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21517

DP/ID/SER.B/741
9 April 1996
ORIGINAL: ENGLISH

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INDUSTRIAL PLANNING AND DEVELOPMENT - PHASE II

DP/QAT/93/005

STATE OF QATAR

Terminal report*

Prepared for the Government of Qatar
by the United Nations Industrial Development Organization,
acting as executing agency for the United Nations Development Programme

*Based on the work of G. R. N. Sastry,
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Vienna

* This document has not been edited.

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TERMINAL REPORT**DP/QAT/93/005****"INDUSTRIAL PLANNING & DEVELOPMENT - PHASE-II"****1. The Project****1.1 Brief Project Details**

The project which is a part of UNDP country programme for State of Qatar, is the extension of DP/QAT/88/008 "Industrial Planning and Development - Phase I" and started in April 1993. The project document was signed on 18-05-1993 by the Resident Representative UNDP Doha on behalf of UNDP & UNIDO and by the Director Dept. of Industrial Development, Ministry of Energy & Industry on 17-06-1993. The duration of the project is to be for 33 months i.e. from April 1993 till Dec. 31, 1995. The total estimated cost sharing budget was U.S.\$428,100 out of which UNDP contribution is U.S.\$ 50,000 and Govt. cost sharing U.S.\$ 378,100. UNIDO is the executing agency.

1.2 Development Objective

Under this phase of the project the development objective of the project is to help Dept. of Industrial Development in promoting industrial planning, promotion of energy intensive general industries, small/medium scale industries, development of industrial estates, free zones and training of local personnel etc.

1.3 Immediate objective

The immediate objective is to help Dept. of Industrial development to implement subsectoral industrial plans for the development and promotion of the energy intensive and general industry sectors and more particularly small and medium scale industrial projects in public and private sectors together with supporting strategies and policy measures, development of industrial estates and training of local personnel in the industrial development activities.

1.4 Technical and operational personnel

Post No.	Post Title	Name, sex and Nationality	Entry on duty Date		Departure	
			Sched.	Actual	Sched.	Actual
11.01	Chief Technical Adviser	G.R.N. SASTRY Male Indian	April 1993	April 1993	Dec 1995.	Dec. 1995
11.50	Short Term Consultants	-	Two man months			

1.5 Activities deleted from the projectBudget line 11.50 :

The two man months provided against short term consultants have not been utilized and the budget amount shown against them was transferred under 11.01.

Budget line 32

Group training programme has not been utilized and the budget amount was transferred under 11.01.

2.0 Outputs produced and problems encountered

2.1 Output-1

A framework of implementation of subsectoral plan for the energy intensive and general industries as well as small/medium scale industrial sub-sectors, together with consistent strategy, direction and supporting measures in harmony with the Government's development objective and priorities till 1995. The subsectoral plan implementation will cover industries and particularly small/medium scale. The specific issues, modalities and approaches relevant to implementation of the medium and small scale industries through private sector participation would be clearly indicated, as appropriate to suit country's objectives and goals.

Results of Output-1

- 2.1.1 Subsectoral plans have not been finalized by DID due to suspension of contract with outside consultants directly hired by DID from Egypt in 1994 due to unsatisfactory quality of the prefeasibility reports by the consultant. Further, Govt.'s approach to subsectoral plan related to small/medium scale industries has changed in line with changing perception about private sector development.
- 2.1.2 Updating of studies, reports and information available from earlier project has been completed.
- 2.1.3 Assessment of past structure, the place and pattern of growth of the subsectors etc. has been completed and a report submitted on the status of the subsectors.
- 2.1.4 Several product lines and products with high development potential, markets and demand have been identified and several reports have been submitted to DID.
- 2.1.5 Help in implementation of the industrial sub-sectoral plan has been continued. This activity will have to be extended further due to the delay in finalization of several feasibility studies by the outside consultants. However, priorities for industrial development have been modified which are essentially in the form of encouragement of private sector to establish small/medium scale industries through project identification and technical help rather than a structured plan document. Several new project ideas in this activity have been identified and linkages with major industries through raw materials and components as well as consumer goods based industries have been established. Promotional efforts have been intensified through conducting project identification, seminars and technical help to private sector.

Problems encountered

(1) The main problem encountered in this output is due to the suspension of work by an outside consultant who was engaged by DID due to the poor data base on the marketing possibilities of the large scale energy intensive products proposed to be studied and considered by DID for inclusion in sub-sectoral plan. Due to this problem it has been decided by DID to selectively promote about 7-8 projects out of total 15 originally envisaged. However, finalization of industrial plan has been kept in abeyance pending the identification of suitable equity, technical and marketing partners for the products. Presently several prospective partners are being considered. DID may defer finalization of the actual plan document until after the above exercise is completed.

