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**UNTACDA II AND IDDA II (1991-2000)
PROPOSED PROGRAMME FOR CO-ORDINATION OF ACTIVITIES**

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I. INTRODUCTION

1. At its eighteenth meeting in March 1992, the ECA Conference of Ministers confirmed the need for harmonization of the two regional programmes: the Second Industrial Development Decade in Africa (IDDA II) and the Second United Nations Transport and Communications Decade for Africa (UNTACDA II). This decision arose from the recommendation made by the Conference of African Ministers of Industry at its tenth meeting held in Dakar (Senegal) in 1991, that the links between the two programmes called for closer co-ordination. Thus, the ECA Conference called on ECA to develop, in close consultation with the secretariats of the Organization of African Unity (OAU) and the United Nations Industrial Development Organization (UNIDO), an action plan for the harmonization of these two programmes. This decision further illustrates the importance which Africa attaches to the development of these sectors of the economy.

2. It was precisely because of the crucial role of the industrial and transport and communications sectors in Africa's development that increased importance has been accorded these sectors in the Lagos Plan of Action for the Economic Development of Africa 1980-2000 and the related Final Act of Lagos which were adopted in April 1980 by the Heads of State and Government of the Organization of African Unity, as well as in various subsequent restructuring and development programmes which were undertaken by the African countries on a regional as well individual basis during the 1980s. In fact, the concerted action in the sector of transport and communications predate the LPA in that a regional programme was conceived as early as 1977 and launched in 1978 in the framework of the United Nations Transport and Communications Decade for Africa, 1978-1988 (UNTACDA).

3. While UNTACDA formed the transport and communications component of the LPA, a similar regional programme was developed for the industrial sector of LPA, that is, the Industrial Development Decade for Africa, 1981-1990 (IDDA). Thus the special importance of these two sectors is amply demonstrated by the fact that special decades were declared for their development.

4. The evaluations of the implementation of the two programmes showed that, despite the efforts made by the African Governments and their partners in development, the existing transport and communications systems as well as the manufacturing capacity and capability are still far from adequate to promote and sustain Africa's economic development and will likely continue to constitute major constraints on the overall economic development of the continent. On the other hand, the experience was encouraging and the objectives remained valid. That is why the African countries decided to pursue these objectives through out the 1990s within the follow-up programmes of UNTACDA II and IDDA II.

5. In their continuing efforts to create a viable regional economy, the Heads of State and Government of the Organization of African Unity decided in June 1991 to establish an African Economic Community (AEC) by the year 2025. Once again, the concerted development of the industrial and transport and communications sectors are considered key to the attainment of this goal. IDDA II is the response to the industrial sector development, with the objective to create regional markets which should be large enough to support viable manufacturing, while UNTACDA II aims at developing efficient infrastructure for the physical integration of these markets.

6. The commonality between the two regional decade programmes require co-ordination. Not only do they draw from the same limited resources for their implementation, but they are so interlinked that the success of each programme depends, to a large extent, on co-operation among the countries and between the subregions.

7. In terms of direct linkage, it is well known that successful industrial projects require efficient transport and communications services. Otherwise, the factor inputs would not easily reach the factories, nor would the outputs of the factories reach the markets. Thus any industrial project must take into account the availability of transport and communications services. In general, such infrastructure and services should already exist in the locality of the proposed industrial project, although some further development might be required and may be considered as part of the project.

8. Conversely, sustainable development of the transport and communications sectors require capability for the manufacture of inputs. Thus, for the success of the programme, a component on local manufacturing must also be developed.

9. This report aims at developing a mechanism for co-ordinating the implementation of these two regional programmes. In the next section, a further development of the economic linkages between the two sectors is presented. This is followed by a brief presentation of the two programmes in terms of their contents and strategy for implementation. Finally, an action programme for their co-ordination is presented.

