and Commercial Development, on behalf of His Excellency, the Minister of Industrial and Commercial Development. He extended a warm welcome to the participants on behalf of the Minister, the President of the Republic and the Government and people of Cameroon. He deemed it a singular honour for his country to have been chosen as host for the meeting.

19. The Secretary-General also seized the opportunity to reaffirm his Government's support to UNIDO which, he 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.

20. The Secretary-General regretted the slow pace of industrialization in the Central African subregion that was attributable to several constraints. Bold initiatives and concerted action were urgently needed to get the subregion out of the present difficult economic situation, meet the interests of the peoples of the subregion and lay the foundations for true industrialization. He called upon the delegates to put UNIDO assistance to the fullest use and to pool their collective and varied experience in order to achieve the best possible results.

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

#### Election of officers

21. Mr J-M. Job (Cameroon), was elected to the office of Chairman, Mr D. Nzobambona (Burundi) to that of Vice-Chairman and Mr J. Ngandou Kende (Congo) to that of Rapporteur.

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

22. 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.

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

23. Document ID/WG.495/3(SPEC.) entitled "Revised integrated industrial promotion programme for the Central African subregion" prepared by the UNIDO Secretariat served as the working document on the agenda item. The representative of UNIDO, in presenting the document, 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 an expert from the ECA headquarters and a recruited consultant. 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 Bujumbura in January 1986. The third chapter, which was to be read in connection with annex II of the document, 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 shortage of financial resources; 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 projects among funding agencies. Some of the projects were not included among the national priorities nor presented to funding bodies.

24. The fourth chapter outlined a proposed revised integrated industrial promotion programme comprising 21 core and 8 support projects extracted from the initial programme as well as 11 new core projects and 3 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, particularly UNIDO.

25. In conclusion, the representative of UNIDO stressed the need to ensure that the information contained in the project profiles and other annexes was complete; the participants were thus 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.

26. Following the presentation of the document by the representative of UNIDO, the meeting took up its consideration of the document chapter by chapter. It expounded on certain aspects of the document and proposed changes in respect of specific paragraphs.



## Chapter I

### Paragraph 4

The political implications of the population data contained in the paragraph were underscored. Attention was drawn to the census that had recently been conducted in some countries, although the results had not yet been officially published. Accordingly, it was suggested that it would be more prudent to use the most recently published population figures for each country. It was thus recommended that the figures for Cameroon be amended to 10 million, those for Rwanda to 6.8 million, and those for the Central African Republic to 2.075 million.

### Paragraph 5

It was noted that the list of mineral resources presented in the paragraph was not exhaustive as it had apparently been limited to those resources that provided a greater basis for subregional industrial co-operation. It was proposed that the term 'mineral resources' should be replaced by the term "mineral reserves".

### Paragraph 7

Attention was drawn to the non-utilization or under-utilization of existing national consultancy services. It was thus recommended that Governments and international organizations should use these services more, thereby contributing to their development.

### Paragraph 10

The first sentence should read "The industrial sector of the subregion is dominated by light industries producing consumer goods (beer, tobacco, textiles and cigarettes, etc.) and highly dependent on the import of machinery, spare parts and other inputs, indeed, even of raw materials".

### Paragraphs 11 to 13

It was recommended that emphasis be placed on the need to protect import-substitution and vulnerable industries of the subregion, taking into consideration the competitiveness of their products in terms of standardization and quality control. It was also noted that where industrial co-operation was concerned the political will that had motivated the establishment of subregional organizations needed to transcend purely national interests, a constraint that was elaborated upon in the appropriate section of the document.

### Paragraph 19

After the Central African Development Bank (BDEAC), reference should be made to the Subregional Institute for Statistics and Applied Economics (ISEA) and the Higher Institute of Applied Technology (ISTA).

### Paragraphs 20 and 21

It was proposed to replace paragraphs 20 and 21 by the following four paragraphs.

20. The Economic Community of the Great Lakes Countries (CEPGL) was set up on 20 September 1976 and consists of Burundi, Rwanda and Zaire. Its objectives are to ensure, first and foremost, the security of its States and their people with a view to ensuring peace and tranquility along their various borders; to define, plan and promote the creation and development of activities of common interest; to promote and intensify trade and the movement of persons and goods within the community; to co-operate closely in the social, economic, commercial, scientific, cultural, political, military, financial, technical and tourist areas, and especially, in the legal, customs, health, energy and communications domains.
21. In order to meet the above objectives, the leaders of the Community had adopted measures to set up structures that will lead to an integration of the three countries' economies and an improvement in their people's standard of living. They have also adopted a planning strategy that will efficiently mobilize the resources of the countries in the Community. It will enable CEPGL to determine the general policies, objectives and strategies needed in order to draw up its own socio-economic plan. In order to provide appropriate solutions to problems raised, institutions have been established, specialized bodies set up, and joint and community undertakings created. Several agreements and conventions pertaining to various fields have also been signed.
22. In order to foster industrial co-operation among member countries, appropriate mechanisms have been set up and others are under consideration. Thus, the Development Bank of the Great Lakes Countries (BDEGL) was opened on 9 September 1977 in order to mobilize both internal and external financial resources for financing national and multinational economic integration projects in the member countries. The Community Investment Code was signed on 31 January 1982. A trade and customs convention was signed on 10 September 1978. Finally, the convention on the free movement of people, goods, services, capital and the right of establishment was signed on 1 December 1985.
23. The Community authorities will soon adopt the CEPGL five-year socio-economic development plan, the model status of joint and community undertakings, the CEPGL industrialization master plan and the protocol on the reduction of tariffs on industrial products of local origin. Such specialized bodies as the Great Lakes Energy (EGL) and the Agricultural and Stock-breeding Research Institute (IRAZ) also contribute to the industrial development of the Community."

Paragraph 24 (French text only)

Replace '4 per cent' by "1.4 per cent".

Chapter II

Paragraphs 33 and 34

It was noted that the absence of a marketing network was one of the causes of food insufficiency in some countries in the subregion. It was thus recommended that a study be undertaken to establish a common

system for the transportation of basic raw materials, especially agricultural produce.

Paragraph 36

The importance of developing the immense hydroelectric power potential of the subregion for self-sustained industrialization was emphasized. It was thus recommended that interconnecting power networks should be developed so as to enhance subregional co-operation in the development and utilization of energy resources.

Paragraph 40

Attention was drawn to the fact that the Central African countries did not lack skilled human resources, but rather that those resources were insufficiently and, in some cases, inappropriately utilized. It was thus found desirable to amend the third sentence of the paragraph to reflect the above and to emphasize the need not only to upgrade those skilled human resources but also to ensure their more effective utilization.

Paragraph 47

It is suggested that emphasis be placed on an integrated information network in the paragraph.