(2) As far as small/medium scale industries are concerned DID are of the view that these projects are essentially going to be promoted by private sector they need not be included in the plan as a document. DID feel that the technical help and support to private sector should be on the basis of project profiles on investment opportunities. However despite the fact that as many as 40-50 project ideas have been investigated and project profiles prepared the private sector did not appear to show sufficient enthusiasm to promote them.

Extent of use of output

The outputs are being used by Dept. of Industrial Development. Despite the set back in the preparation of a structured industrial plan document due to the incomplete studies by the outside consultant, the studies prepared by UNIDO experts have been extensively used by DID. A list of studies prepared by CTA are attached to the report to enable DID to promote small/medium scale industries. At least six units have been established during the past 3 years based on the outputs. Further CTA, at the suggestion of DID helped since 1991 Qatar Industrial Manufacturing Co. (QIMCO) which was promoted by Govt. of Qatar to stimulate private sector investments in small/medium scale industries. Four of the seven projects promoted and currently in production are based on CTA's work.

2.2 Output No. 2

Help in reviewing of amended or new industrial policies and policy measures in support of implementation of the subsectoral plans and projects.

2.2.1 Results of output 2

- New industrial policy measures as amended by Law No. 11 of 1980 were reviewed and modifications suggested especially to attract foreign capital.
- A paper was prepared and submitted to Govt. comparing the incentives offered by different GCC states and modifications suggested to make incentives in Qatar more attractive.
- A new industrial law was proclaimed by the Govt. in June 1995 incorporating some of the suggestions made by the project. According to the amended law Dept. of Industrial Development will work as single window clearance for industrial licences.
- Suggestions regarding amendments of new industrial policy and policy measures to stimulate small/medium scale industries are dealt with under TSS-1 study which is under examination by DID.

2.2.2 Problems encountered

Historically the industrial laws of State of Qatar viz: Law No. 11 of 1980, Law No. 3 of 1985 and Law No. 25 of 1990 are the most important laws concerned with industrial units in State of Qatar. Unfortunately law No. 3 of 1985 had a negative impact on the in-flow of foreign capital and specially into the small/medium scale industries. This has been modified with Law No. 25 of 1990. This Law also encourages the investment from GCC citizens with the same advantages of Qatari citizens.

Despite the above measures the investments in small/medium scale industries and especially foreign investments did not forthcome.

The key areas requiring improvement are (a) infrastructure for small/medium scale industries (b) Financing of small/medium scale industries (c) suitable project ideas. (d) streamlining of procedures to issue industrial licences.

To remedy the above suggestions were made by the project which are yet to be finalized by the Govt. in respect of items (a) and (b).

As far as suitable project ideas are concerned several project ideas have been suggested and project profiles were prepared.

Regarding streamlining of procedures CTA submitted a revised industrial licencing application format which is under discussion. Further, the Govt. have amended the functioning of industrial licencing committee. Some of these suggestions have now been incorporated in the new law issued in June 1995 which essentially makes DID solely responsible for issuing industrial licences thus achieving the objective of single window clearances.

2.3 Output - 3

A port folio of updated and elaborated opportunity studies selected from the ones emanating from the provisions of phase-1 DP/QAT/88, project and assist in new opportunity studies in line with the objectives and priorities of the industrial subsectoral plans. A number of such studies will be prepared.

2.3.1 Results of Output - 3

About 10 different opportunity studies were reviewed and new ones prepared. Several of these project ideas are being explored by local private sector. Fifteen draft prefeasibility studies prepared by outside consultant for large scale projects have been reviewed and eight of them have been recommended for inclusion in the development plan. Several proposals by local investors for establishment of small/medium scale industries were reviewed. As a matter of routine, project feasibility studies submitted along with the industrial licence application have been reviewed by the project CTA and their suitability for inclusion in the country's development programme has been advised. UNIDO methodology for project evaluation was conducted as a seminar by CTA.

2.3.2 Problems encountered

None.

2.3.3 Extent of use of Output

The output has been extensively used. Some of the studies prepared by the project have been transferred to private sector for e.g. manufacture of gypsum powder based on local gypsum rock and production of sulphuric acid/sodium sulphate, etc. based on locally available sulphur. Manufacture of caustic soda & chlorine by an Indian investor to cater for local demand and export utilizing the cheap power available locally. Dept. of Industrial Development, with the help of the project were thus able to play a vital promotional role in the stimulation of private sector investments in small/medium scale industries.

2.4 Output-4

Help in development of Industrial estates, export promotion zones keeping in policy of promotion of small/medium scale industries ancilliary and feeder industries to large industries through private sector participation.

