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INDUSTRIAL STUDIES AND DEVELOPMENT CENTRE - PHASE II\*

DP/SAU/73/OC4

SAUDI ARABIA

Mission report

24 May - 2 June 1975

by

P.F. Ryan

Industrial Development Officer

United Nations Industrial Development Organization

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Contents

	<u>Page</u>
Introduction	2
Summary of Findings and Recommendations	3
 <u>Part I</u>  	
1a) General Background	5
1b) Project Background	7
2+3) Financial Situation and Recommendations	9
4) Future of Project	10
5) Recruitment	11
6) IERD Resident Mission in Riyadh	11
7) Central Testing Laboratory	12
8) Project Appraisal	12
9) Annex I, Board of Directors of the ISDC	15

## 1. Introduction

The Review Mission was carried out by Mr. P.F. Ryan of the Feasibility Studies Section of UNIDO between 24 May and 2 June 1976.

Mr. A. Adelwahab participated from 25 - 29 May 1976 his knowledge of the project over a long period being extremely helpful.

The main purpose of the mission was to review the project itself, its objectives, achievements, shortcomings and difficulties, and to determine its future in view of current financial difficulties, and the eight to sixteen experts who are or will be in the field.

Discussions took place in depth with the Project Manager, Mr.A.Ali Moursi, and two meetings were held with H.E. Rida M. Abbar, Director General and with H.E. Abdulaziz Al-Zamil, Deputy Director General.

Extensive discussions were held with the UNDP Resident Representative Mr. Abdullatif Succar, the Deputy Resident Representative Mr. Saiyid M. Hanif, and Mr. Kishi, Programme Officer.

Interviews were also conducted with the heads of the four departments of the Centre; Mr. Ibrahim Ben Salama - Research

Mr. Ammer T. El-Dabbagh- Information

Mr. M.F.Al Khadrawi - Project Evaluation

Mr. Omair A.Al Omair - Technical

A meeting was held with all UNIDO experts and individual discussions were also held on request. Mr. J. Jarvis was absent during the mission on duty travel. Mr. O. Berger took up his post during the mission.

## 2. Summary of findings and recommendations

1) The objectives of the project as defined in the Original Plan of Operation are still valid, but will shortly require redefinition in line with the new Tasks of the Industrial Studies and Development Centre.

These tasks are the result of re-organization whereby the Ministry to which ISDC reports was recently split into the Ministry of Industry and Electricity, and a separate Ministry of Commerce. ISDC reports to the former only.

Also very recently the heavy industry projects which came under Petromin (an autonomous agency of the Ministry of Petroleum) will in future come under the Ministry of Industry.

It is recommended that the objectives of the UNDP/UNIDO project DP/SAU/73/004 be reviewed in November 1976 when the new division of responsibilities will have been clarified.

2) The Directors of the ISDC find the project to be useful and wish it to continue. Specialists would in future be required rather than generalist experts. The project was required to continue in 1977, and also there would be a third phase of the project beginning in 1978.

3) Cost sharing to the extent of a Government Contribution of US\$ 353,532 in 1976 has already begun. In 1977 the project would be heavily supported by contributions from the Government. The exact amounts and percentage support has not yet been decided.

It is recommended that a cost sharing basis be adopted, rather than Funds-in-Trust, since the full support of UNDP at all levels is considered to be of great value to the project. Under a Funds-in-Trust arrangement, this support would not be available.

4) Recruitment is still a major problem. More housing will be required as soon as candidates are accepted for posts 11-04, 11-05, 11-08 and 11-09. Naturally the ISDC does not want to rent apartments and leave them empty, but preparations should be made now for these four experts and for 1977 there will be four more (11-11, 11-12, 11-13, 11-14) less any apartments which may become available as experts leave the project:

5) In view of the very critical recruitment situation it is recommended that a legally binding agreement be reached if possible, with the candidates who have been accepted for posts 11-11, 11-12, 11-13, (11-14). Experience has shown that if contracts are left until the time the experts are due to arrive in post, either their Government cannot release them, or the candidate is contractually bound elsewhere.