Chapter III

27. The participants considered paragraph 50 alongside the current status of implementation 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 machinery and equipment, Kigali (Rwanda)

It was pointed out that the Gisenyi-based MULPOC had completed a market study in respect of CEPGL, but studies were still required in other ECCAS countries. The MULPOC study had not yet been considered by the CEPGL Council of Ministers. It was indicated that Rwandex Chillington, the company that had been set up to execute the project, would also manufacture hoes, wheelbarrows, pickaxes and other implements. It would also recycle scrap. Progress so far was satisfactory. In the light of the above, the project was upgraded to the first priority for execution in the short term and redefined as a joint CEPGL/Rwanda project.

Precision engineering subprogramme

- (2) Manufacture of clocks, watches and watch components, Bangui (Central African Republic)

The recommendation to withdraw the programme from the revised programme was retained.

Chemical industry

- (3) Exploitation of methane gas from Lake Kivu, Gisenyi (Rwanda) and Kalcha (Zaire)

Attention was drawn to the fact that the spelling of 'Kalcha' should be corrected to read "Kaléhé". In order to lessen the risk of confusion, it was clarified that TECHNITAS was the consulting firm and TECHNIP the executing body. Retention of the project in the revised programme for implementation in the short term would also have to be reconfirmed by Zaire.

Fertilizer subprogramme

- (4) Production of phosphate fertilizers, Matongo (Burundi)

It was reported that studies were still in progress and the project was thus retained for execution in the short term. It was indicated that the plant had an annual capacity of 21,000 tonnes; estimated reserves were 10 million tonnes, with an average of 10 to 12 per cent P<sub>2</sub>O<sub>5</sub>; and it was expected that the project would be commissioned in 1993.

Pharmaceutical subprogramme

- (5) Establishment of a laboratory for pharmaceutical products, Bangui (Central African Republic)

The need for further studies had been recognized and financing was being sought for that purpose. The project was redefined as a CAR/UDEAC project and retained for implementation in the long term. It was suggested that it be co-ordinated with a similar project in Cameroon.

- (6) Establishment of a pharmaceutical plant, Bujumbura (Burundi)

It was reported that feasibility studies pertaining to modernizing the plant would be completed in December 1989. The project was retained for implementation in the long term.

Other chemicals subprogramme

- (7) Upgrading potash deposits for the manufacture of chemicals, Holles (Congo)

It was pointed out that the period '1986-1990' in column 3 of annex II should be corrected to read "1990-1994" so as to be synchronous with the second development plan of the Congo and not the fourth plan as stated. The project was retained for implementation in the long term.

- (8) Production of calcium carbide, Lake Kivu (Rwanda)

It was reported that studies were still in progress. The project was thus retained for implementation in the long term.

Pesticides subprogramme

- (9) Production of active ingredients for pesticides, Ruhengeri (Rwanda)

It was indicated that the project was not new, but an old project requiring rehabilitation and diversification. That was already being done with the assurance of UNDP. It was further reported that UDEAC had a similar project, and market studies had revealed that outlets for its products would be few. It was suggested that ECCAS should broaden the scope of the project to a Community undertaking for implementation in the medium term.

Petrochemicals subprogramme

- (10) Establishment of a petrochemical complex for the manufacture of plastic products, Libreville (Gabon)

It was reported that ECCAS had been asked to undertake a Community-wide study, since the project was too large for UDEAC alone. It was retained for implementation in the long term.

- (11) Expansion of a petroleum refinery, Pointe Noire (Congo)

Congo requested that the project be redefined as a project designed to bring about increased output and enhancing quality of refinery products, and that the title be changed accordingly. The project was retained in the revised programme for implementation in the medium term.

Agro- and agro-related industries

Food-processing subprogramme

- (12) Rehabilitation and extension of cane sugar industry, Caxito, Bom Jesus and Luanda (Angola)

The Secretariat pointed out that the title of the project appeared to be wrong, since a visit to the site had revealed that the plant was concerned with the production of yeast. In the absence of a delegate from Angola, the Secretariat was requested to secure confirmation of the information from that country and to retain the project in the revised programme for implementation in the medium term.

- (13) Upgrading of a sugar factory, Nkayi (Bonenza region, Congo)

It was reported that the project had been extended and its objective was to diversify production. Since the project was considered to have been implemented, it was decided not to retain it in the revised programme.

- (14) Establishment of a distillery, Mosso (Burundi)

It was pointed out that a number of studies had still to be completed. It was therefore decided to retain the project in the revised programme for implementation in the long term.

- (15) Community dairy products project, Goma (Zaire)

It was reported that the project which was at an advanced stage was considered a Community project. Funds for engineering studies were still expected from UNDP. It was therefore decided to retain the project in the revised programme for implementation in the short term.

- (16) Establishment of an agro-industrial complex processing cassava, Boali (Central African Republic)

It was decided to retain the project in the revised programme for implementation in the long term.

- (17) Integrated development of the fish-processing industry

It was reported that the initial studies had been found to be unsatisfactory. A new study had been commissioned by CEPGL. The project was retained in the revised programme for implementation in the long term.

#### Building materials industry

##### Forest products subprogramme

- (18) Establishment of a wood-processing complex Kisangani (Zaire)

It was reported that CEPGL had already received three interim reports. They had been forwarded to FAO, but a proper feasibility study was still required. It was emphasized that the foreign consultants recruited to carry out the study should work closely with the national experts working on the same. The project was retained for implementation in the short term.

##### Cement subprogramme

- (19) Expansion of the Loutete cement plant, Loutete (Congo)

It was reported that the project had been completed and the problem was one of finding a market for the product. It was therefore no longer retained in the revised programme.

- (20) Reactivation of the Katana cement plant, Katana (Zaire)

In the absence of an expert from Zaire, it was decided to retain the project in the revised programme for implementation in the short term, subject to confirmation from Zaire.

- (21) Expansion of the Mashyuza cement plant, Mashyuza (Rwanda)

It was reported that the new production level was 75,000 tonnes and not 63,000 tonnes. Its installed capacity was 100,000 tonnes and not 80,000 tonnes. Furthermore, cement bags were currently being produced at the plant. It was retained in the revised programme for implementation in the short term.

Non-metallic mineral products subprogramme

- (22) Expansion and diversification of production at a glass manufacturing plant, Pointe Noire (Congo)

It was reported that UDEAC had commissioned a feasibility study on the expansion of the plant, but had found the equipment to be too old. A new study had been commissioned. Considering the problems that had been encountered, the project was redefined and retained in the revised programme for implementation in the medium term.