II. ECONOMIC LINKS BETWEEN TRANSPORT AND INDUSTRY

2.1. A Common Economic Environment

10. The general economic situation in Africa has been strongly influenced by the overall economic conditions in the world. For the past ten years or more, there has been a general decline in economic growth and in some cases, economic stagnation in most of the major developed countries of the world. Consequently, the economies of most African countries, with very few exceptions, have suffered very severe declines that have set some of them back to the pre-independence levels. In effect, the economic and development gains made during the twenty years after independence have been lost and most efforts made in economic integration, expansion of markets and trade at the subregional and regional levels have suffered a major setback.

11. During this period of general economic decline, most countries have tended to look inwards and activities relating to subregional and regional economic integration and cooperations, followed by capital investment in physical infrastructures have either been severely reduced or completely suspended. The levels of development aid and bilateral assistance to African countries during this period have similarly declined to negligible levels, with the result that neither new industrial plants nor transport and communications infrastructural development projects have been started, and the mere maintenance of industrial plants and basic transport and communications infrastructures and equipment has been neglected to the detriment of Africa.

2.2 Transport and Communications as support to the industrial sector

12. Transport and communications play a major support role to the industrial sector. Transport and communications facilitate and enhance the productivity of the industrial sector by enabling the efficient movement of inputs to and the evacuation and/or distribution of the finished products from industries.

13. This support by transport and communications is so crucial to the industrial sector that major national, subregional and regional industries can only be located on the basis of the availability of adequate, efficient, reliable, fast and reasonably priced transport services. In spite of abundantly available local raw materials and other suitable conditions including a large market for some of its finished products, several industries have not yet been and cannot be developed in Africa largely as a result of poor or absence of good transport and communications services.

14. It is therefore in the interest of the industrial sector in Africa that the transport and communications infrastructures should be well developed so as to provide efficient services to support the activities of local, subregional and regional industries. A more direct approach by which this support could be achieved during the course of IDDA II and UNTACDA II would be through the joint identification and implementation of specific transport and communications projects designed to support the expansion of existing industries or to enable the establishment of new ones.

2.3 Manufacturing as factor input to transport and communications sectors

15. All modern transport modes and communications sub-sectors owe their present development to the impact which the manufacturing sector, more specifically, industry has made to them. Modern technology, transformed into equipment, components, and other inputs through the manufacturing process of industry is largely responsible for the enormous progress that has been made in the transport and communications sectors during the past twenty years.

16. In the roads and road transport sector, the passenger, freight and various specialized vehicles, as well as the various general and specialized equipment used for road construction are the products of industry. Comparable equipment for the maritime, railways, air, inland water and multimodal transport as well as for telecommunications and postal services can be cited. What is evident and common in all these is the pervasive and beneficial influence of industry in manufacturing these specialized equipment, components and material for the efficient and enhanced operations of these transport and communications sectors. Evidently, without industry and its manufacturing activities, no progress could be made in the infrastructure, equipment and ultimately, the services of the transport and communications sectors.

17. The transport and communications sectors are therefore fortunately linked to and owe their past, present and future development to the impact they receive from industry. It is therefore only logical and natural that these linkages and mutually reinforcing characteristics between industry and transport and communications be fully acknowledged and advantage taken of them during the implementation of IDDA II and UNTACDA II, by having the two Decades properly harmonized to the extent possible.

III. PROGRAMME OF IDDA II

18. The Programme adopted by the tenth meeting of the Conference of African Ministers of Industry (CAMI) for the Second Industrial Development Decade for Africa (IDDA II) was designed as a programme aimed at contributing to the structural transformation of African economies through the promotion of internal engines of growth based

on Africa's natural, human and financial resources and, thereby progressively, lead to the achievement of self-reliance and self-sustainment. To this end, it was recognized in the design of the programme that the industrial development process should be supported by such critical areas as agriculture, mineral resources, energy, human resources, financial resources and institutional and physical infrastructures particularly transport and communications.