1a) General Background

The increase in the oil price from US\$ 1.76 to US\$ 10.60 has greatly altered the industrial development situation in Saudi Arabia, since the oil income now exceeds US\$ 30 billion per annum, posing large scale investment problems.

The First Five Year Plan ended in 1975 and the Second Five Year Plan for 1975 - 1980 became known after the Council of Ministers approved it on 21 May 1975.

It is not thought meaningful to analyse the 1975-1980 Plan as part of this report. Some parameters are necessary however, to give its scale as far as industry is concerned.

Rate of exchange June 1976 SR 3.5 = US\$ 1.-

Total Financial Requirements (Saudi Riyals millions)

<u>First Plan</u>	<u>Second Plan</u>	<u>Percent.of Plan</u>	<u>Ratio Second to First Plan</u>
SR 56,223.-	498,230.2		8.9
of which Physical Infrastructure development is			
14,068.8	112,944.6	22.7	8.0
Economic resource development is			
6,033.3	92,135.0	18.5	15.3

Actual expenditure is anticipated to fall short of appropriations.

Work Force

A total increase of 808,500 workers is estimated to be required for the Second Plan of which about 500,000 foreigners.

From 1970 to 1975 the work force was estimated to have grown from 1.328,000 to 1.600,000. Thus by 1980 there should be a work force of some 2.330,000.

Of these the breakdown is anticipated as: (thousands)

	<u>1975</u>	<u>1976</u>	<u>% Change</u>
Agriculture and Fishing	426.1	395.1	- 7.3
Mining and Quarrying	45.6	62.1	36.2
Manufacture	46.5	77.5	69.4
Utilities	18.3	29.5	61.2
Construction	314.2	591.9	88.4
Commerce	211.0	361.4	71.3
Transport and Communications	103.2	162.5	57.5
Service	188.4	297.9	58.1
Administration, Education and Health	<u>168.8</u>	<u>352.7</u>	<u>108.9</u>
TOTALS	1,522.1	2,330.6	53.1
	*****	*****	*****

Thus the largest growth areas are in health, education, administration and construction, of which the latter will demand by far the largest manpower increase. The relatively modest increase in manufacturing as compared to commerce and services reflects the capital intensive nature of nearly all industrial activities.

Manpower figures are a difficult problem since the printed results of the population census taken in September 1974 are not (as far as is known) yet available and the main source of unskilled labour (other Arabian peninsula countries) are not subject to work permits. There are estimated to be at least 500,000 citizens of the Yemen Arab Republic and the Peoples Democratic Republic of Yemen in Saudi Arabia.

Thus the projected increase of 498,600 foreign workers in the period 1975 - 1980, as opposed to 232,000 Saudis is probably an under estimate bearing in mind the attraction of employment to the unemployed in neighbouring countries. One difficulty for some professionally skilled immigrants from countries like the Arab Republic of Egypt and Pakistan is the acute housing problem and the effect of inflation on the cost of living. This may prove to be a real constraint.

Housing is in fact a key constraint to the economy. Approximately 75,000 urban dwellings were constructed from 1970 - 1975 against an estimated need of 154,000 units. The need for 1975 - 1980 is estimated to be 324,200 units. 31,000 housing units are now placed under one contract and another contract for 100,000 prefabricated units (within 3 years from contract onward) is now being put to international tender.

The other main constraints, apart from manpower and housing are water, port congestions and communications.

The achievements of the First Plan are well illustrated by the fact that 3,221 kms of new roads were completed against 8,438 kms of paved roads existing in 1970. A typical problem is shown by the fact that the roadbuilding agency could increase its staff in the period by only 23 to 1,553.

The number of vehicles is expected to increase from 200,000 to more than 500,000 in the period, and SR 14,000 million will be spent on 13,000kms of new roads, i.e. four times the amount built in the First Plan.