Metallurgical industry

Aluminium subprogramme

- (23) Integrated development of the aluminium industry, Mini-Martap

It was reported that the feasibility studies had not been carried out and that Mini-Martap was not a landlocked area. Consequently, the text of columns 4 and 5 in annex II was amended as follows: column 4 "Feasibility studies still to be carried out. Contacts have been made with foreign partners who will provide guidance". Column 5 "Activity will start with Ngaoundal, 60 km from Mini-Martap, a railway town. Deposits here are estimated at 100 million tonnes. Processing of the ore will have to be carried out near a power source (possibly a hydroelectric dam)". The project was retained in the revised programme for implementation in the long term.

Iron and steel subprogramme

- (24) Rehabilitation of the Maluku steel plant (Zaire)

ECCAS reported that Zaire was already discussing the implementation of the project with US firms. The project had become a Community undertaking and was therefore retermed as a Zaire/CEPGL/ECCAS project. It was suggested that the reference to ECA and UNIDO in column 5 of annex II be deleted. The project was retained in the revised programme for implementation in the short term.

Tin subprogramme

- (25) Expansion of a tin plant, Kigali (Rwanda)

This project was retained in the revised programme for implementation in the long term.

Support projects

- (S1) Assistance to the Central African Economic and Customs Union (UDEAC); UDEAC Secretariat, Bangui (Central African Republic)

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

- (S2) Assistance to the Central African Republic in the development of an integrated meat-processing industry, Bangui (Central African Republic)

It was suggested that this project be replaced by a new project entitled "Cattle, Meat and Fishing Resources Community (CBVH)" under UDEAC sponsorship.

- (S3) Assistance to the Economic Community of the Great Lakes Countries (CEPGL), CEPGL Secretariat, Gisenyi (Rwanda)

It was pointed out that item iv, column 4 of annex II should be amended to read "Study on conditions for exploiting the peat bogs are said to have been undertaken, but the findings have not yet been transmitted to CEPGL". The rest of the project information was confirmed as correct.

- (S4) Development of peat resources, CEPGL Secretariat, Gisenyi (Rwanda)

It was pointed out that, similar to project (S3), the information contained in column 4 of annex II should be amended to read "A study, which was said to have been completed, on the exploitation of peat bogs in CEPGL member countries, including the east Zaire area, had not yet been transmitted to CEPGL". The rest of the project information was confirmed as correct.

- (S5) Assistance to CEPGL countries in the manufacture of electrical equipment, CEPGL Secretariat, Gisenyi (Rwanda)

It was proposed that the project promoter/sponsor should be "CEPGL/ Government of Rwanda", and that the information contained in column 4 of annex II should be amended to read "The Government of Rwanda had requested the Gisenyi-based ECA/MULPOC to undertake the study. Meanwhile, a private local promoter had implemented the project establishing a unit to manufacture electrical cables and wires on the basis of a market study of the sub-region. The project went into operation in 1989." The information in column 5 of annex II also has to be amended to read "At the request of the Government of Rwanda, a detailed study was being carried out by the Gisenyi-based ECA/MULPOC and it is expected that the study will be completed very soon".

- (S6) Feasibility study on the manufacture of railway equipment in the Central African subregion, Secretariat of the UAR

It was proposed that the promoter/sponsor should be the Union of African Railways (UAR)/ECCAS. The rest of the information was confirmed as correct.

- (S7) Assistance to the Economic Community of Central African States, ECCAS Secretariat, Libreville (Gabon)

It was confirmed that the information summarized in Annex II correctly described the current situation. The need to prepare an industrial master plan was underscored.



- (S8) Assistance to the Higher Institute of Applied Technology (ISTA) headquarters, Libreville (Gabon)

It was proposed that column 1 of annex II should read "Assistance to the Subregional Multisectoral Institute for Applied Technology (ISTA) for project planning and evaluation", and to add the following in column 4 "A tripartite (UNDP/ISTA/UNIDO) meeting was held in October 1989 in Libreville (Gabon) with a view to approving a revised project within the framework of the fourth UNDP programming cycle. It is expected that the revised project document will be signed very soon".

- (S9) Assistance to the African Intellectual Property Organization (AIPO), AIPO headquarters, Yaounde (Cameroon)

It was confirmed that the information summarized in annex II correctly described the current situation of the project.

Except for project (S5), it was decided to retain all the other support projects in the revised programme for implementation in the short term.

#### Constraints on the implementation of the programme

28. In discussing the factors hampering implementation of the programme, particular attention was drawn to the fact that some projects did not have clearly-defined sponsors. In most cases, the private sector had not been involved. It was also pointed out that the incoherence of some of the national industrial strategies and policies had also been a contributory constraining factor. Some participants raised the problem of industrial micro-nationalism, a phenomenon that undermined regional co-operative endeavours. Others raised the question of national sovereignty and argued that, to the extent that industries were nationally viable, they should, in keeping with economic liberalism, have a legitimate place and be fully supported.

29. Some participants wanted to know what UNIDO was doing to secure funds for promoting the Decade programme and to streamlining the procedures by which projects could be financed. This issue brought out the mutual responsibilities of project initiators and international organizations, such as UNIDO. In response, the UNIDO representative stated that the programme to be adopted in Bamenda was that of the subregion and required endorsement by the legislative authorities at the national and subregional levels. The main responsibility for following-up on each of the projects rested with the sponsors. In view of the significant amount of investment required for some of the projects, financing had to be sought from various sources, such as the African Development Bank (ADB), the Central African States Development Bank (CASDB), OPEC Fund, the World Bank and other financing institutions. In respect of the technical assistance required, in particular, for the preparation of pre-investment studies, official requests had to be submitted to such organizations as UNDP and UNIDO along with well identified sponsors that were fully committed to the projects. Accordingly, particular emphasis was placed on the need for co-ordination among the various authorities concerned at the national level.

30. Discussions were mostly devoted to the following paragraphs:

Paragraph 55

The question of approach was raised. It was argued that it might be premature to envisage elaborating subregional industrial projects given the current crises, and that a gradual approach might be more realistic. In that connection, co-ordination among all parties concerned, especially at the national level, was critical. That held true not only inter-ministerially, but also inter-sectorally. It also applied to subregional organizations.

Paragraph 58

Concerning resources, it was remarked that the availability of natural resources in the region had not been fully researched; more efforts were needed in that area. Regarding financial resources, it was pointed out that resources did exist, but that the key problem was identifying the sources and exploiting them more effectively.

Paragraph 60

Concerning the role of regional organizations, many participants were of the opinion that their power to speak, decide, and act for the subregion should be enhanced through clear decisions by their respective legislative authorities.

Paragraph 63

Regarding transport and other communications infrastructure, it was noted that, while many formidable problems and obstacles existed, gradual progress was being achieved.