3.1 Objectives of the Second IDDA

19. The fundamental goal of the second IDDA is to achieve self-reliance and self-sustainment in Africa. This calls mainly for an increasing use of local factor inputs, institutionalizing and intensifying integration and co-operation schemes among African countries, and building-up domestic production structures capable of meeting domestic needs. More specifically, the principal objectives of the Second IDDA are:

- (a) To use industrialization as a means of attaining self-reliance and self-sustainment;
- (b) To reduce traditional dependence on forces and factors outside the continent;
- (c) To promote internal engines of growth;
- (d) To increase the use of domestic factor inputs;
- (e) To promote the establishment in Africa of core and strategic industries;
- (f) To develop critical national capabilities, human, institutional and infrastructural, for project design, project execution, negotiating skills, mobilization of financial resources, support services, entrepreneurship and business management;
- (g) To promote regional and subregional co-operation as a practical means of enlarging markets, establishing multinational core projects and strengthening the interdependent physical and human infrastructure.

20. Given such basic aims which underpin the strategy of the second IDDA, the concrete and pragmatic areas of action have been identified by the IDDA programme to include:

- (a) promotion of the consolidation of existing investments, through regeneration of ailing industries and revitalization of the public enterprise sector;

- (b) expansion of existing assets and promotion of new investments, particularly in core industries, keeping in mind national endowments, markets, capabilities and viability based on sound commercial and socio-economic considerations;
- (c) Promotion of the creation and upgrading of all types of human skills required for integrated industrial development;
- (d) development of an appropriate supporting physical infrastructure;
- (e) improvement in the quality and range of the institutional infrastructure;
- (f) paying special attention to the needs of the least developed countries (LDCs) in the region;
- (g) strengthening and extension of programmes of regional and subregional co-operation.

3.2 Strategy of IDDA II

21. The key strategies adopted for the implementation of the programme are:

- (a) Harmonization and coordination of industrial development policies and plans;
- (b) Identification and implementation of priorities and strategic industrial projects offering possibilities of complementarity and specialization and likely to stimulate the establishment of local community of industrial enterprises;
- (c) Promotion of rapid industrialization of land-locked, island, semi-land-locked and/or least developed countries by the adoption of appropriate fiscal, financial and commercial measures;
- (d) Adoption and application of a common investment code, common tax systems or other means for stimulating investment and integration of enterprises within a subregion;
- (e) Restructuration of industrial production so as to create a solid base for the development of the subregion;

- (f) Optimization of the use of existing industrial production capacity and exploit and upgrade local natural resources;
- (g) Conclusion of trade agreements among countries within the same subregion;
- (h) Creation of an enabling environment for the promotion of the informal sector and small-scale enterprises;
- (i) Undertaking of diagnostic surveys of ailing industries to ascertain the real causes of under-utilization on the basis of which meaningful rehabilitation measures can be adopted and appropriate resources allocated for the purpose;
- (j) Introduction of a system of performance evaluation of public sector enterprises;
- (k) Formal endorsement of the programme by member countries and inclusion of selected projects in their national development plan;
- (l) Establishment of national, subregional and regional mechanisms for implementation, monitoring and follow-up of the programme.

3.3 Institutional Framework of IDDA II

22. The Conference of African Ministers of Industry (CAMI) is the legislative organ for this programme and will over-see its implementation at the regional level. OAU, ECA and UNIDO provide the joint secretariat, with ECA and UNIDO as the lead agency on an alternating basis. In order to co-ordinate and follow-up the implementation of the programme for the second IDDA, the first meeting of the Ministers of the bureau of the Tenth meeting of the Conference of African Ministers of Industry (CAMI) held at Dakar, Senegal from 11 to 12 May 1992 proposed that mechanisms should be established at different levels.

23. A national follow-up committee made up of officers or Directors in charge of industries, planning, investment, financing and promotion/trading institution, private employers and other organizations should be established with a view to seeing to the proper implementation of the national component of the programme for the second Decade.

24. A subregional follow-up committee made up of the two States in the subregion members of the committee of Ten should be established in order to ensure proper implementation of the subregional

component of the IDDA II programme and report thereon to the Committee of Ten.

