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THE UNITED NATIONS TRAINING PROGRAMME IN
INDUSTRIAL DEVELOPMENT AND PLANNING FOR THE
AFRICAN GOVERNMENT OFFICIALS

(Based on the Final Report on the Training Course
Cairo, February - May 1965)

By: Centre for Industrial Development, United Nations

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UNITED NATIONS

Department of Economic and Social Affairs
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Discussion Paper 10
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INTER-REGIONAL WORKING PARTY ON TRAINING
OF ECONOMIC ADMINISTRATORS OF THE DEVELOPING
COUNTRIES IN INDUSTRIAL DEVELOPMENT

Organized by the United Nations in co-operation
with the Development Centre of the Organization
for Economic Co-operation and Development (O.E.C.D.)

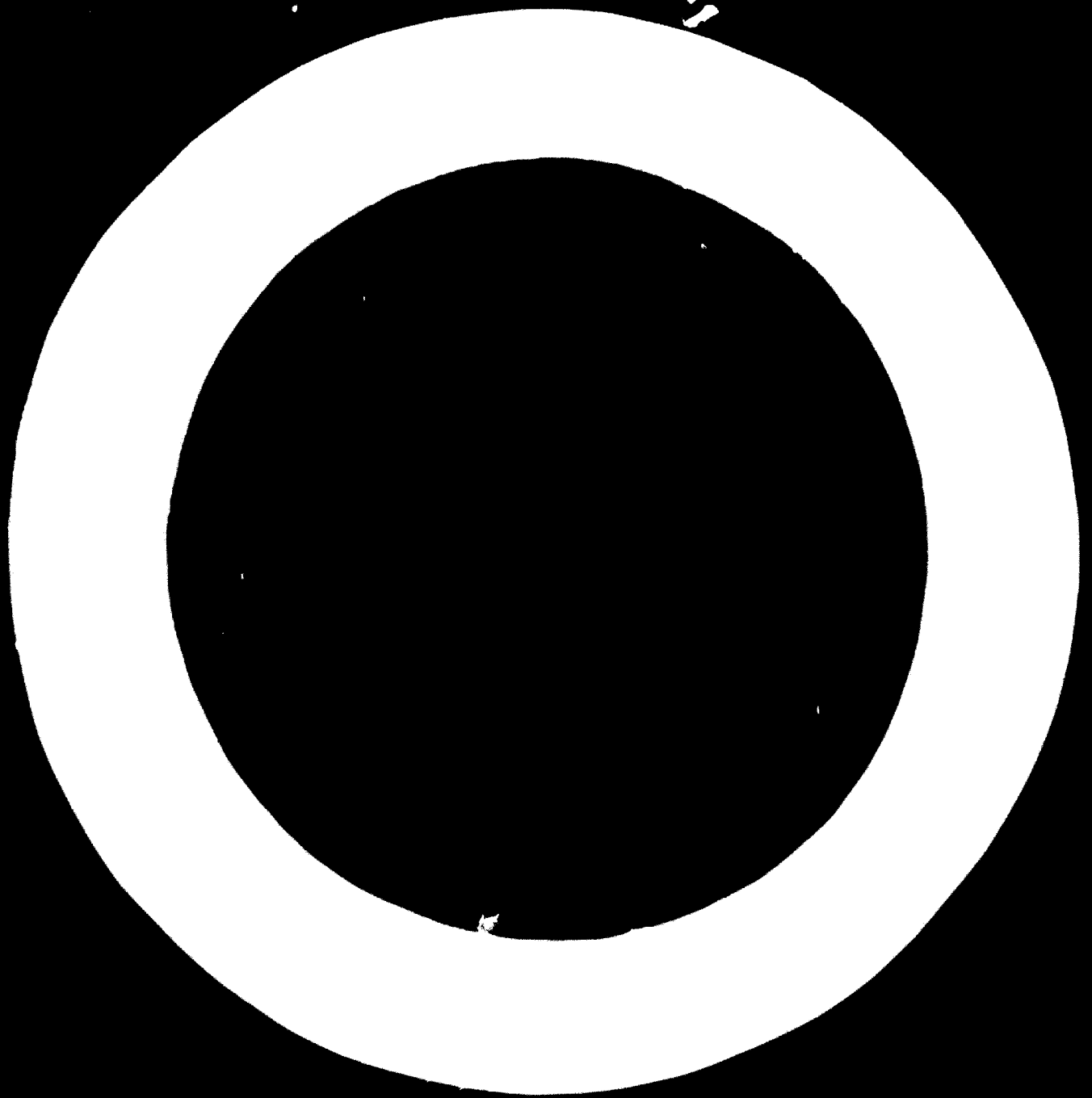
Paris, France: 2 September to 10 September 1965

UNITED NATIONS TRAINING PROGRAMME
IN
INDUSTRIAL DEVELOPMENT AND PLANNING
FOR THE AFRICAN GOVERNMENT OFFICIALS

(February 15 - May 11, 1965)

Presented by the
Centre for Industrial Development
Department of Economic and Social Affairs
United Nations, New York

This report is based on the Final Report on the Training Course prepared
by Mr. G.S. Gouri, Director of the Course.



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UNITED NATIONS TRAINING PROGRAMME
IN
INDUSTRIAL DEVELOPMENT AND PLANNING

I INTRODUCTION

1. The United Nations Training Programme in Industrial Planning for the African Government Officials was held in Cairo during the period 15 February 1965 - 11 May 1965. This programme was organized by the United Nations African Institute for Economic Development and Planning, Dakar, in co-operation with the Economic Commission for Africa, Addis Ababa, and the Centre for Industrial Development, United Nations Headquarters, New York. The Government of the United Arab Republic, through the Institute of National Planning, Cairo, provided host facilities for the training.
2. The Training Programme was attended by 18 participants, from 14 African countries. The participants, all nominees of their governments, were mid-career officials in the ministries of planning, industry and other government organizations concerned with the formulation and implementation of the industrialization programmes in their countries. The list of participants is given in Annex 1.
3. With the exception of two, all have been working in their governments for periods varying from 4 years to 18 years. The two participants had been in the government for about a year after their completion of studies abroad. Their ages varied from 25 to 44 years, and the large proportion of participants were in the 29-35 year age group.
4. The Training Programme was financed by IDEP, and the Bureau of Technical Assistance Operations, New York, provided fellowships to 13 participants. The programme was inaugurated by H. E. Dr. Labib Shokeir, Minister of State for Planning, Government of UAR, on 15 February 1965. The inauguration was attended by Dr. I.H. Abdel Rahman, Commissioner for Industrial Development, United Nations, New York; Mr. Hogens Boserup,

Director, African Institute for Economic Development and Planning, Dakar, Ambassadors of some of the African countries to the UAR and senior officials of the United Nations as well as of the UAR Government.

