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UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANISATION

PROPOSAL FOR CONSULTANCY SERVICES

CYPRUS - INDUSTRIAL OPPORTUNITY SURVEY

STAGE II

PROJECT NO. IS/CYP/74/010

REQUEST FOR PROPOSAL NO.P.75/31

L. H. MANDERSTAM AND PARTNERS LIMITED

Consulting Engineers

38 GROSVENOR GARDENS

LONDON, S.W.1

GENEVA

BRUSSELS

UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANISATION

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PROJECT NO. IS/CYP/74/010

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ESTABLISHED 1941

L. H. MANDERSTAM & PARTNERS LTD

Consulting Engineers

38, GROSVENOR GARDENS, LONDON, SW1W 0EB
REGISTRATION NO. 384187 LONDON

PRESIDENT:

L. H. MANDERSTAM, M.Sc., F.I.Chem.E., F.Inst.Pet., M.Inst.F., M.C.I.C., M.B.I.M., F.C.S.

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TEL: 01-730 9224/8. 2314, 3574
CABLES: MANDERSTAM LONDON
TELEX: 24787

Chief, Purchasing and Consulting Services (P & C),
United Nations Industrial Development Organisation,
P.O. Box 707,
A-1011,
VIENNA,
Austria.

19th November, 1975.

Dear Sir,

Proposal for Consultancy Services
Project No. IS/CYP/74/010
Request for Proposal No. P.75/31
Cyprus - Industrial Opportunity
Survey - Stage II.

We thank you for your Request for Proposal ref. P.75/31
dated 12th November, 1975.

In compliance with the Terms of Reference set out in this
document we have pleasure in submitting our offer of services
incorporating details of our approach to the implementation
of the study. At the same time we submit our manpower
requirements for carrying out this work together with particulars
of the key senior personnel from whom we would select the
team to be assigned to this project.

We also illustrate in this proposal our background of
experience of the relevant sectors of industry and we list some
of the recent projects of a similar nature with which we have
been entrusted by our Clients.

1. STATEMENT OF OUR ABILITY AND READINESS TO EXECUTE
EVENTUAL CONTRACT.

We hereby state our ability as shown by our past and present work on the subject matter covered by your terms of reference and we confirm our readiness to execute an eventual contract in accordance with your Proposal Request. We confirm to you our intention to assign efficient, qualified and suitably experienced personnel from our Organisation to execute this study.

2. OUR EXPERIENCE IN HANDLING SIMILAR CONTRACTS

We are a professional organisation which during the last three decades has carried out a large number of assignments for Governments, international organisations, national agencies and private concerns in over thirty countries.

Our Group is not directly or indirectly connected with, or sponsored by, any financial institutions, manufacturers of equipment, contractors or licensors of processes. It does not act as an engineering contractor or a supplier of equipment but identifies itself solely with the Client's interests.

Our experience in carrying out assignments of a similar nature extends over more than fifteen years and includes market evaluations and long-term projections for a wide range of commodities and manufactures, feasibility studies, industrial planning on a national scale and on a sectoral basis in a wide variety of fields.

Several of these assignments entailed a thorough examination of available and potentially available resources on a national level, the identification of viable new industries geared towards home demand and/or exports, the optimization of alternative actions and resource utilization, the phasing of an implementation programme on a realistic basis, taking into account the availability of capital, labour and other inputs, desirable level of technology and economic development targets of the country. In some instances, the accent was on the establishment of labour intensive industries and in others, on capital intensive units efficiently utilizing available resources.

All the above national studies involved at the onset market assessments (home and export), a close examination of industrial policies, related institutional aspects, trade agreements and other pertinent factors for the formulation of an industrial development strategy.

A list of major work of a similar nature to the proposed project carried out by our company is given in Appendix 2.

Our personnel is multidisciplinary so that we can cover all aspects involved in any given assignment : economists, market

analysts, marketing specialists, process engineers, industrial engineers, chemists, metallurgical specialists, mechanical, chemical, electrical and civil engineers, system analysts, statisticians, cost accountants and finance specialists. This is augmented when required by the contribution of a panel of international experts in specific fields.

Details describing more fully the background of our Organisation and our project experience are given in the attached publications 'Manderstam Consulting Services' and 'Manderstam Consulting Services - Project Experience'.

3. SERVICES TO BE PERFORMED BY US AND ENVISAGED WORK PLAN

3.1. TERMS OF REFERENCE

We intend to carry out the study in conformity with your requirements, as stated in your detailed terms of reference for this project, dated 12th November, 1975.

Details of our methodology and approach to this study giving factors of special importance which shall be considered by us, together with our work plan and the proposed composition of our project team, are described in the following paragraphs.

3.2. METHODOLOGY

The work to be carried out is a continuation of that being finalised under the same project, Stage I (Contract No. 75/20), to cover the industrial activities listed in your Extended Terms of Reference dated 11th November, 1975.

The field team would visit Cyprus for a period of two weeks during which available data and market reports will be studied and discussions will be held with the Ministry of Commerce and Industry, relevant government departments and commercial agencies.

Simultaneously to the above and subsequent to the team's return to the U.K., investigations will be conducted with the help of our backstopping staff on the markets for the range of products and goods under study and would entail the collation and analysis of export data from principal manufacturing countries, imports to European, Middle Eastern and other selected countries, consumption trends and distribution pattern in these countries.

Visits would be paid by our Market Economist to selected manufacturers and distributors in the U.K. and Western Europe, where appropriate, to discuss market prospects and possible future developments.

On the basis of the information and results of the above

investigations, the projects would be evaluated in terms of their suitability for development in Cyprus. For those new manufacturing activities which appear to offer encouraging prospects, an estimate would be made of the resources required in terms of machinery and manpower and a list of projects for detailed feasibility studies submitted.

3.3. TEAM COMPOSITION AND STAFFING

We would assign the following specialists for the field work :

Industrial Planner (Team Leader)	1	H. Chlala
Market Economist	1	J. Paisey
	<hr/>	
	2	

The team would receive the full backstopping support from our staff in London, mainly economists, market analysts and engineers of various disciplines, as may be required.

Our senior backstopping specialists would include mainly :

Senior Mechanical Engineer	1	G. Timms
Senior Electrical Engineer	1	E. Walker
Economist/Market Specialist	1	M. Prior

Detailed curriculum vitae of the above staff are presented in Appendix 3.

Various additional backstopping specialists at our home office include a market analyst, plastics technologist, textile specialist, pesticide expert, electronics specialist and chemical/process engineers.

4. PROPOSED WORK PLAN

We suggest that the 2-specialist team spends a total of one man-month in the field, corresponding to a length of stay of two weeks, followed by 3.75 man-months work in the U.K., supported by other members of our staff. The contribution of the latter is estimated at two man-months.