Revision of the integrated industrial promotion programme  
adopted at Bujumbura

31. Before discussing the projects in detail, the criteria for the selection of the projects (annex I in the background document) were read out and examined. While general agreement was reached in respect of those criteria, the following points were highlighted:

(a) Sovereignty considerations

Some delegates feared that strict adherence to the guidelines of the Lagos Plan of Action might undermine the sovereignty of States. However, it was agreed that although individual State priorities might differ, it was still necessary to have priorities at the subregional level. Member States in the subregion were encouraged to make Community projects their goal, since national projects alone would not suffice.

(b) Coherence of national strategies

It was felt that the geographical distribution of existing industries should be examined and areas of industrial over-concentration and deficiency identified so as to enable a more equitable distribution, thereby ensuring that the entire subregion would be well served.

(c) Problems of co-ordination and organization

It was emphasized that requests for assistance in project implementation should be filed through official channels. Regular meetings between each of the subregional organizations and the UNIDO Secretariat were necessary at all stages to be sure that a project submitted for consideration had been endorsed by all the appropriate authorities in the subregion. It was pointed out that unless the subregion was better organized, it would not be in a position to react effectively to external developments such as the move towards a single European market by the year 1992. In this connection, it was suggested that ECCAS, UDEAC and CEPGL be empowered to act on behalf of the States in the subregion.

(d) Research

The participants felt that greater attention should be paid to natural resources in research activities.

(e) Financial resources

It was agreed that greater use should be made of available financial resources, such as those provided by the African Development Bank.

(f) Problems of infrastructure

The positive role being played by the Transport and Communications Decade in Africa was recognized by the participants. Its role in enhancing the industrialization of the subregion was highlighted.

32. In the light of the information provided on the projects in annexes III and IV and of the discussion at the meeting itself, the projects listed in paragraphs 34 - 44 below were retained in the revised programme.

33. In deciding on the retention of the projects, particular attention was paid to determining their priority. As indicated in the 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 external dependence and its relationship to the priority sectors and sub-sectors identified in the Lagos Plan of Action. It was decided that a project that met most of the above conditions and was of interest to more than one country in the subregion should be considered a Community project, while a similar project that was of interest to only one country in the subregion should be considered an optional project.

CORE PROJECTS

Core projects carried over from the programme  
adopted in Bujumbura in 1986

34. The following core projects were retained in the revised programme. In the course of the discussion, supplementary information was given on certain aspects of some core projects.

Chemical industry

1. **Exploitation of methane gas from Lake Kivu, Zaire/Rwanda (short-term)**  
  
The project was retained without modification as a Community project.
2. **Production of phosphate fertilizers, Burundi (short-term)**  
  
While the identity of the project was maintained, its co-ordination with similar projects in Cameroon and the Congo was urged. The project was retained as an optional project.
3. **Establishment of a laboratory for pharmaceutical products, Central African Republic (short-term)**  
  
The project was retained with strong reservations as to its viability as an optional project.
4. **Establishment of a pharmaceutical plant, Burundi (medium-term)**  
  
The project was retained with reservations as an optional project.
5. **Upgrading potash deposits for the manufacture of chemicals, Congo (long-term)**  
  
The project was retained as a Community project.
6. **Production of calcium carbide, Rwanda (medium-term)**  
  
The project was retained, subject to further clarification, as an optional project.
7. **Production of active ingredients for pesticides, Rwanda (medium-term)**  
  
It was pointed out that a similar project was in progress in UDEAC countries. The project was retained, subject to further studies, as an optional project.
8. **Establishment of a petrochemical complex for the manufacture of plastics, Gabon (medium-term)**  
  
The project was retained without modification as a Community project.

9. Expansion and product quality improvement of petroleum refinery, Congo (medium-term)

The project was retained, with serious doubts as to its future, as an optional project.

Agro- and agro-related industries

10. Reconversion of the sugar mills of Bom Jesus and the production of yeast (formerly rehabilitation and extension of the cane sugar industry), Angola (short term)

It was suggested that the title of the project be modified to read "Reconversion of the sugar mills of Bom Jesus and the production of yeast". With this modification, the project was retained as an optional project.

11. Establishment of a distillery, Burundi (short-term)

The project was retained without modification as a Community project.

12. Community dairy industry, Zaire (short-term)

The project was retained without modification as a Community project.

13. Creation of an agro-industrial complex processing cassava, Central African Republic (medium-term)

In view of its somewhat limited subregional dimension, the project was retained as an optional project.

14. Integrated development of the fish-processing industry, CEPGL (short-term)

The project had a clear community character and was thus retained without modification as a Community project.

15. Integrated forest products complex (formerly establishment of a wood-processing complex), Zaire (short-term)

It was recommended that the title of the project be changed to "Integrated Forest Products Complex". It was determined to be a CEPGL project, since it was expected to meet the needs of Burundi, Rwanda and even Tanzania. It was therefore retained as a Community project.

Building materials industry

16. Reactivation of the Katana cement plant, Zaire (short-term)

The project was retained as an optional project, since other cement plants were known to exist in the subregion.

17. Expansion of the Mashyuza cement plant, Rwanda (short-term)

The project was expected to produce surplus cement and bags for export, especially after current extension work. Given its location at a point in Rwanda which was very close to Burundi and Zaire, it was decided that the project be redefined as a CEPGL project and retained in the programme as a Community project.

18. Expansion and diversification of production at a glass manufacturing plant, Congo (short-term)

Besides the expectation that the plant would serve breweries in Angola, partners in the private sector of Congo had shown interest in the project. However, plant activities had ceased owing to ageing equipment. If revived, the project would be a welcome addition to the glass plants in Burundi and Cameroon, especially as it was expected to produce flat glass as well. UNIDO was called upon to assist in carrying out a study of the glass industry, especially its market, in the subregion. The project was retained as a Community project.

#### Metallurgical industry

19. Integrated development of the aluminium industry, Cameroon (long-term)

This was recognized by the participants to be a major subregional project. No major difficulties were expected, given that Cameroon had rich bauxite deposits and abundant power as well as a well developed aluminium industry some of whose products were already being exported to countries of the subregion. The project was thus redefined as a Cameroon/UDEAC/ECCAS undertaking and retained as a Community project.

20. Reactivation of the Maluku steel plant, Zaire (short-term)

A meeting of the Heads of State and Government of the subregion had requested, at a meeting in Bangui (Central African Republic), that ECCAS take over this project. Although Zaire was not represented, the participants recognized the importance of the undertaking. It was retitled "Integrated Development of the Iron and Steel Industry in Central Africa", and retained as a Community project.

21. Expansion of a tin plant, Rwanda (short-term)

It was reported that the plant had been shut down following a prolonged price slump. Production was being reactivated with the markets of the neighbouring countries as the target. It was therefore decided that the project be retained as an optional project and be changed to a Community project, if the results of the study to be carried out so indicate.

