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Addis Ababa, 9-12 April 1980

Report of the Regional Symposium on Industrial
Policies and Strategies for Internally
Self-sustaining Development and
Diversification and Collective
Self-reliance During the Period
1978-2000

Sponsored by (ECA, OAU and UNIDO)

Nairobi, Kenya

11-17 September 1979

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PART ONE

INTRODUCTION

Attendance and Organization of Work

1. The Regional Symposium on Industrial Policies and Strategies for Internally Self-sustaining Development and Diversification and Collective Self-reliance during the period 1978-2000, sponsored by the United Nations Economic Commission for Africa (ECA), the Organization of African Unity (OAU) and the United Nations Industrial Development Organization (UNIDO), was held at Nairobi, Kenya, from 11 to 18 September 1979.
2. The following member States of OAU and ECA were represented at the Symposium: Algeria, Benin, Botswana, Egypt, Ethiopia, Guinea, Kenya, Lesotho, Madagascar, Malawi, Nigeria, Rwanda, Somalia, Tunisia, the United Republic of Tanzania, Uganda, the Upper Volta, Zaire and Zambia.
3. The African Development Bank (ADB), the East African Development Bank (EADB), the African Industrial Property Office (OAPI), and the Association of African Universities (AAU) were also represented in an observer capacity.
4. The United Nations Development Programme (UNDP), the United Nations Environment Programme (UNEP), the International Labour Organization (ILO), the United Nations Educational, Scientific and Cultural Organization (UNESCO), the United Nations Conference on Trade and Development (UNCTAD) and the World Intellectual Property Organization (WIPO) were represented in an observer capacity.

Opening session (agenda item 1)

5. The opening session of the Symposium was held at the Kenyatta Conference Centre, Nairobi, on 11 September 1979. Mr. Adebayo Adedeji, Executive Secretary of the Economic Commission for Africa, took the chair during the opening ceremony.
6. Mr. E.T. Mwamunga, Minister of Commerce and Industry of Kenya, gave an address of welcome to the Symposium in which he expressed hope that the proposals emanating from the Symposium would assist the African region in fulfilling its obligation to implement the Lima Declaration and Plan of Action. The Lima target required the African region to raise its share in world industrial production from the present 0.6 per cent to at least 2 per cent by the year 2000. To meet that goal would constitute a great challenge to the region, and the Minister suggested that the only way in which Africa could acquit itself would be to seek wider markets through regional co-operation.
7. In his opening statement, the Executive Secretary of ECA said that the Symposium was expected to initiate a new pattern of consultations on industrial and industry-related issues in the African region. He drew attention to the

Strategy of the African region for the Third United Nations Development Decade which had been drafted by the ECA Conference of Ministers at its meeting in Rabat in March 1979 and approved by the Assembly of Heads of State and Government of OAU at its Monrovia meeting in July 1979.

3. One of the five objectives of that strategy was the acceleration of the industrialization process on the continent of Africa in the context of the social and economic environment of each country and not as a simple importation of foreign industrialization process. The priorities for the Decade reflected the pride of place given to industrialization in the Strategy, in which industrialization came second only to the attainment of regional self-reliance in food. The establishment of a sound industrial base with special emphasis on the development of the requisite national industrial and technological policies, capabilities and institutional infrastructure and of intra-African co-operation in industrial development were the specific goals set up in the Strategy for the sector. The Executive Secretary urged the Symposium to acquaint itself with the details of the strategy and the plan of action issued in conjunction with it and to ensure that the recommendations and proposals of the Symposium were consistent with them. He expressed the hope that the Symposium will go a step or two further in working out the ways and means of achieving the goals which had been set.

9. After briefly outlining a number of challenges facing Africa, the Executive Secretary observed that the Symposium might be considered to be a short-cut towards the demystification of industrial problems since the majority of the participants were already involved in the daily activities of shaping developmental attitudes and capabilities in Africa. Their experience would be their greatest contribution since there were no text-book answers to rely on. He also expressed the hope that the 1980's might be declared the African Industrial Development Decade.

10. The OAU representative, speaking on behalf of the Administrative Secretary-General of OAU, who had been unable to attend owing to other pressing engagements, reminded the Symposium of the Monrovia Declaration, which had been adopted by the Assembly of Heads of State and Government of the OAU and contained guidelines and measures for national and collective self-reliance in social and economic development for the establishment of a new international economic order.

11. In that declaration, the African leaders had determined to ensure that the African member States individually and collectively restructured their economic and social strategies and programmes, so as to achieve rapid socio-economic change and to establish a solid domestic and intra-African base for self-sustaining, self-reliant development and economic growth and had decided to commit themselves individually and collectively, on behalf of their people, to subregional and regional internally located industrial development. As such, the Symposium could take courage from the highest political will available and proceed with the task of finding a way of translating that will into concrete proposals.

12. The OAU representative said that regional and international co-operation was one aspect of African industry which merited the consideration of the Symposium. Much could be gained from regional co-operation, particularly in so far as it facilitated the development of domestic natural resources. As far as international

co-operation was concerned, however, he urged caution and advised that it should be resorted to only when better alternatives were not available. Structural changes were needed, but such changes could not be achieved by substituting "aid" for domestic efforts. The main requirement was self-confidence. He was convinced that by making a concerted effort, the Symposium would come out with concrete proposals which would ultimately constitute the African position to be presented at the third General Conference of UNIDO to be held in New Delhi in 1980.

13. Mr. S. Nanjundan, a representative of the United Nations Industrial Development Organization, delivered a statement on behalf of the Executive Director of UNIDO. He observed that the attempts being made to establish a new international economic order highlighted, inter alia, the urgent need to adopt such policies and strategies as would change the situation whereby the world was divided into exporters of primary products and exporters of manufactures. The Lima Declaration and Plan of Action outlined policies and strategies for increasing the contribution of Africa to world industrial output to 2 per cent by the year 2000 and that industrialization was the principal instrument not only for transforming national economies but also for restructuring the world economy and consequently for bringing about a new international economic order.

14. The UNIDO representative warned that the task still ahead was all the more tremendous when measured against the target set for Africa at Lima. In recognition of that fact OAU had at its summit meeting held in Monrovia in July 1979 adopted a declaration on economic matters in Africa, in which the contribution of industry had been emphasized. UNIDO wholeheartedly endorsed the proposals included in the Monrovia Strategy.