2.4.1 Results of Output-4

Present status and background on scope type and structure of industrial estates was prepared by CTA. Two experts from UNIDO visited Qatar for prefeasibility study on free zones. This study has been reviewed by the Govt. and the decision appears to be to difer further work on free zones until the commissioning of large scale projects in hydrocarbon sector.

2.4.2 Problems encountered

None, except the Govt's decision on the free zones appears to have been deferred. However, decision for improvement on the infrastructure in industrial estates has been taken. A new industrial estate is likely to be promoted at Abu Humor area close to Doha city.

2.4.3 Extent of use of output

The free zone study has been reviewed by Dept. of Industrial Development, Ministry of Energy & Industry, Ministry of Economy, Commerce and Trade and Supreme Council for Planning. Several new ideas suggested in the report have been discussed, such as initial promotion of "Free Trade Zone" and subsequently to add free industrial zone in Qatar. In the opinion of the Ministry of Economy, Commerce and trade free zone conditions already exist in the whole of State of Qatar. However, as a further step to stimulate commerce and industry a "free trade zone" could be promoted at a later date. The Ministry of Industry, Dept. of Industrial Development feel that the incentives offered by the State of Qatar for industry are already better than other GCC states. However it is recognized that there are some bottle necks due to procedures and some infrastructural inadequacies. It is felt once these are removed by such measures a "Single Window Clearance" of industrial licences the problem could be solved. Several public debates were conducted by the Ministry of Energy and Industry in cooperation with Qatar Chamber of Commerce and Industry to discuss the problems faced by small/medium scale industries.

As a result of the above discussions and debates Govt. have promulgated the June 1995 amendment for industrial law which among other things confers on Dept. of Industrial Development the jurisdiction to allocate land and develop new industrial estates. Further, a new industrial area is likely to be developed at Abu Humor.

2.4.4 TSS-1 study discussed this aspect of training of DID staff to promote and manage industrial estates. As far as export promotion zones are concerned the matter has been deffered for the time being.

2.5 Output-5

Training of Qatari officials in the organization and management of small/medium scale industrial organizations, administration & finance and the marketing of the products. Special emphasis would be laid in these situations in State of Qatar, the regional markets and the complementarity of GCC economies and markets.

2.5.1 A review of the existing status of small/medium scale industries in Qatar in relation to the local and GCC markets was prepared and submitted by CTA as a document. This document also has suggestions including possibilities for inter GCC cooperation, value added concepts etc.

2.5.2 A review of comparable situations in the promotion of small/medium scale industries in line with other GCC countries was prepared by CTA based on UNIDO document "Small and Medium Scale Industries in the GCC region, Vienna, March 1990". Update of the above document was based on information obtained from various sources such as publications from the GCC countries, GOIC data bank etc. One of the areas discussed was the off-set programme and its impact on GCC countries especially regarding import and assimilation of technology and upgradation o' skills.

A summary of the recommendations was presented in a seminar by CTA in June 1995.

2.5.3 Several training programmes based on UNIDO publications "Training Programmes for Industrial Development" for the years 1993, 1994 & 1995 were suggested.

In addition, regular lectures were conducted at DID as for e.g. the programme attached herewith for the last quarter of 1994 (Annexure - 1). Similar lectures were conducted in 1995 also.

DID within its own financial allocation also deputed the officials for various seminars outside Doha. Further, based on CTA's suggestion a refresher course on "COMFAR" was conducted in Arabic language in cooperation with GOIC.

2.5.4 On the job training courses were suggested to DID. One officer from DID visited UNIDO, Vienna in August 1994 to familiarize with the opportunities for various programmes available with UNIDO.

Based on bilateral cooperation agreements between Qatar and other companies specific "on the job" training courses were suggested to DID. Thus, two officials of DID visited Poland to receive training on "Project formulation and feasibility studies" in summer of 1994. One officer was deputed to Japan for training with JICA.

- 2.5.5 Training programmes which were conducted under phase-1 viz: QAT/88/008 have been reviewed and discussed in various sessions. Relevant topics of Prof. Kirkpatrick's lectures regarding privatization and private sector development were reviewed. It has been recognized that although State of Qatar's industrial development maintained its focus on public sector and large scale industries stimulation of private sector with active contact, discussions, technical support through project profiles, marketing and management oriented programmes need to be augmented. These took the form of public debates between DID and private sector entrepreneurs.

Common training programmes between DID and Chamber of Commerce and Industry and QIMCO with help and support from UNIDO are suggested. These suggestions were further discussed during TSS-1 study.