#### New core projects identified during field missions prior to the meeting

35. The following new core projects identified during field missions prior to the meeting were retained in the revised programme:

Agro- and agro-related industries

22. Rehabilitation and expansion of the sugar sector, Angola (medium-term)

As Angola was not represented at the meeting, the project was retained as an optional project, subject to reconfirmation by Angola.

23. Establishment of a distillery, Sao Tome and Principe (medium-term)

As Sao Tome and Principe was not represented at the meeting and on the basis of information supplied by other participants, the project was retained as an optional project, subject to confirmation by Sao Tome and Principe.

24. Sangmelima wood-processing project, Cameroon (long-term)  
(Community project)  
Production of particle board, Cameroon (short-term)

Cameroon suggested that the two projects be merged. The meeting was informed that Burundi also had a particle board project. In that regard, it was indicated that, while the Cameroon project was targeted principally towards the UDEAC market, it could also serve other countries in the subregion. It was therefore decided that the project be reformulated in the first priority as a Community project (UDEAC/Cameroon). The proposal was agreeable to Cameroon which further suggested that the consolidated project be implemented in two phases.

25. Production unit for children's food, Cameroon (short-term)

It was indicated that the project was being promoted by a private entrepreneur and the relevant studies were still in progress. Attention was also drawn to the fact that both Burundi and Zaire had similar projects at different stages of development. The meeting, however, felt that the subregional market for baby foods was vast and that the Cameroonian project be retained as a priority Community undertaking. When implementing the project, account should, however, be taken of the existing plants in Burundi and Zaire.

Chemical industries

26. Establishment of a pilot plant for making vaccines in Africa, Cameroon (short-term)

Cameroon requested that the title of the project be changed to "Production of Human Vaccines in Central Africa". No plant with the technical characteristics of the Cameroonian project existed anywhere in Africa south of the Sahara. The meeting was informed that 17 animal vaccines were already being produced with the existing facilities, and that no major changes would be required to produce human vaccines. The project was at a very advanced stage of implementation, with financing arrangements nearly completed. It was decided to retain the project as a Community project.

27. Production of insecticides for domestic use, Cameroon (short-term)

The project sponsors informed the participants that the project was being promoted by a private firm and requested that the undertaking be retained as an optional project. Information was also given to the effect that a pesticides project, SIDAC, existed in Gabon and that it had already started exporting its output. Burundi also had a similar plant that exported its products to Zaire and PTA. The project was retained as an optional project and the project promoters urged to take account of the projects in Gabon and Burundi in its implementation.

Building materials industries

28. Establishment of a ceramics plant, Burundi (short-term)

The meeting was informed that implementation of the project had advanced considerably and that raw material reserves were substantial. The products from the plant were destined for the subregion, particularly Zaire. It was agreed to add the following: "14(b) to the project profile: The Government of Burundi has already applied for specific assistance from UNDP in order to: (i) undertake feasibility and engineering studies; and (ii) execute the project. It had also applied to other financing agencies". Attention was drawn to the fact that a similar plant, although producing only for the local market, also existed in Rwanda. It was also reported that studies on a similar ceramics plant were nearing completion in Cameroon. It was decided to retain the project, after updating the information in the profile, as a Community project. It was suggested that the project description be updated and that the project itself be included amongst the Community projects.

29. Establishment of a cement plant, Chad (medium-term)

The meeting was informed that studies had been commissioned on the project as far back as 1979 and the plant would be located at a point not very far from the site of a similar plant at Figuil in Cameroon. It was reported that a similar cement plant also existed in the Central African Republic. The project was retained as an optional project. Considering the number of cement plants in the subregion, the meeting requested that ECCAS, in consultation with CEPGL, UDEAC and with the assistance of UNIDO, should carry out a comprehensive study of the cement industry in the subregion.

36. Following a discussion on the merits of including new core projects in the light of the low implementation rate of the initial programme, the following eight additional new core projects were included in the revised programme as follows:

30. Production of urea and ammonia from gas, Cameroon (long term)
31. Establishment of a tannery, Chad (long term)
32. Plant for the manufacture of flat glass, Cameroon (long-term)
33. Integrated development of the iron and steel industry, Cameroon/UDEAC (long term)
34. Establishment of a ceramics factory, Cameroon (long term)



35. Development of cattle and fish resources in UDEAC countries, UDEAC (long term)
36. An agricultural machinery project
37. Development of the pesticides industry in UDEAC countries, UDEAC (long term)

37. It should be noted that the following new projects identified during the field missions were not retained in the revised programme:

Production of tomato concentrate, Cameroon (short-term)

Cameroon informed the participants that implementation of the project was far advanced, and requested that the project be deleted from the list.

Agro-industrial pineapple complex, Cameroon (short-term)

Cameroon withdrew this project, but indicated that the project might be resubmitted to a future meeting, once the access road to the project site had been constructed.

#### SUPPORT PROJECTS

38. In the light of the information on support projects provided in annexes III and IV and following the discussion at the meeting itself, the subregional support projects listed below were retained in the revised programme for implementation in the short term.

#### Support projects carried over from the programme adopted in Bujumbura in 1986

39. The following support projects included in the programme adopted in Bujumbura in 1986 were retained without modification:

- (S1) Assistance to the Central African Customs and Economic Union (UDEAC)
- (S2) Assistance to the Central African Republic in the development of an integrated meat-processing industry, Central African Republic
- (S3) Assistance to the Economic Community of the Great Lakes Countries (CEPGL)
- (S4) Development of peat resources, CEPGL
- (S5) Feasibility study on the manufacture of railway equipment in the Central African subregion, UAR
- (S6) Assistance to the Economic Community of Central African States (ECCAS)
- (S7) Assistance to the subregional Higher Institute of Applied Technology (ISTA)
- (S8) Assistance to the African Intellectual Property Organization (AIPU)

#### New support projects

40. The following four new support projects were included in the revised programme.

- (S9) Multisectoral assistance to the Economic Community of the Great Lakes Countries, CEPGL

- (S10) Promotion of small-scale agro-food technologies, Burundi
- (S11) Assistance to the Higher National School for Agro-food Industries, Cameroon
- (S12) Establishment of a school for geological and mining studies, Cameroon

41. Regarding the project on multisectoral assistance to the Economic Community of the Great Lakes Countries (CEPGL), it was noted that assistance would focus on the preparation of pre-investment studies. The support for the project had been requested of UNDP, but its reaction was not yet known. The project was retained as a Community project.

42. In the case of the Burundi project on the promotion of small-scale agro-food technologies, it was indicated that the equipment to be designed and constructed would serve not only the country, but also the entire subregion. Since its Community status could not be immediately ascertained by CEPGL, it was retained as an optional project.