5. The lecturers from fourteen countries arrived at Cairo to give lectures and participated in the Course for periods varying from three days to thirty days. The specialists and experts from UAR gave lectures and seminars on different aspects of industrial development. The specialised personnel working in the Embassies at Cairo gave lectures and the benefit of their experience. The specialized agencies of the United Nations such as IBRD, ILO, FAO and UNESCO contributed substantially to the Course.

II. OBJECTIVES OF THE TRAINING PROGRAMME

6. During the last two decades, most of the developing countries have embarked on economic development programmes to sustain increased rates of growth. In this task, the government officials have been called upon to undertake complex and specialised tasks of planning for and implementing of industrialization programmes. The Commissioner for Industrial development referred to this problem in his statement at the time of the inauguration as follows:

"... the role of the State is very important in the developing countries. It provides a horizon in terms of development goals and creates an atmosphere in which industries can be established and operated. The roles of the government and of economic administrators, therefore, become more meaningful in aiding the process of industrial development. The economic administrators in the developing countries are already playing a vital role not only in initiating various industrial development projects, but also in influencing policies on foreign exchange, raw materials, licensing, etc..."

In brief, the government officials are required to act as "public sector entrepreneurs" in promoting and accelerating economic and industrial development programmes. This requires an awareness of the process of industrialization as well as the knowledge of inter-disciplinary tech-

niques involved in the process of industrialization. The disciplines involved vary from economic planning to engineering and technology matters. It is rather difficult to combine such a variety of disciplines except to learn them on the job through a series of assignments. This is also a time-consuming process, but some of it can be remedied by ad hoc training of officials by supplementing to their knowledge of industrialization processes and of their basic disciplines. The Training Programme in Industrial Development, held at Cairo, was designed to meet this purpose.

7. The purpose of the programme, briefly, was to provide economic background to technicians and technical background to economists. It was not meant to be an academic programme in which a certain amount of basic disciplines and techniques are taught. The programme was designed to give the trainees an idea of the process of industrial development from the planning stage to the implementation stage. In this effort, emphasis was placed on project level planning, study of technical and economic aspects of selected industries, policy measures to promote industrial development, and regional planning.

8. An effort is made in this paper to evaluate the problems and experiences of this Course so as to be useful for organizing similar courses elsewhere. Although training programmes have to be tailor-made for the situation and for the type of trainees, it is hoped that this experience will be valuable in conducting courses in industrial planning generally and in Africa in particular.

9. This Training Programme could be considered in many ways as an experiment. The Course was the first comprehensive and specialised training programme in industrial development. Secondly, it was not possible to interview and select participants, in view of the fact that the budget was small. Since no specific specialization was demanded as a qualification to enter the Course, the backgrounds of the participants varied from law to engineering. Thirdly, it was a bi-lingual course and brought together both English speaking and French speaking countries;

and finally, the position held by participants varied from chiefs of planning units to managers of industrial establishments. In other words, the Cairo Programme involved diverse elements for which a central theme had to be evolved. This proved to be challenging and it is believed that a common and acceptable programme was evolved as the Course got under way.

III A REVIEW OF THE ACTIVITIES OF THE TRAINING PROGRAMME

10. The general programme of the Course was first discussed in May 1964 in Cairo at the time of the meeting between the Executive Secretary of ECA, the Commissioner for Industrial Development and the Acting Director of the Institute of National Planning. A brief outline of the Course was evolved at that time. It was left to the Director of the Course, who was appointed in December, to elaborate the outline of the Course. This outline was further reviewed at Cairo in January 1965 by Mr. M. Boserup, the Director of ILOEP, Mr. G.S. Gowri, the Director of the Course, and Professor Abu Ismail, the Co-Director. The final outline of the Course is given in Annex 2.

11. Efforts were made to review this outline with the participants themselves at the beginning of the Training Programme with a view to ascertain their interests. The discussions that followed gave some insight into the degree of their interest in various areas and the level of instruction which needed to be followed during the Course. Sometime during the middle of the Course, the programme of work was reviewed to orient its activities. These discussions greatly helped the Director to orient the Course to suit the requirements of the participants. As a result, two subjects were added to the Course; namely regional development and foreign aid.

12. It was interesting to find that there was so much that needed to be communicated and that the literature, although unsatisfactory in selected areas, was considerable. Further, the country experiences in industrial planning offered unique examples. In effect, twelve weeks may not be sufficient to do full justice to the outline of the Course. On the other hand, this was the maximum period for officials to be away from their jobs.

13. The treatment of subjects and the time devoted to them, as the Table indicates, dealt more with problems of implementing industrial development plans rather than problems of formulation.

TABLE NO. 1
Analysis of Lectures given at the Course

Title of the Course Outline	Lecturers	Number of Lecture- Seminar Hours ^{1/}
1. Survey of Industrial Growth in Africa	Dr. P. Bernard (France) Dr. Yousef Abu Ismail (UAR)	12
2. Planning for Economic and Industrial Development in Africa	Dr. P. Bernard (France) Dr. Ahmed Mosny (UAR) Dr. Kurt Sack (E. Germany) Dr. H. Linsel (E. Germany) Dr. Abdel Gayum (India) Dr. A.F. Ewing (U.N.) Dr. N. Prasad (U.N.) Dr. S. Okita (Japan) Dr. I.H. Abdel Rahman (U.N.) Mr. M.A. Azam (ILO)	36
3. Project Level Planning and Implementation	Mr. E. Leibert (IBRD) Mr. L. Crescon (ILO) Eng. Moh. Sakr (UAR) Mr. J. Westoby (FAO) Mr. P. Vakomies (FAO) Dr. Samir Taher (UAR) Eng. Ahmed Shaker (UAR) Mr. Ed. Kleinmann (France) Dr. G.S. Gouri (U.N.) Dr. H. Sharaf (UAR)	53
4. Regional Planning and Industrial Development	Dr. A.R. Abdel Meguid (UAR) Prof. P. Saraceno (Italy) Dr. V.A. Mersan (Italy)	22

^{1/} The difference between lectures and seminars was one of time rather than method. In fact, the entire session was undertaken on a seminar basis. The lecture unit was one hour and 15 minutes and the seminar unit was two hours and 15 minutes. Generally, the guest lecturers delivered their lecture during the seminar period.