3.0 Objectives achieved

The major objectives have been achieved as follows:

- 3.1 Inputs and outputs related to development of sub-sectoral plans were essentially completed. DID, however chose not to submit the sub-sectoral plan in a structural form since the Govt. have decided that the industrial development in general and small/medium scale industries in particular should be promoted by private sector. Provision of required institutional support was therefore considered more important than a plan document. For this reason fiscal and non fiscal incentives and other promotional efforts were focussed upon.
- 3.2 Several new project ideas were examined both for large scale as well as more importantly for small/medium scale industries. Several of these ideas were developed through the project. A list of the projects for which pre-feasibility reports and project profile were prepared by the project are attached as per annexure - 2. Private sector investors were invited to promote these projects through seminars organized periodically. For e.g. two seminars were held in 1995, one in March and another in April. Further ideas are finalized in cooperation with GOIC and a seminar is scheduled to be held in Dec. 1995/Jan. 1996 to release 10 more project ideas to private sector.
- 3.3 Prefeasibility study on free zones was undertaken by UNIDO consultants in May 1994 based on terms of reference prepared by the project. All required literature, briefing and discussions with DID officials as well as other Govt. departments such as Ministry of Finance, Economy & Trade, Supreme Council for Planning, Ministry of Municipal Affairs, Customs Dept., Chamber of Commerce and Industry were arranged through the project. CTA participated in all such discussions.

The report submitted by UNIDO consultants was thoroughly discussed by the Govt. at various levels. It was felt that there is at present no need for a separate free industrial zone as the existing facilities, as well as facilities proposed to be created in the new zones are good enough.

As far as free trade zone is concerned although UNIDO consultants suggested that there may be a case for promotion of such a zone, Govt. felt after due review of the incentives offered by State of Qatar the entire State of Qatar almost as good as Free Trade Zone and with stream lining of some customs and other procedures the free trade zone objectives will be achieved.

3.4 The project prepared and submitted a conceptual approach document for promotion of new industrial estates to DID (Annexure - 3). This was dully discussed at several meetings. As a result of this as well as meetings with private sector and Chamber of Commerce and Industry representatives on several occasions DID has now decided to promote a new industrial areas at Abu Humor and Umm Said. Further support to the industrial areas unit of DID to promote these estates has been provided by project.

3.5 A study on "Small and medium scale industries under TSS-1" was undertaken by UNIDO consultants during June 1995 and a report was received at DID in August 1995.

Project assisted the above study through:

- (a) Preparation of draft terms of reference and comments on the official draft terms sent by UNIDO headquarters.
- (b) Preparation and submission to DID and UNIDO headquarters a document "Background document for sub-sectoral study for the development of SMI's in State of Qatar under TSS-1" in May 1994.
- (c) "Slide presentation on incentives and support policies for industrial development and foreign direct investment in Qatar" June 1995 (Annexure - 4).

The study submitted by UNIDO consultant has several useful suggestions which are discussed with DID. As a result of this further work by UNIDO in the following areas may be requested by DID to augment their present efforts to promote small/medium scale industries.

- (a) Enterpreneural development programmes
- (b) Sales training courses
- (c) Strengthening industrial information services
- (d) An out-reach initiative to serve the smaller SMI's
- (e) A small unit in DID to look after the needs and concern of SMI's.

3.6 Several training programmes were suggested to DID. Due to the limitations of finances DID deputed only a few officials attend these programmes.

Regular in-house training and lecture programmes were conducted by CTA to DID staff throughout the project period.

One DID official was also trained at UNIDO headquarters.

This has helped in understanding the role UNIDO can play in helping industrial development of State of Qatar. The DID official can further be a link in promotion of co-operation between DID & UNIDO.

- 3.7 List of several technical reports, papers and documents produced by the project is attached herewith (Annexure-5).
- 3.8 Project assisted also in the preparation and publication of "Industrial Development in State of Qatar - 1995". A copy of which was also sent to UNIDO, Vienna.
- 3.9 The project CTA was also involved in assisting DID regarding miscellaneous activities such as:
 - (a) Discussions and preparations of documents for the country rating programme by MOODYS and STANDARD & POOR.
 - (b) State of Qatar's participation in World Trade Organization and related matters.
 - (c) State of Qatar's discussions with WTO on preparation chemical harmonization list.
 - (d) State of Qatar's involvement in International Atomic Energy Agency (IAEA) and INIS location at DID.

4.0 Findings and lessons learnt

4.1 Large scale Industries

The industrial development of State of Qatar has entered into its second phase of development based on exploitation of huge natural gas reserves estimated at 250 trillion cubic feet. Several large investments in establishment of liquefied natural gas (LNG) projects, methanol, MTBE, expansion of petrochemicals, fertilizers, steel and cement have been launched since 1993. According to one estimate the total investment in large scale industries may be of the order of \$15 - 20 billion by 2000 A.D. Although several of these large scale investments are based on State of Qatar's abundant hydrocarbon resources, promotional efforts to attract foreign investment in key areas of large scale industries are still required. This is essential to choose the right partners. UNIDO can help in this task through organizing investment seminars.