43. Concerning the third new project relating to assistance to the Higher National School for the Agro-food Industries (ENSIAAC) in Ngaoundere (Cameroon), it was indicated that ENSIAAC was a bilingual institution (English and French) under the authority of the Ministry of Higher Education, Computer Sciences and Technical Research. The school trained technicians and engineers. It had a teaching and research staff of 70, 38 of whom were expatriates. The total number of students during 1989/1990 was 415. The school also made prototypes and carried out tests on food preservation. It had established close relations with industry which offered practical training to its students. It also offered continuous training to industrial employees, and even participated in industrial research projects. The estimated cost of the project was CFA600 million. The participants agreed that the project was very important, given the dearth of human resources in the critical area of agro-food industries within the subregion. It was decided that ECCAS should take the administrative, statutory and legislative measures to make ENSIAAC a Community centre of excellence. Pending that action, it was decided to retain the project as an optional project.

44. As for the school for geological and mining studies, it was indicated that preliminary studies for the establishment of the school had been carried out in 1988 based on pedagogical facilities already existing on the campus of the Ngaoundere University Centre. The school, similar to the National Higher School for Agro-Food Industries (ENSIAAC) would be expected to become a subregional centre of excellence and could cover the needs of neighbouring countries. It was expected that the school would be located in Ngaoundere by virtue of the rich and varied soil and subsoil conditions of in that area. The project was retained as an optional project.

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

45. Chapter V of the background document advancing proposals for accelerating the implementation of the revised programme was considered generally satisfactory. Comments were, however, made on the following specific paragraphs:

Paragraph 75

It was suggested that since the problem of transportation had been previously identified as an impediment to industrial development and co-operation in the subregion, it was only logical that the development of that infrastructure be highlighted as one of the remedial measures to be adopted.

Paragraph 77

It was felt that the private sector (and possibly the public at large) should be closely involved in financial resource mobilization and the decision-making process for industrial projects.

Paragraph 79 (a) and (b)

The use of the words 'Redefining' and 'Redesigning' with respect to subregional organizations in subparagraphs (a) and (b) was considered inappropriate as the roles and responsibilities of those organizations had been determined in their respective treaties. The Secretariat was requested to replace those words with more appropriate terms.

Paragraph 79 (e)

There was lively discussion on the need for a subregional bank specializing in industrial development. It was suggested that rather than creating new banks, the existing regional development banks should simply be strengthened. It was also pointed out that those development banks had credit lines for industrial promotion which had not been fully utilized for industrial projects. Consequently, the recommendation was to strengthen those existing facilities that were specifically designed and tailored to promote industrial projects.

Paragraph 86

Particular importance was attached to the role of international organizations in general, and that of UNIDO in particular, as highlighted in the background document. UNIDO was thus urged to continue its valiant efforts to buttress the countries of the subregion in their quest for financial resources for industrial development. It was also emphasized that while UNIDO was ready to assist Member States, the primary responsibility for contacts with financial and investment institutions lay with the States themselves.

Paragraph 87

The need for closer working relationship between UNIDO and the subregional organizations in Central Africa was stressed. It was thus recommended that consideration should be given to holding more frequent co-ordination meetings, possibly every six months, in order to monitor the implementation of the revised programme more effectively.

46. Reservations were expressed over the creation of a plethora of committees in the subregion. Instead, it was strongly recommended that a suitable system be developed and put in place for the effective monitoring of and follow-up to the implementation of the revised programme, taking into consideration the statutory procedures already established in each of the subregional organizations.

47. At the national level, it was stressed that all measures should be taken to create an environment favourable to investment and conducive to securing the full co-operation of the private sector. It was, however, pointed out that the private sector could not provide all the solutions to the industrialization problems that the subregion faced. The process of implementation had to be a process that involved all parties. The success of a project, for example, was contingent upon the marketability of its products and closer co-operation with Chambers of Commerce and Industry.

48. The paramount role of communications in the implementation of the programme was emphasized. Not only was there a perceptible communications gap between those concerned with preparing, promoting and implementing projects, but it also had been difficult to secure compatible and consistent data on the individual projects decided upon. It was thus important to secure full Government endorsement of the projects retained in the revised programme, thus ensuring that they were incorporated in national development plans. It was equally important to secure the co-operation of entrepreneurs by providing them with appropriate incentives and an institutional framework. That held particularly true for the small-scale industry sector. It was also essential to harmonize fiscal and legislative procedures throughout the subregion.

49. 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 Central Africa, supplementing it with the facilities offered by the SIDFA network and the normal links between UNIDO and the subregional organizations.

50. It was pointed out that co-ordination of follow-up activities would also benefit from the recent moves made towards the proclamation of 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 a procedure for the formulation of an appropriate programme. Unlike the programme for the first Decade, the programme for the second Decade would be based on national programmes and priorities. Such an approach would involve all parties concerned with industrialization matters in the country, national experts, Ministries, organizations, public and private sector financial institutions.

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

51. Discussions on this item were based on the document prepared by the UNIDO Secretariat entitled "Subregional co-operation in industrial training, consultancy and entrepreneurship in the industrial sector" ID/WG.495/4(SPEC.). In presenting the background document, 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 shortage and inadequacy 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.

52. The Central African subregion, moreover, disposed of a number of consultancy organizations and training institutions which, if effectively

co-ordinated, could contribute significantly to the development of the subregion. African countries were currently spending large sums of money for the importation of industrial consultancy services, especially in the engineering field. It was therefore essential for the subregion develop national industrial consultancy and engineering services and to promote greater co-operation among them.

53. 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 enterprises, which were required in great numbers, so as to ensure the economic benefit of the countries at large.

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

55. The document had been prepared by the Secretariat on the basis of information it had obtained from Member States and intergovernmental organizations in the subregion. The document was divided into three chapters. 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 document constituted an illustrative listing which needed to be adjusted by the meeting.

56. Following the presentation of the document by the representative of UNIDO, the meeting took up consideration of the document chapter by chapter, as in the case of the first document, and made observations, including proposed changes, in respect of specific paragraphs.

#### Consideration of the second document

##### Chapter I

###### Paragraph 6

It was pointed out that the problem was not the lack of manpower, but the inadequacy (in terms of quality and quantity) and insufficient utilization of already available competent manpower. This was largely due to the lack of information on their availability.

###### Paragraph 10

The last sentence should be amended to read as follows: "Such facilities do not exist in sufficient number in the subregion and are inadequate for want of effective financial planning, incentives..."

Chapter II

Paragraph 13 (French text only)

Line 2, replace 'cruiaux' by "aspects".

Paragraph 14

Line 3, replace 'creating' by "strengthening existing".

Industrial training

57. It was agreed that the list of training institutions should be expanded.

Paragraph 19

Replace the paragraph by "Significant progress has been made in the People's Republic of the Congo, where structures for the training of senior staff in the field of industry have been established, in particular: the Higher Institute for Management (ISG), the Faculty of Economic Sciences, the Centre for Rapid Technical Training which is an institution under the National Employment and Manpower Office (ONEMO), the National High School of Technical Training, the Veterinary and Stockbreeding Research Centre (CRVZT) and the Agency for the Development of Small- and Medium-sized Enterprises (ADPME) which began its activities in the area of industrial training by organizing, in October 1988, a workshop for private sector small-scale promoters".