25. At regional level a committee of Ten composed of, for each subregion, two states one of which is a member of the bureau of the CAMI should be established to monitor the implementation of the programme, ensure that it is followed-up and report to the bureau of the CAMI.

3.4 IDDA II Projects

26. The projects of IDDA II are developed at the national, subregional and regional levels and arise from the following programmes:

(a) Consolidation Programmes:

- (i) Rehabilitation and regeneration of existing industries;
- (ii) Improving the performance of public enterprises.

(b) Programmes of Industrial Expansion and new investment:

- (i) Metallurgical sector;
- (ii) Engineering and allied metalworking sector;
- (iii) Chemicals Sector;
- (iv) Agro-industries and food processing;
- (v) Forest based industries;
- (vi) Leather and leather products;
- (vii) Fisheries industrial systems;
- (viii) Textiles;
- (ix) Building materials;
- (x) Packaging.

(c) Promotion of small- and medium-scale industries and entrepreneurship development:

(d) Support programmes:

- (i) Physical infrastructure;
- (ii) Institutional infrastructure;
- (iii) Human resource development.

27. In the programme, transport and communications sector is considered in two sections of the programme:

- (a) Engineering and allied metalworking component of industrial expansion sub-programme.
- (b) Physical infrastructure as a support service to IDDA II.

IV. PROGRAMME OF UNTACDA II: 1991-2000

28. As stated in the introduction, UNTACDA II is a follow-up to UNTACDA I. It pursues basically the same objectives of the first programme, but with improved strategies based on the experiences gained and lessons learned from the former.

29. The programme was developed over a preparatory period of two years, in accordance with the directives of the Conference of African Ministers of Transport, Communications and planning at its sixth meeting held in Kinshasa (Zaire) in 1988.

30. The global and sectoral objectives as well as the general strategies for the programme were approved by the above conference of Ministers at its seventh meeting held in Tangier (Morocco) in 1989. These formed the basis for formulating the strategies and programme of UNTACDA II which were adopted by the Ministers at their eighth meeting in January 1991 in Abuja, Nigeria. An extraordinary meeting of Ministers was later held in May 1991 to approve the first list of projects to be implemented under UNTACDA II programme.

4.1 Objectives of UNTACDA II

31. The long-term aims of the Decade are to establish an efficient integrated transport and communications system as a basis for the physical integration of Africa, to facilitate national and international traffic so as to foster trade, and the achievement of self-sustained economic development. They are translated into the following ten objectives:

- OBJECTIVE 1:** Implementation of phased and balanced programme of development and management of transport and communications infrastructure, taking particularly into account the needs and requirements of island and land-locked countries;
- OBJECTIVE 2:** Rehabilitation, upgrading and maintenance of the most critical elements of the existing infrastructure and equipment so as to improve their efficiency, capacity and utilization as well as prolong their economic life;

- OBJECTIVE 3:** Improvement of human resources planning, development and utilization in order to enhance the quality and availability of personnel at all levels for efficient management and operations of transport and communications systems;
- OBJECTIVE 4:** Improvement of operational efficiency, service quality and availability in transport and communications by implementing appropriate policies and administrative measures that will increase their competitiveness, productivity and profitability, while at the same time ensuring social and economic development;
- OBJECTIVE 5:** Establishment of information systems on transport and communications as a basis for analysis and better planning and management of investments;
- OBJECTIVE 6:** Development of manufacturing capabilities in order to cope with the rapid changes in technology and conditions in the transport and communications market and to reduce cost and requirements for foreign exchange by local manufacture of some spare parts, components and equipment;
- OBJECTIVE 7:** Improvement of transport safety and security as well as strengthening transport related environmental protection measures;
- OBJECTIVE 8:** Improvement of transport and communications in rural areas where the majority of the people live and the largest percentage of economic production takes place;
- OBJECTIVE 9:** Improvement of urban transport to meet the needs of the rapidly growing urban population;
- OBJECTIVE 10:** Establishment and strengthening of interregional liaisons in the field of transport and communications.