15. He pointed out that the provisional agenda for the third General Conference of UNIDO provided for an analytical review of progress in the implementation of the Lima Declaration, on the basis of which the formulation of strategies, policies and measures for achieving the Lima target could be undertaken. It was therefore to be hoped that the Symposium would come to grips with the issue involved in translating the precepts of Lima into practical action. In any case, a re-orientation to industrial policies and more effective intra-African co-operation were essential for African participation in global interdependent action from a position of equality.

Election of officers (agenda item 2)

16. The participants in the Symposium unanimously elected the following officers:

| | | |
|-----------------------|------------|-----------------------------------------------------------------------------------------------|
| Chairman: | Kenya | Mr. James G. Karuga Director of Industries |
| First Vice-Chairman: | Nigeria | Mr. M.P.V. Obaro Assistant Director of Policy & Planning Federal Ministry of Industries |
| Second Vice-Chairman: | Egypt | Mr. Fikry Bassely Head of Industrial Planning |
| Rapporteur: | Madagascar | Dr. Rajaona Adnriamananjara Director-General of Planning |

Adoption of the agenda (agenda item 3)

17. The following agenda was adopted:

1. Opening session
2. Election of officers
3. Adoption of the agenda
4. Presentation of the basic document prepared by the Task Force
5. Plenary discussions on basic document
 - (a) Reorientation of industrial policies and restructuring of instruments for action
 - (b) Economic independence, self-reliance and self-sustaining industrial development
 - (c) The will to develop
 - (d) Industrial co-operation
 - (i) Intra-African co-operation
 - (ii) International co-operation
6. Achievement of Lima targets and preparation for UNIDO III
 - (a) Alternative policies, strategies and instruments
 - (b) Guidelines for planning and programming in light of the alternative policies, strategies and instruments
7. Organization of Committees and their sessions
8. Industrial exhibitions
9. Presentation of reports of Committees
10. Consideration of draft report
11. Adoption of report

Industrial exhibitions (agenda item 3)

13. Participants had opportunity for self-education on certain features of industrialization. This was facilitated by an exhibition of selected industrial literature prepared by UNIDO over the last few years as well as documentary films on industry. On the final day of the Symposium, the Kenya Government organized excursions to selected industrial establishments in Kenya.

Report of the Symposium approved (agenda items 9, 10 and 11)

19. The Chairmen of each Committee presented a report on the deliberations of his Committee. These reports and the recommendations they contained appear in Part IV of this report. At its last plenary session, on 13 September 1979, the Symposium approved its draft report.

PART TWO

ACCOUNT OF PLENARY PROCEEDINGS

Presentation of the basic document prepared by the Task Force (agenda item 4)

20. The Chairman of the Task Force which prepared the basic document reproduced as ECA/INR/SYMP/Working Paper 1 emphasized that it was not intended to provide a detailed examination of all problems of industrialization; neither was it a statistical study or a comprehensive review of the literature on the question. Its purpose was rather to sort out the important issues from the unimportant ones, to examine some of those that might be considered to be among the most crucial and, on the basis of its findings, to make alternative proposals for strategies, policies and action that will be suitable for Africa collectively and for individual African countries. In short, the Document was a presentation of critical issues and in some areas, possible answers, in the hope mainly of stimulating discussion, eventually leading to agreed conclusions and recommendations for follow-up action.

21. The general objective of development policies, including that of allowing each individual to fulfil his full potential in all areas, was well known. It was equally well known that the objective of industrialization was the achievement of self-reliant industrial development through self-sustaining industrialization. Concerning the strategies and policies required to achieve those objectives, he said it was essential, particularly on the industrial front, for product lines to be selected by the African countries themselves and no longer by foreign agencies and enterprises.

22. All the ingredients needed to implement industrial strategies and policies were available in Africa. Such ingredients included abundant natural resources, financial resources and trained and trainable manpower. All that was needed now was self-confidence. Industrialization had not occurred and would not occur from the outside world through international co-operation. It could be generated only internally through the common efforts of the entire population. In other words the will to develop exists but had to be translated into action.

Plenary discussions on the Basic Document (agenda item 5)

23. In the discussion which followed the presentation of the Basic Document, delegations commended the sponsoring organizations and the Task Force on their great efforts in preparing for the Symposium. However, some of the representatives pointed out a number of deficiencies in the basic document and proposed ways of improving it. It was observed that the document did not fully reflect the experiences of all African countries in respect of past and present policies and strategies in the process of industrialization and that more data would be required to support some of the conclusions arrived at. The representative of the following countries presented national

Plenary discussion on the Basic Document Goals: (agenda item 5)

position papers related to industrialization in their countries: Botswana, Egypt, Ethiopia, Ghana, Guinea, the Ivory Coast, Kenya, Madagascar, Malawi, Mauritius, Nigeria, Rwanda, Sierra Leone, Sudan, Tunisia, Uganda and Zaire. Those papers were reproduced and distributed to the participants for their information. Several organizations represented at the Symposium also submitted papers and statements. Finally, the OAU document on the Monrovia Declaration was also made available to the participants.

(a) Reorientation of industrial policies and strategies and restructuring of instruments for action

24. In many countries of the region, import-substitution industries had been accepted as a starting point along the path towards industrialization in that they were meant to satisfy an existing domestic market based on imported goods. The expansion of import-substitution could run up against the limited size of domestic markets. Therefore, planners in a number of countries had shifted their emphasis from import-substitution to export-oriented industries. The new export industries would undoubtedly aggressive export promotion and industrial restructuring. However, a number of questions concerning access to markets and domestic technology remain unanswered.

25. For the purpose of creating a pattern of self-sustaining industrialization, not only should local raw materials be increasingly processed domestically, but it is also essential that many of the intermediate and capital goods should be entirely or partially locally manufactured. Furthermore, mobilization of local resources should be increased to ensure a high level of industrial investment. African countries should therefore ensure that appropriate technologies were imported or developed and that known and potential local resources would be used effectively.

26. The following areas of concentration were given as priorities in the strategies of various countries.

- (i) Agro-industries in general, but more particularly those based on agricultural raw materials, which were either already available locally or could be developed in time by backward integration and research;
- (ii) Industries catering for the basic needs of the people, even those based on raw materials which are not available locally;

- (iii) Labor intensive industries (several decentralized small-scale and handicraft industries dispersed throughout a country could help to meet this requirement while at the same time satisfying basic needs);
- (iv) Engineering industries (such as metal-working, metallurgical, mechanical, electrical and electronic) for the manufacture of the basic equipment and machine tools because such industries not only provided effective linkages but also served as vehicles for the transfer and development of technology;
- (v) Other local resource-based industries producing for both domestic and export markets;
- (vi) Integrated rural development supported by programmes related to water supply, electricity and other infrastructures that not only provided the basis for agricultural development but also enhanced industrialization,

27. The ILO representative spelt out what the basic needs strategy implied. He explained that its purpose was to correct the tendency of growth-oriented strategies per se to generate inequality in income distribution. Developing countries in general suffered from a surplus of unskilled labour, underemployment in the rural sector and lack of entrepreneurial ability; and increasing the consumption of goods meeting basic needs was a very potent way of stimulating both growth and employment opportunities. However, some of the participants expressed the view that African countries must have their own strategies other than the current basic need strategy as outlined by the ILO representative.