Paragraphs 20 to 22

The following training institutions should be added to para 21: "The Polytechnic faculty of the University of Kinshasa training mechanical engineers, electricians and architects". Other training institutions include: the Faculty of Engineering of the University of Lubumbashi, the Higher Institute of Applied Technologies in Kinshasa, the National Institute of Building and Public Works (INBTB) in Kinshasa and the Faculty of Sciences, Kinshasa, which trains engineers and geologists.

Paragraph 23

In the first sentence, replace 'appears to have recently taken on' by "has recently taken on". The following should be inserted at the end of the second sentence "the Centre also develops and promotes management techniques among small- and medium-scale enterprises".

Paragraph 26

On line 2, after 'national training institutions', add "such as the National Institute of Public Finances, Kigali, and the Saint Fidèle Institute, Gisenyi, which provide high-level training in the fields of accounting and computerization". At the end of the paragraph, add "The Conference of Heads of State of the CEPGL subregion decided in January 1989 to establish an engineering training institute to be located in Rwanda".

Paragraph 28

Replace 'Escuela Nacional de Agricultura' by "Escuela Nacional de Agricultura, Pesca y Forestal".

Paragraph 29

Replace 'Sambonga' by "Bangui". Add the following sentence at the end of the paragraph "Mention should also be made of the National Interprofessional Training Organization (ONIFOP) which trains technicians in various fields".

Paragraph 30

Add the following sentence at the end of the paragraph "Chad also has other training institutions, such as the National School of Public Works (ENTP), the National School for Livestock Technology (ENATE), the Higher Institute for Management (ISG), the Centre for Vocational and Further Training (CFPP) and the Higher Institute for Exact Sciences".

Industrial consultancy and engineering services

58. The need to develop industrial consultancy and engineering services in each country was greatly emphasized in the discussion. Modifications were introduced to some of the paragraphs and the list of consultancy and engineering firms contained in the background document was expanded.

Paragraph 36

In the second sentence under CPI (Industrial Promotion Centre), replace '10 national professionals' by "nine national professionals"; delete 'three permanent UNIDO experts'; and add the following new sentence "During the first five years of existence, CPI received technical assistance from UNIDO so as to increase its capability to undertake feasibility studies and provide extension services to enterprises. CPI is, at the moment, in negotiation with the same institution on a second phase of the project".

At the end of the paragraph, after 'SOGERAP in Rwanda', add "In order to protect their interests, design centres in Burundi have organized themselves, under the Industrial Promotion Centre (CPI), into an association of independent Burundi design and consultancy firms".

Paragraph 37

In line 3, replace the rest of the sentence after "(CAMRDC)" in line 4, by "the Engineering and Industrial Maintenance Company (SIMI), the Centre for Expertise and Evaluation of Investment Projects (CEPI), as well as many other consultancy firms recognized by UDEAC and DBCAS".

Paragraph 39

Replace the first sentence by "In order to meet the growing need for a better selection of investment opportunities, a number of firms offering industrial consultancy, engineering and management services have emerged in Cameroon over the past decade. Some of them are: the EXIM Consult Africa Group; Akintola Williams and Company; and the African Consulting Enterprise (ACE)".

Add at the end of the paragraph the following: "Other companies providing industrial consultancy, engineering or management services include:

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Dar Al Handash, Consultants (Yaoundé)  
Gauff Engineering Cameroon (Yaoundé)  
J. Redonnet (Yaoundé)  
Société Africaine de Topographie (SATET) (Yaoundé)  
Société Centrale Pour l'Equipement du Territoire (SCET) (Yaoundé)  
Société d'Etudes pour le Développement de l'Afrique (SEDA) (Yaoundé)  
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#### Industrial entrepreneurship

59. The need for measures towards the development and promotion of industrial entrepreneurship was recognized as being not only urgent, but also crucial to the industrial development of the subregion. The importance accorded to this subject in the background document was therefore highly welcomed and the proposed actions generally endorsed. The following observations were made in respect of specific paragraphs.

#### Paragraph 45

At the end of the paragraph add the following: "In addition, some development financing institutions, such as the National Economic Development Bank (BNDE) and the Burundi Financing Society (SBF), have been set up by the Government of Burundi with a view to assisting national industrial promoters. Also, USAID had recently provided funds to the Government for the promotion of small-scale industrial entrepreneurs (Fonds APEX)".

#### Paragraph 46

"FOGAPE" and "SNI" should be added to the list of institutions promoting entrepreneurship.



Paragraph 47

Delete the last sentence.

Paragraph 48

Replace the last sentence by "Its organizational structure has only recently been established, and it will take some time before the office can start to function properly".

Insertion

After paragraph 49, add a new paragraph on "Rwanda" as follows:

"It was reported that the Government of Rwanda had benefited from UNIDO and UNDP assistance in setting up a support service for small- and medium-scale enterprises and handicrafts (SERDI). The objective of the service (which was currently being established) was to assist the promoters to identify projects and secure proper training. Its eventual expansion into an industrial promotion centre was envisaged. A special guarantee fund had been established to assist promoters who could not offer the financial institutions firm guarantees. The Centre de Recherches Coopératives (IWACU) based in Kigali advised production co-operatives on management matters and provided training for sponsors."

Obstacles to the development of industrial support services in the subregion

60. While in general agreement with the obstacles identified in the document, the following observations were made on paragraph 50.

Paragraph 50

In line 4, replace 'establishment' by "strengthening". In line 1 of sub-item (ii), replace 'is short of' by "suffers from poor management and the lack of will to utilize available competent professionals".

Chapter III

The proposals advanced in the document for promoting subregional co-operation in the development and use of industrial support services were highly welcomed and endorsed by the meeting. The following observations were made on specific paragraphs:

Paragraph 52

After 'Disseminating technological and industrial information', add the following new text "In this respect, mention needs to be made of the decision of ECCAS Member States to set up an Industrial Development Centre in the subregion, with the aim of promoting industrial co-operation among the Member States, including, inter alia, the identification and preparation of pre-feasibility and feasibility studies on Community projects and the provision of technical assistance and advisory services to Member States in the field of industrial development."

Paragraphs 53 and 54

These two paragraphs should be reformulated to ensure greater clarity.

Industrial training

Paragraph 57

Add at the end of the second sentence of paragraph 57 the following: "In this regard, special mention needs to be made of the following subregional centres whose establishment has already been sanctioned by their respective legislative authorities:

- ECCAS Centre for Industrial Development;
- CEPGL Engineering School

Under Burundi, add "Institute of Applied Sciences, Bujumbura".

