

CAMI 16 Chairman, Magaji Mohammed exhorted his fellow Industry Ministers to lobby for the reorientation of national priorities so that the resources allocated to the development of the productive capacities of industry are commensurate with the impact it can have on economic development and poverty alleviation.

The African Productive Capacity Initiative, the result of two years work, is a detailed analysis of bottlenecks and constraints that prevent African economies from actively participating in global trade and investment flows. The analysis divides the African continent in five regions (north, east, west, centre and south) and studies different productive sectors suggested by African governments and representatives of the private sector. Comparative advantages of regions, countries and products, are identified using the global and local value chain approach. The establishment of an African Productive Capacity Facility to facilitate the implementation is considered fundamental to the success of the Initiative. A sub-regional and sectoral approach is adopted to ensure that least developed countries (LDCs) which are facing difficulties in mobilizing funds, are not left out.

The Initiative envisions public-private partnerships at every level. At the continental level are partnerships between the NEPAD Secretariat, the Africa Business Roundtable, and international bodies such as UNIDO. Similarly, at sub-regional level, regional organisations such as the Economic Community of West African States (ECOWAS), the Union of Arab Maghreb ([UAM](#)), the Central African Economic and Monetary Community ([CEMAC](#)), the East African Community ([EAC](#)), Southern African Development Community ([SADC](#)), and others will partner both with other inter-governmental bodies and private sector actors. Further, within each individual initiative, public-private partnerships will be the norm.

The meeting of the 16th CAMI Bureau agreed to formally communicate the African Productive Capacity Initiative and the African Productive Capacity Facility to the Chairman of the African Union Commission, Professor Alpha Omar Konaré with copies to the Chairman of NEPAD Secretariat Professor Wiseman Nkhulu. The Bureau will formally request that the APCI be put on the agenda for consideration during the forthcoming Executive Council meeting (30 June - 3 July 2004) of the AU for its subsequent inclusion for debate and endorsement by the African Union Summit (6 - 8 July 2004). The AU Summit will be the venue to formally request the NEPAD Secretariat to make the APCI the NEPAD sustainable industrial development component. CAMI 16 also requested that resolutions be adopted during the African Union Summit calling for a commitment from African countries to contribute financially to the APCF in order to underline African ownership and to direct a resolution to the international community and development partners to formally pledge support for the APCF.

UNIDO as well as the AU, NEPAD, the Regional Economic Commissions and private sector representative institutions such as the African Business Round Table were requested by CAMI 16 to prepare sectoral action plans (at national, sub-regional and regional levels) and sectoral road maps (at continental level) in order to increase Africa's organized negotiation capacity on Africa's industrial development. Based on harmonized industry strategies and policies, specific programmes and projects should ensure that the African private sector gradually take the lead in order to facilitate and promote diversified forms of public-private partnerships.

As part of an ongoing promotion campaign for the APCI, *Strengthening Productive Capacity for Poverty Reduction within the Framework of NEPAD* was endorsed by the Ministers of Industry as the theme for Africa Industrialization Day 2004 (20th November).

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Tanzania: strengthening governance and economic management

Bagamoyo, Tanzania 10 - 13 March 2004

Some 60 high-level participants from Government, the private sector, university and research institutions attended a consultative forum on *Strengthening Competencies for Governance and Economic Management* in Bagamoyo, Tanzania on 10 - 13 March, 2004. ([view or download participants list](#)). To



participants in the 10-11 March workshop

seated (l. to r.): UNIDO Representative in Tanzania, Felix Ugbor; UNIDO Industrial Policy specialist, Remie Toure; Chief Secretary to the President, Matern Lumbanga; Permanent Secretary, Enos Bukuku; and from the Manchester Business School: workshop leaders Geoffrey Burton and George Lester [larger picture available here](#)

accommodate the large number of participants, the forum was organised in two separate sessions (10-11 March 2004 and 12-13 March 2004). Permanent Secretary, President's Office, Planning and Privatisation, Enos S. Bukuku, and Permanent Secretary, President's Office, Public Service Management, Joseph A.M. Rugumyameho, chaired the sessions respectively.

The consultative forum was jointly organised by the Office of the Chief Secretary to the President, the Public Service Management Office, the Ministry of Industry and Trade, the Confederation of Tanzania Industries, the Tanzania Chamber of Commerce, Industry and Agriculture (TCCIA), UNDP and UNIDO. Chief Secretary to the President of Tanzania, Matern Y.C. Lumbanga, who is also the Head of the Civil Service and

Chairman of the Executive Committee of the Tanzania National Business Council (TNBC- a public private sector consultative organ), had specifically requested UNIDO's assistance in introducing / implementing measures that could strengthen capabilities for governance and economic management, as well as improve professional and technical competencies to ensure the realisation of the country's development objectives and sustainable industrial development.

In the keynote address, Chief Secretary Lumbanga outlined the main features of Governance as: making the best use of resources, promoting the rule of law, being transparent and involving the private sector and civil society in matters relating to the socio-economic development of the country and in the decision making process.