28. The pattern of industrialization that the implementation of the basic needs strategy seemed to imply was likely to be one in which (a) industrialization was based on internal resources and (b) attention was focused on the production both of goods for individual consumption to meet basic needs and of intermediate capital goods which were needed if economies were to generate a self-sustaining process of development within each country and throughout the region as a whole.

29. These views were supported by a number of delegations, which also emphasized that the capital and intermediate goods produced should be those which facilitated the production of basic goods such as food and goods used for shelter, clothing, education, and health care. The importance of considering the 'production-processing-marketing' of food and agricultural products processing as an integrated and inter-dependent system whenever considering the development of food industries, was noted.

30. Several delegations emphasized the need to design a rational policy which would encourage the development of industries satisfying basic needs, creating higher employment and providing value added and industries linked with other sectors of the economy and located in rural areas with a view to stimulating development in these areas and arresting the general trend toward rural emigration.

31. Most of the participants emphasized the development of agriculture as a strong support for industrialization and expressed the view that agriculture and industry must be accorded equal priority. It was felt that a national development plan should, as far as practicable, clearly state what industrial policies and strategies it was intended to pursue.

(b) Economic independence, self-reliance and self-sustaining industrial development

32. The participants drew attention to the inadequacies of certain existing instruments in respect of the attainment of economic independence, self-reliance and self-sustaining industrial development. The following aspects among others were discussed:

- (i) The exploitation and use of raw materials including agricultural surpluses and minerals;
- (ii) The use of domestic financial resources in such a way as to reduce wastage and dependence on external aid;
- (iii) National sovereignty over natural resources;
- (iv) The encouragement of public and private investment by nationals to help to ensure national control of domestic industrialization;
- (v) The role of foreign investment and external finance for purposes of industrialization, provided that care was taken to remain within reasonable debt limits;
- (vi) The selection, adaptation and development of appropriate technology;
- (vii) The need for adequate industrial and technical training programmes;
- (viii) Role of intra-African trade and co-operation;
- (ix) Declaration of the 1980's as the United Nations African Industrial Development Decade.

33. Some participants warned that given the historical context of industrialization in Africa, there was need to restructure the existing traditional economies if Africa's aspirations for self-sustaining development and economic independence were to be realized.

(c) The will to develop

34. Participants were in agreement concerning the important role of the will to develop, which had been the subject of discussion and resolutions in many other regional fora. There was consensus that whereas the will to develop had been expressed on many occasions, the measures to translate this will into reality were insufficient. In that connexion several delegations also pointed out that political leadership played a very important role in industrial development.

(d) Industrial co-operation

35. The Symposium recognized that regional co-operation was essential to rational industrial promotion and development, especially in view of the limited markets of individual African countries and also because of the advantages offered by the joint exploitation of resources, the pooling of financial and other resources and co-operation in training and the exchange of information. Concrete measures to further intra-African co-operation were discussed.

Achievement of Lima targets and preparation for UNIDO III (agenda item 5)

36. In introducing agenda item 6, the representative of UNIDO listed the unique features of the Lima Declaration, as a result of which Governments had individually and collectively intensified their efforts to restructure world industrial production in such a way that the share of the developing countries in world industrial production had risen from 7 per cent in 1975 to 9 per cent in 1973 and the world had recognized their determination to effect fundamental changes in international economic relationships.

37. Pursuant to General Assembly resolution 31/164 of May 1977, the Industrial Development Board had drawn up a provisional agenda for the Third General Conference of UNIDO. That agenda, which appears in annex provides for an analytical review of progress in the implementation of the Lima Declaration and Plan of Action and for the formulation of strategies, policies and instruments for the achievement of the Lima target.

38. Pursuant to decisions taken at the Third session of the Conference of African Ministers of Industry held at Nairobi in 1975, a number of regional programmes and institutions had been designed or established for fostering collective self-reliance in Africa. However, multinational industrial co-operation had fallen short of expectations. Disenchantment with the import-substitution strategies of the 1960s and early 1970s was one reason why strategies now tended to emphasize an internally-generated and independent approach. The UNIDO representative stated that such disenchantment mainly concerned the "shallow" type of import-substitution which provides only weak linkages rather than import-substitution as a whole. He emphasized the importance of pursuing at the same time outward-looking policies to foster the strategy of self-sustaining industrialization.

39. The UNIDO representative presented a paper outlining elements of a common African position at the Third General Conference of UNIDO which had been derived from the collective decisions taken by African Governments on issues related to industrialization. The first of those elements was a recognition of the need to strengthen national capabilities in respect of the achievement of self-sustained and accelerated industrialization. The second element of the African position should be a recognition of the need to strengthen regional co-operation as an indispensable instrument of national industrial development. The third element was a recognition of the need to strengthen south/south co-operation. The fourth element of the African position suggested by the UNIDO representative was a recognition of the need to restructure north/south co-operation. Finally, the African position should take into account the need for special measures on behalf of the least developed countries.

Under those headings, he outlined UNIDO's view of the specific recommendations made in the past regarding policy measures, instruments and arrangements for consideration and examination by the Symposium. He also drew attention to the specific mechanisms of international co-operation contained in the joint study which was prepared by UNIDO in pursuance of General Assembly resolution 3362 S-VII.

40. In the discussion that followed, some delegations mentioned various approaches which their countries had taken in an attempt to achieve the objectives of the Lima Declaration. Such approaches included schemes for the equitable distribution of development benefits and for the promotion of industrial capabilities and investments. However, it emerged from the discussion that there was no clear approach to co-operation and that there was a need to consider the ways and means of such co-operation. It was not, however, possible to dispose of that matter adequately in the general plenary debate, and it was suggested that it could be explored in detail under some of the topics to be discussed in the Committees.