UNIDO was also approached by the Qatar General Petroleum Corporation (QGPC) for help in feasibility studies on downstream petrochemicals projects. UNIDO should take active interest in this request and provide prompt and suitable response.

The project was also concerned with large scale non-hydrocarbon based industries. In fact DID in cooperation with the project studied 15 such project through a foreign consultant. Unfortunately the work of the consultant was not of the standard required to take investment decision by DID. The project assisted in evaluating the prefeasibility studies prepared by consultant and suggested that out of fifteen studies eight project ideas may be pursued further subject to developing clarity on the marketing aspects of the products. Project further suggested to DID to seek the help of UNIDO investment promotions services to attract foreign investors and collaborators to promote these projects. Unfortunately due to financial and other constraints DID did not take further steps to approach UNIDO in the matter. The proposal submitted by UNIDO for investment promotion seminars towards end of 1993 for State of Qatar was not acceptable to DID due to its financial implications. DID and UNIDO may discuss this further and arrive at workable project for investment promotion seminars.

4.2 Small/medium scale industries

The project's efforts were mainly concentrated in small/medium scale industries, promotion of private sector participation, preparation of prefeasibility studies, studies on free zones and industrial estates and training programmes.

In April 1994 there was a reorganization of Dept. of Industrial development resulting in merging of Dept. of Industrial Licensing and Control with Dept. of Industrial Development under the ministry of energy and Industry.

Promotion of small/medium scale industries can not be done in isolation from the dominant industrial activity which is based on hydrocarbons. Despite the fact that Dept. of Industrial Development is a part of Ministry of Energy and Industry there is no significant interaction between the energy part responsible for hydrocarbon industry and DID.

The project submitted documents on (a) "Small/medium scale industries in State of Qatar based on natural gas" to DID. (b) A report on "possibilities of utilizing sulphur for promotion of small/medium scale industries". Sulphur is produced as a significant by-product of hydrocarbon industry and accounts for approximately 200,000 Tons/yr at the current rate of hydrocarbon production. Sulphur has a low value in international market.

Both these reports presented to DID in seminars did not generate an interest. This is partly due to lack of interaction between DID and the hydrocarbon sector.

It is suggested that DID and Ministry of Energy should take a more integrated approach in promotion of project ideas suggested in the above documents.

- 4.3 State of Qatar took some positive steps since 1990 in promotion of small/medium scale industries. One of them is to launch a private sector investment company "Qatar Industrial Manufacturing Co." (QIMCO) Govt. of Qatar invested 20% in equity of this organization which has an authorized capital of QRs. 400 million. At the request of QIMCO and with the approval of H.E. the minister and DID CTA was closely involved in the promotional activities of QIMCO right from its inception in 1990.

DID directly and through CTA's involvement helped QIMCO generate project ideas, preparation of prefeasibility studies and generally helped QIMCO to establish seven small/medium scale industries. Several other project ideas in small/medium scale industries. Some of them such as "Melamine" and "Maleic anhydride" based on petrochemical feed stocks are being pursued by QIMCO with the help from CTA.

A closer cooperation between DID and QIMCO can result in fruitful results. Since QIMCO has substantial financial strength but lacks technical and managerial support DID should continue to fill this gap.

It is significant to note that Govt. have announced yet another investment company to promote private sector investments which hopefully will use DID's expertise.

4.4 The prospects for small/medium scale industries in State of Qatar are somewhat uncertain in the near future due to:

- No pressure to generate employment
- small markets
- Absence of diversified raw materials except hydrocarbons, sulphur, lime stone and gypsum
- More attractive sectors for investment such as trading and contracting
- Non availability of tariff protection
- Some bottle necks due to infrastructure and bureaucratic procedures

Nevertheless in a time frame of 5-10 years this situation is likely to change due to

- Pressure on employment generation due to more and more Qatari graduates seeking suitable jobs.
- More reliable income generating activities as against uncertain prospects of contracting and trading.
- Expanded markets due to high rate of population growth currently estimated at 5-6% per year.
- Promotion of tertiary petrochemicals and plastic processing industries as a result of expanded petrochemicals production at primary and secondary levels.

State of Qatar through DID as well as investment companies such as QIMCO should plan and be ready to explore such opportunities.

4.5 It is significant to note that Govt. have announced an "Industrial Development Bank". The project was involved in defining the scope of such a bank and the role which DID should be playing as a "Technical Wing of the Bank".