Severe disruptions in implementing the Plan are anticipated if by 1980, 13 million tons of freight cannot be imported annually, by sea, as compared with 3 million tons in 1973. (Already manufacturers are importing vehicles and freight by land at very high cost. One ten-ton load from Germany costs DM 23,000). The existing delays at ports could hardly have been foreseen prior to 1974.

The effect on industry of high cost water needs no elaboration. Desalting by utilizing the heat generated in the desalting process, so that heavy industry is necessarily confined to coastal areas.

For further background reference should be made to the Plan itself, a copy of which is available in the Feasibility Studies Section of UNIDO.



1b) Project Background

The history of this project is too well known to require extensive review here. The project really got under way in 1968 and it has had throughout excellent support from the Government.

Its main achievements have been to provide a consultant service in depth to both the public and private sectors on industrial matters. The UN experts by their residence long term have been able to survey industries, potential and existing in a very thorough manner as opposed to management consultants whose contracts are necessarily limited in time. United Nations advisers also have the advantage of being commercially disinterested, therefore their judgement is impartial.

Through the information service now available in the Centre's Library, the establishment of which is one result of the project, the data compiled since 1968 is now available indirectly to private investors and directly to public sector planners and to other international Agencies.

The recent visit of a short term consultant on Information Systems (Mr. Lorch F.R.G.) was very enthusiastically received.

The U.K. team have also served and continue to serve as a source of expertise in different disciplines and have undertaken counterpart training on a continuous basis. This is particularly useful because some of the Saudi nationals at the Centre have been absent abroad obtaining higher degrees, some of them for more than one period.

Three other contributions have been and will in future be, made firstly the establishment of industrial estates with common service workshops, and the equipping of a materials testing laboratory.

Following the successful establishment of industrial estates at Riyadh, Jeddah and Dammam, new estates are planned at Mecca, Al-Qassim and Al-Ahsa, and also in other locations.

Secondly, specific feasibility studies have been made of industrial projects which, as a direct result, are now operational.

Surveys of potential projects have been made on the basis of regional reviews, (by visits from teams on the spot) and on the basis of surveying the general possibilities of establishing a specific production unit of a certain size based on a practical market survey.

It should not be overlooked that the UNIDO team provide a day to day service in their speciality which does not receive any particular publicity. Sometimes this takes the form of visits to established plants, but more often the enquirers come to the Centre. This is now a main function of the Centre and an important one. Some of the UNIDO team also advise on equipment purchase and on other aspects of an industry and are invited to accompany the Saudi officials of the Centre on exploratory missions, eg to European suppliers.

Thirdly the new laboratory sited behind the Centre's new office at the industrial estate in Piyadh should be completed and ready for the installation of equipment by January 1977. One important task for UNIDO is to assist with this installation and provide four experts to start the laboratory off. Three of the four experts have already been recruited, and all four should be in the field as arranged by March 1977, when the laboratory opens.

At June 1976 the following was the manning table situation:

<u>Post</u>	<u>Name</u>	<u>EOD</u>	<u>Man/months in Project Document as revised at 11 October 1975</u>	
11-01	Project Manager	A.Ali Moursi (ARE)	16.12.1975	26
11-02	Indus. Economist	H.A.Kaseem (PAK)	7.12.1974	24
11-03	Proj.Prep.+Eval.	M.V. Divatia (IND)	12. 3.1976	12
11-04	Proj. Implement.	Cand.being submitted		12
11-05	Indus. Data	No candidate accepted		24
11-06	" "	A. Gabrielsen	COMPLETED 21.3.1976	12
11-07	Prod.Engineer (Mech)	N.K. Widhani (IND)	1. 8.1974	41
11-08	Mkt.Research +Mktng	Z.A.A. Ahmed Aly (ARE)	Accepted	24
11-09	Financial Managemt.	J. Ferguson (UK)	Accepted but not available	12
11-10	Managemt.Accountant	A. Bakr (ARE)	1. 8.1974	29
11-11	Adviser Dev.Labor.	V. Habernickel (FRG)	Acc. for Nov.1976	20
11-12	Analytical Chemist	E. Sherief (ARE)	Acc. for 1977	18
11-13	Metallurgist	A. Mallik (UK)	" " 1977	18
11-14	Materials testing	To be recruited asap	for 1977	18
11-15	Building material	O.Berger (Austria)	23. 5.1976	21
11-16	Food Processing	J. Jarvis (UK)	21.10.1975	24
11-17	Plastics Industry	M.El-Moualled (ARE)	24. 7.1975	29
11-18	Short term consultants			
11-18	A) Marble - cancelled			
	B) Information Systems	W.T. Lorch (FRG)	15.10.1975 - 14.1.1976	COMPLETED
	C) Petroproteins	R. Khalifa (USA)	10. 6.1976	1 m/m
	D) Container design	under recruitment		
	E) Labor.Equipment	V. Habernickel	July 1976	0,3 m/m
	F) Fertilisers	M. Verghese	Sept. 1976	0,25 m/m
	G) Petrochemicals	E. Becker-Boost		0,25 m/m

#### A. Financial Situation

At a rate of US\$ 4,000 per man/months the total UNDP programme for 1976 would cost (if full delivery was made) US\$ 4.2 million. Since the IPF ceiling is US\$ 1.640,000 at least US\$ 1.5 million must come from the Government.

This total of US\$ 3.140,000 allows for slippage of US\$ 1.06 million due to non-delivery (US\$ 4.2 million less US\$ 1.060,000 = US\$ 3.140,000).

If actual costs are used for experts, allowing for rental subsidies (house rent is about US\$ 23,000 per annum), the 1977 programme would cost US\$ 8.5 million, whereas UNDP can only provide US\$ 1.5 million. This raises the question of whether the Government will be prepared to pay this, and on what basis of cost-sharing, or funds-in-trust, acceptable to UNDP and within the UN Financial Regulations.

Looking first at the country programme period 1978 - 1981, it appears that an IPF of US\$ 10 million will require Government funds of US\$ 10 million also, or cost sharing on a 50/50 basis. This may or may not be acceptable to the Government and to UNDP, therefore no country programme can yet be prepared.

An Action Plan for 1976/1977 must first be agreed with the Government, who has agreed to US\$ 1.5 million for 1976 (less repayment for any under delivery). Once 1976 is settled, the spillover in 1977 will be costed at Actual Cost.

UNDP calculates this at US\$ 92,400 per expert year=US\$ 7,700, but for DP/SAU/73/004, since the Government, not UNDP pays the rental subsidy, it is US\$ 6,400. For 1977 the expert component in Project DP/SAU/73/004 will be between 163 man/months (US\$ 1,043,200) maximum (less unspent funds remaining in project from 1974 - 1976) and a minimum of 147 man/months = 940,800. [To this, UNDP add US\$ 21,135 for experts travel on budget line 15 although this is included in the estimate of US\$ 6,400 per man/months].

Other than expert costs there is no problem, as no equipment or fellowships are envisaged. However, UNDP are considering charging 11% for their overheads in future (US\$ 1.1 million on IPF of US\$ 10 million) making 25% overheads in all.

On expert posts, although it is thought that three posts will be vacated in 1977: 11-02, 11-06, 11-10, UNDP are quite prepared to accept new Government requests for newly identified needs. Therefore they are prepared to accept the maximum figure of 163 man/months for planning purposes for 1977, especially in view of the rate of inflation current in Saudi Arabia.

As for the project's future after end 1977, this obviously depends on the financial arrangements made, but it is foreseen by UNDP to have about three resident experts plus many short-term consultants in specific disciplines plus training and miscellaneous.

Although tables of forecasted expenditure for 1977 have been drawn up, (see Appendix One), a final forecast will depend on 1976 deliveries, and therefore on the carry-over into 1977.