Among the examples he gave of reform measures undertaken in Tanzania so far, were: the devolution of power; finance and decentralisation of local authority personnel from central ministries to local councils; the shifting of management responsibilities and production functions from the public to the private sector; restructuring and streamlining ministries and government agencies with a view to improving management and increasing efficiency and effectiveness in the delivery of services; the Poverty Reduction Strategy; and the National Anti-corruption Strategy and Action Plan.

Chief Secretary Lumbanga also said that as a result of Government's efforts to improve governance, the relationship between the Government and its development partners (bilateral and multilateral) has been strengthened. Government revenues also increased from 28 billion Tanzanian Shillings a month in 1995 to 100 billion Tanzanian Shillings a month in 2003. The country had experienced a GDP growth rate of 6.2 in 2003 compared to 3.3 in 1997. Inflation had also been drastically reduced from 30% in 1995 to just 4.5% in 2003. Notwithstanding these improvements, he recognised that there was an urgent need to build capacities and capabilities to meet global standards of governance, including corporate governance and economic management.

Statements were also made by the Chairman of the Confederation of Tanzania Industries, the President of TCCIA, the Permanent Secretary, Ministry of Industry and Trade, UNIDO and UNDP.

In his review *NEPAD, implications and challenges for effective governance and economic management* Professor Samuel Wangwe, Principal Research Associate at Tanzania's Economic and Social Research

Foundation ([ERSF](#)), highlighted the emergence of new concepts and convictions and the political will to implement the programme of action to eradicate poverty, put Africa in a path of sustainable growth and promote the role of women in socio-economic development. He drew attention to limitations in terms of capacity for implementation, in particular, for leadership and effective management.

In his paper, Professor Amani, Executive Director of the [ERSF](#), demonstrated that the dual transitional processes of economic and political liberalisation in Tanzania had generated exceedingly high demands for change in the way of doing business and in the way Government exercised power. Good governance predicates fundamental principles, including those of accountability, participation, predictability and transparency. He acknowledged that Tanzania had introduced a number of reforms and policy measures to ensure good governance. However, while significant progress had been made in achieving macro-economic stability and in creating an enabling environment for private sector-led industrialisation, the ability to enforce policy measures and rules and regulations to generate equitable results and fair participation in the development process was still inadequate and efforts to achieve good governance in Tanzania were incomplete. Therefore, good governance should be a continuous process in Government, the private sector and in civil society.

The presentation of workshop leaders George Lester, Senior Fellow and International Programme Director, Manchester Business School, UK and Geoffrey Burton, Senior Fellow Emeritus, Manchester Business School, UK, covered the following: *Management, leadership and professional excellence* (public sector, private sector, academia: - assessment of individual strengths as manager and leader); *Management style, change management and international HRM* (covering competitiveness and management development models as perceived by the public sector, the private sector and academia); *Industrial innovation and creativity*; (individual and team core competitiveness and measures to improve governance and economic management in Tanzania).

Workshop discussions focused on the need for collective action and collective responsibility to improve governance; the capacity to manage economic and social resources and provide services; the capacity to formulate policies, implement and monitor such policies; efficiency in managing public expenditures; transparency and accountability; and the need to address structural problems to facilitate industrial development and improve competitiveness.

The workshop acknowledged that Tanzania is in the vanguard of governance in Africa. However, governance is a process and the Government and the private sector should continue to create and sustain the enabling environment for Government and business to work in partnership and for this partnership to flourish. Governance and effective management are built on existing strengths and the existence of good policies. The challenge facing Tanzania is to strengthen capabilities for leadership and effective management (with vision and courage) and to ensure that policies are properly implemented, monitored and adjusted to reflect the existing realities of Tanzania's position, challenges and opportunities in a global economy.

Forum recommendations will be reviewed and provide the basis a blueprint on how to enhance management and leadership governance in Tanzania.

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COMING SOON

Energy	Biotechnology	Nano-Technology	Materials	Information Communication Technology	Aerospace Industry
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Technology Fair of the Future at UNCTAD XI, São Paulo, Brazil, 14 - 18 June 2004. The Technology

Fair of the Future is one of a number of events being held at UNCTAD XI which together are expected to attract some 3,000 participants from over 190 countries. Other events are the [EMPRETEC](#) /SEBRAE Business Fair, [WAIPA](#) Investment Forum and Fair Brazil Invest, [ITC](#) Competitiveness Tools Fair and NGOs Solidarity Market Fair. The Technology Fair of the Future will take place at the Anhembi (São Paulo city) Conventions and Exhibition Centre, simultaneously with the FISPAL 20th International Food Fair, the most important fair for food products in Latin America.

Up to 100 participants in the Technology Fair of the Future will be provided with an exhibition area, auditorium, multi-media area and room for business meetings (including video conferencing) free of charge. The successful participants will be selected from "promising new technology" submitted by enterprises, technology parks, research and development institutes, or institutions for innovation in an industrialized or emerging economy.

The Technology Fair highlights selected technology sectors: energy; biotechnology; nano-technology and materials; information and communication; aerospace. Special feature: technologies for low-income and least developed countries (LDCs) - renewable energy, agro-food processing, medicines and building materials.

See the [Fair homepage](#) for more details and the online application form <http://www.unidoform.org>

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