4.6 Training needs of DID as well as private sector entrepreneurs should be taken up seriously. The TSS-1 report on small/medium scale industries offers some helpful suggestion in the matter.

4.7 Industrial Estates

The proposed industrial estate at Abu Hamour should be established on scientific basis. The proposal to promote another estate at "Umm Said" should be pursued. UNIDO can help DID in this matter.

4.8 Industrial Information Systems

TSS-1 study also makes some helpful suggestions in the matter. However, it may be pointed out that DID is yet to implement the suggestions and provisions made by the UNIDO consultant's study in 1992/1993 from the earlier project DP/QAT/88/008. The library and information system at DID indeed need to be upgraded.

Another organization where information systems related to industry is at the Chamber of Commerce and Industry. A comprehensive programme to develop industrial information system between DID, Chamber of Commerce, Gulf Organization for Industrial Consulting and UNIDO should be considered by State of Qatar.

4.9 Counterpart support

Excellent support was always provided at the policy level by Director and Asst. Directors of DID. At the operational levels some the national staff did not have adequate experience to deal with some aspects of project work.

It is strongly suggested that DID should recruit Qatari officials at junior and senior levels, engineers of different disciplines such as chemical, mechanical, electrical and civil as well as economists.

IT IS SUGGESTED THAT COUNTERPART STAFF SHOULD HAVE 5-10 YEARS EXPERIENCE IN INDUSTRIAL OPERATIONS AND MANAGEMENT. AT PRESENT MANY OF THE COUNTERPART STAFF DO NOT HAVE ANY INDUSTRIAL EXPERIENCE. THIS, HAMPERS TO SOME EXTENT THE EFFECTIVENESS OF INTERNATIONAL EXPERTS.

5.0 Recommendations

The following recommendations are given in order of priority.

5.1 First priority

The first priority for DID is to establish proper linkages between other subsectors of economy and more importantly between the dominant hydrocarbons sector which is essentially Govt. owned or controlled and small/medium scale sector which will be essentially in private sector. Privatization policies of public sector is one area where DID should play a role.

5.2 Second priority

The second priority should be "Industrial policy and policy measures" in support of subsectoral development. As of now there is no well defined industrial policy in respect of private sector based small/medium scale industries. The law No. 19 of 1995 on "Industrial Regulations" still falls short of policy. It deals more with procedures than on policy issues.

5.3 Third priority

Out of 291 industrial licences issues between 1980 and 1995 only 152 are in production. DID must investigate the reasons for this poor realization and formulate the policies and corrective measures in improving the success rate. One of the measures which should be taken urgently is to effect "single window clearance". Project made appropriate suggestions and in fact even designed a format for single window clearance. DID must act on this on a priority basis.

5.4 Fourth priority

DID must also review the methodology for promotion of project ideas. Out of about 50-60 studies prepared during the past 3-4 years only about half a dozen were chosen by private sector so far. DID should consider updating and revamping these studies before undertaking further studies.

5.5 Fifth priority

A systematic approach for promotion of human resources across the board involving DID as well as private sector individuals should be undertaken as suggested in TSS-1 study.

5.6 Sixth priority

DID through its pivotal role as the development agency should also influence and provide technical help in the operation of industrial banks, investment companies etc. and improve its own contacts with Chamber of Commerce and Industry and private sector entrepreneurs.

5.7 Seventh priority

UNIDO should take more active role in industrial development issues of GCC states. There is a need for a unified approach by UNIDO for the GCC region. A note of this which was given to Dr. Abtahi of UNIDO headquarters during his visit to Doha in June 1995 is attached as per annexure-6.

5.8 Eighth priority

Regular consultation between DID and private sector are essential for any meaningful development of small/medium scale industries. At present such consultations are for between and without any specific procedure or agenda. It is suggested that DID should designate a team of officials who will regularly visit private sector units to understand their problems which will enable DID to develop a cooperative effort with private sector in the immediate future.

5.9 Ninth priority

In the long run it is advisable to promote a "Small scale industries services unit" as an institutional set up under the management of DID. Such an institute should be in a position to give technical help, training and guidance to private sector in their needs to conceive, promote, establish and run small/medium scale industries successfully within the environment of industrial development in Qatar which has greater emphasis on large scale hydrocarbon based industries only as of now.

September 22, 1994

To: The Director
Dept. of Industrial Development

From: Dr. G.R.N. Sastry

Sub : DP/QAT/93/005

As part of on going programme of updating our expertise I would like to deliver the following presentations during October-December, 1994.

