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

Tunis, Tunisia, 6-7 October 1990\*

REPORT\*\*

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\* Organized by the United Nations Industrial Development  
Organization (UNIDO), in co-operation with the Government of Tunisia.

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## I. INTRODUCTION

1. The second Follow-up Meeting on the Promotion of Intra-African Industrial Co-operation within the Framework of the Industrial Development Decade for Africa (IDDA) for the North African subregion, to develop proposals for the subregional programme for the second IDDA, was held at Tunis, Tunisia, from 6 to 7 October 1990. The Meeting was organized by the United Nations Industrial Development Organization (UNIDO), in co-operation with the Government of Tunisia.

2. The purpose of the Meeting was to bring together experts from the North African subregion to review progress in the implementation of the revised integrated industrial promotion programme drawn up at the previous subregional meeting held at Tangier, Morocco, in 1988, on the basis of current priorities and requirements in the subregion, and to formulate proposals for the preparation of the second IDDA subregional programme for North Africa.

## II. PARTICIPATION

3. The Meeting was attended by experts from the following countries: Algeria, Egypt, the Libyan Arab Jamahiriya, Mauritania, Morocco, the Sudan and Tunisia. Representatives of the following organizations also participated: the Arab Maghreb Union (AMU) General Secretariat, the United Nations Conference on Trade and Development (UNCTAD), the United Nations Development Programme (UNDP), the Arab Iron and Steel Union (AISU), the Islamic Development Bank and the Organization of African Unity (OAU). The list of participants is attached as annex I.

## III. OPENING OF THE MEETING

4. The Meeting was opened by Mr. M'Hamed Chaouch, Director-General for Industry, in his capacity as representative of the Ministry of Economic Affairs and Finance. He extended a warm welcome to the participants on behalf of the Government of Tunisia and said that he was particularly grateful to UNIDO for its efforts in preparing the Meeting. He recalled that the current Meeting had been preceded by a programme for the first Decade, which had focused on a number of ambitious objectives which had not been fully achieved owing to several negative factors. Among those, mention should be made in particular of the profound changes which had taken place in the international economic context, which had been characterized by an instability that had aggravated the crisis experienced by the continent in the early 1980s and had had a considerable impact on all the economic sectors. Additional factors which had contributed to the deterioration of the industrial sector were the aggravation of indebtedness, the reversal of capital flows, the strengthening of protectionist policies regarding exports from developing countries, the under-exploitation of available raw materials, in spite of their abundance and, on the other hand, the excessive dependence on foreign inputs, resulting in a growth in demand for scarce foreign exchange

5. The Director-General for Industry urged that an optimum formula should be sought, based essentially on the objectives identified for the second Industrial Development Decade for Africa, namely:

- The use of industrialization as a means for achieving self-sufficiency;
- A decrease in reliance on foreign countries;

- A strengthening of internal engines of growth;
- A wider use of available domestic resources;
- The creation of core and strategic industries;
- The development of human and material potential at national level;
- The promotion of regional and subregional co-operation.

6. Speaking on behalf of the Director-General of UNIDO, the Deputy Director-General, Department of External Relations, Public Information, Language and Documentation Services, expressed his most sincere thanks to the Government and people of Tunisia for hosting the Meeting and for welcoming the participants. He presented the timetable established by the ninth meeting of the Conference of African Ministers of Industry for the preparation of the programme for the second IDDA. He recalled the milestone dates for the preparation of the programme, which was to be finalized during the third quarter of 1990 so that it could be submitted for consideration by a group of intergovernmental experts appointed for the purpose, comprising three representatives per subregion. The Experts' report would be submitted for approval by the tenth meeting of the Conference of African Ministers of Industry, which would be held in Dakar, Senegal, during the first half of 1991. One of the main characteristics of the second IDDA was that it affirmed the full responsibility of the African countries for its establishment and implementation.

7. The Deputy Director-General also recalled that, contrary to the experience of the first Decade and in compliance with the conclusions and recommendations of the evaluation report on the first Decade, the programme for the new Decade should avoid being global and too general. In order to remain very concrete, it should take into account the realities and the problems of industrialization in the African countries, at both the national and the subregional levels. The UNIDO and ECA secretariats had been charged to provide assistance to the countries and subregional organizations in establishing their respective programmes for the second Decade.