41. By way of introducing the debate on industrial co-operation both at the regional and the international levels, the representative of the ECA secretariat felt that the views expressed by the representatives of African countries in international consultations did not carry as much weight as they should because of the weak economic position of those countries. The weakness of their position was in turn largely due to the fact that intra-African economic and industrial co-operation was still at very low level. At a time when the industrially advanced countries were intensifying economic co-operation among themselves in order to strengthen their bargaining position, the African countries continued to follow their own individual policies. In order to give Africa economic influence at the international level, it was necessary to strengthen the means for implementing decisions requiring African industrial co-operation. The establishment of African multinational corporations in various areas could meet this need.

42. As had been pointed out at the fourth session of the Conference of African Ministers of Industry at Kaduna, Nigeria, in 1977, corporations jointly owned by two or more countries could determine investment in the participating member countries enabling them to develop their raw materials in the priority sectors of chemicals, metals, engineering, agro- and forest-based industries and building materials. They could also easily move into the production of intermediate goods and other industrial inputs. In that framework the expansion of intra-African trade would follow as a matter of course, and the African countries could also strengthen their bargaining position in the acquisition of production factors which could be obtained only from outside. On the question of international economic and industrial co-operation it was reiterated that African countries wanted a new international economic order that could put an end to their near total dependence in its place. The proposed new international economic order was aimed at the structuring of international economic relations on a more just and equitable basis with a view to the achievement of national and collective self-reliance. The task of the African Governments must then be to define and formulate their economic development objectives very clearly and to determine what they would need from the rest of the world for the attainment of their objectives and how those needs could best be met.

43. In the course of the work, a drafting committee set up later in the Symposium (see paragraph 45) considered the full implications of the common African position as proposed by the representative of UNIDO and prepared a number of comments, suggestions and recommendations regarding the provisional agenda for the Third General Conference of UNIDO. Those comments, suggestions and recommendations were subsequently presented to the plenary Symposium. They are contained in annex to this report.

PART THREE

ORGANIZATION OF SUBSTANTIVE COMMITTEES

44. The plenary meeting approved the constitution of Committees I, II and III, which then proceeded to the election of their officers (in accordance with agenda item 7). In view of the importance of the questions they were about to consider, it was decided that each Committee should have a Chairman and a Rapporteur and that a member of the Task Force would sit in it to assist it in making concrete recommendations for follow-up action. The following officers were unanimously elected by the respective Committees:

Committee I

| | | |
|-------------|-------------------------|---------|
| Chairman: | Mr. Ohaikou Yaya Diallo | Guinea |
| Rapporteur: | Mr. Thabo Makhakhe | Lesotho |

Committee II

| | | |
|-------------|---------------------|---------|
| Chairman: | Mr. M.P.V. Obaro | Nigeria |
| Rapporteur: | Mr. Djamal Mostefai | Algeria |

Committee III

| | | |
|-------------|----------------------------|----------|
| Chairman: | Mr. J. Modiri J. Mbaakanye | Botswana |
| Rapporteur: | Mr. J.M.V. Mbaguta | Rwanda |

45. Each Committee was to be assigned a topic on which it was expected to conduct discussion, arrive at conclusions and then come up with concrete recommendations for follow-up action. The Symposium unanimously approved the following distribution of subjects.

Committee I

- (a) Industrialization and human resources
- (b) Industrialization and natural resources
- (c) Industrialization and agriculture

Committee II

- (a) Industrialization and capital formation
- (b) Industrial technology
- (c) Small- and medium-scale industries

Committee III

- (a) Industrialization and institutional infrastructure
- (b) Industrialization and economic infrastructure
- (c) Industrial co-operation

46. It was suggested and unanimously approved in plenary that the Drafting Committee for the Symposium should be composed of the members of the Bureau, the Chairmen and Rapporteurs of the Committees.

PART FOUR

REPORTS OF THE COMMITTEES

REPORT OF COMMITTEE I

General debate

47. Committee I had as its task to discuss:

- (a) Industrialization and human resources
- (b) Industrialization and natural resources
- (c) Industrialization and the development of agriculture

48. The Committee recognized that the establishment and growth of industry involved the interplay of many different factors, including such obvious ones as raw materials, skilled manpower, planning and management, institutions and technology, mass participation and feedbacks between industry and agriculture. The availability of structures performing practical industrial services aimed at facilitating the creation of new enterprises and helping to meet the special needs and problems of individual enterprises as they grew was also very important.

49. The consensus of the Committee was that great flexibility should be exercised in respect of the various ways in which those resources and services could best be exploited and developed within the industrial framework of individual countries. A great deal of stress was also put on the role of concerted regional action in bringing about the reorientation and structural changes required in those areas. However, the arrangements and facilities to be adopted by each country would depend on that country's specific needs.

50. The Committee had before it documentation prepared by the African Governments and regional and international institutions and the basic document prepared by the Task Force especially for the Symposium. In addition there was a document entitled "Strategy for the African Region in the International Development Strategy for the Third United Nations Development Decade - ECA/Res. 332 (xiv)" which constituted the Monrovia Strategy as adopted by the OAU Heads of States and Government.

Discussion on individual topics

A. Industrialization and human resources

51. Underlying the Committee's discussion of this topic was the general consensus that it was urgent for industrial manpower to be given the same attention as that accorded for example, to natural and financial resources. Industrialization depended on human intelligence and the systematic application of skills to the development of natural resources and their transformation into goods and services. Africa's lack

of skilled manpower is aggravated by under-employment of available skilled manpower which has resulted in the brain drain. In the light of its discussion the Committee made the following recommendations:

- (i) Productive employment should be encouraged in all activities through programmes aimed at employing the people more effectively and adopting efficient production techniques;
- (ii) African governments should promote resource-based industries, such as those processing locally grown agricultural produce, as that approach would increase employment opportunities substantially and promote harmonious development;
- (iii) Small-scale and cottage industries should be encouraged as they were generally labour-intensive and were usually directly responsible for more jobs per unit of invested capital than sophisticated, large-scale establishments. Such small-scale activities could become centres for the development of semi-skilled manpower and increase the number of people employed at that level;
- (iv) Pre-vocational and vocational training programmes should be created and strengthened. Attention should be given to vocational guidance, skill analysis, job breakdown and methods of accelerated skill training aimed at improving the efficiency of industrial operatives and increasing the employability of job-seekers fresh from school;
- (v) Human resources development programmes in the African countries should be re-evaluated with a view to ensuring that all citizens received the type of education and training which would enable them to take initiative in their jobs and to provide for their basic needs out of the resources available to them locally;
- (vi) An incentive scheme should be designed, under which people acquiring skills identified as being required by the economy would be encouraged;
- (vii) African industrial enterprises should institute co-operative programmes with training institutions, including universities for the improvement of technical training;
- (viii) Appropriate measures should be developed to encourage the private sector and parastatal enterprises to become more fully involved in manpower training and skill up-grading and these measures could include legislation, fiscal incentives, training levy and co-operation among industries;
- (ix) National apprenticeship system in industry should be instituted and strengthened by the administrative, financial and legislative support it needs to respond more effectively to the skill needs of different branches of industry. Such systems were important especially for training the middle-level technical personnel;
- (x) Industry should further strengthen co-operation with universities, by encouraging faculty members to work in industry from time to time. Research in universities should be adapted for practical application in industry and not only for academic problems. Furthermore, technical courses should be updated from time to time as new technologies were adopted;