#### B. RECOMMENDATION

The vital question of what the basis of 1977 finance will be is not yet resolved. It is recommended that UNIDO accept cost-sharing. The Resident Representative is not in favour of F.I.T., and since his support is very important UNIDO should not press for this, but accept cost-sharing.

#### 4. Future of Project

The future of this project beyond 1977 depends partly on the new activities which will be demanded of it by the Ministry of Industry (Taking over Petromin projects in steel, petrochemicals, etc.) and partly on the Government's attitudes to financing the project, as well as UNDP's reaction.

As far as the Government is concerned the project will compete for funds with other large scale projects such as those in progress with ITU, ICAO and IBRD. At present 78 UN experts are in Saudi Arabia and 30 more have been accepted by the Government. There are 121 UNDP posts and 92 Funds-in-Trust. Of these only 17 are accounted for by the Centre, of which 10 are in the field.

The ISDC agree in principle to a Phase III beginning January 1977. This may well be based on two or three resident experts only, with sub-contracts and short term consultants to deal with specific industrial problems. This would speed up delivery and match the growing sophistication of industry in Saudi Arabia. A training project, or possibly two, one for Petromin, (for purely petroleum production and marketing) and one for the Ministry of Industry to deal with non-hydrocarbon industries would complement Phase III.

Just as the Country Programme cannot yet be written because of financial matters to be settled, it is as yet too early to plan Phase III in any detail. The new Ministry of Industry has first to take up its new projects.

Meanwhile, adjustment of the Work Plan for 1977 can be made, and gradually adapted during 1976. One major item will be the date of opening the new Testing Laboratory and therefore the date of arrival of the three experts under Mr. Habernickel. This is now scheduled for May 1977 (originally May 1976), in which case the experts could still be fielded at the end of February 1977 to give them time to be briefed, and install equipment.

Mr. Habernickel's contract may have to be extended beyond November 1977, and therefore his release from his Government, as the date for opening of May 1977 is an optimistic one.

In the present project document there are funds for 20 man/months for post 11-11 so that Mr. Habernickel will require a release from his Government for this period.

## 5. Recruitment

A review was made with Mr. Abdel-Aziz El-Zamil, Deputy Director General, of vacant posts.

- 11-04 Expert in project implementation 12 man/months.  
The CVs of Johnson (Canada) and Kuntic (Yugoslavia) were presented. Yugoslav experts are not permitted. It was agreed to accept Johnson if available and to cable UNIDO to this effect.
- 11-05 Industrial Data Expert - 24 man/months.  
The CVs of Brahma (India) and Spykerman (Netherlands) were presented. Unfortunately those of Tampoe (Sri Lanka) and Srivastava Chandra (India) were not available. More candidates are required.
- 11-08 Market Research and Marketing Expert - 24 man/months.  
H.M. Hussein (ARE) was acceptable, but his CV ends at 1972 and Mr. El-Zamil wants to know what he has been doing 1973 - 1976. As he was later found not to be available, the availability of Mr. Aly (ARE) is being checked.
- 11-09 Financial Management Expert - 12 man/months.  
The CVs of Bower and Ferguson were presented. Ferguson is acceptable. A cable was then sent as follows:
- "URGENT  
MOHANNY FROM RYAN COPY HERNFIED - DP/SAU/73/004 POST 11-04  
PLEASE ADVISE IF JOHNSON ACCEPTS OFFER AND ADVISE ETA.  
POST 11-05 PANEL NEEDED AS CV TAMPOE ONLY RECEIVED FROM RYAN  
AND SRIVASTAVA CHANDRA CV NOT RECEIVED STOP.  
POST 11-08 AWAIT URGENTLY REPLY OURCAB 324 RE HUSSEIN.  
POST 11-09 FERGUSON WOULD BE ACCEPTABLE PLEASE ADVISE STATUS  
SOONEST AND IF UNAVAILABLE SUBMIT PANEL OF CANDIDATES URGENTLY"

## 6. IBRD Resident Mission in Riyadh

A visit was made to the IBRD Resident Mission accompanied by Mr. Abdelwahab to exchange views and brief them on the work of the Centre. The Resident Director of the Mission, Sir Gordon Mackay explained that he had a staff of 3 professionals, an engineer/economist, a financial analyst, and an economist. The mission seeks urgently a petrochemical engineer, and asked that this be conveyed to Mr. Becker-Boost.