TABLE NO. 1 (cont)

Analysis of Lectures given at the Course

Title of the Course Outline	Lecturers	Number of Lecture- Seminar Hours
5. Instruments for Promoting and Guiding Industrial Development and Inter-Regional Cooperation	Prof. K.G.V. Krishna (India) Mr. N.D. Ganjei (U.N.) Prof. P. Saraceno (Italy) Dr. A.F. Ewing (U.N.)	30
6. Financing of Industrial Development	Mr. N.D. Ganjei (U.N.) Prof. P. Saraceno (Italy)	14
7. External Aid to the Developing Countries	Mr. W.J. van der Oord (U.N.) Mr. K. Levick (USA) Mr. A. Biziaev (USSR) Mr. L.W. Kangas (USA)	8
8. Country Papers by Participants	Mr. H. Tantawi (UAR) Mr. A. El Kettani (Morocco) Mr. M. Yaiche (Tunisia) Mr. H.R. Monday (Gambia) Mr. Y. Cuichard (Guinea) Mr. D. Dankaro (Nigeria) Mr. S. Kanda (Ghana) Mr. W.M. Philippos (Ethiopia)	17

more time was devoted to problems of translation of macro-economic aggregates to meaningful projects and to problems of establishment of industries. Some attention was given to policies and institutions necessary to promote industries in the African countries. Finally, efforts were made to review sources of external aid and in particular the mechanics of aid administration for giving and receiving aid. No claims are made here to state that this is the satisfactory approach to giving courses in industrial planning in the developing countries. But considering the level and interest of participants and the facilities available in the UAR, this approach was generally considered by the participants themselves as worthwhile. Also, some of them suggested that this should be repeated.

14. The characteristic feature of the present Training Programme was the emphasis on plant visits. Various views were expressed in the beginning of the Training Programme as to the timing of such visits and the proportion of time to be devoted to this aspect of the programme. The question to be decided was whether plant visits should be deferred until project level planning had been discussed or whether they should be commenced in the first week itself. It was decided to undertake a large programme of visits from the start and it proved to be a great advantage to the Course. This activity helped the Training Programme to put the participants in the proper perspective; namely, to develop the awareness that in the last analysis, the end product of their efforts is the factory itself. Secondly, being practitioners themselves, the participants began to ask questions about location, size, financing and their place in the plan, etc., which helped to treat these questions both in a practical way and in the overall context of the economic development. Thirdly, the discussions with the plant managers focussed the participants' interest on the technical and economic characteristics of specific industries leading to an examination of establishing them in their respective countries.

15. After some experiment, it was found that plant visits could be best undertaken in three stages. Before the visit to the plant, the manager would give a general review of development of the industry in the U.R., to be followed by another small talk in the plant itself as to what they were going to see. This visit would be concluded after discussion in the classroom with officials of the industrial establishment concerned with production, finance and administration. In this Course, it was not possible to reach this ideal for all plants but in whatever cases this was followed, the visit yielded satisfactory results.

16. In future courses, this element needs to be kept in mind. As a matter of fact, in deciding on the venue of the training programme, due attention needs to be given to the industrial base in that country and the willingness of the industrial establishments to spare time for the programme. In this

connexion, it should be recorded here that the industrial establishments in the UAR provided full support to the present Training Programme. It was always fascinating to see the industries in action. It provided an awareness both of opportunities and problems. There is no substitute for this kind of experience and it should form an integral part of any industrial development course.

17. Another characteristic feature of the Course was attendance at and participation in the international meeting on "Pulp and Paper Industry" which was held at Cairo in March 1965. This meeting was organized by FAO and ECA, and was attended by technicians and managers of the paper industry from different parts of the world. The participants attended the relevant meetings and the experts attending the meeting gave special lectures to the participants of the Course. This was followed by an interesting discussion on the problems of establishing pulp and paper industries in Africa, their size, location, inter-regional co-operation, etc. Detailed studies were also made of iron and steel, cement and tyre making industries.

18. Lastly, several participants presented papers to the group. This helped them to appreciate the special problems facing the African countries and the discussions reflected, in effect, a summary of the Course as it affected the problems of these countries.

19. While efforts were made to communicate much information through various means to the participants, this took much time and very little time was left for the participants to do additional reading. The following Table gives the actual time spent by the participants during the Course.

TABLE NO. 2

Analysis of Time Spent on Different Activities

	<u>No. of Actual Hours</u>
1. Lectures and Seminars	192 (a)
2. Plant Visits (actual time spent)	66 (b)
3. Attendance at International Meetings	11
4. Review of Outline, Progress of Course and Administrative Matters	<u>10</u>
Total:	279

(a) This included discussions on plant visits

(b) This does not include the journey to plants, some of which were located outside Cairo.

Whenever they were not visiting plants or attending classes, they were visiting historical sites of the UAR. While all this was interesting and beneficial, the pace of this work could be felt towards the end. Perhaps some mid-term break and proper spacing of holidays would be considered beneficial.

IV. LECTUREES

20. One of the highlights of the Course was the participation of the eminent and experienced persons from all over the world, who brought to the Course a variety of experiences. Some of them were heads of the planning agencies in their countries, managers of industrial establishments, both large and small, foreign aid administrators and senior United Nations officials. Most of the lecturers were practitioners themselves and contributed substantially to the process of the industrial development in their countries. A list of lecturers is given in Annex 3.

21. The accessibility of Cairo to Europe was a significant element in obtaining the services of a considerable number of lecturers.^{2/} Some of the lecturers came to Cairo at their own cost. It was both a personal contribution as well as one by their institutions, although it is difficult to decide which comes first. The International Bank for Reconstruction and Development sent one of its officers from Washington to deliver lectures on project appraisal. The Institute of Industrial Reconstruction in Italy was represented by Professor P. Saraceno and Dr. V. Marsan, who spoke to the Course on the organizational aspects of state industry and experiences of industrialization of Southern Italy. Dr. H. Prasad, Director of the Asian Institute for Planning and Development, a counterpart of IDEP in Asia, delivered lectures on problems of industrialization in Africa. The Centre for Industrial Development, the Fiscal and Financial Branch of the

^{2/} Further, a significant part of the intelligentsia of the world is always on the move and if one can keep track of their travel, it is possible to obtain their services if they are contacted well ahead of time. But it also restricts the time they can devote to lectures.