- (xi) The Association of African Universities, the African Network of Engineering Institutions and similar inter-university organizations should be recognized as being important regional instruments for co-operation between industry and universities supported financially by African Governments and industrial enterprises;
- (xii) African countries should establish specialized institutions to train manpower to meet the requirements of specific industrial sub-sectors, such as those producing building materials, chemicals, metals, leather, textiles, and mechanical metallurgical and food-processing industries. At the same time, national capabilities should be developed for the co-ordination of the overall industrial training policy and programmes;
- (xiii) African countries should enact legislation compelling industries to institute programmes in which trainees gained practical experience of industrial problems;
- (xiv) Countries should enact laws and provide mechanisms to ensure that local experts participated in the total process of project design, planning implementation and operation, from the feasibility study phase on. Unless such legislation was enacted, the technological development of the region would remain slow and unbalanced. In addition, an "understudy" approach could be adopted, in which nationals having knowledge of the field in which a project was being executed would be made available to participate. This would enhance the local acquisition of technologies required for development;
- (xv) African countries should compile an inventory of their manpower with a view of promoting their own development and also manpower exchange within the region as a whole. Regional co-operation should also be promoted in such activities as scholarship exchange, the establishment of joint management training ~~institutes~~, the organization of workshops to discuss matters relating to technical education and the exchange of teachers among institutions;
- (xvi) Linkages should be established among research institutes involved in the upgrading of technical capabilities, within the region for the purpose of eliminating duplication of efforts and more importantly, of making it possible for their staff to share their experiences and to determine which institutes were best suited to undertake research in particular fields. In that connexion, participants asked that ECA and relevant African organizations be urged to monitor the progress made in various research institutes and to disseminate their findings to African countries.

B. Industrialization and natural resources

52. A number of participants stressed the urgent need for the African countries to base their industrial development increasingly on more rational and efficient use of their resources. The problem was that many countries in the region did not possess full and reliable information about their own natural resource endowments. Worse still, they had not developed the capabilities to exploit their resources to meet their own needs; instead they had to rely on the advice given by outsiders with their own interests at heart. In such circumstances, it was impossible for African countries to exercise control over their national resources.

53. It was agreed that raw materials for industry should be derived mainly from a country's natural resource endowments, including its mineral deposits and energy and forestry reserves, and from its agricultural activities, in the broadest sense of the term. The natural resources and agricultural sectors were examined by the Committee in terms of their role in industrialization, and the following recommendations were made:

- (i) Each African country should take stock of its known and potential natural resources, while at the same time taking steps to promote appropriate domestic technical capabilities for exploiting its national resource on the basis of its own development objectives and guided by the interests and needs of its people;
- (ii) Inventories of the natural resources of the African region should where possible be undertaken by African institutions which would come up with more accurate data and information by referring to local criteria. As a rule, natural resources should be developed, first and foremost, for the purpose of meeting the basic needs of the local population. That approach would make it possible for Governments to exercise their sovereignty over national resources;
- (iii) African countries should take systematic action in respect of the assessment and monitoring of natural resources and that action should be periodically updated at the national level. The information obtained should be kept and used in the physical planning of industrial and agricultural development at both the national and subregional level;
- (iv) The choice of location, scale and technology used in industrial units should be made bearing in mind the need to put human and natural resources to their best use and to minimize the risks of environmental degradation. For example, it was necessary to prevent the emergence of congested urban industrial cities and to encourage the growth of small industrial towns throughout a country;
- (v) African countries should design comprehensive mechanisms for screening, monitoring and exercising control over industrial location, technology and disposal of waste materials and by-products by transnationals especially with regard to their effects on land degradation and the depletion of natural resources;
- (vi) Industrial branches which were dependent on forestry resources should be planned in conjunction with programmes for the conservation and development of forests;
- (vii) African countries should take concerted action to mobilize their potential for developing and enhancing their energy supplies. There was significant scope for technical co-operation in research and for the use of economic incentives and deterrents to promote prudent patterns of energy use in industrialization and the development of such alternative sources of energy as hydro-electricity, wind power, solar energy and agro-based alcohol for use as fuel;

- (viii) African countries should give political and material support to the use of African multinational institutions dealing with the development of natural resources as channels for pooling efforts because such institutions were likely to be more effective than national institutions in delivering the results required. African countries should also prevent donors of aid from supporting ventures which were likely to impede co-operation among African countries;
- (ix) With a view to demonstrating the unity of the African continent, OAU member States should co-operate in identifying the quality and quantity of mineral resources in the region, in prospecting, mining, improving and processing them, in converting them to intermediate goods and finished products and in marketing them;
- (x) On the basis of a strategy for self-sustaining development and their efforts to internalize the industrialization process, African countries should in time develop long-term programmes for basing their industrial development on their national resources.

C. Industrialization and agriculture

54. The Committee stressed the vitally important role of the agricultural sector in African society as a whole. The participants felt that there was no dichotomy between the agricultural and the industrial sectors but that in fact the relationship between the two sectors was a source of strength to them both. Therefore African countries should not develop one sector at the expense of the other. The interaction between agriculture and industry was such that neither sector could succeed without the other. To that effect agriculture should be taken as the basis of the economy and industry as the engine for development.