4.2 Strategies of UNTACDA II

32. The global objectives are elaborated into sector-specific objectives which form the basis for developing the strategies and action programmes from which projects are eventually derived. These strategies are based on the key issues and constraints identified by the working groups. They are elaborated as action areas at the national, subregional and regional levels. In general the sectoral strategies developed for the various subsectors share common approaches which can be summarized as follows:

- . Improvement of existing infrastructure and equipment through rehabilitation, upgrading and maintenance programmes;
- . Expansion of existing transport and communications systems through the execution of viable projects;
- . Improvement of transport and communications through institutional and financial reforms, policy formulation, human resources development and improved management;
- . Removal of non-physical barriers through harmonization and simplification of legislations and regulations;
- . Development of manufacturing capabilities by promoting the establishment of multinational enterprises and industries.
- . Improvement of transport and communication services through the promotion of enterprises, liberalization of services and enabling framework for strengthening private sector contributions.

4.3 Institutional Framework for Implementation of UNTACDA II

33. The second Decade programme is designed to provide a framework for cooperation among all the partners who are concerned with the development of transport and communications in Africa, namely, African Governments, subregional economic organizations, African intergovernmental organizations, the United Nations Agencies, financial institutions and ECA. What is more, the Programme is an African Programme and as such requires the commitment of each member State. This commitment is partly reflected in the establishment of a National Coordinating Committee in each African country to serve as a focal point for the preparation, implementation and follow-up of the Decade Programme. The mechanisms established among the partners for the implementation and follow-up of the programme involve: The National Coordinating Committees; Subregional Working Groups; Subsectoral Working Groups; the Lead Agency; Resource Mobilization Committee; Inter-Agency Coordinating Committee and the Conference of Ministers.

4.4 First list of UNTACDA II projects

34. The first list of projects to be implemented under UNTACDA II programmes consists of 669 projects estimated to cost a total of US\$11.8 billions. only five (5) projects are classified as

manufacturing projects. These consist of two R & D projects in road construction techniques (costing \$2.2m); two manufacture of telecommunications equipment (US\$2.3M); and one for postal material (US\$0.5m).

35. The main reasons for this paucity of projects classified as manufacturing projects are that:

- (a) The UNTACDA II Working Group on manufacturing of transport and communications equipment had not yet been formed at the time of project preparation. In fact the group was formed at the extra-ordinary meeting of Ministers at which the first list of projects was approved.
- (b) A deliberate decision had been made to withhold project proposals dealing with manufacturing pending the completion of the on-going study on the manufacture of transport equipment.

36. For the subsequent phases of UNTACDA II, more projects will be developed, some as a follow up to the above study. The relevant objective (No. 6) of UNTACDA II dealing specifically with the manufacture of spare parts, components and equipment have the following areas of immediate concentration which will form the basis for definition of projects:

- (a) Undertaking of feasibility studies for manufacture of selected transport and communications equipment;
- (b) Establishment of research and development centres and initiation of basic research in selected areas and institutions;
- (c) Carrying out of a complete survey of and widely publicize the capacity and type of manufactures currently available in Africa;
- (d) Creation of an enabling environment at national and subregional levels for investment (foreign, private, public) in manufacturing enterprises;
- (e) Promotion of technology transfer in the priority areas of transport and communications.

37. In view of the smallness of national markets and the need for economies of scale, the strategies adopted for manufacturing in the different sub-sectors of transport and communications all call for promotion of multinational industries.

V. CONVERGENCIES AND COMPLEMENTARITIES OF IDDA II AND UNTACDA II

38. An analysis of the two programmes shows that there exist convergencies in the objectives and complementarities in the programmes and projects levels. These factors clearly point to the need for co-ordination of the activities for the implementation of the two programmes.

39. Taking into consideration the above objectives and areas of action of the two Decades, one could sort out similarities and draw a topology of objectives, approaches, programmes and projects which lend themselves to coordination and for harmonization. Of course, drawing up such a topology would be a continuous process since programmes and projects evolve over time and space.