Whereas IBRD reports to the Ministry of Planning are all confidential, the mission was taking care not to duplicate the work of the Centre. Talks had already taken place between IBRD staff and the UNIDO Project Manager.

The mission required expertise on such areas as the marketing of petrochemical products, and would be glad to hear from or receive a visit from Mr. Becker-Boost.

A list of the UNIDO staff at the Centre was given to the Mission Director.

7. Central Testing Laboratory

N.B. This Section should be referred to Mr. Omair A. Al-Omair and Mr. Habernickel.

A visit was made with the Project Manager Mr. Ali Moursi and Mr. N.K. Widhani (Production Engineer) to the Industrial Estate, adjoining which is the new Headquarters of I.S.D.C. and the Laboratory.

The contractor who is building both buildings is very much delayed and already in penalty time.

There is no written agreement as to date of completion.

A) Critical path

The main items are:

- 1) Screened wiring. This type of cable was not ordered and should now be imported urgently by road and Customs Clearance accelerated.
- 2) Concreting of building to house cooling plant. This was delayed by the decision to extend from 3 to 4 units and should now be finished quickly and plant installed. The compressors should be imported by road.
- 3) Flooring for instruments. To be completed.
- 4) Selection, ordering and delivery of Laboratory equipment.
- 5) Delivery of equipment by AIR FREIGHT, target date - December 1976 in Riyadh.

B) Time Plan

The contractor should be given an exact deadline and the Consulting Engineers VEP should be instructed to ensure that the work is completed in time. This will require pressure from ISDC to ensure that sufficient labour is made (During our visit on 30 May 1976 there were only about 10 labourers on the site).

Mr. Habernickel will be asked to pay attention to this point when he goes in July 1976, so that his own arrival date for his main mission and that of experts in posts 11-12, 11-13 and 11-14 can be decided.

Main Recommendation

Since VEP are not able to expedite the main contractor's work, ISDC should put pressure on the contractor (perhaps through the penalty clauses) to make sure that delivery dates are all kept.

Close attention and constant pressure will be needed if the Laboratory is to be ready for installing instruments by February 1977.

8. Project Appraisal

Phase II of DP/SAU/73/004

Industrial Studies and Development Centre - Riyadh

A) Foreword

This project effectively began in 1968 and the Centre now employs 195 people, of which 100 professionals.

Of these some 40 are non-Saudi, of which about 20 professionals of which currently 8 are UNIDO experts.

Four more UNIDO experts are under immediate recruitment and four have been recruited for 1977 when a Testing Laboratory opens. Four short term consultants are under recruitment, and one is in the field now.

The Centre has four departments, Technical Engineering, Research, Project Evaluation and Information.

The Centre's main function is to act as an advisory, research development and technical guidance institution, serving both the public and private sectors. Through the Ministry of Industry, recently separated from the Ministry of Commerce, it covers the entire non-hydrocarbon sector, which as yet is small in relation to the petroleum industry.

Thus its aim is to assist in developing industry to diversify the economy, promote import substitution, develop exports and also to diversify the petroleum industry itself eg via petrochemicals.

Due to the recent reorganization of the Ministry of Industry and the separation from the Ministry of Petroleum's main executive, Petromin, of large scale non-hydrocarbon projects, the Board of Directors of the Centre are reviewing the Role of the Centre itself.

UNIDO's main contributions have included assistance to all four departments, feasibility studies, investment follow-up, industrial surveys and data collection, industrial estate development, maintenance workshops (including equipment), general industrial economic guidance and sectoral expertise in plastics, building materials, agro-industries, accounting and information systems and also in general counterpart training.