55. On the basis of the discussion the following recommendations were made:

- (i) Since most African countries were primarily dependent on agriculture, they should organize their agricultural sector, in ways likely to promote maximum production per unit of land. This calls for a serious examination of agrarian problems with a view to instituting systems which could make a favourable impact on productivity and would favour the satisfaction of basic needs; in this connexion industry should be geared to providing inputs for agriculture, especially agro-machinery in the fields of irrigation, reclamation, gathering of crops and land treatment;
- (ii) Comprehensive literacy programmes should be mounted with a view to the enlightenment and training of subsistence farmers, some of whom might need to be taught simple skills within the context of integrated rural industrialization;
- (iii) Integrated rural development schemes should be consistent with other necessary institutional changes, and they should be strengthened by establishing dynamic small-scale industries for food processing and by providing utilities in such fields as electrification, water supply and

- transport and training workshops to teach the skills required in the operation, maintenance and repair of basic farm facilities and equipment;
- (iv) African countries desirous of strengthening their capabilities in their industrialization effort should also take steps to co-operate in the following strategic agricultural activities with a view to developing supplies of raw materials for industry and for export:
- (a) The establishment of training facilities in research relating to specific crops;
 - (b) The conduct of research on crops in respect of problems of common concern, including those related to the development of new strains;
 - (c) The development of common strategies on the export of major cash crops.
- (v) African countries should make a greater effort to learn from each other's experiences by organizing excursions to sister countries and by encouraging nationals of other countries to visit them to observe their programmes;
- (vi) Opportunities for regional or intra-African investment in agro-industry should be actively sought in view of the limited national markets for many products;
- (vii) African countries should aim at self-sufficiency in the production and supply of foodstuffs.

REPORT OF COMMITTEE II

56. Committee II had been assigned the task of ~~considering~~ issues relating to capital formation, technology and the role of small- and medium-scale industries in the process of industrialization.

57. After ~~studying~~ and discussing these issues on the basis of the working paper drawn up by the Task Force, the Committee made the following recommendations:

On overall questions relating to industry

58. Industry constitutes the driving force behind all economic development in that in the long term it leads to the accumulation of capital and to an increase in overall labour productivity through the acquisition of technological know-how. Thus, industrialization directed to the satisfaction of domestic needs and viewed as a means of attaining national economic independence should cause the African people to advance. However, industrialization is a long-term process which, in the initial phases, is inevitably subject to high costs which will eventually be phased out but only gradually.

59. Thus, industry cannot be confined to the mere assembling of imported parts, for such activities do not permit true access to technology or make it possible to train technological manpower, nor promote the intricate integration of the national economy or give rise to control over the whole process of industrial production. The Committee therefore recommended that in cases where it is deemed advisable to develop a sector taking the assembling of parts as a starting point, provisions be made to ensure that parts and components are manufactured domestically within an appropriate period of time and in suitable conditions where costs and the training of manpower are concerned.

On capital formation

60. The attainment of the targets contained in the Lima Declaration and Plan of Action called for a programme promoting very large investments in African countries. The implementation of such a programme would require a very substantial increase in the volume of investible resources in African countries individually and collectively. For that reason, the Committee recommended that all types of resources should be increased, mainly through:

- (i) Measures to mobilize national savings by exercising national control over the whole production apparatus, the monetary and banking systems and foreign trade through ways and means suitable for the political choice of each country, and by establishing appropriate means for collecting private savings (appropriate credit interest, additional branches of financial and banking institutions, home savings and the like);
- (ii) The local processing and improvement of raw materials;
- (iii) The taking of measures to ensure that the highest earnings possible are derived from the exportation of raw materials by implementing international measures and setting up machinery at the international level, such measures and machinery to include joint marketing and warehousing facilities, price stabilization, the setting of remunerative and fair prices and the indexation on the prices of manufactures;
- (iv) An increase in the external financing made available to African countries.

61. External financing should be increased but under conditions compatible with the realities of African life and the interests of African countries regardless of the type of external financing sought.

62. The Committee felt that although greater recourse must be had to external financing if the Lima targets were to be attained, the African countries should make it their goal eventually to reduce the role played by such financing in comparison with the role of national resources in the financing of industrialization.

63. The Committee recommended that in addition to the efforts required of them at the national level, African countries should support the creation of the African Industrial Development Fund and seek financial support for that fund from international organizations. In view of the large financial obligations involved in

meeting the Lima targets, the Committee also recommended that additional resources should be obtained from international organizations and donors and made available to the regional development finance institutions, including the African Development Bank, for the financing of subregional and regional projects in particular.

Industrialization and technology

64. The discussion on industrialization and technology centred on the close relationship between technology and capital on which development of self-reliant industrial culture hinged.

65. Although the Committee recognized that for a long time to come African countries would be importing technology from abroad, it was felt that appropriate measures should be taken, to establish Regional Centres, for the transfer, adaptation and development of technology, to govern such importation.

66. The Committee recommended that nationals and national institutions should participate as fully and as effectively as possible in every phase of the transfer of technology, especially where investment transactions were concerned. The Committee therefore felt that an effort should be made to ensure that nationals and national institutions directly undertook the implementation of investment projects. In this connexion the Committee urges African Nations to avoid as much as possible turnkey projects. However, as things now stand, given the extensive investment programmes to be implemented and given the dearth of national engineering skills and the special terms under which the transfer of technology and know-how can be effected in some branches of activity, it was necessary to adopt all available approaches including turnkey to the implementation of investment projects. The choice of a particular approach would depend on the specific objectives sought and the sector concerned. The Committee recommended that should it become necessary to implement turnkey or follow-through projects, an attempt should be made to ensure that as much work as possible was done under sub-contracts at the national or regional level.

67. The Committee recommended that in so far as possible the technology acquired should be the type that can be easily assimilated by African countries.

68. Since the process of mastering and creating technology was a long and arduous one, African countries should mobilize and upgrade local technology, whose potential had not always been fully realized. In that connexion, it should be borne in mind that the development of technology required a constant and sustained effort to ensure thorough incorporation and integration. Such an approach was especially important in the refinement, upgrading and mobilization of technology already available in the agricultural and small-scale industry sectors of African countries. African countries individually and collectively should develop capacities to identify, select, adopt and develop technologies suitable for their individual conditions of factor endowments.

69. All the other ways of acquiring technology should be explored as well. These include the purchase of foreign patents and of technology available to multinational corporations and the establishment of a centre for the purchase and storage of technology. African countries would be required to possess adequate infrastructures to accommodate such ventures.

70. In view of the fact that the existing international property system including the international patent systems is currently being revised, African countries should participate actively and constructively in the Diplomatic Conference on the Revision of the Paris Convention on Industrial Property scheduled to be held at Geneva from 4 February to 4 March 1980 since that was a forum in which they could appropriately propose amendments to ensure that their interests were taken into account.

71. Any policy aimed at the promotion of technology hinges on the establishment of a national and dynamic policy for the development of existing technologies, an inventory and evaluation of the technology now being imported and the judicious use of existing patents. The idea that there are no local knowledge and know-how should be abandoned, and all nationals with a technical education, whether artisans, technicians or engineers should be mobilized.