Department of Economic and Social Affairs and the Economic Commission for Africa, provided lecturers for the Course. Also the contribution of the UAR lecturers and, in particular, by the plant managers, constituted a significant proportion of the lectures. The subject of foreign aid was dealt with by persons who were present at Cairo at that time in their embassies, United Nations offices and in the Ford Foundation. All these persons, while bringing their rich experience, also brought relief to the budget of the Course which was rather small.

22. The list of lecturers, which is given in the Annex, looks impressively large; but most of them delivered two to three lectures only.

TABLE NO. 3
Classification of Lectures

Item of the Outline	Regular Lecturers	Guest Lecturers	3/
1. Survey of Industrial Growth in Africa	2	-	
2. Planning for Economic and Industrial Development in Africa	2	8	
3. Project Level Planning and Implementation	3	7	
4. Regional Planning	2	1	
5. Policy for Promotion of Industrial Development	2	2	
6. Financing of Industrial Development	2	-	
7. External Aid	-	4	

As the above Table indicates, each item of the outline was covered by two basic lecturers who stayed at Cairo for periods varying from two to four weeks. It is interesting to note that most of the guest lecturers dealt with problems of planning and project level planning, which also happen to be present-day subjects of interest.

3/ Guest lecturers delivered three lectures, on the average, to the Course.

23. It is interesting to note that the number of lecturers is proportionally large as compared to the total number of participants. This is inevitable in a course of industrial planning and development. First, the range of subjects and specialization involved in industrial development is substantial. It is difficult and even impossible to find a person who could cover all subjects. Each subject of the outline is a specialized field and needs to be treated in all its theoretical and practical aspects. Secondly, two persons can approach the subject and split the daily workload comfortably. And finally, the general idea of the training was to bring a variety of experiences and men of proved merit so as to enlarge the contacts of the participants with the rest of the world. This approach had its problems also. The main problem was that, to some of them Cairo was the nearest point they came to in Africa. The lecturers were fully aware of this fact and, therefore, made efforts to bring in the views of the participants themselves during the discussion period. But this is not the same as discussing specific African problems with the African participants. Fortunately, the Course had the benefit of the services of a Professor of Economics at the University College, Nairobi, of ECA officials and of some lecturers who spent considerable time in Africa. The value of the Course, whether it is held in Africa or other continents, can be considerably increased if participation of local lecturers to discuss local and regional problems can be balanced with lecturers from the industrialized countries.

V. LANGUAGES

24. The characteristic feature of all meetings and training programmes in Africa is the use of two languages; namely English and French. The Training Programme in Industrial Planning as mentioned earlier, had both English and French speaking participants at the Course. This required elaborate simultaneous interpretation and translation facilities. These services are generally expensive and also scarce. They constitute rather high overhead charges and their benefits accrue only when the size of the operation is large. For this Course, which was modest in terms of number of participants and of long duration, the overheads proved to be high.

Fortunately, UNESCO office in Cairo and the Arab League lent their desks and equipment, and also it was possible to hire local simultaneous interpreters and translators. The latter two groups supported the Course very efficiently. Since this was the major technical (in economic and industrial planning) meeting some adaptation was necessary; but after that, everything went off well.

25. The problem, however, is not one of availability of services although it is an important administrative consideration. The problem is whether a Course can be effective if conducted via the simultaneous interpretation. Many argue that language is an important tool in thinking and this process is interrupted if appropriate terminology is not employed even for part of the time. Further, there is a time lag between the lecturer's statement and its comprehension by the participant. These and other things do not aid the concentration by a trainee that a serious lecture requires. While this cannot be challenged, other considerations should also be taken into account. The matter of two languages is a matter of reality in Africa. There is also a desire to get together among African nations and this could be seen clearly in the Course. As a matter of fact, the participants felt the only way to get to know the countries in Africa was to use all opportunities of meeting and sitting with its representatives and talking to them. Despite inconvenience, some of the participants expressed the view, that in the long term, benefits outweigh the small inconveniences and they did not mind the slight delay in the process of their thinking.

26. The problem, however, was slightly different in the case of translation. Since the Director was English speaking and the host country used the English language extensively, it was inevitable that the programme was conducted with English as the first language. Many of the selected books, articles and background papers were in English. Effort was made to refer to the bibliographical material available in French, but it was not consistent with the immediate needs of the participants and their emotions. Therefore, heavy reliance has to be placed on translation services. But there was a

time lag of one week between the appearance of the English text and the French text. Sometimes, this was rather annoying but in the end, it was accepted as a matter of reality.

27. The important consideration in arranging similar courses elsewhere in Africa is to ascertain whether appropriate interpretation and translation services are available. The location of this Course at Cairo was advantageous from the point of view of costs of such services. These services were available in Cairo and cost about one-third of the cost if these services are to be imported from abroad. The services provided at Cairo were adequate and efficient.

VI DOCUMENTATION

28. The documentation distributed to the participants was considerable. The volume of documentation, while being beneficial from the point of view of the Course, presented some problems of taking it with the participants. The budget of future programmes should allow for shipping of documentation; first to receive it at the place of the training programme and then to transport it to the country of the participants. Considering the fact that much money is spent on acquiring them and translating them and that the proportion of costs involved in the trainees taking documentation as their baggage is small, due attention to this aspect of expenditure should be given in the budget of the future training programmes. It is interesting to note here that the Economic Development Institute provides to each participant a small library which, if acquired on the market, costs 2000 dollars.

29. The documentation distributed during this Course consisted of basic documents, background documents and summaries of lectures delivered at the Course. The basic document, as understood here, consisted of selected articles or a book which presented the problem under discussion in simple terms and also reviewed all up-to-date literature. The background documents generally were reproduced at the Institute of National Planning

since these were selected articles from a number of journals and books. The basic documents distributed were those generally referred to in the outline of the Course. The United Nations had so much relevant material in the form of internal memoranda and documents for internal distribution, that these were collected from United Nations Headquarters, New York, and the Economic Commission for Africa, and distributed to the participants. The list of documentation is given in Annex 4.