The team leader will visit UNIDO for one day briefing prior to his departure to the project area and for two days de briefing at a time to be arranged between UNIDO and our company.

We will submit to you a brief progress report in five copies not later than thirty days after completion of the field work.

5. STARTING AND COMPLETION DATES

We confirm to you that our team leader will be available at UNIDO for one day briefing not later than 2nd of December, 1975, provided you inform us of the award of the contract, and that the field investigation will begin immediately after his briefing.

We would submit to you a Draft Final Report in ten copies on Stage II of the study not later than 75 days after completion of the field investigation.

Thirty days after receipt of your comments on the Draft Final Report, we would submit to you the Final Report in thirty copies incorporating the Final Report of Stage I.

6. FEES

Our fees for the professional services as detailed in this proposal would be US \$ 30,735 (US Dollars thirty thousand seven hundred and thirty-five). This is based on a total time spent by our staff of one man-month in the field and 5.75 man-months in the U.K.

The above amount includes the cost of economy class return air fares to Cyprus and to selected cities in Western Europe, subsistence costs outside the U.K. and the cost of reproduction of reports (ten copies for the Draft Final Report and thirty copies for the Final Report). Details of our total fees are set out in Appendix 1.

We assume that adequate local transport and office facilities will be made available in Cyprus by either the Government or the UNDP office, and that these facilities will be provided to our field team free of charge for the purpose of carrying out the necessary work.

7. TERMS OF PAYMENT

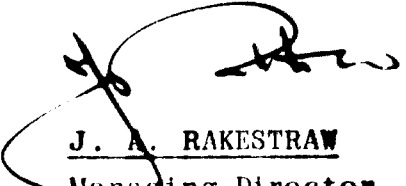
The terms of payment for our services would be as mutually agreed based on your standard terms and conditions. We would suggest, however, the following payments :

- a) US \$ 630 in Cyprus pounds upon arrival of the field team in Cyprus.
- b) US \$ 8,000 upon submission of the Progress Report.
- c) US \$ 12,000 upon acceptance of the Final Draft Report.
- d) US \$ 10,105 upon acceptance of the Final Report.

We trust we have fully complied with the requirements of your Request for Proposal. Should you require, however, clarification on any part of our proposal, we are at your disposal to provide any additional information required by you.

We thank you for the opportunity to submit this proposal.

Yours truly,
L. H. MANDERSTAM AND PARTNERS LIMITED,



J. A. RAKESTRAW
Managing Director

APPENDIX 1

ANALYSIS OF COST PROPOSAL

INVESTMENT ANALYSIS OF COST PROPOSAL

PART I			TOTAL COST
1. <u>PROFESSIONAL SERVICES</u>			
A. <u>Project Area</u>			
<u>Position Title</u>	<u>Man Months</u>	<u>Cost per Man Month</u>	
Industr. Planner/Team Leader.....	0.5	4000	\$..... 2000
Market Economist.....	0.5	4000	\$..... 2000
.....			\$.....
.....			\$.....
1	TOTAL PROJECT AREA		\$ 4000
B. <u>Home Office/West. Europe</u>			
<u>Position Title</u>	<u>Man Months</u>	<u>Cost per Man Month</u>	
Members of Field Team...	3.75	4000	\$..... 15000
Back-stopping.....	2	3500	\$..... 7000
5.75	TOTAL HOME OFFICE		\$ 22000
2. <u>SUBSISTENCE</u>			
A. <u>Project Area</u>			
...30 man/days at \$...21..... per day.			\$..... 630
B. <u>Briefing and De-briefing</u>			
...3 man/days at \$...35..... per day.			\$..... 105
C. <u>Other (specify)</u>			
...10 man/days at \$...40..... per day.			\$..... 400
TOTAL SUBSISTENCE			\$ 1135
3. <u>TRAVEL AND TRANSPORTATION (specify in PART II B below)</u>			\$ 2050
4. <u>REPORTS</u>			\$ 850
5. <u>OTHER DIRECT COSTS (specify)</u>			
....Telecommunications.....			\$..... 400
....Misc. trav. exp.....			\$..... 300
.....			\$.....
TOTAL OTHER DIRECT COSTS			\$ 700

(continued)

	TOTAL COST
6. <u>EQUIPMENT, MATERIALS AND SUPPLIES</u>	
Equipment	\$.....
Materials and Supplies	\$.....
TOTAL EQUIPMENT, MATERIALS AND SUPPLIES	\$ <u> </u>
7. <u>SUBCONTRACTS (specify)</u>	
.....	\$.....
.....	\$.....
TOTAL SUBCONTRACTS	\$ 30735
8. GRAND TOTAL ITEMS 1 - 7 CONTRACT PRICE:	\$ <u> </u>

PART II

A. CURRENCY REQUIREMENTS

a) Contractor's Currency	\$.....30105.....
b) Local Currency	\$.....630.....
c) Other Currency	\$.....

B. TRAVEL AND TRANSPORTATION EXPENSES (List - See Instructions, para. 3)

2 return economy class London-Cyprus	\$ 1080
1 return economy class round trip West. Europe	\$ 660
1 return economy class London-Vienna (debriefing)	\$ 310
Total	\$ <u> 2050</u>

APPENDIX 2

OUR EXPERIENCE IN
MARKET STUDIES AND
INDUSTRIAL DEVELOPMENT
STUDIES

OUR EXPERIENCE IN INDUSTRIAL
DEVELOPMENT SECTORAL STUDIES
(Major Assignments)

ARAB REPUBLIC OF EGYPT

- Optimum utilization of hydro-electric power from the Aswan High Dam: a series of feasibility studies and overall implementation programme for the following products:

- . Aluminium
- . Iron and steel
- . Elemental phosphorus, phosphoric acid, feed grade dicalcium phosphate, sodium polyphosphates
- . Ferro-silicon
- . Ferro-manganese
- . Silicon carbide
- . Caustic soda/chlorine
- . Nitrogenous fertilisers

Client: Five Year Plan Organisation

- Reorganisation and expansion of the cotton ginning industry

Client: IBRD

THAILAND

- The Development of Export Industries

The study covered an appraisal of the long-term availability of agricultural produce and minerals, an assessment of the desirability or otherwise to process them into semi-finished and finished products, in the light of international market prospects, within the framework of the targets set for the economic

development of the country. The study took into account bilateral and multilateral trade agreements.

The study revealed the possibility of developing some fifteen sub-sectors of industry to maximize export earnings, and the findings and recommendations it contained were taken into account by the planning Authorities.

Client: Ministry of Overseas Development, UK,
for the Board of Investment, Thailand.

ANGOLA

- Establishment of an Industrial Estate in the
Huambo District

Assessment of the resources of the District and of possible future developments. Critical examination of the existing industries, physical infrastructure institutional aspects, socio-economic conditions and appraisal of market potential.