5.1 Objectives

40. The two decade programmes draw their sectoral objectives from LPA and AEC. The specific objective of UNTACDA II on manufacturing of inputs for transport and communications sector (Global Objective No. 6) constitutes an area of convergence (intersection) with IDDA II components on engineering and allied metalworking sector and building materials sector. Also transport and communications infrastructures and services constitute an essential part of the support programmes of IDDA II. Finally due to the current common economic environment both IDDA II and UNTACDA II intend to introduce policy reforms in African economy and promote better development of human resources.

5.2 Strategies

41. The major common strategies of the two programmes are:

- (i) the exploitation of regional co-operation. In the case of IDDA II, regional co-operation is required in order to establish a regional market large enough to support industrial development. For UNTACDA II, the market integration above demands co-operation in facilitation of traffic, inter-connectivity, etc. which are preconditions for developing an efficient regional network of transport and communications;
- (ii) the "bottom-up" approach on which both IDDA II and UNTACDA II are based on which builds from national level, through the subregional level and culminates with the regional programme.

5.3 Projects

42. An analysis of the projects currently included in the two programmes shows that they have none in common. The five (5) manufacturing, research and development projects in the first list of UNTACDA II are not included in IDDA II programme. Similarly, none of projects of IDDA II in the area of manufacturing equipment for transport sector is in UNTACDA II. In fact, there is no project on manufacture of communication equipment in IDDA II. Thus, it is clear that there is great need for co-ordination of project selection and implementation between the two programmes.

VI. PROPOSED PLAN OF ACTION FOR CO-ORDINATION

43. It is natural that the scheme for co-ordination of the two programmes be developed along the complementarities and convergencies highlighted above. The plan of action for co-ordination should focus on the major aspects presented below.

6.1 Development of industries producing spare parts, components, equipment and material for transport and communications sector

44. Manufacturing projects selected for the Second UNTACDA for the production of spare parts, components and equipment and material for transport and communications sector should be included in the list of projects selected for the Second IDDA. Therefore, a mechanism should be established with a view to co-ordinating the implementation of those specific projects during implementation of the Decades. The Ten member committee established by the Tenth meeting of CAMI in its resolution 1(X) on a Programme for the Second IDDA and the Working Group on Transport and Communications Industries established by the Conference of African Ministers of Transport, Communications and Planning in resolution ECA/UNTACDA/Res.91/86 during its meeting in Addis Ababa, in May 1991 could serve as a forum for harmonization of the lists of projects selected and co-ordination of follow-up activities for their implementation.

45. The above exercise requires that common criteria be established for selection of projects to be included in both programmes. These common criteria should be developed by the two secretariats of the two Decades on the basis of existing individual criteria and be approved by the Conferences of Ministers of IDDA II and UNTACDA II. Future projects should be selected jointly by the above committee.

6.2 Development of transport and communications projects in support to IDDA II programme

46. IDDA II and UNTACDA II programmes should be analyzed with the view to identifying necessary transport and communications projects to be developed in support to specific IDDA II projects which should be included in UNTACDA II programme.

6.3 Research and Development activities

47. In order to use locally available natural resources and reduce the over-dependency of African countries on imported spare parts, components, equipment and raw materials for development of their industries and transport and communications, it is necessary to develop and adapt appropriate technologies using as much as possible available natural resources. This requires important investment in Research and Development activities which most African countries, taken individually, could not afford.

48. There should be a mechanism to co-ordinate R & D activities for the development of appropriate technology for transport and communications industries. That mechanism could be at subregional or regional level with focal points at national or subregional levels and it may be entrusted also with the responsibility to identify, prepare and follow-up projects which are of interest to the two Second Decades. For that purpose it should be necessary to make an inventory of existing institutions in the field of research and development activities which could be strengthened to take into account the needs of the transport and communications sectors.

6.4 Development of human resources

49. The development of industrial manpower at national, subregional and regional levels should go together with the necessity for countries to rehabilitate, maintain and develop their transport and communications networks. Thus, the activities for the development of human resources should be harmonized, especially those related to the development of industries to manufacture spare parts, and equipment for transport and communications.