30. The problem with the United Nations documentation is that generally a limited number is reproduced and it is taken up quickly, leaving only a reference copy at Headquarters. If the documentation distributed to this Course is considered basic, arrangements will have to be made well in advance to secure the required copies if similar courses are to be conducted elsewhere. Therefore, a further scrutiny of the present documentation should be made instead of leaving it to the last minute before the commencement of another course.

31. The notes on lectures given to the Course are not consistent. They vary from set short-hand notes to very elaborate essays on the subject. For example, one of the lecturers on project evaluation took the trouble of writing everything on paper which came to about 200 pages. A few of them can be considered truly as notes on the lectures. The lack of uniformity was mainly due to the fact that the preparation for the Course started rather late and lecturers were pressed into service at short notice. Therefore, it was not possible to prepare lecture notes in advance and more so later since they had to depart quickly for other engagements. This matter could be better planned at the next course. Some of the lecturers however, took the view that feeding the participants with notes well before, restricts their interest in the lecture. The notes, therefore, should follow the lecture primarily to give references and to remind the participants in a general way, as to what the lecturer said in the Course.

VII SOME GENERAL CONSIDERATIONS

32. In order to organize and conduct the Training Programme for three months, the small office of the Director, consisting of two secretaries only, was found to be rather inadequate. The pace was rather hectic for this office to sustain both the substantive side of the Course as well as the administrative side. The co-ordination of flow of work from arrivals of lecturers to the availability of documentation to the participants, proved to be rather too demanding. This work, however, was made more pleasant by the whole-hearted co-operation of the National Planning Institute and the UNTAD Resident Representative's Office. They spared no pains to assist the Director in all matters. The Resident Representative to the UAR permitted the use of his staff on an overtime basis for assistance in administrative matters. The support of that office and its staff at all levels were the vital element in the Course. Much of the credit for the smooth functioning of the Course goes to the National Planning Institute, which acted as the host Institute. Their assistance in reproducing documents, arranging for visits to plants, and organizing social events for the participants deserve praise.

33. The courses to be held in future may not be able to draw on facilities as was done in Cairo. In order to assist the Director and free him from all his administrative charges, consideration should be given to the appointment of a Deputy-Director and, possibly, an administrative assistant in the Director's office.

34. The training programmes, to be effective and useful, need not be a one-time affair. They have to be nursed, fed and multiplied to be able to spread their benefits. The peculiar feature of these programmes are that they are both capital-intensive and labour-intensive. On the other hand, it is difficult to measure their output and thus, they evade a quantitative approach in assessing them. But this may not be necessary at all if a need for such training programmes can be established. In the African context,

the need not only exists but it is paramount. The African Continent has many young countries and their governments are making vigorous efforts to build an industrial base. In this task, the training programmes of this type, which put premium on practice rather than precept, have a definite place. Consideration should be given to organizing training programmes in industrial development, provided the resources permit, one in each region of Africa rather than one in a given year or in several years.

A N N E X 1

LIST OF PARTICIPANTS ATTENDING THE COURSE

<u>Country</u> ✓	<u>Name and Title</u>	<u>Address</u>
Dahomey	Ferdinand MEGNIGBETE Chargé d'Etudes à la Direction des Etudes et du Plan	Ministère des Finances, des Affaires Economiques et du Plan, Direction des Etudes et du Plan, <u>Porto-Novo</u> , DAHOMÉY
Ethiopia	Wolde-Mariam PHILIPPOS Counterpart to Bilateral Industrial Planning Expert, Office of the Planning Board	Office of Planning Board P.O. Box 1037 <u>Addis Abeba</u> , ETHIOPIA
Gambia	Horace R. MOIDAY Deputy Financial Section Secretary Ministry of Finance	Ministry of Finance <u>Bathurst</u> , GAMBIA
Ghan.	Samuel Ph. K. KANDA Assistant Projects Officer Ministry of Industries	Ministry of Industries P.O. Box No. M.39 <u>Accra</u> , GHANA
Guinea	Yves L.R. GUICHARD Economiste, Fonctionnaire débutant Ministère du Développement Economique	Ministère du Développement Economique <u>Conakry</u> , GUINEE
Guinea	Ismael GHUSSEIN 5/ Attaché Commercial Ambassade de Guinée	Guinean Embassy 46, Mohamed Mazhar Street, Zamalek, Cairo, UAR
Liberia	John E. Scott Senior Officer, Division of African-Domestic Trade Dept. of Commerce & Industry	Department of Commerce and Industry Div. of African-Domestic Trade, <u>Monrovia</u> , LIBERIA
Libya	Aly TAGHOUGH Head, Industrial Planning Section Ministry of Planning and Development	Economic and Social Affairs Division, Ministry of Planning and Development P.O. Box 600, <u>Tripoli</u> , LIBYA

✓ Countries mentioned in alphabetical order

5/ Attended the Course by special arrangement

<u>Country</u>	<u>Name and Title</u>	<u>Address</u>
Morocco	Abdallah EL KETTANI Chef de Bureau. Serv. du Crédit Sous-Secrétariat d'Etat aux Finances	Sous-Secrétariat d'Etat aux Finances Service du Crédit Rabat, <u>MAROC</u>
Niger	Souleymane DANLADI Chef, Bureau du Commerce Exter. Min. des Finances & des Affaires Economiques	Bureau du Commerce Exterieur Ministère des Finances & des Affaires Economiques <u>Niamey, NIGER</u>
Nigeria	David DANKARO Senior Assistant Secretary Ministry of Commerce and Industry	Federal Ministry of Industry <u>Lagos, NIGERIA</u>
Tanzania	Isiah S.A. IMAIPAJA Assistant Manager Mwananchi Ocean Products Ltd.	Mwananchi Ocean Products Ltd P.O. Box 2775 <u>Lagos Salam, TANZANIA</u>
Tunisia	Mohamed YAICHE Ingénieur de Travaux Statistiques et des Etudes Economiques Service des Statistiques	Secrétariat d'Etat au Plan L'Economie Nationale Service des Statistiques Boite Postale 65 <u>Tunis, TUNISIE</u>
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UAR	Ahmed Ezzat ABDEL CAYED Projects Sub-Manager Misrayon Co.	Misrayon Co. Kafr el Dawar, UAR
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A N N E X 2

OUTLINE OF THE COURSE ON INDUSTRIAL PLANNING

15 February - 11 May 1965

1. A Survey of Industrial Growth in Africa

- A general survey of industrial development in Africa
- Patterns of industrial development
- Structure of industry, size and types of industries