Devising the setting-up of over 40 small-to-medium scale labour intensive manufacturing units embracing food processing, wood products, leather products, textiles and garments, agricultural implements, engineering products, ceramics, vegetable oils, soap, plastic products.

The implementation of the scheme has started and will extend over a 5 year period for the first phase and over a 15 year period for the second phase, with a target direct employment figure of 20,000.

Client: Department of Industry

GREECE

- Survey of the Fertilizer and Petrochemical Industries

Included a review of existing manufacturing facilities and expansion plans, in-depth market surveys and demand projections, reorganisation and development planning of the two industrial sectors.

Products covered by the study were ammonia from lignite/light naphtha, nitrogenous fertilisers, ammonium phosphates, NPK; refinery products, solvents, ethylene/propylene, aromatics, polyolefins, synthetic rubbers and synthetic fibres.

- The setting-up of a New Integrated Steel Complex

The study covered detailed home and export market surveys, long term projections, optimization of local resources, of process and product mix, and a pre-investment study.

Client: Ministry of Co-ordination

MAGHREB COUNTRIES

- Development of salt production and salt-based industries

Inter-Maghreb survey covering markets, resource appraisal, feasibility studies and recommendations as to a phased implementation programme.

Client: UNIDO

SARDINIA

- Establishment of a Petrochemical Complex based on exports

Market surveys on an international basis for a range of plastics and chemicals based on refinery products and salt; detailed feasibility studies.

Clients: Group of investors

REPUBLIC OF SUDAN

- The Development of Wood-based Industries
- The Development of Fruit, Vegetable and Meat Canning Industries

Two detailed feasibility studies including market evaluation, assessment of raw material situation, technological aspects, location studies and financial analysis.

Clients: Ministry of Industry and Ministry of Finance

INDONESIA

- The Development of Smallholders Industries

Survey and proposals for the rehabilitation of this sector covering rubber, coffee, tea, copra, sugar, spices and essential oils.

Client: Ministry of Agriculture.

CYPRUS

Industrial Opportunity Survey

National survey of industrial opportunities and
formulation of an intensive development programme.

Client: United Nations Industrial Development
Organisation.

APPENDIX 3

CURRICULA VITAE
OF OUR KEY PERSONNEL

UNITED NATIONS

PERSONAL HISTORY STATEMENT (PROJECT PERSONNEL)

(PART 2)

THIS INFORMATION MAY BE SUBMITTED TO MEMBER GOVERNMENTS

18th November 1975

SIGNATURE: *Henry George Chlala*

1. NAME: CHLALA HENRY GEORGE
 2. NATIONALITY: BRITISH
 3. PRESENT ADDRESS: 1, Southdown Drive
 LONDON, S.W.20
 4. DATE OF BIRTH: 10.12.25
 5. MARITAL STATUS: MARRIED

6. KNOWLEDGE OF LANGUAGES: Mother Tongue: FRENCH

OTHER LANGUAGES	READ		WRITE		SPEAK		UNDERSTAND	
	EASILY	NOT EASILY	EASILY	NOT EASILY	FLUENTLY	NOT FLUENTLY	EASILY	NOT EASILY
ENGLISH	X		X		X		X	
ARABIC	X		X		X		X	
GERMAN	X			X		X		X
ITALIAN		X		X		X		X

7. EDUCATION (see Instruction 5)

DATES ATTENDED		NAME and LOCATION of INSTITUTION of LEARNING	ACADEMIC DEGREES and CERTIFICATES or DIPLOMAS OBTAINED	MAIN FIELD of STUDY
From	To			
1940	1943	St. Mark's College (Alexandria)	Baccalaureat (1st and 2nd Parts)	Sciences
1943	1947	Faculty of Science University of Alexandria	B.Sc. (2nd Class Hons.)	Physics & Chemistry

8. LIST ANY PUBLICATIONS OR PAPERS: (see instruction 6)

Various confidential reports on petrochemicals, fertilisers, oils and fats, detergents, steel and non-ferrous metals, and on industrial development.

9. LIST SPECIAL QUALIFICATIONS AND SKILLS CONFIRMED BY LICENSES HELD AND MEMBERSHIP IN PROFESSIONAL, CIVIC, PUBLIC OR INTERNATIONAL SOCIETIES OR INSTITUTIONS RELEVANT TO YOUR APPLICATION; INDICATE THE CLASS OF MEMBERSHIP WHEN APPROPRIATE:

Fellow of the Institution of Metallurgists.

PROFESSIONAL EXPERIENCE (see Instructions 7)

From: November 1959

To: (most recent date of employment) to date *

EMPLOYER (Name and Address) AND TYPE OF BUSINESS: L.H. MANDERSTAM AND PARTNERS LTD. and
L.H. MANDERSTAM AND PARTNERS (UK) LTD.
38, Grosvenor Gardens, London, S.W.1. CONSULTING ENGINEERS

TITLE OF POST AND NATURE OF DUTIES:

Director

Feasibility and Pre-Investment Studies - Project Development - Regional and National Studies

* 1972-1973 - Industrial Adviser, UNIDO, Kenya (Industrial Survey and Promotion Centre).

Oct.-Dec. 1973 IPP/UNIDO Vienna. Short-term assignment in Indonesia/Japan on Foreign Investment and Industrial Development Policies

NUMBER AND KIND OF EMPLOYEES SUPERVISED: 5-10 Specialists (Multi-disciplines).

From: February 1958

To: October 1959

B.

EMPLOYER (Name and Address) AND TYPE OF BUSINESS:

MIDEC S.A. (Middle East Industrial Projects Corporation)

Beirut and The Hague

TITLE OF POST AND NATURE OF DUTIES:

Assistant to Director of Operations

Appraisal of industrial projects in various countries of the Middle East and Near East. Screening of applications for financial assistance and technical know-how by the private sector.

NUMBER AND KIND OF EMPLOYEES SUPERVISED: 3. (Financial analyst, clerical)

From: May 1950

To: February 1958

C.

EMPLOYER (Name and Address) AND TYPE OF BUSINESS:

The National Starch Company
Alexandria (Chemical Manufacturers)

TITLE OF POST AND NATURE OF DUTIES:

Technical Manager in charge of production, research and product development (edible and industrial starches, starch derivatives, fatty alcohols, detergents, surface active agents, textile and leather chemicals, cosmetics).

NUMBER AND KIND OF EMPLOYEES SUPERVISED: 25 (Engineers, chemists, accountants, foremen)

PROFESSIONAL EXPERIENCE (Continued)

From: 1948 To: May 1950

D.

EMPLOYER (Name and Address) AND TYPE OF BUSINESS:

The Delta Steel Mill Company
Cairo (Steel Manufacturers)

TITLE OF POST AND NATURE OF DUTIES:

Chief Chemist

Quality control of raw materials and finished products.
Analytical and metallurgical research.