50. A national and/or subregional mechanism should be established with a view to making an inventory of existing institutional infrastructures for the development of manufacturing capabilities which could be upgraded to take into account the needs of the transport and communications decade. This mechanism could also promote new investments in the field and provide information and data for better planning and management of investments.

6.5 Policy Reforms

51. It is clear that the success of the two programmes as well as the prevailing wisdom require some significant policy reforms. In fact, the required policy reforms extend far beyond the two sectors into the overall economy. Nevertheless, since the two programmes already exist, they could form the basis for introducing the policy reforms into the African economy. Therefore, there is room for joint action between the two programmes in promoting the necessary policy reforms, which include the following:

- (a) Introduction of market-oriented approach to management and operations of public enterprises;
- (b) Mobilization of domestic investment for development;
- (c) Attracting foreign investment;
- (d) Promotion of domestic private sector;
- (e) Promotion of the use of local material;
- (f) Promotion of maintenance culture.

6.6 Regional Co-operation

52. The goal of establishing the African Economic Community is based on regional co-operation. Draft protocols are currently under preparation for the promotion of regional cooperation in the sectors of industry, transport and communications. The joint secretariats for the AEC, namely OAU, ECA and ADB should work together with the joint secretariat for IDDA II (ECA, UNIDO, OAU) and the lead agency for UNTACDA II (ECA) in drawing up an action programme for the promotion of regional cooperation. Fortunately, ECA is involved in all these programmes and should easily assume the co-ordination role.

53. The issues covered under regional cooperation include the free movement of goods, persons and information; co-ordination of facilities development including standardization; facilitation of traffic, etc.

6.7 Resource Mobilization for the implementation of IDDA II and UNTACDA II

54. The unfavourable economic environment common to IDDA II and UNTACDA II and the scarcity of external resources in support to African development require coordination in resource mobilization activities to be undertaken within the framework of the two

Decades. Such co-ordination could consist of the following aspects:

- (i) definition of one priority programme for the two Decades in their areas of convergency and complementarity. This common programme should be inserted in both IDDA II programme and UNTACDA II programme;
- (ii) elaboration of an harmonized strategy for approaching external support agencies, especially for subregional and regional projects;
- (iii) co-ordination of actions in resource mobilization activities (sensitization missions, programming of donors meetings etc.) to avoid duplications and promote better efficiency.

6.8 Co-ordination Mechanism

55. The four lead organizations involved in the two programmes should form a joint secretariat for co-ordination of the activities. These are OAU, ADB, UNDIO, and ECA. ECA should play the role of lead agency.

56. In terms of project preparation, the Working Group on manufacture of transport and communications input of UNTACDA II and the Ten Member Committee of IDDA II will jointly review all relevant project proposals and make recommendations to their respective bodies for their inclusion in each programme. The projects which are included in both programmes are to be promoted and implemented jointly by the appropriate established mechanisms.

57. At national level for better identification, execution and monitoring of projects and activities common to IDDA II and UNTACDA II, the chairman of UNTACDA II NCC should be member of the national follow-up committee proposed for IDDA II.

58. At subregional level, the lead OIG being the same for IDDA II and UNTACDA II, the co-ordination mechanism of the two Decades to be established should be based on the following proposals:

- (i) Consideration of the subregional working group of UNTACDA II as one of the subsectoral strategic management committee which should support the Industrial Promotion Co-ordinating Committee of IDDA II;

- (ii) Admission of the Chairman of the Subregional Working Group of UNTACDA II who usually is the chief of transport and communications Division, as member of the Industrial Promotion Coordinating Committee.

59. At regional level it is proposed to organize, every two years, a joint meeting of the ten member committee of IDDA II and the Inter-Agency Co-ordinating Committee of UNTACDA II to make recommendations to the two Conferences of Ministers on the common programme and for monitoring and carrying out periodic evaluation of this programme.