Suggested Documents:

- United Nations : World Economic Survey (Industrial Development, Part I) 1961
- ECA : Growth of Industry in Africa, 1962
- ECA : Report of the ECA Industrial Coordination Missions
- United Nations : Process and Problems of Industrialization in the Underdeveloped Countries, 1956
- United Nations : Patterns of Industrial Growth (Statistical Data) 1948-1961
- Ministry of Co-operation, France : Studies in Planning in the French-Speaking Countries in Africa

2. Planning for Economic and Industrial Development in Africa

- Resource endowment - infrastructure development - size of markets - level of skills - institutional framework - savings and investment - industrial development and economic growth
- Planning to overcome economic backwardness - rational and objectives of planning - formulation of plans - relation of industry sectoral plan to national plans - formulation of targets - import substitution - export potential - public sector and private sector allocation of industry projects - regional development and location of industries.

Suggested Documents

- ECA : Perspectives for Industrialization in Africa
- Bryce M. : Industrial Development
- Tinbergen J. : Design for Development
- Lokanathan A.S. : Elements of a Programme for Industrial Development.
CEOD, Paris, 1962
- ECAFE : 1961 Economic Survey, 1961
- CECD : Training Programme in Economic Development, Paris,
1961
- OECD : Methods of Industrial Development, Paris, 1960
- Bryce H. : Industrial Development, New York, 1960
- United Nations: : Planning for Economic Development. Report of a
Group of Experts
- United Nations: : 1964, Report of the United Nations Seminar on
Industrial Programming (Sao Paulo, March 1963)
- ECAFE : Programming Techniques for Economic Development, 1960
- ECAFE : Problems of Long-Term Economic Projections, 1963
- ECAFE : Formulating Industrial Development Programmes, 1961

3. Project Level Planning

- A. Formulation and appraisal of industrial projects.
 - Sequence of project development
 - Technical and economic elements of the project
 - Preparation of the project
 - technical feasibility investigations
 - market studies
 - physical resource flow plan
 - financial flows
 - Project costs, investment and rates of return. commercial con- sideration
 - Overall plan considerations
 - Phasing of the project, preparation of designs, bids, controls, etc.

B. Institutional Framework and Problems of Project Implementation

- Common problems of implementation and management in newly developing countries
- Organization arrangements for implementation of projects in the public sector, control of the ministries, autonomous organizations, licensing procedures for procuring raw materials and equipment
- Techniques for better implementation - budgeting - cost controls - measurement of goals and achievements in common units - scheduling network analysis
- Progress reporting combined with corrective action
- Approaches to better implementation - plant utilization - inventories - productivity of men and machines - incentive environment - government action

Suggested Documents

- ECLA : Manual on Economic Development Projects, New York, 1958
- Bryce M. : Industrial Development (Part 2), New York, 1960
- United Nations : Project Evaluation Papers submitted to the Sao Paulo Symposium
- Weaver, Bauman, and Henigan : Cost and Profitability Estimations Chemical Engineers Handbook, New York, 1961
- United Nations : Training for Industrialisation (E/3901)

4. Financing of Industrial Development

Public and direct financing. Direct financing of industrial enterprises in the public sector. Need for financial autonomy of public enterprises. Price policies of the public enterprises as a factor in financing.

- Mixed enterprises. Rational of the mixed enterprises, financial structure and management
- Private enterprises. Methods of financing. External and internal financing. "Self-financing" as an important source of private investment in industry. Government policies as regards rates of profit in private enterprises. Differential taxation of distributed and non-distributed profits as an incentive to self-financing.
- Joint ventures with foreign capital as a source of financing. Economic and political aspects of joint ventures. The question of an investment climate and formulation of an international investment code.
- Equipment credits as a source of financing. Conditions of supply of such credits by capital exporting countries. National insurance schemes of equipment credits as part of export promotion measures by supplying countries. International re-insurance of such credits as a means of promotion of industrialization of developing countries.

Suggested Documents

- United Nations : The Capital Development Needs of the Less Developed Countries. Sales No. 62.II.D.3
- United Nations : The Promotion of the International Flow of Private Capital. L/3905
- United Nations : Financing of Industrial Development. Progress Report and Proposals for Programme of Work. E/C.5/32
- United Nations : - ditto - Review of Activities. E/C.5/58
- United Nations : - ditto - The Provision of Credits for the Financing of Imports of Machinery and Equipment into Developing Countries. E/C.5/26
- United Nations : Export Credits for the Financing of Capital Goods requirements of Developing Countries. E/C.5/64
- United Nations : Working Capital Requirements of Industrial Enterprises. E/C.5/57

5. Instruments for Promoting and Guiding Industrial Development and Inter-regional Co-operation

- Fiscal concessions
- Trade policies and incentives
- Government control and assistance licensing, raw material allocation, transport, etc.
- Exchange rates
- Work of ECA Missions in East, West, Central and North Africa.

Suggested Documents

- United Nations : Planning for Economic Development
- ECAFE : Implementation of Plans (1955, Seminar paper)
- United Nations : Selected Papers of the United Nations Trade and Development Conference, Geneva, 1954
- ECA : Reports of the Industrial Coordination Missions
- ECLA : Possibilities of Integrated Industrial Development in Central America

6. Regional Planning and Industrial Development

- Role of regional planning
- Criteria of allocating industries
- Planning for industry complexes
- Experience of Aswan and Southern Italy

Suggested Documents

- OECD : Regional Planning, Paris, 1962
- SVIMEZ : Legislation for the Development of Southern Italy
- UAR : Conference papers on Aswan Regional Planning

7. Role of External Aid

- Capital needs
- Source of aid
- Administrative aspects of giving and receiving aid

Suggested Documents

- Special Fund : Formulating Requests for the Special Fund
- World Bank : Assistance to Industry
- United Nations : 1964 International Flow of Long-Term Capital and Official Donations. 1960-1962
- United Nations : 1961 The Expanded Programme of Technical Assistance for Economic Development of Under-Developed Countries. An Explanatory booklet

A N N E X 3

LIST OF LECTURERS

<u>N A M E</u>	<u>T I T L E</u>	<u>A D D R E S S</u>
Dr. I.H. Abdel-Rahman	Commissioner for Industrial Development, United Nations Headquarters	United Nations Hqrs. (Economic and Social Affairs Department) Centre for Industrial Development Room No. 2920-A New York
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Eng.Ah. Shaker	Plant Manager Tourah Cement Factory	Tourah Cement Factory Tourah, <u>Cairo</u> - UAR
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ANNEX 4