8. The Deputy Director-General then pointed out that the aim of the Meeting was "to formulate proposals, to give guidance on priorities and to put forward suggestions designed to provide a framework and a basis for the development of the subregional programme for the second Decade for the North African countries".

9. In conclusion, he stated that the meeting on the development of industrial co-operation among the countries of the Arab Maghreb Union (AMU) and the meeting on industrial promotion in the North African subregion supplemented each other and fell within the same framework of the second IDDA. The conclusions and proposals of the first meeting must not be neglected by non-member countries of AMU, such as Egypt and the Sudan, which formed part of the North African subregion together with the AMU countries.

#### IV. ELECTION OF OFFICERS

10. Mr. Chaouch (Tunisia), Mr. El Amin (Egypt) and Mr. Nazef (Algeria) were elected to the offices of Chairman, Vice-Chairman and Rapporteur, respectively.

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

11. The agenda (see annex II) was adopted unanimously.

12. The Co-ordinator of the UNIDO Co-ordination Unit for the IDDA had, in his preliminary remarks, sketched the framework of the Meeting and spelled out the results that were to be hoped for from its work. He emphasized the importance and the implications of resolution 2 (IX) adopted by the Conference of African Ministers of Industry at its ninth meeting, held at Harare, Zimbabwe, from 29 to 31 May 1989, relating to the proclamation of a second IDDA and to the preparation of a programme for the new Decade. He also stressed the impact of resolution 44/237, adopted by the United Nations General Assembly at its forty-fourth session, proclaiming the years 1991-2000 as the second IDDA and 20 November as African Industrialization Day.

13. He also pointed out that, in the light of the experience gained and the problems encountered in implementing the programme for the first IDDA, a new methodological approach had been adopted for establishing and implementing the programme for the second IDDA.

14. Consequently, specific objectives, concrete modalities and new mechanisms to ensure effective follow-up and monitoring of programme implementation had been proposed in the document entitled "Framework and Guidelines for Action at the National and Subregional Levels for the Preparation of the Programme for the Second Industrial Development Decade for Africa (1991-2000)", prepared by the secretariats of UNIDO, ECA and OAU. The Meeting was then briefed on the priorities, methodological approach and modalities for implementation presented in that document.

15. The IDDA Programme Co-ordinator pointed out that each African country was to prepare its national programme for the second IDDA. Each subregion was also to prepare its subregional programme. The national and subregional programmes would constitute the basis for the overall programme for the second IDDA. Moreover, the programme should not be based on a set of isolated projects, but rather on an integrated programme approach.

16. Furthermore, a Working Group of Governmental Experts (WGGE) had been established to examine the initial version of the programme for the second IDDA.

17. In that context, the IDDA Co-ordinator stated that all the subregions except for North Africa had already designated the countries to represent them in the Working Group. It was thus of paramount importance that the Meeting should take up the matter and designate three of the seven participating countries to represent the subregion within the Working Group.

#### Evaluation of subregional industrial co-operation and identification of subregional priorities

18. Introducing the agenda item mentioned above, as dealt with in the background paper (PPD.174(SPEC.)), the UNIDO representative indicated that the evaluation had been undertaken by the UNIDO Secretariat on the basis of information obtained during a mission by two members of the UNIDO Headquarters staff to all the Member States and the relevant intergovernmental organizations in the subregion.

19. The background document analysed the previous revised integrated industrial promotion programme for the North African subregion according to the criteria and priorities spelled out in the document "Framework and Guidelines for Action at the National and Subregional Levels for the Preparation of the Programme for the Second Industrial Development Decade for Africa (1991-2000)". It contained an analysis of the legal framework and general policy relating to industrial co-operation, as well as trade policies implemented in the subregion. A list of projects had been prepared on the basis of the core industries and support projects identified at the first Subregional Meeting, at Tunis in 1984, and revised at the Follow-up Meeting

at Tangier in 1988. Since the projects were at different stages of implementation, they were classified in the following four categories: (A) Projects in operation; (B) Projects in course of implementation; (C) Projects at the design stage and (D) Projects cancelled.

20. Against that background and in the light of the objectives and the modalities of the second IDDA, it had been suggested that technical assistance should be provided for the projects in category A in the form of rehabilitation and restructuring and for those in category C in the form of market/feasibility studies and other support activities. The projects in category B were generally still at the stage of negotiation between partners and institutions in the respective countries and investment promotion might therefore need to be furthered. In the elaboration of the programme for the second IDDA, the basic criteria and priority areas would need to be identified and the countries of the subregion should draw up a list of priorities and decide on which projects or groups of projects to concentrate their efforts and seek assistance from regional and international organizations.