NUMBER AND KIND OF EMPLOYEES SUPERVISED: 3 (Chemists)

From: To:

E.

EMPLOYER (Name and Address) AND TYPE OF BUSINESS:

TITLE OF POST AND NATURE OF DUTIES:

NUMBER AND KIND OF EMPLOYEES SUPERVISED:

From: To:

F.

EMPLOYER (Name and Address) AND TYPE OF BUSINESS:

TITLE OF POST AND NATURE OF DUTIES:

NUMBER AND KIND OF EMPLOYEES SUPERVISED:

From: To:

G.

EMPLOYER (Name and Address) AND TYPE OF BUSINESS:

TITLE OF POST AND NATURE OF DUTIES:

NUMBER AND KIND OF EMPLOYEES SUPERVISED:

Use additional sheet if you have held more posts.

UNITED NATIONS

PERSONAL HISTORY STATEMENT (PROJECT PERSONNEL)

(PART 3)

THIS INFORMATION MAY BE SUBMITTED TO MEMBER GOVERNMENTS

(see instruction 8)

ANALYSIS OF RELEVANT EXPERIENCE: Use this space to analyze your experience in relation to your statement concerning the position. Additionally, if you are applying for a specific post, please indicate the number of the Job Description of your post and analyze your experience in relation to the duties and requirements set out in the Job Description.

Specialising in industrial economics and industrial development. Project leader and co-author of several comprehensive studies submitted by L.H. Manderstam and Partners in many parts of the world, among others:

- Survey of the Fertiliser and Petrochemical Industries in Greece (7 vols.)
- The Manufacture of Agricultural Chemicals in Nigeria
- The Utilisation of Hydro-electric Power from the High Dam, Egypt in electrothermal and electro-chemical industries (9 volumes)
- The setting-up of a Petrochemical Complex in Egypt
- The setting-up of a Petrochemical Complex in Sardinia
- Prospects for a Petrochemical Industry in Indonesia
- The Development of Export Industries in Thailand (4 volumes)
- The Development of the Feedstuff Compounding Industry in Morocco
- The Recovery of Copper from Pyrrhotite Cinders and Steel making in Morocco
- The setting-up of a New Integrated Steel Complex in Greece
- The Development of an Industrial Estate in the Huambo District, Angola
- Industrial Opportunity Survey Stage I (Cyprus) - UNIDO Project Team Leader.
- Has acted as Industrial Adviser, UNIDO, to the Ministry of Commerce and Industry, Kenya, (1972-1973)
- Participated in a mission to Indonesia as Senior Industrial Development Officer, IPP/UNIDO, on Foreign Investment and Industrial Development Policies (joint UNIDO/International Development Centre of Japan). October to December 1973.

UNITED NATIONS

PERSONAL HISTORY STATEMENT (PROJECT PERSONNEL)

(PART 2)

THIS INFORMATION MAY BE SUBMITTED TO MEMBER GOVERNMENTS

18th November 1975

SIGNATURE: *[Handwritten Signature]*

1. NAME: JOHN ARTHUR PAISEY
 2. NATIONALITY: BRITISH
 3. PRESENT ADDRESS: 6 Colchester Vale,
 Forest Row, RH18 5HJ
 SUSSEX U.K.
 4. DATE OF BIRTH: 17.9.31
 5. MARITAL STATUS: MARRIED

6. KNOWLEDGE OF LANGUAGES: Mother Tongue: ENGLISH

OTHER LANGUAGES	READ		WRITE		SPEAK		UNDERSTAND	
	EASILY	NOT EASILY	EASILY	NOT EASILY	FLUENTLY	NOT FLUENTLY	EASILY	NOT EASILY
FRENCH		X		X		X		X
GERMAN						X		X

7. EDUCATION: (see instruction 5)

DATES ATTENDED		NAME and LOCATION of INSTITUTION of LEARNING	ACADEMIC DEGREES and CERTIFICATES or DIPLOMAS OBTAINED	MAIN FIELD of STUDY
From	To			
1942	1950	COWBRIDGE GRAMMAR SCHOOL, COWBRIDGE, S. WALLS	SCHOOL AND HIGHER SCHOOL CERTIFICATES	
1950	1952	LONDON SCHOOL OF ECONOMICS	B.Sc. (ECON)	INTERNATIONAL RELATIONS
1955	1956	LONDON SCHOOL OF ECONOMICS		
1954	1955	CARDIFF TECHNICAL COLLEGE		

8. LIST ANY PUBLICATIONS OR PAPERS: (see instruction 6)

9. LIST SPECIAL QUALIFICATIONS AND SKILLS CONFERRED BY LICENSES HELD AND MEMBERSHIP IN PROFESSIONAL, CIVIC, PUBLIC OR INTERNATIONAL SOCIETIES OR INSTITUTIONS RELEVANT TO YOUR APPLICATION; INDICATE THE CLASS OF MEMBERSHIP WHEN APPROPRIATE:

MEMBER OF THE MARKET SOCIETY

MEMBER OF THE INSTITUTE OF MARKETING

FORM 1 (1974) (REVISED) (MAY 1974)

From: February 1975 To: Present (Date of employment) Present

EMPLOYER (Name and Address) AND TYPE OF BUSINESS:

L.H. Marketing and Partners (EE) Ltd. CONSULTING ENGINEERS
 38, Grosvenor Gardens London SW1.

TITLE OF POST AND NATURE OF DUTIES:

Marketing Consultant. Conduct of economic and marketing feasibility studies. Developing marketing strategy, in association with the project team, during the implementation of projects; to ensure that on completion of the engineering phase, the client has plans and organisation to market the end products. Conduct of specific marketing/acquisition/diversification projects, the first of which entailed a study of the UK Steel Market for a European client.

NUMBER AND KIND OF EMPLOYEES SUPERVISED: Work with fellow consultants.

From: August 1973 To: December 1974

B.

EMPLOYER (Name and Address) AND TYPE OF BUSINESS:

Economist Intelligence Unit Ltd., MANAGEMENT CONSULTANCY.
 27 St. James Place, London SW1

TITLE OF POST AND NATURE OF DUTIES:

Consultant specialising in development, diversification and acquisition projects, marketing and catering. Responsible to Divisional Director for the conduct of projects from enquiry to report stage, establishing and operating within budgetary constraints, and acting as leader of a team of consultants. Projects - included providing a market strategy for a national manufacturer in the Middle East planning consumer goods manufacture. Acquisition and development studies in Britain, Europe and South America for British and American companies. In course of these and other projects, worked in the Middle East, North and South America and several European countries.

NUMBER AND KIND OF EMPLOYEES SUPERVISED: Team of up to three consultants and associates.

From: APRIL 1964 To: JULY 1973

C.

EMPLOYER (Name and Address) AND TYPE OF BUSINESS:

The Nestle Group Co. Ltd., MANUFACTURE AND MARKETING OF FOOD
 St. Georges House, Croydon Surrey. PRODUCTS.