A SELECTED LIST OF PUBLICATIONS AND
DOCUMENTS DISTRIBUTED TO THE PARTICIPANTS

I PUBLICATIONS AND DOCUMENTS

(1) A Survey of Industrial Growth in Africa

Economic Survey of Africa since 1950, United Nations, New York, 1959

Industrial Growth in Africa, United Nations, New York, 1963

African Timber Trends and Prospects, ECA Doc. E/CN.14/318

Development of the Iron and Steel Industry in Africa, ECA Doc.
E/CN.14/327

Basic Chemicals and Fertilizers, ECA Doc. E/CN.14/INR/73

Textiles in West Africa, ECA Doc. E/CN.14/INR/73

Cement Industry in West Africa, ECA Doc. E/CN.14/INR/75

Development of Food Industries in West Africa, ECA Doc. E/CN.14/INR/76

Soil Fertility and Fertilizers in West Africa, ECA Doc. E/CN.14/INR/70

Building Materials Industry in Africa, ECA Doc. HOU/WP/4 and Add.1

(2) Planning for Economic and Industrial Development in Africa

World Economic Survey 1963, Part I, United Nations, New York, 1964

World Economic Survey 1963, Part II, United Nations, New York, 1964

World Economic Survey 1961, United Nations, New York, 1962

Economic Survey of Asia and the Far East 1961, ECAFE, Bangkok, 1962

Planning for Economic Development, United Nations, New York, 1963

Programme Techniques for Economic Development, ECAFE, Bangkok, 1960

Formulating Industrial Development Programmes, ECAFE, Bangkok, 1961

Problems of Long-Term Economic Projections, ECAFE, New York, 1963

Report of the Sao Paulo Seminar on Industrial Programming,
United Nations, New York, 1964

Impact of Planning on Economic Growth in Japan, Japan Economic
Research Centre, 1965

Problems and Prospects of Italian Economic Development, Ministry of
the Budget, Rome, 1963

Prospectives for Industrialization in Africa, A.F. Ewing and S.J. Patel

(3) Project Level Planning and Problems of Project Implementation

Industrial Development, Murray D. Bryce, McGraw-Hill, 1960

Feasibility Studies, Economic and Technical Soundness Analysis, Capital
Projects, Department of State, Agency for International Development,
Washington, 1963

Benefit-Cost Evaluations as Applied to AID Financed Water or Related
Land Projects, Department of State, Agency for International
Development, Washington, 1963

Proceedings of the Conference on Pulp and Paper in Africa and the
Middle East, ECA, Cairo, March 1965

Industrial Standardization in Developing Countries, United Nations,
New York, 1964

Establishment of Industrial States in Under-Developed Countries,
United Nations, New York, 1961

Training of National Technical Personnel for Accelerated Industrial-
ization of Developing Countries, E/3901 and Addenda 1 and 2

Statement by Executive Secretary on Training and Economic Development,
ECA, Nairobi, February 1965.

(4) Financing of Industrial Development

The Capital Development Needs of the Less-Developed Countries,
United Nations, New York, 1962.

Financing Economic Development, United Nations, E/3905 and Add.1

Activities of the Centre for Industrial Development, United Nations,
E/C.5/64

(5) Instruments for Promoting and Guiding Industrial Development and Inter-Regional Co-operation

Possibilities of Integrated Industrial Development in Central America, United Nations, New York, 1964

ECA Report of the West African Industrial Co-ordination Mission, E/CN.14/246

ECA Report of the Industrial Co-ordination Mission to East and Central Africa, E/CN.14/247

ECA Report of the Industrial Co-ordination Mission to Algeria, Libya, Morocco and Tunisia, E/CN.14/248

ECA Statement by the Executive Secretary on Economic Co-ordination, E/CN.14/273

ECA Report of the Conference on Industrial Co-ordination in West Africa, E/CN.14/324

(6) Regional Planning and Industrial Development

Elements of Regional Planning, A.R. Abdel Meguid

Aswan - A Multi-Dimensional Approach to Regional Development

Regional Planning of Aswan - Organizational Structure

Regional Planning of Aswan - Technical Data on the High Dam

Aswan Regional Development - An Integrated Programme and Priorities

(7) External Aid

Report on Technical Cooperation, ECA, E/CN.14/318

Aid to Business (Overseas Investment), Department of State, Agency for International Development, Washington, 1964

United Nations Special Fund, Project Guideline No. 1, SF/PGL/1

Ford Foundation Programme in the United Arab Republic, Ford Foundation, New York

US Economic Assistance to United Arab Republic, US AID Mission, Cairo

Japan and the Developing Nations, Foreign Affairs Association of Japan, 1965

(8) Documents Published by the Institute of National Planning, Cairo

- Memo. No. 336 - Growth Pattern of the Manufacturing Sector in Egypt, (1950 - 1970), F.R. Fahmy
- Memo. No. 452 - The Development of the UAR's Foreign Exchange Policy, I.H. El-Issawy
- Memo. No. 454 - The Place of Agriculture in Economic Development, R.N. Poduval
- Memo. No. 477 - Accounting for Use of Resources and Funds, K. Bahr
- Memo. No. 479 - Economic Development of Burundi, K.A. Blakey
- Memo. No. 480 - General Considerations on Educational Planning, A. Zaky
- Memo. No. 481 - Needs and Problems of Education in Africa, M. Dartigue
- Memo. No. 494 - The Role of Semi-State Enterprises in National Economy, H. Linscl and K. Saak
- Memo. No. 505 - The System of Planning in Socialist Economy, Z. Federowicz
- Memo. No. 517 - Some remarks on the Problem of Pricing in the Socialist Economy, Z. Federowicz
- Memo. No. 521 - The Organization of the Monetary Turnover and Settlements in the Socialist Economy, Z. Federowicz
- Memo. No. 525 - Some Notes on the Nationalised Industries of the UAR and their Pricing Policies, E.E. Watkin
- Memo. No. 527 - Cost Plus and Full Cost Pricing Techniques in a Public Enterprise, E.E. Watkin
- Memo. No. 530 - An Introduction to the Problems of Decision Making in Enterprises, E.E. Watkin
- Memo. No. 548 - Planning of Industrial Development in the UAR, F.R. Fahmy