<u>Sl. No.</u>	<u>Topics</u>	<u>Suggested Date</u>
1	Small/medium scale industries in State of Qatar	3-10-1994
2	Prefeasibility study on manufacture of printed textiles	10-10-1994
3	Prefeasibility study on manufacture of sulphuric acid, hydrochloric acid and anhydrous sodium sulphate	17-10-1994
4	Prospects and problems in promotion of aluminium smelter in State of Qatar PART-1	24-10-1994
5	- Do - PART- II	31-10-1994
6	Prefeasibility study on manufacture of Ibuprofen	7-11-1994
7	"Technology Transfer" Role of consulting engineers	14-11-1994
8	Development of small/medium scale industries	21-11-1994

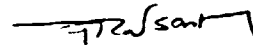
Project profiles on:

- a. Plastic buttons
- b. Printing ink
- c. Spectacle frames
- d. Air and oil filters
- e. Welding electrodes
- f. Automobile batteries
- g. Bolts and nuts
- h. Nails
- i. Wood screws
- j. Paper bags

<u>Sl. No.</u>	<u>Topics</u>	<u>Suggested Date</u>
9	Prefeasibility study on manufacture of caustic soda	28-11-1994
10	Analysis of reasons for low conversion of industrial licences to projects in State of Qatar	5-12-1994
11	Promotion of new industrial estates in State of Qatar	12-12-1994

Please let me know your agreement to the above programme. I would need transparent sheets for the presentations which you may kindly arrange.

Thanking you,



G.R.N. Sastry

ANNEX 2PREFEASIBILITY REPORTS PREPARED BY CTA

1. Prefeasibility study on manufacture of printed textiles -June 1994.
2. Prefeasibility study on manufacture of sulphuric acid, hydrochloric acid and anhydrous sodium sulphate.
3. Prefeasibility study on manufacture of Iso-butyl benzene and Ibuprofen 1000 Tons/yr.
4. Prefeasibility study on manufacture of 50 Tons/day Caustic soda.
5. Manufacture of flange pipe gaskets in State of Qatar.
6. Manufacture of Maleic anhydride based on N-butane feed stock (for QIMCO).
7. Manufacture Melamine from urea (for QIMCO).

Sept. 28, 1993

To : Sh. Abdulla Bin Ahmed Al-Thani
Asst. Director
Dept. of Industrial Development

From : Dr. G.R.N. Sastry

Sub : DP/QAT/93/005
Discussion Note on Promotion
of Industrial Estates

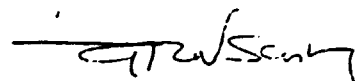
I feel, promotion of industrial estates to cater for the needs of small/medium scale industries is one of our priorities.

I attach herewith a discussion note on the above with my broad ideas in the matter.

Should you accept the broad approach suggested in the note we can request UNIDO to depute an expert to study our requirements and suggestions and prepare a prefeasibility study.

I would be grateful if you could kindly examine the above and let me know your views.

Regards,



G.R.N. Sastry

INDUSTRIAL ESTATES

Conceptual approach

1.0 Introduction

Industrial estates have become one of the criteria and necessities for industrial planning, promotion and development of many countries both developed and developing. By the very definition Industrial estates are those areas exclusively reserved and generally developed plots of land with the minimum required infrastructure and utilities such as roads, levelled land divided into suitable plots with different areas, with easy access to water and electricity, communications and other facilities. In other words the areas could be utilized almost immediately by any entrepreneur who may like to establish an industrial unit. Some industrial estates also provides ready to occupy industrial sheds. Provision of all such features in an industrial estate facilities the prospective entrepreneur to reduce his lead time to start his manufacturing activities.

2.0 Need for more industrial estates to cater for the needs of small/medium scale industries in State of Qatar

State of Qatar took early steps to promote small/medium scale industries. One of the steps involved creation of Salwa Industrial Estate outside the city limits of the capital city Doha. This was a proper decision as this was able to accommodate several services as well as manufacturing industries especially automobile service and repair shops, metal/wood working, food, beverages as well as soap, detergent, paint, building materials manufacturing etc. away from the city limits. Further it also helped to promote to a great extent infrastructure facilities.

During the past 10-15 years the trend of industrial promotion and development as well as further emphasis being laid on promotion of private sector participation in industrial development necessities now promotion of new industrial estates.

3.0 Methodology for promotion of new industrial estates

Dept. of Industrial Development should sponsor and promote industrial estates in close cooperation of other ministries such as:

- Ministry of Municipality & Public Works
- Ministry of Electricity & Water
- Ministry of Commerce & Trade
- Chamber of Commerce
- QGPC

A committee comprising of the above ministries should be formed under the Chairmanship of Director, Dept. of Industrial Development.