Under Cameroon, add "FOGAPE".

Paragraph 64

Under Burundi, add "Industrial Promotion Centre (CPI)", Bujumbura.

Industrial entrepreneurship

Paragraph 66

Under Cameroon, add "FOGAPE and SNI".

Under Chad, add "National School for Public Works" and "National School for Livestock Technology".

After 'Zaire', insert "Rwanda" and the following institutions: "Industrial Development Assistance Service (SERDI)" and "Co-operatives Research Centre (IWACU)".

**VI. RECOMMENDATIONS**

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

- (i) UNIDO, CEPGL, ECCAS, UDEAC and ECA should initiate a series of consultations between countries to co-ordinate programme implementation activities on a project-by-project basis;
- (ii) UNIDO, CEPGL, ECCAS, UDEAC 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;
- (iii) ADB, CASDB, BDEAC and BDGLC and other financing institutions should give priority in their lending policies to the subregional projects retained in the revised programme;

- (iv) Project promoters/sponsors should mobilize the necessary equity resources or set up mechanisms for that purpose;
- (v) International organizations should increase their co-operation with and utilization of consultancy and engineering services from the subregion and encourage joint endeavours in that area;
- (vi) 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 utilization of national and subregional consultancy services;
- (vii) (a) A directory of consultancy companies, providing full details of their areas of competence, expertise and facilities, should be prepared by ECCAS and other organizations in the subregion, with the assistance of UNIDO and ECA, drawing on information already available with the Federation of African Consultants;
- (b) A similar directory should be compiled of institutions in the subregion that offered training in industrial fields;
- (c) UNIDO should assist ECCAS, UDEAC and CEPGL in the preparation of the directories mentioned in (a) and (b) above;
- (viii) CEPGL, ECCAS and UDEAC, with the assistance of UNIDO and ECA, should initiate consultations among countries in the subregion in each of the major subsectors, in particular the chemical, cement, glass and other key 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;
- (ix) Every effort should be made to secure effective involvement of the private sector in the implementation of the subregional projects retained in the revised programme. In that regard, special measures should be taken to develop and promote industrial entrepreneurship, especially in the small- and medium-scale industrial sector.
- (x) UNIDO and other organizations should organize during 1990 a meeting on the promotion of small- and medium-scale industries in the subregion 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;
- (xi) 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 CEPGL, ECCAS, UDEAC and the Gisenyi-based MULPOC, should endorse the programme and take due account thereof in their priority activities;

- (xii) UNIDO and ECA assist ECCAS, UDEAC and CEPGL in the preparation of subregional industrial master plans as a means of orienting industrialization in the subregion;
- (xiii) Since successful project implementation must begin with good pre-investment studies, UNIDO should intensify its assistance to the countries and organizations in the subregion in that important field;
- (xiv) In view of the importance of scientific research and technological invention and innovation, which are the result of research and development, Governments and international organization, particularly UNIDO, should help secure financial resources that could advance research and development efforts in the subregion;
- (xv) Studies made by United Nations agencies intended for use by subregional organizations should be directly communicated to those organizations and in the appropriate working language. Only then can the findings of the studies be gainfully exploited;
- (xvi) UNIDO should devote some of the resources allocated in the 1990/1991 programme budget for IDDA for assistance to Member States and intergovernmental organizations in taking follow-up action towards the successful implementation of the revised programme.

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

62. At its final session, the Rapporteur presented the draft report. The meeting adopted the report and recommendations of the meeting along with 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 to the Rapporteur for the high quality of 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.

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

63. At the formal closing session, a vote of thanks was proposed by Mr. Nzobambona of Burundi, on behalf of the participants, to the President of the Republic, Government and people of Cameroon in general and of Bamenda in particular, for their warm and brotherly hospitality as well as for the excellent facilities and logistical support they had provided to the meeting. He also expressed the appreciation of all participants to the co-organizers of the meeting, especially to UNIDO for the financial assistance extended to Member States and organizations in connection with the meeting.

64. Speaking on behalf of the Director-General of UNIDO and the co-organizers, the Chief of the Co-ordination Unit for the Industrial Development Decade for Africa of UNIDO expressed sincere thanks to His Excellency President Paul Biya and the Government of Cameroon for having agreed to host the meeting. He expressed particular gratitude to the Governor of the North-West Province and the authorities of Bamenda, for the lengths to which they had gone to prepare for the meeting and for the splendid facilities that had been placed its disposal. He noted that the resounding success of

the meeting was in no small measure due to the excellent contribution made by the authorities of Cameroon, in terms of both the logistical and substantive inputs to the meeting, including the cultural extravaganza presented during the opening and closing sessions of the meeting and the visits to the palaces. He highly welcomed the active participation of the business community of Cameroon in general and of Bamenda in particular in the meeting and expressed special thanks to Their Royal Highnesses, the Fons of Bafut, Bali and Mankon, for having been so gracious as to receive and exchange views with the delegates on issues of crucial importance to the meeting.

65. He underlined the high professional contribution of each of the participants to the discussions at the meeting. That contribution had paved the way to the adoption of a revised programme and recommendations that were pragmatic, realistic and practical. He hoped that, through improved communications and exchange of information, it would be possible 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 industrial co-operation in an endeavour to improve industrial performance and competitiveness. The current meeting and the second Industrial Development Decade for Africa would provide significant contributions to making the countries of Central Africa an important 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.

66. 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 an important role to play and the successful completion of which would lay the foundation for a secure industrial future for Africa. 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.

67. Speaking on behalf of His Excellency, the Minister of Industrial and Commercial Development, Mr. Jean Marc Oyono, Secretary-General of the Ministry, welcomed the conclusions and recommendations of the meeting which he found to be a concrete expression of the wishes of the countries of Central Africa. He therefore expressed the total satisfaction of the Government of Cameroon with the results of the meeting.

68. Mr. Oyono thanked the participants for a job well done and called on them to give serious consideration to the decisions reached at the meeting as they would go a long way to fostering the industrialization of the subregion. He called on all of them, as they returned to their countries, to face the future with greater unity towards economic development through industrial development. He was confident that, with the help of the subregional organizations, they would succeed.

69. He expressed his particular thanks to UNIDO for the constant assistance it had rendered to the countries and organizations of the subregion in their

industrialization endeavours and called on it to expand further the scope and intensity of that assistance in the implementation of the revised programme just adopted, thus contributing to the attainment of the industrialization goals which the countries had set for themselves.

70. In conclusion, he thanked the authorities and people of Bamenda for the warm reception extended to all delegates and to all who had, in one way or another, contributed to the success of the meeting. He wished all delegates a safe journey back home and formally declared the meeting closed.

**ANNEX I/ANNEXE I**

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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 Bujumbura (Burundi) 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.