II LIST OF BACKGROUND PAPERS

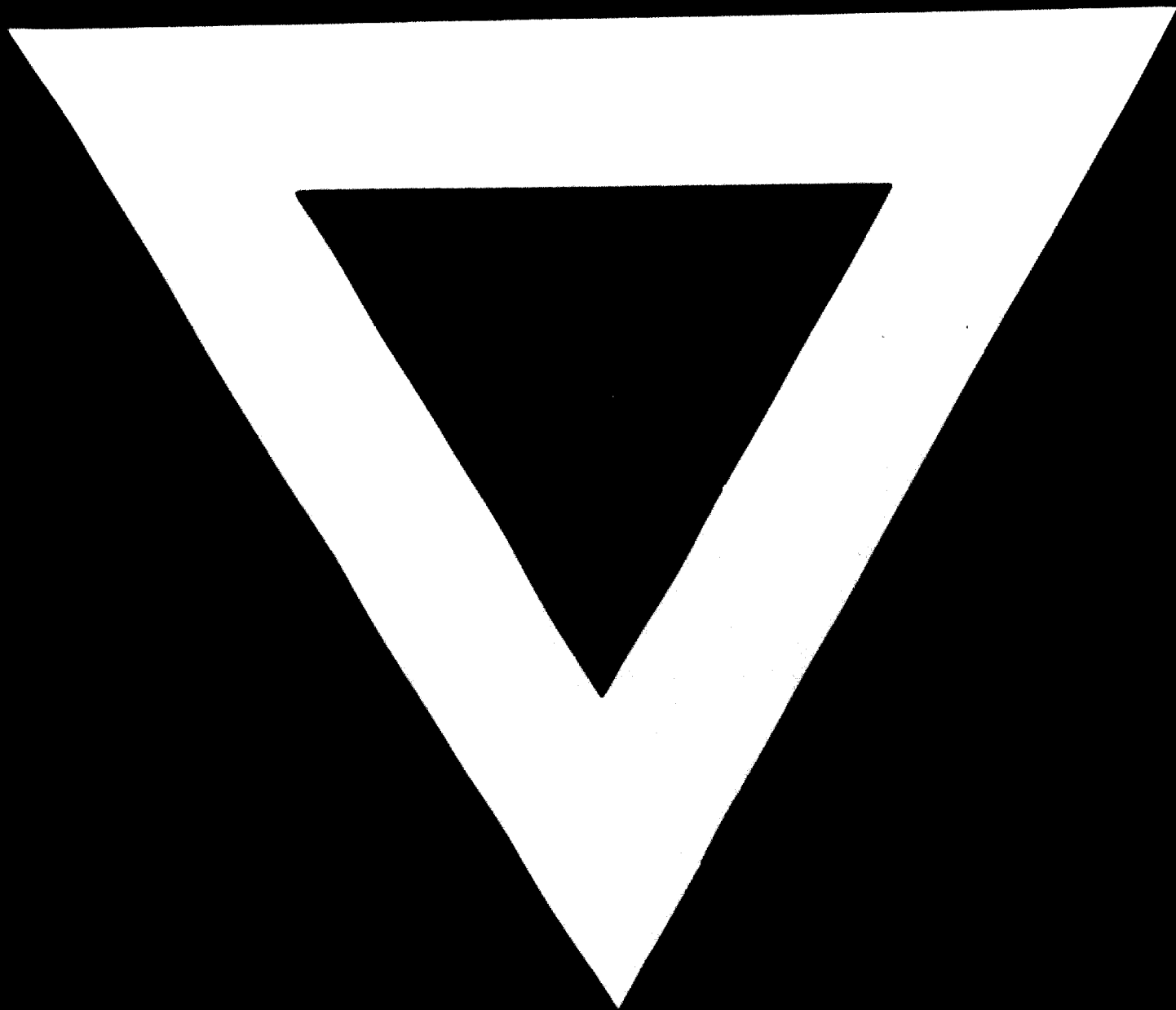
1. The process of Economic Planning. M.F. Millikan
2. Questionnaire on Industrial Planning and Development (Prepared by the United Nations)
3. The Centre for Industrial Studies
4. A Self-Text in Project Preparation
5. 14 Various Tables
6. Questionnaire for Industrial Projects - I.B.R.D.
7. Financial Evaluation of Capital Projects
8. Elements of Financial Analysis
9. How to Read a Financial Report
10. Study of the Market
11. How to Evaluate New Capital Investments. J.G. McLean
12. Industrial Complexes - Definition, Classification and Justification
13. Kenya Development Plan for the period from 1/7/64 to 30/6/70
14. Pre-Investment Data for Food Processing Industry. N.H. Ishler
15. The East-African Common Services Organization
16. Pre-Investment Data on the Aluminium Industry
17. The Inter-American Development Bank and Industrial Development in Latin America.
18. Location Factors for the Chemical Industries in Developing Countries. L.H. Nordenson
19. Studies in Economics of Industry
20. The ABC's of the Critical Path Method. F.K. Levy, G.L. Thompson, and J.D. Wiest
21. Interpretation of PERT
22. Project Scheduling and Control

A N N E X 5

LIST OF INDUSTRIAL ESTABLISHMENTS
VISITED BY THE PARTICIPANTS

<u>Plant or Factory</u>	<u>Location</u>
Eastern Tobacco Company	Guizeh (Cairo)
Stella Beer Factory	Guizen (Cairo)
"Kaha" Factory (preserves)	Medinet el Tahrir
Torah Factories of Portland Cement	Torah
"Beida" Dyers Company (Textiles)	Kafr el Dawar
Transport and Engineering Company, "Misr" Tyre Factory	Alexandria
National Paper Factory	Alexandria
"Edfina" Caring Factory	Alexandria
Egyptian Copper Works	Alexandria
"Misr" Company for Spinning and Weaving	Mehalla el Kobra
The Iron and Steel Company	Helwan (Cairo)
High Dam Complex	Aswan
"KIMA" Fertilizers Company	Aswan
Aswan Dam and Electric Power Station	Aswan
Suez Petroleum Refinery Company	Suez
El Nasr Factory for Fertilizers	Suez
"Timsah" Company (ship building)	Ismailia
Canaltex Company (The Flooring and Insulating Material Manufacturing)	Ismailia





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