TITLE OF POST AND NATURE OF DUTIES:

Project Manager - Development and diversification projects - these included restaurant and catering development; the application of new processing techniques. Other appointments were - New Products Manager, working closely with R & D and production divisions to innovate or apply developments from the US and Europe. Involved in planning product development projects for Nigeria.

Regional Sales Manager - A one year managerial training assignment. (12 Salesmen).

Carrying Product Manager - Budget of £3 million, range of over 150 products.

Analyst of Plantation.

PROFESSIONAL EXPERIENCE (Continued)

D.

From: November 1962 To: March 1964

EMPLOYER (Name and Address) AND TYPE OF BUSINESS: **Pleasure Foods Ltd. (J. Lyons & Co Ltd.) Chiswick London** **FRANCHISING OF WIMPY BARS AND RESTAURANTS**

TITLE OF POST AND NATURE OF DUTIES: **Market Development Manager. Member of Management Committee. Responsible to the Executive Director for the formulation of catering marketing policy in respect of the Wimpy Bar Restaurant Franchise, pricing menu changes. New products etc. and for the definition; evaluation and implementation of new franchise opportunities - both catering and non-catering.**

NUMBER AND KIND OF EMPLOYEES SUPERVISED: **Secretary**

E.

From: September 1956 To: October 1962

EMPLOYER (Name and Address) AND TYPE OF BUSINESS: **Beecham Group Ltd., Brentford, Middlesex** **MANUFACTURE AND MARKETING OF FOOD, PHARMACEUTICAL, MEDICAL, AND TOILETRY/ COSMETIC PRODUCTS.**

TITLE OF POST AND NATURE OF DUTIES: **Starting as a Beecham Group Management trainee, working in all departments of a company led to a variety of Sales/Marketing appointments. Selected the variety and challenge of a group post as Assistant to Group Marketing Controller in preference to a line appointment. Responsible for long range planning, development and diversification projects both for UK and overseas markets.**

NUMBER AND KIND OF EMPLOYEES SUPERVISED: **Assistants and Secretaries.**

F.

From: To:

EMPLOYER (Name and Address) AND TYPE OF BUSINESS:

TITLE OF POST AND NATURE OF DUTIES:

NUMBER AND KIND OF EMPLOYEES SUPERVISED:

G.

From: To:

EMPLOYER (Name and Address) AND TYPE OF BUSINESS:

TITLE OF POST AND NATURE OF DUTIES:

NUMBER AND KIND OF EMPLOYEES SUPERVISED:

Use additional sheet if you have held more posts.

UNITED NATIONS

PERSONAL HISTORY STATEMENT (PROJECT PERSONNEL)

(PART 3)

THIS INFORMATION MAY BE SUBMITTED TO MEMBER GOVERNMENTS

(see instruction 3)

ANALYSIS OF RELEVANT EXPERIENCE: Use this space to analyze your experience in relation to your statement concerning the job. If you are applying for a specific post, please indicate the number of the Job Description of the post and analyze your experience in relation to the duties and requirements set out in the Job Description.

Experience covers home and export marketing, production diversification development of foods, beverages, cosmetics, toiletries, medicines, pharmaceuticals. Also consultancy work in International Trading, electrical engineering, automotive components.

Conversant with identification methods for growth opportunities and long-range project planning.

Has worked in the Middle East, in several European countries and in North and South America. For a Middle East project which required the technical and commercial assessment of a new manufacturing facility in the context of both home and export sales potential, has worked closely with the Middle East Marketing Research Bureau with Head Offices in Nicosia, Cyprus.

Team member for the Industrial Opportunity Survey, Stage I (Cyprus) as Market Economist.

UNITED NATIONS
PERSONAL HISTORY STATEMENT (PROJECT PERSONNEL)

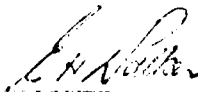
(TARS 2)

THIS INFORMATION MAY BE SUBMITTED TO MEMBER GOVERNMENTS

14th November 1975

DATE:

SIGNATURE:



<p>1. NAME: E. H. WALKER</p> <p>PRESENT ADDRESS: 260, EDEN PARK AVENUE, BECKENHAM, KENT.</p>	<p>2. NATIONALITY: BRITISH</p> <p>4. DATE OF BIRTH: 2.6.1918.</p> <p>5. MARITAL STATUS: MARRIED.</p>
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7. KNOWLEDGE OF LANGUAGES: Mother Tongue: ENGLISH

OTHER LANGUAGES	READ		WRITE		SPEAK		UNDERSTAND	
	EASILY	NOT EASILY	EASILY	NOT EASILY	FLUENTLY	NOT FLUENTLY	EASILY	NOT EASILY

8. EDUCATION: (see instruction 5)

DATES ATTENDED		NAME and LOCATION of INSTITUTION of LEARNING	ACADEMIC DEGREES and CERTIFICATES or DIPLOMAS OBTAINED	MAIN FIELD of STUDY
From	To			
1936	1942	South London Polytechnic	Ordinary National Certificate (ONC)	Electrical Engineering and Technology.
	1940			
	1942		Higher National Certificate (HNC) with credits	
	1946		Chartered Electrical Engineer.	

9. LIST ANY PUBLICATIONS OR PAPERS: (see instruction 6)

Possible use of the heat pump in Tea Factories - Ceylon Overseas Section I.E.E. 1950.

9. LIST SPECIAL QUALIFICATIONS AND SKILLS CONFIRMED BY LICENSES HELD AND MEMBERSHIP IN PROFESSIONAL, CIVIC, PUBLIC OR INTERNATIONAL SOCIETIES OR INSTITUTIONS RELEVANT TO YOUR APPLICATION; INDICATE THE CLASS OF MEMBERSHIP WHEN APPROPRIATE:

CHARTERED ELECTRICAL ENGINEER 1946
FELLOW OF THE INSTITUTION OF ELECTRICAL ENGINEERS (I.E.E.) 1965.

From 1973 To Present

EMPLOYER (Name and Address) AND TYPE OF BUSINESS:
L.H. CONSULTANTS LTD FROM (1973) TO PRESENT, 100 WOODLAND AVENUE, WILMINGTON, DELAWARE, U.S.A.

TITLE OF POST AND NATURE OF DUTIES:
Electrical Engineering Consultant

NUMBER AND KIND OF EMPLOYEES SUPERVISED: 14 designers and designer draughtsmen

B.