The project is already on a cost-sharing basis, and in 1977 will probably be on a basis of 90 % Government to 10 % UNDP.

At the end of 1977 a third phase is foreseen based on some resident experts, with more inputs from short term consultants to fit the increasing sophistication of Saudi Industry.

#### E) The Logic of the Project Design

The project is conditioned by the fact that whereas the Centre is the main technical and economic advisory body in the Kingdom; there are other major inputs from international agencies, Banks and Consultant firms assisting other Government bodies.

The UNIDO/UNDP input is also conditioned by the fact that as the Centre has grown, so the input requires to be more specialized, although there are still features such as a large area of potential industry in previously unsurveyed areas of the Kingdom, where general economic evaluations are made.

The immediate objectives are:

- 1) To advise Government agencies on matters of industrial development.
- 2) To serve as an advisory Centre for industry.
- 3) To carry out or commission the preparation of pre-investment studies, project evaluation and implementation.
- 4) To assist in the planning, establishment, management and operation of industrial estates.

The functions of the Centre as promulgated in 1967 were:

- 1) Carrying out research and studies necessary for the preparation of sound industrial policies and programmes.

- 2) Conducting studies and research relating to the establishment of new industries including feasibility of industrial projects, their priority, methods of financing and the assistance and privileges which the Government may extend to them.
- 3) Carrying out research and studies relating to the implementation of industrial projects.
- 4) Providing extension services to existing industrial establishments including choice of equipment and of process, plant layout, operation and maintenance; management; product development and diversification; marketing and expansion of production.
- 5) Supervising the planning, construction and management of industrial estates.

#### Basic elements of Project Design

With regard to these, particularly concerning development objectives and the general viability and effectiveness of the UNIDO/UNDP contribution to the Centre, please refer to the Report UNIDO/IPPD 148 dated 14 May 1974 of the last evaluation mission.

This was written by a UNDP Consultant Professor Lee Nehrt (USA) and Mr. W. Behrens of UNIDO.

#### New Objectives

Due to the growing sophistication of industry in Saudi Arabia, the additional funds available, and to the new responsibilities of the Ministry of Industry in the heavy industries, the role of the Centre is under review by the Board of Directors (please see annex 1 for a list of Directors).