21. The meeting debated at length the modalities for formulating the subregional programme for the second IDDA. In order to facilitate preparation of the programme, the meeting agreed that the experts representing the North African countries in the Working Group of Governmental Experts (WGGE) on the second IDDA should be entrusted with monitoring the formulation of the subregional programme.

22. The IDDA Co-ordinator, on behalf of the UNIDO Secretariat, submitted a five-point proposal for formulating the subregional programme and suggested that the Meeting give it consideration. The proposal was distributed to the participants and is appended in annex III.

23. After a detailed examination of the five issues to be taken into account in the preparation of the subregional programme for the second IDDA, the Meeting agreed unanimously to adopt the proposal.

24. The main results and recommendations of the Meeting are summarized below.

#### V. CONCLUSIONS AND RECOMMENDATIONS

25. Agenda item 3: Evaluation of subregional industrial co-operation and identification of priorities

- The participants examined and approved the main points and information contained in the report prepared by UNIDO, entitled "Revised Integrated Industrial Promotion Programme for the North African Subregion" (PPD.174).
- They also underlined the need to draw on the programmes and activities already undertaken with the support of UNIDO and/or UNDP, at the national and subregional levels, which could be strengthened and extended to contribute effectively to the development of industrial co-operation and integration in the North African subregion [PPD.174(SPEC.)], October 1990, UNIDO, Vienna.
- By way of example, it was suggested that UNIDO, in co-operation with the subregional and national institutions concerned, should consider the following programmes and fields of activity:
  - Maintenance and computer-assisted production in the field of iron and steel, taking into account experiments undertaken in Egypt and Algeria.

- Quality-control training, data banks and specialized software, utilization of existing expertise for the benefit of other countries and promotion of specific industrial projects (manufacturing of spare parts and a palletization unit in Mauritania).
- Interconnection and optimum utilization of national subcontracting exchanges set up with the help of UNIDO as tools for improving knowledge of existing technological capabilities, for putting offers in contact with requirements emanating from enterprises in the different countries concerned and as a source of proposals for projects that could strengthen national and subregional integration and technological innovation.
- Short-, medium- and long-term plan of action adopted at the first meeting of the Maghreb automobile and spare parts operators at Algiers in March 1990. Two follow-up meetings had been held, at Casablanca in July 1989 and at Tunis in November 1989, and had resulted, in particular, in the creation of a Maghreb Association of Automobile Operators. The plan of action could be partially or more completely implemented at the subregional level. In addition, the participants recommended that such sectoral approaches and meetings between operators in the subregion be supported by UNIDO for other technological sectors and process paths.

26. Agenda item 4: Preparation of the subregional industrial development programme for the second IDDA and modalities for its formulation and implementation

27. In its examination of this agenda item, the task of the Meeting was to formulate proposals outlining the major aspects of a subregional programme for the second Industrial Development Decade for North Africa.

28. After a long discussion based on the document entitled "Framework and Guidelines for Action at the National and Subregional Levels for the Preparation of the Programme for the Second Industrial Development Decade for Africa (1991-2000)" (PPD.151, 19 April 1990, UNIDO, Vienna), the Meeting unanimously recommended the following proposals.

1. Objectives of the second Decade

29. The Meeting reaffirmed the basic principles of the first Decade in conformity with the recommendations of the Lagos Plan of Action, with a view to collective self-sufficiency and autonomy.

30. The main objectives of the second IDDA were:

- To use industrialization as a means of attaining autonomy and self-sufficiency;
- To reduce the traditional dependence on forces and factors outside the continent;
- To enhance internal growth stimuli;
- To promote and increase the use of domestic factors of production;
- To promote the establishment in Africa of core and strategic industries;
- To develop national human and institutional and infrastructural capabilities essential in the following fields: project design and



execution; negotiating skills; mobilization of financial resources; support services; entrepreneurship and business management;

- To promote regional and subregional co-operation as a practical means of enlarging markets, establish multinational "pump-priming" projects and strengthen the interdependence of the material and human infrastructure.