From 1969 SEPTEMBER, 1973

EMPLOYER (Name and Address) AND TYPE OF BUSINESS:
COMMONWEALTH DEVELOPMENT CORPORATION,
33, HILL STREET, LONDON W.1.
TITLE OF POST AND NATURE OF DUTIES:

FIRST AS GENERAL MANAGER (ON SECONDMENT) OF THE GUYANA ELECTRICITY CORPORATION,
GUYANA, SA.
THEN AS MANAGER OF CARIBBEAN UTILITIES LTD. (SUBSIDIARY OF CDC) BARBADOS, WI.
OVERALL RESPONSIBILITY OF PUBLIC ELECTRICITY SUPPLIES IN GUYANA AND THE
EASTERN CARIBBEAN.

NUMBER AND KIND OF EMPLOYEES SUPERVISED:

C.

From 1957 To 1968

EMPLOYER (Name and Address) AND TYPE OF BUSINESS:
SABAH ELECTRICITY BOARD,
KOTA KINABALU, SABAH, EASTERN MALAYSIA.
TITLE OF POST AND NATURE OF DUTIES:

GENERAL MANAGER AND CHIEF ENGINEER.
OVERALL RESPONSIBILITY OF THE OPERATION AND DEVELOPMENT OF PUBLIC ELECTRICITY
SUPPLIES THROUGHOUT SABAH.

NUMBER AND KIND OF EMPLOYEES SUPERVISED: 800/900 PUBLIC UTILITY STAFF.

Employer (Name and Address) AND TYPE OF BUSINESS:
FEDERAL GOVERNMENT OF NIGERIA,
LAWSON, LONDON.

TITLE OF POST AND NATURE OF DUTIES:

SENIOR ELECTRICAL ENGINEER FOR THE DEVELOPMENT OF GENERATION, TRANSMISSION AND DISTRIBUTION OF PUBLIC ELECTRICITY SUPPLIES IN NIGERIA.

NUMBER AND KIND OF EMPLOYEES SUPERVISED: APPROX. 24 STAFF ATTACHED TO ENGINEERING SECTION.

From: 1953 **To:** 1955

Employer (Name and Address) AND TYPE OF BUSINESS:
TELEVISION & TELECOMMUNICATIONS CO. LTD.
LONDON S.E.1.

TITLE OF POST AND NATURE OF DUTIES:

TECHNICAL CONTRACTS MANAGER FOR THE SALE, DESIGN AND INSTALLATION OF AUTOMATIC CONTROLS OF HEATING, AIR CONDITIONING, PROCESS ETC.

NUMBER AND KIND OF EMPLOYEES SUPERVISED: 30 SALES AND ENGINEERING STAFF

From: 1948 **To:** 1952

Employer (Name and Address) AND TYPE OF BUSINESS:
WALKER, SONS AND CO. LTD.
COLOMBO, CEYLON

TITLE OF POST AND NATURE OF DUTIES:

ELECTRICAL ENGINEER FOR INDUSTRIAL AND COMMERCIAL INSTALLATIONS.

NUMBER AND KIND OF EMPLOYEES SUPERVISED: UP TO 50 CLERICAL AND ERECTION STAFF

From: **To:**
Employer (Name and Address) AND TYPE OF BUSINESS:

TITLE OF POST AND NATURE OF DUTIES:

NUMBER AND KIND OF EMPLOYEES SUPERVISED:

Use additional sheet if you have held more posts.

UNITED NATIONS

PERSONAL HISTORY STATEMENT (PROJECT PERSONNEL)

(TARS 3)

THIS INFORMATION MAY BE SUBMITTED TO MEMBER GOVERNMENTS

(see instruction 8)

ANALYSIS OF RELEVANT EXPERIENCE: Use this space to analyze your experience in relation to your statement concerning your qualifications. Additionally, if you are applying for a specific post, please indicate the number of the Job Description of this post and analyze your experience in relation to the duties and requirements set out in the Job Description.

Long-standing experience in electrical engineering and technology, particularly in the following fields :

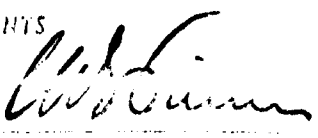
- Heating and air conditioning
- Generation and transmission systems
- Design and installation of electrical equipment
- Management and administration for the sale, installation and operation of electrical systems

UNITED NATIONS

PERSONAL HISTORY STATEMENT (PROJECT PERSONNEL)

(TARS 2)

THIS INFORMATION MAY BE SUBMITTED TO MEMBER GOVERNMENTS



DATE: 18th November 1975

SIGNATURE:

1. NAME: **George Bernard Timms**

2. NATIONALITY: **British**

3. PRESENT ADDRESS: **"Greenwood"
Ballsdown
Chiddingfold, Surrey**

4. DATE OF BIRTH: **28.9.25**

5. MARITAL STATUS: **Married**

6. KNOWLEDGE OF LANGUAGES: Mother Tongue: **English**

OTHER LANGUAGES	READ		WRITE		SPEAK		UNDERSTAND	
	EASILY	NOT EASILY	EASILY	NOT EASILY	FLUENTLY	NOT FLUENTLY	EASILY	NOT EASILY

7. EDUCATION: (see instruction 5)

DATES ATTENDED		NAME and LOCATION of INSTITUTION of LEARNING	ACADEMIC DEGREES and CERTIFICATES or DIPLOMAS OBTAINED	MAIN FIELD of STUDY
From	To			
		Kingston Technical College	National Cert. in Mechanical Engineering	
		Barrow-in-Furness	Nat. Cert. in Electrical Engineering Higher National Cert. in Mechanical Engineering Certificate in Advanced Electro Technology Certificate in Industrial Administration	

8. LIST ANY PUBLICATIONS OR PAPERS: (see instruction 6)

9. LIST SPECIAL QUALIFICATIONS AND SKILLS CONFIRMED BY LICENSES HELD AND MEMBERSHIP IN PROFESSIONAL, CIVIC, TRADE OR INTERNATIONAL SOCIETIES OR INSTITUTIONS RELEVANT TO YOUR APPLICATION; INDICATE THE CLASS OF MEMBERSHIP WHEN APPROPRIATE:

- Fellow of the Institute of Mechanical Engineers
- Fellow of the Institute of Welding.

From: November 1974 To: Present

EMPLOYER (Name and Address) AND TYPE OF BUSINESS:

L.H.Manderstam and Partners Ltd,
38, Grosvenor Gardens, London S.W.1. Consulting Engineers

TITLE OF POST AND NATURE OF DUTIES:

Senior Mechanical Engineer
in charge of project on Development of Cotton Ginning
Industry in Egypt for the IBRD

NUMBER AND KIND OF EMPLOYEES SUPERVISED: 60 Engineers, technologists

From: 1974 To: October 1974

B. EMPLOYER (Name and Address) AND TYPE OF BUSINESS:

Engineering Consultant

TITLE OF POST AND NATURE OF DUTIES:

Design and Manufacture of electroplating and electropainting equipment
for Tele Industria in Mexico

NUMBER AND KIND OF EMPLOYEES SUPERVISED:

From: 1972 To: 1974

C. EMPLOYER (Name and Address) AND TYPE OF BUSINESS:

Oxy-Metal Finishing (GB)
Woking, Surrey

TITLE OF POST AND NATURE OF DUTIES:

Director of Engineering
Responsible for all design and equipment Manufacture: furnaces, foundry
equipment and metal finishing- recruitment and industrial relations.