72. It followed that the instruments of action should be all production units, i.e. all small-, medium- or large-scale enterprises. Each large enterprise should set up repair shops, units for the manufacture of spare parts and a technological research and development department while small production units could be organized into co-operatives so that they could be modernized. In addition, the following instruments of action are recommended:

- (i) Industrial estates in suitable locations;
- (ii) Consultant engineers and engineering units;
- (iii) Technological and industrial development funds;
- (iv) National bureau for the transfer, adaptation and development of technology;
- (v) Training and retraining workshops for entrepreneurs;
- (vi) Product research and standardization centres;
- (vii) National industrial property offices.

73. At the regional level African Governments should work together to strengthen the African Centre for Industrial Design and Manufacture at Ibadan, the African Regional Technology Centre at Dakar and the African Centre for Documentation and Information on Patents (CABIB) at Yaoundé. African Centre for Documentation and Information on Patents for English-speaking African countries (ESARIPO) and the African Institution for Higher Technical Training and Research at Nairobi.

74. The establishment of multinational electrical, chemical and engineering African corporations and the provision of local African raw materials is useful for the development of local technology and fruitful technical exchanges between African countries.

Role of small- and medium-scale industries in industrialization

75. In defining an industrial policy, it is important to determine the scope of industrial activities and units.

76. In some sectors, such as iron and steel, aluminium, mechanical construction and the manufacture of capital goods, the choice of technology is determined not so much by the size of domestic markets as by the kind of technology currently available; for large industrial activities in those areas, the choice relates more to the development of the units rather than to adjusting capacities to necessarily suit national markets. However, even in those sectors small satellite units could be created around large projects, and in that way those units would constitute sub-contracting enterprises linked to the latter.

77. However, in other branches of industrial activity, it was in fact possible to determine the size of industrial units. It was recommended that in such cases preference should be given to small- and medium-scale industrial units because they offered the following advantages over large-scale industrial units:

- (i) They are relatively labour-intensive per unit of investment;
- (ii) They could be evenly distributed throughout the territory of a country;
- (iii) Their management was easy to control;
- (iv) They could be made to fit in with local social conditions;
- (v) Workers could be better mobilized inside the enterprises;
- (vi) They did not upset the environmental balance;
- (vii) They facilitated the development of intra-African co-operation;
- (viii) They offer greater facilities for the development of technological capabilities;
- (ix) They contribute to capital formation.

78. It was therefore recommended that appropriate measures should be taken to encourage and promote the development of small- and medium-scale industrial activities and units whenever possible. To that end, the following provisions and measures, among others, were recommended:

- (i) Provisions of financial assistance and other incentives, such as tax incentives;
- (ii) Establishment of national, subregional or regional agencies and institutions for promotion of small- and medium-scale industries through the provision of advisory services, marketing information and training particularly management training;
- (iii) Development of industrial zones and of infrastructures geared to the accommodation of this kind of activity;
- (iv) Creation of guarantee development funds for loans;
- (v) Mobilization, among others, of workers' cooperatives;
- (vi) Creation of marketing avenues for small-scale industries.

79. Finally, in considering this report, the Plenary briefly discussed the participation of women in the industrialization process.

REPORT OF COMMITTEE III

30. The Committee considered the problems of existing industrial infrastructure (including transport and communications distribution and marketing) institutional building and international co-operation with a view to reorienting industrial policies and strategies for attaining internal self-sustaining development and diversification and collective self-reliance during the period 1973-2000.

Industrial infrastructure

31. In addressing itself to causes for inadequacies of the existing system, the Committee identified several deficiencies.

32. As a result the Committee agreed to recommend the following institutional arrangements considered as being essential for rapid industrialization:

- (i) An office offering guidance, industrial information, market data and feasibility studies to potential investors;
- (ii) A flexible financing system to assist industries, especially those in the rural areas;
- (iii) Establishment and strengthening of industrial consultancy institutions to assist in project feasibility studies, design, implementation and monitoring, among other things;
- (iv) Institutes dealing with the acquisition of suitable technologies;
- (v) Standard quality control laws for production;
- (vi) Anti-pollution laws;
- (vii) Training institutes and some other services, including banking facilities, should be located in such a way as to facilitate the mobilization of human, natural and financial resources in the rural areas;
- (viii) Institutional arrangements for formulating, promoting and funding industrial training;
- (ix) Development of physical infrastructure which should match the development of institutional infrastructure so as to make linkages and interdependence between the agricultural and industrial sectors possible: in this respect the Committee endorsed the ECA programme of action for the Transport and Communications Decade (1973-1983).

Industrial co-operation

33. This issue was examined by the Committee, and the following shortcomings, among others, were identified:

- (i) Lack of insurance against failures in co-operation and rigidity in systems and attitudes obtaining in various countries;
- (ii) Inadequate flow of resources from the more highly endowed to the less favoured developing countries;
- (iii) Quantity, form, terms and conditions and use of foreign aid.

84. The Committee re-emphasized that political will and stability were pre-requisites for industrial co-operation and development. With that in mind, the following recommendations were made:

- (i) Regional and subregional institutions should be set up and/or strengthened for the purpose especially of enhancing the exchange of information and co-ordinating economic activities with a view to safeguard the interests of member States and strengthening their bargaining position vis-à-vis the donor countries;
- (ii) An effort should be made to establish multinational corporations owned by African States for the purpose, inter alia, of undertaking joint ventures, taking advantage of complementarities in natural resource endowment and markets;
- (iii) The uses to which foreign aid was being put should be carefully examined to ensure that it was being employed for the purposes for which it had been acquired.

ANNEX I

THIRD GENERAL CONFERENCE OF UNIDO

New Delhi, India, 21 January - 8 February 1980

Provisional agenda for the Third General Conference of the
United Nations Industrial Development Organization

1. Opening of the Conference
2. Organization of the Conference:
 - (a) Election of the President;
 - (b) Adoption of the agenda;
 - (c) Adoption of the rules of procedure;
 - (d) Election of officers other than the President;
 - (e) Organization of committees,
 - (f) Credentials of representatives to the Conference
3. General debate (statements by heads of delegations)
4. Review and appraisal of the world industrial situation, with specific reference to the industrialization of the developing countries:
 - (a) Review of progress in the implementation of the Lima Declaration and Plan of Action on Industrial Development and Co-operation;
 - (b) Review and appraisal of major policies, problems and obstacles affecting the implementation of the Lima Declaration and Plan of Action and steps taken and proposed to resolve them
5. Strategy for further industrialization as an essential element of the development process in the 1980s and beyond:
 - (a) Adoption of appropriate industrialization policies and strategies aimed at achieving the Lima target;
 - (b) Recommendations for policies, procedures and frameworks to foster, develop and strengthen:
 - (i) Domestic industrial processing of natural resources;
 - (ii) Industrial skills;
 - (iii) International co-operation in the field of transfer and development of industrial technologies with a view to increasing the technological capabilities of the developing countries;
 - (iv) Improved mechanisms for industrial co-operation to promote the flow of integrated technical and financial assistance to developing countries, including regional co-operation and special measures for the least developed, land-locked and island countries,
 - (c) Industrial co-operation among developing countries; recommendations on policies, procedures and strategies;
 - (d) Redeployment of industries from developed to developing countries;
 - (e) System of consultations;