## 2. Priorities of industrial co-operation at the subregional level

31. Following a critical evaluation of the revised integrated industrial promotion programme for the North African subregion (document PPD.174(SPEC.), 6 September 1990) and in the light of the objectives spelled out in item 1 above, the Meeting recommended the following priorities:

### 2.1 Core and strategic industries

- Metallurgical industries (especially the basic iron and steel industry);
- Engineering industries (mechanical and metal construction);
- Electronic industries;
- Computer industry (hardware and software);
- Chemical industry (in particular pharmaceuticals);
- Agro-food industry and related industries.

### 2.2 Leading edge industries

- Industries linked to new sources of energy;
- Biotechnology, genetic engineering.

### 2.3 Support sectors

- Utilization of human resources for industrialization;
- Development of centres of excellence with the aim of improving industrial productivity;
- Development of industrial research consultancy and engineering capabilities (in particular capital goods design and manufacture capabilities);
- Setting up of a subregional network of industrial and technological data banks.

### 2.4 Industrial maintenance

- Development and reinforcement of existing capabilities.

### 2.5 Mobilization of financial resources (investment promotion, specialized forums and technical seminars).

### 2.6 Quality and quality control

Cf. revised lists of projects (document PPD.174(SPEC.), 6 September 1990).

Additional recommendations

32. The United Nations Industrial Development Organization (UNIDO), the United Nations Development Programme (UNDP) and the Economic Commission for Africa (ECA) were invited to set up an African centre specializing in one of the following areas:

- (a) Substitution products;
- (b) Renewable sources of energy;
- (c) Biotechnology and genetic engineering;
- (d) Software.

33. The delegation of the Libyan Arab Jamahiriya stated that its country was prepared to provide the headquarters accommodation for such a centre, along with all the administrative facilities required on its territory. It was suggested that UNIDO, UNDP and ECA should prepare a study on the development of competence in the field of leading edge industries and future industries. The study should evaluate existing centres and formulate recommendations on ways of strengthening such centres or of setting up a new centre, including selection of its headquarters.

3. Criteria for selecting industrial core projects at subregional level

34. For purposes of the priorities laid down in section 2, the Meeting adopted the following two sets of criteria for selecting core industrial projects at the multinational and subregional levels.

- Basic criteria

The project should:

(a) Provide inputs in the priority sectors indicated in the programme for the second Development Decade for Africa, and the Lagos Plan of Action and the Final Act of Lagos, namely, food, transport and communications and energy;

(b) Ensure effective integration with other industrial and economic activities and infrastructures in the subregion;

(c) Utilize and develop, to the maximum extent possible, African natural resources (raw materials and energy) so as to benefit, firstly, the subregion, secondly, other African countries and, thirdly, non-African countries;

(d) Produce intermediates required by existing or planned industries, or engineering goods, particularly those related to the food industries, building materials, textiles, energy, transport and mining;

(e) Cater, first and foremost, directly or indirectly, for the basic needs of the peoples in the subregion and, possibly, other African countries;

(f) Involve (i) economies of scale, (ii) a complex or upgraded technology, (iii) large investments and (iv) market(s) beyond the reach of individual countries in the subregion;

(g) Promote co-operation, especially among the African countries, in long-term supply and purchase arrangements for raw materials, intermediates and finished products; sub-contracting; barter; equity shareholding, etc.;

(h) Help to reduce the region's heavy reliance on external factors of production.

- Additional criteria

The project should:

(a) Offer actual or potential comparative advantages over similar projects in other groups of countries (African and non-African), particularly in respect of the raw materials, energy and infrastructure required;

(b) Complement a related project or projects or an existing production unit or units in the subregion;

(c) Earn foreign exchange by creating an export capability, and go hand-in-hand with development of raw materials;

(d) Permit the rehabilitation and rationalization of one or more existing production units;

(e) Replace, wherever practical, synthetic materials with natural materials, particularly renewable ones.

4. Methodological approaches

35. In order to ensure maximum coherence and efficiency in the preparation and implementation of the subregional programme, the Meeting recommended application of the following methodological approaches developed by UNIDO:

- Integrated "top-down/bottom-up" approach for the rehabilitation of existing enterprises;
- Programme approach;
- Industrial investment promotion;
- Strategic management of industrial development;
- Seed money (trust fund arrangements).