NUMBER AND KIND OF EMPLOYEES SUPERVISED: 350 people

From: 1967 To: 1970

D. EMPLOYER (Name and Address) AND TYPE OF BUSINESS:

Electro-Chemical Engineering
Woking, Surrey

TITLE OF POST AND NATURE OF DUTIES:

Chief Engineer
Responsible for all engineering design of capital equipment
and quotations.

NUMBER AND KIND OF EMPLOYEES SUPERVISED: 50 designers

Use additional sheet if you have held more posts.

PROFESSIONAL EXPERIENCE (continued)

E. From: 1955 To most recent date of employment: 1967

EMPLOYER (Name and Address) AND TYPE OF BUSINESS:
 Electro-Chemical Engineering
 Woking, Surrey

TITLE OF POST AND NATURE OF DUTIES:
 Works Management
 Responsible for chemical equipment fabrication, machine and assembly,
 installation, service buying and production control, works study

NUMBER AND KIND OF EMPLOYEES SUPERVISED: 180 men

F. From: 1950 To: 1955

EMPLOYER (Name and Address) AND TYPE OF BUSINESS:
 Electro-Chemical Engineering
 Woking, Surrey

TITLE OF POST AND NATURE OF DUTIES:
 Engineer
 In charge of transfer mechanisms for metal finishing equipment

NUMBER AND KIND OF EMPLOYEES SUPERVISED:

G. From: 1948 To: 1950

EMPLOYER (Name and Address) AND TYPE OF BUSINESS:
 Electric Furnace Co Ltd
 Weybridge Surrey

TITLE OF POST AND NATURE OF DUTIES:
 Engineering Designer
 For electric furnaces.

NUMBER AND KIND OF EMPLOYEES SUPERVISED:

UNITED NATIONS

PERSONAL HISTORY STATEMENT (PROJECT PERSONNEL)

(PART 3)

THIS INFORMATION MAY BE SUBMITTED TO MEMBER GOVERNMENTS

(see instruction 3)

ANALYSIS OF RELEVANT EXPERIENCE: Use this space to analyze your experience in relation to your statement and to your classification. Additionally, if you are applying for a specific post, please indicate the number of the Job Description which best analyzes your experience in relation to the duties and requirements set out in the Job Description.

Wide experience in mechanical engineering and associated activities in particular,

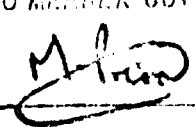
- Works management and production control
- Foundry work, machine shops and metal finishing
- Assembly and transfer mechanisms
- General engineering services.

UNITED NATIONS
PERSONAL HISTORY STATEMENT (PROJECT PERSONNEL)

(PART 2)

THIS INFORMATION MAY BE SUBMITTED TO MEMBER GOVERNMENTS

DATE: 18th November 1975

SIGNATURE: 

1. NAME: MICHAEL JOHN PRIOR

2. NATIONALITY: BRITISH

3. PRESENT ADDRESS: 125 Highbury Hill,
LONDON N.5.

4. DATE OF BIRTH: 3RD SEPTEMBER, 1942

5. MARITAL STATUS: MARRIED

6. KNOWLEDGE OF LANGUAGES: Mother Tongue: ENGLISH

OTHER LANGUAGES	READ		WRITE		SPEAK		UNDERSTAND	
	EASILY	NOT EASILY	EASILY	NOT EASILY	FLUENTLY	NOT FLUENTLY	EASILY	NOT EASILY
FRENCH		X		X		X		X

7. EDUCATION: (see instruction 5)

DATES ATTENDED		NAME and LOCATION of INSTITUTION of LEARNING	ACADEMIC DEGREES and CERTIFICATES or DIPLOMAS OBTAINED	MAIN FIELD of STUDY
From	To			
1960	1963	DURHAM UNIVERSITY	BACHELOR OF SCIENCE (B.Sc)	Mathematics & Physics
1963	1964	UNIVERSITY OF ESSEX	MASTER OF SCIENCE (M.Sc)	PHYSICS
1968	1969	UNIVERSITY OF SUSSEX	MASTER OF ARTS (M.A.)	ECONOMICS

8. LIST ANY PUBLICATIONS OR PAPERS: (see instruction 6)

9. LIST SPECIAL QUALIFICATIONS AND SKILLS CONFIRMED BY LICENSES HELD AND MEMBERSHIP IN PROFESSIONAL, CIVIC, PUBLIC OR INTERNATIONAL SOCIETIES OR INSTITUTIONS RELEVANT TO YOUR APPLICATION, (INDICATE THE CLASS OF MEMBERSHIP WHERE APPROPRIATE)

PROFESSIONAL EXPERIENCE (see instructions)

A.

From 1972

To: (or recent date of employment) PRESENT TIME

EMPLOYER (Name and Address) AND TYPE OF BUSINESS:

L.H. MANDERSTAM AND PARTNERS (UK) LTD. 38, GROSVENOR GARDENS, CONSULTING ENGINEERS
LONDON S.W.1.

TITLE OF POST AND NATURE OF DUTIES:

ECONOMIC CONSULTANT UNDERTAKING ECONOMIC & FINANCIAL
ANALYSIS OF INDUSTRIAL PROJECTS

NUMBER AND KIND OF EMPLOYEES SUPERVISED: 1 GRADUATE

B.

From 1969

To: 1972

EMPLOYER (Name and Address) AND TYPE OF BUSINESS:

BRITISH STEEL CORPORATION, STEEL INDUSTRY

TITLE OF POST AND NATURE OF DUTIES:

ECONOMIST IN MARKET & ECONOMIC ANALYSIS DEPARTMENT
STUDYING THE INTERNATIONAL STEEL MARKET AND UNDERTAKING
VARIOUS KINDS OF PROJECT ANALYSIS

NUMBER AND KIND OF EMPLOYEES SUPERVISED:

C.

From 1966

To: 1968

EMPLOYER (Name and Address) AND TYPE OF BUSINESS:

AEI/GEC LTD., ELECTRICAL GOODS MANUFACTURERS.