- (f) Creation of appropriate industrial structures in developing countries, with a view to accelerating their economic growth and increasing their share in world industrial production in order fully to realize their economic potential within their national interests, in accordance with the Lima Declaration and Plan of Action and the resolutions of the seventh special session of the General Assembly;
- (g) Role of foreign investment, including that channelled through transnational corporations, in promoting industrial growth in accordance with national objectives of economic and social development and regulations and other conditions applicable to such investment.

6. Institutional arrangements:

- (a) Review of the effectiveness of co-ordination and follow-up on matters concerning industrial production, international industrial co-operation and related issues covered by other organizations within the United Nations system;
- (b) Review of the effectiveness of the institutional arrangements for the United Nations Industrial Development Organization, with reference to the long-range strategy for the Organization, to meet the challenge of industrialization in the 1980s and beyond.

7. Conclusions and recommendations

3. Adoption of the report of the Conference

9. Closure of the Conference

RECOMMENDATIONS, SUGGESTIONS AND COMMENTS ON THE
PROVISIONAL AGENDA FOR THE THIRD GENERAL CONFERENCE
OF UNIDO

1. The Drafting Committee of the Regional Symposium on Industrial Policies and Strategies for Internally Self-sustaining Development and Diversification and Collective Self-reliance during the period 1973-2000 examined the provisional agenda for the Third General Conference of UNIDO and made the following recommendations, suggestions and comments 1/ on it:

Item 4: Review and appraisal of the world industrial situation, with specific reference to the industrialization of the developing countries:

2. This question was exhaustively discussed in the plenary Symposium and the views expressed reflected the unsatisfactory progress made by Africa where industrialization and especially the achievement of the Lima targets were concerned.

Item 5(a): Adoption of appropriate industrialization policies and strategies aimed at achieving the Lima target:

3. This question was adequately dealt with in Plenary and Committee I and Committee III.

Item 5(c): Recommendations for policies, procedures and frameworks to foster, develop and strengthen:

4. (i) Domestic industrial processing of natural resources;
(ii) Industrial skills;
(iii) International co-operation in the field of transfer and development of industrial technologies with a view to increasing the technological capabilities of the developing countries

5. This question relates to the recent development of regional institutions and to programmes which are now being carried out. It was discussed in plenary, and relevant proposals are contained in the report submitted by Committee I.

Item 5(b)(iv): Improved mechanisms for industrial co-operation to promote the flow of integrated technical and financial assistance to developing countries:

6. The Symposium made the following recommendations relating to this question:

- (a) A permanent institution should be established for consultations at the regional level and another to strengthen the international bargaining position

1/ These recommendations, suggestions and comments were presented to the plenary; they were not discussed or approved.

of African countries; in this connexion, it was suggested that the Follow-up Committee on Industrialization should continue to serve as the regional machinery for that purpose and that an ad hoc group of technical experts should be formed to advise it;

(b) Action should be initiated to turn the proposed African Industrial Development Fund into an industrial development bank as soon as it comes into existence;

(c) A fund to be known as the International Industrial Financial Agency should be established to further co-operation in the financing of industrialization by converting financial surpluses in some developing countries into durable forms of long-term investment in the third world;

(d) A mechanism, known as The Fund for the Stimulation of Industry, supported by the collective guarantee of the international community should be set up to recycle financial surpluses and to channel them, in the form of loans which can be quickly disbursed, to the broadest possible range of developing countries for financing industrial programmes;

(e) External financing should be increased but under conditions compatible with the realities of African life and the interests of African countries, regardless of the type of external financing sought.

Item 5(c): Industrial co-operation among developing countries:

7. It was recommended that regional and subregional institutions should be set up and/or strengthened, especially to enhance the exchange of information and co-ordinating economic activities, with a view to safeguarding the interests of member States and strengthening their bargaining position vis-à-vis donors. These institutions might include the creation of an international industrial technology institute, the establishment of an international centre for the acquisition of technology and the setting up of multinational corporations owned by Third World countries.

Item 5(f): Creation of appropriate industrial structure in developing countries:

8. This question was covered by the Symposium under various items including the establishment of adequate institutional infrastructure.

Item 5(g): Role of foreign investment:

9. The following recommendations were made:

(a) All arrangements having a bearing on the role of foreign investment should take into account the ongoing UNCTAD discussions on the subject, especially those relating to the "Code of Conduct";

(b) A machinery should be set up to help African countries to take advantage of concessions offered in the Code of Conduct in Investment;

(c) Measures should be designed to foster effective assistance to the developing countries in the provision of facilities for pre-investment studies in the making of arrangements for intergovernmental and inter-firm co-operation in the creation of new industrial units; in the facilitating of financial risk transfers through conventional equity instruments and special bond issues and in the promotion of barter or buy-back-related long-term investment;

(d) A special fund should be set up at the global level to assist the least developed countries of the world;

(e) Since Africa is the least developed of the third world regions, the period 1980-1990 should be proclaimed the African Industrial Development Decade so that national, regional and international resources can be effectively mobilized, co-ordinated and channelled to African countries in support of their efforts to achieving self-sustaining and self-reliant industrialization by the year 2000. This initiative should take place within the context of the Monrovia Declaration adopted by the OAU Heads of States and Governments, and taking into consideration the general framework defined during this Symposium.

Item 6: Institutional arrangements:

10. It is hoped that the Conference of African Ministers will adopt a common position on the basis of the following recommendations:

- (i) Financial and moral support should be given to the efforts to strengthen the United Nations Industrial Development Fund;
- (ii) UNIDO should work in co-operation with ECA and OAU to develop the international institutions proposed by the Symposium;
- (iii) The system of co-ordination within the United Nations in the field of industrialization should be further strengthened;
- (iv) African governments should be urged to give their fullest support to the action being taken to convert UNIDO into a specialized agency, as affirmed in a resolution adopted by the OAU Heads of State and Government