Note: Details of the approaches are given in annexes I-V of document PPD.161, UNIDO, Vienna, "Framework and Guidelines for Action at the National and Subregional Levels for the Preparation of the Programme for the Second Industrial Development Decade for Africa (1991-2000)".

5. Programme follow-up modalities

36. In conformity with the schedule established by the ninth meeting of the Conference of African Ministers of Industry in resolution 2 (IX) and decision 2 (IX) relating to the programmes for the promotion of subregional industrial co-operation, the Meeting invited all the member States and the subregional institutions concerned (MULPOC, AMU, CEIM) to co-operate closely with the secretariats of UNIDO, ECA and OAU to develop the subregional programme for North Africa, as well as the national programmes, within the scheduled deadlines, so as to facilitate the drawing up of the draft programme. 1/

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1/ The delegation of Morocco expressed reservations concerning this paragraph.

37. The Meeting decided to ask the Algerian Minister of Industry, in his capacity as first Vice-Chairman of the ninth meeting of the Conference of African Ministers of Industry, to approach the ministers of industry of the other countries in the subregion:

- For confirmation of the agreement reached at the current Meeting regarding the designation of the other two countries;
- For the naming by Egypt and Tunisia of experts to represent the subregion within the Working Group of Governmental Experts charged with the preparation of the programme for the second IDDA and to inform the Director-General of UNIDO and the Chairman of the ninth meeting of the Conference of African Ministers of Industry accordingly.

#### VI. OTHER BUSINESS

38. No matters were raised concerning this agenda item.

#### VII. ADOPTION OF THE REPORT

39. The delegations of the countries participating in the Meeting adopted the present report unanimously.

#### VIII. CLOSURE OF THE MEETING

40. Mr. Chaouch formally declared the Meeting closed at 3 p.m. on Sunday, 7 October 1990.

ANNEX I

SECOND FOLLOW-UP SUBREGIONAL MEETING ON THE PROMOTION OF INTRA-AFRICAN  
INDUSTRIAL CO-OPERATION WITHIN THE FRAMEWORK OF THE  
INDUSTRIAL DEVELOPMENT DECADE FOR AFRICA (IDDA)

Tunis, Tunisia, 6-7 October 1990

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Islamic Development Bank (Saudi Arabia)
72. Mr. Etim Bassey AKPAN  
Head, General Economic Affairs Division  
OAU (Organization of African Unity) (Ethiopia)

ANNEX II

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

Tunis, Tunisia, 6-7 October 1990

AGENDA

1. Opening of the Meeting (agenda item 1)
2. Organization of the Meeting (agenda item 2)
  - Election of the Chairman, Vice-Chairman and Rapporteur;
  - Adoption of the agenda;
  - Organization of work.
3. Evaluation of subregional industrial co-operation and identification of subregional priorities (agenda item 3)
4. Preparation of the subregional industrial development programme for the second Industrial Development Decade for Africa (IDDA) and modalities for its formulation and implementation (agenda item 4)
5. Adoption of the report of the meeting (agenda item 5)
6. Closure of the meeting (agenda item 6)

ANNEX III

1. Objectives of the second Decade

- Essentially the same as those of the first Decade: promotion of autonomous and self-sufficient industrialization.

2. Subregional industrial co-operation priorities

- The existing list of projects (document PPD.174(SPEC.) - Revised Integrated Industrial Promotion Programme for the North African Subregion - Proposals for a Subregional Programme for the Second IDDA) should be revised.

3. The criteria identified for the IDDA meeting should be revised for the preparation of the programme for the second IDDA.

4. Methodological approaches - (document PPD.161 - Framework and Guidelines for Action at the National and Subregional Levels for the Preparation of the Programme for the Second IDDA)

- Integrated programme approach;
- Strategic management of industrial development;
- Seed money;
- Integrated "top-down/bottom-up" approach to industrial rehabilitation;
- Promotion of industrial investment.

5. The arrangements for programme follow-up should take account of the following:

- The report of the ninth meeting of the Conference of African Ministers of Industry;
- Resolution 2 (IX) on the proclamation of the second Decade and Decision 2 (IX) on the promotion of subregional industrial co-operation;
- Schedule for the preparation of:
  - National programmes,
  - Subregional programmes,
  - The draft programme;
- The setting up of a Working Group of Governmental Experts for the preparation of the programme for the second IDDA; selection of the three countries representing the North African subregion.