TITLE OF POST AND NATURE OF DUTIES:

INDUSTRIAL SCIENTIST MAKING TECHNICAL STUDIES OF
THE INDUSTRIAL APPLICATION OF EQUIPMENT

NUMBER AND KIND OF EMPLOYEES SUPERVISED: 2 TECHNICIANS

PROFESSIONAL EXPERIENCE (Continued)

D.	<p>From: 1964 To: 1966</p> <p>EMPLOYER (Name and Address) AND TYPE OF BUSINESS: INTERNATIONAL RESEARCH & DEVELOPMENT CORP., CONTRACT RESEARCH</p> <p>TITLE OF POST AND NATURE OF DUTIES: RESEARCH SCIENTIST; UNDERTAKING RESEARCH INTO VARIOUS PHYSICAL PHENOMENA.</p> <p>NUMBER AND KIND OF EMPLOYEES SUPERVISED:</p>
E.	<p>From: To:</p> <p>EMPLOYER (Name and Address) AND TYPE OF BUSINESS:</p> <p>TITLE OF POST AND NATURE OF DUTIES:</p> <p>NUMBER AND KIND OF EMPLOYEES SUPERVISED:</p>
F.	<p>From: To:</p> <p>EMPLOYER (Name and Address) AND TYPE OF BUSINESS:</p> <p>TITLE OF POST AND NATURE OF DUTIES:</p> <p>NUMBER AND KIND OF EMPLOYEES SUPERVISED:</p>
G.	<p>From: To:</p> <p>EMPLOYER (Name and Address) AND TYPE OF BUSINESS:</p> <p>TITLE OF POST AND NATURE OF DUTIES:</p> <p>NUMBER AND KIND OF EMPLOYEES SUPERVISED:</p>

Use additional sheet if you have held more posts.

UNITED NATIONS

PERSONAL HISTORY STATEMENT (PROJECT PERSONNEL)

(PART 3)

THIS INFORMATION MAY BE SUBMITTED TO MEMBER GOVERNMENTS

(see instruction 8)

ANALYSIS OF RELEVANT EXPERIENCE: Use this space to analyze your experience in relation to your statement concerning specialization. Additionally, if you are applying for a specific post, please indicate the number of the Job Description of post and analyze your experience in relation to the duties and requirements set out in the Job Description.

Special experience in the following areas :

- Economic, marketing and financial analysis connected with industrial projects and consumer goods marketing
- Technology and market assessment of a range of electrical goods.



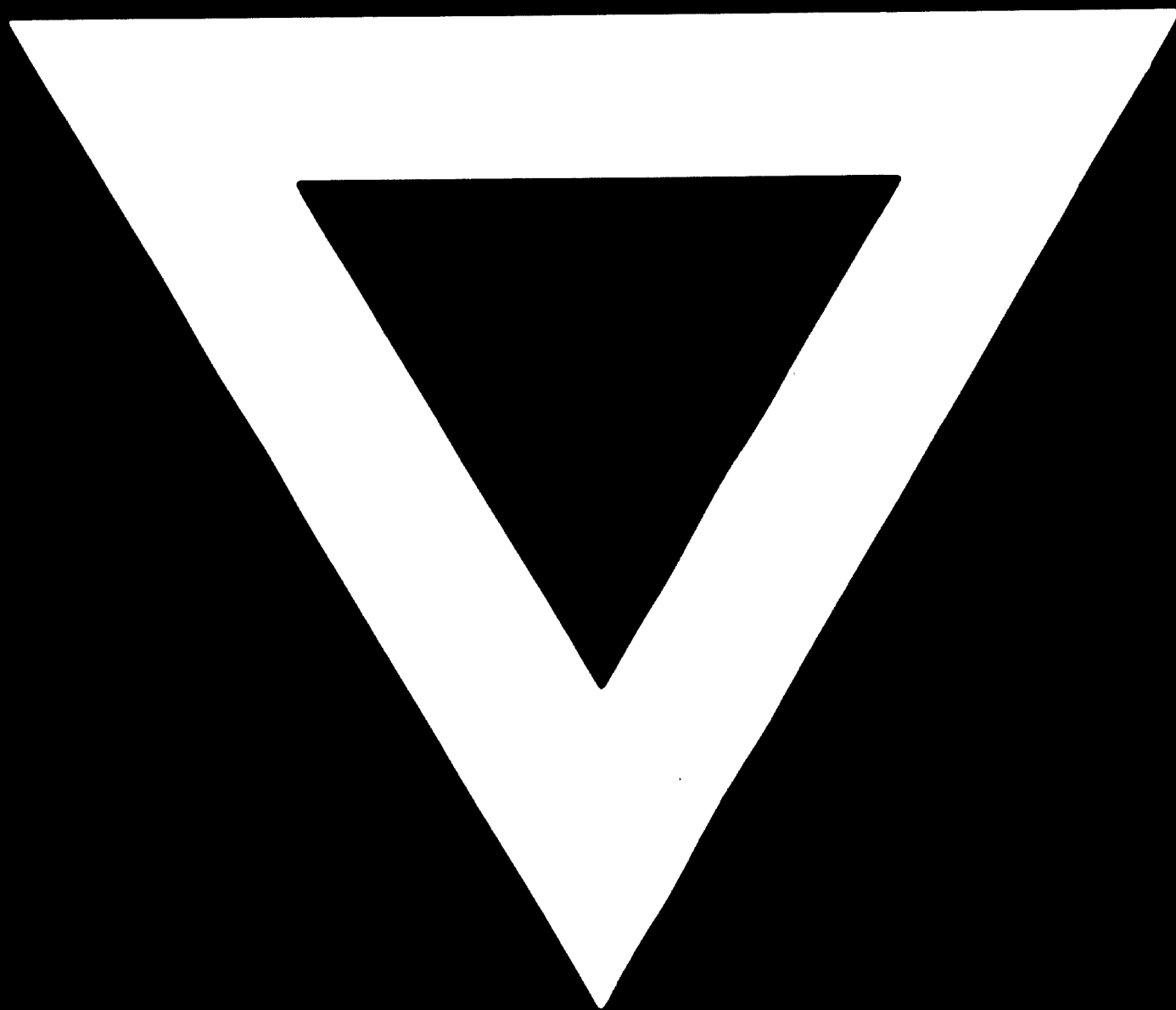
1. The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that this is crucial for ensuring the integrity and transparency of the financial system. The text notes that without proper record-keeping, it would be difficult to detect and prevent fraud or other irregularities.

2. The second part of the document outlines the various methods used to collect and analyze data. It describes how different types of information are gathered from various sources and how this data is then processed to identify trends and patterns. The text highlights the need for consistent and reliable data collection methods to ensure the accuracy of the analysis.

3. The third part of the document focuses on the role of technology in modern data analysis. It discusses how advanced software tools and algorithms have revolutionized the way data is processed and analyzed. The text notes that these technologies allow for much faster and more efficient analysis of large volumes of data, enabling researchers to uncover insights that were previously difficult to achieve.

4. The fourth part of the document addresses the challenges associated with data analysis. It discusses issues such as data quality, privacy concerns, and the need for skilled personnel to interpret the results. The text emphasizes that while technology has made data analysis more accessible, it also presents new challenges that must be carefully managed to ensure the reliability and security of the information.

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