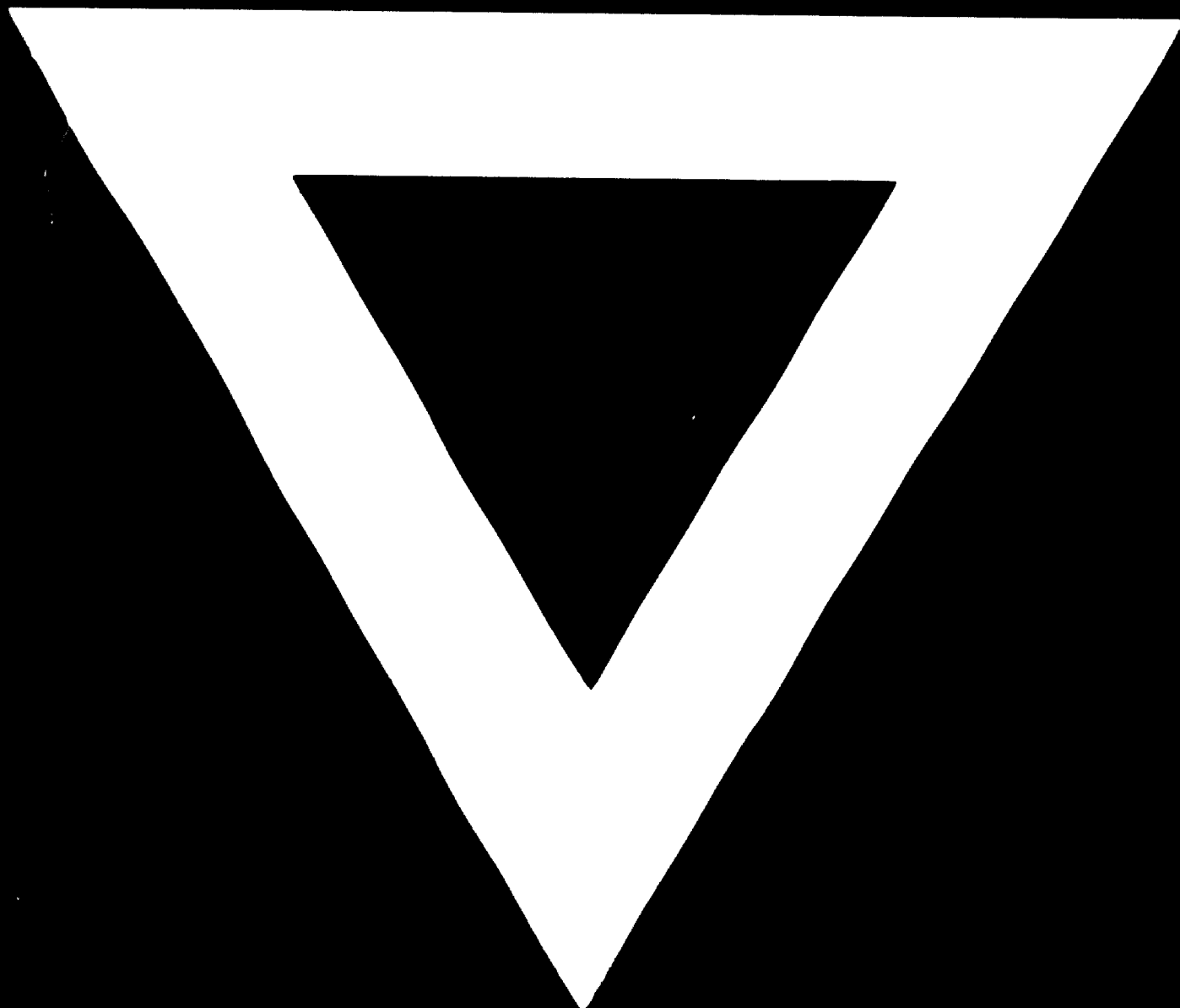
When this new role is clear, the objectives of the Centre will change. This new approach will be known by November 1976 when a Review Mission from UNIDO will visit Riyadh to discuss the 1977 programme and Phase III with UNDP and the Government.



BOARD OF DIRECTORS OF THE ISDC

- |  |                 |
|--|-----------------|
| 1) H.E. Ghazi Abdel Rehman Al-Qusaibi<br>Minister of Industry & Electricity                              | <b>Chairman</b> |
| 2) Dr. Abdul Hadi Taher<br>Governor of Petromin  | <b>Member</b>   |
| 3) Mr. Mohamed Al Faez<br>Deputy Minister of Labour and<br>Social Affairs.                               | <b>Member</b>   |
| 4) Mr. Mahmoud A. Taiba<br>Deputy Minister of Industry and<br>Electricity                                | <b>Member</b>   |
| 5) Mr. Abdulaziz Al-Rashed<br>Deputy Minister of Finance and<br>National Economy                         | <b>Member</b>   |
| 6) Mr. Mohamed Ali Makki<br>Director General Agricultural Development<br>Ministry of Agriculture & Water | <b>Member</b>   |
| 7) Dr. Mohamed Al-Mutabbakani<br>Director General, Technical Education                                   | <b>Member</b>   |
| 8) Mr. Abdul Malik Farrash<br>Director General, Technical Cooperation<br>Administration                  | <b>Member</b>   |
| 9) Mr. Hussain Sejini<br>Representative of the Minister of Planning                                      | <b>Member</b>   |
| 10) Mr. Rida M. Abbar<br>Director General of the Centre  | <b>Member</b>   |

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**77. 11 . 01**