The committee's terms of reference and responsibilities should broadly be as follows:

- Assess the requirement of industrial estates for the years 1995, 2000 and 2005.
- Prepare terms of reference for a feasibility study to engage a consultant to undertake the study.
- Examine the study and recommend to the Govt. the steps to be taken and time table to develop industrial estates.
- Request for allocation of budgetary provisions.

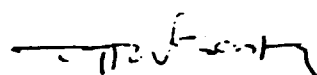
4.0 General criteria for promotion and selection of future industrial estates

- The industrial estates should be promoted on a commercial basis by the State of Qatar or a no profit basis the sole criteria being the economic and social cost benefits that are likely to be acquired by State of Qatar over a 5 or 10 year period.

- It is preferable to promote the industrial estates in the vicinity of heavy industrial areas of Umm Said and Ras Lafan to encourage development of feeder, ancillary and service industries based on the large scale industries.
- Infrastructural and utility provisions should be self sufficient without undue dependence on larger industrial and commercial centers. For this purpose the estates should have easy access to road, sea and air traffic as well as telecommunications facilities.
- Zoning of industries either as separate industrial areas or within each estates should be conceptualized right from the beginning to enable suitable infrastructure to be built in. This pertains specially to facilities such as effluent treatment, fire, safety and security provisions.
- Special attention should be paid to supervision and worker housing and social facilities.

5.0 Industrial Estates Authority

A specially constituted authority under the responsibilities of DID should be created for the promotion, establishment and operation of industrial estates in the most efficient way. As managers of Umm Said industrial area till recently I believe DID has the necessary expertise to act as Industrial Estates Authority.



G.R.N. Sastry

PRESENTATION BY CTA**INCENTIVES AND SUPPORT POLICIES
FOR INDUSTRIAL DEVELOPMENT AND
FOREIGN DIRECT INVESTMENT****INCENTIVES**

- LEGAL
- FISCAL
- FINANCIAL
- INFRASTRUCTURE

SUPPORT POLICIES

- DEMAND CREATING
- PROMOTIONAL INCENTIVES
- MANPOWER DEVELOPMENT & TRAINING
- PROMOTION OF "INDUSTRIAL INVESTMENT CENTRE" WITHIN DID AND IN CO-OPERATION WITH OTHER MINISTRIES

SLIDE - 2

LEGAL INCENTIVES

MAIN POINTS

- RULES AND PROCEDURES FOR ISSUE OF INDUSTRIAL LICENSES.
- ROLES AND CONDITIONS FOR PARTICIPATION OF FOREIGN TECHNOLOGY, CAPITAL AND MANAGEMENT.

PRESENT SITUATION

- OUT OF 247 LICENSES ISSUED TILL 31ST MARCH 1994, 130 LICENSES WERE NOT CONVERTED DUE TO:
 - LOCAL REASONS
 - NON AVAILABILITY OF LAND FROM MUNICIPALITY.
 - NON AVAILABILITY OF ELECTRICITY AND WATER.
 - NON AVAILABILITY OF LOAN AND EQUITY CAPITAL.
 - NON AVAILABILITY OF PERMISSION OF IMPORT EXPATRIATE LABOUR.
 - EXTERNAL REASONS
 - NON AVAILABILITY OF TECHNOLOGY AND EQUIPMENT.
 - DOUBTS ABOUT EXPORT MARKETS.
 - DUPLICATION OF PROJECTS IN GCC.

SUGGESTIONS

- PROMOTE SINGLE WINDOW CLEARANCE.
- MODIFY INDUSTRIAL LICENSE APPLICATION FORM.
- PUBLICIZE QATAR'S ADVANTAGES AS INDUSTRIAL LOCATION.

SLIDE - 3

FISCAL INCENTIVES

MAIN POINTS

- CORPORATE TAX
- CUSTOMS DUTIES AND TARIFFS
- EXPORT TAXES
- ACCESS TO OTHER GCC MARKETS
- CALCULATION AND QUANTUM OF VALUE ADDITION.

PRESENT SITUATION

- NO DISTINCTION AND ADVANTAGE IN TAXATION FOR INDUSTRY VS TRADE.
- CUSTOMS DUTY AT 4%. HOWEVER DUTY DRAWBACK HAS PROCEDURES.
- LOCAL PRODUCTS RECEIVE 10% PRICE ADVANTAGE.
- ACCESS TO GCC MARKETS IS DIFFICULT DUE TO PROCEDURAL PROBLEMS.
- 40% VALUE ADDITION IS DIFFICULT TO ACHIEVE.
- ISRAELI BOYCOTT PROCEDURES ARE STILL IN FORCE.

SUGGESTIONS

- PREFERENTIAL TAXATION ON INDUSTRIAL VENTURES.
- SCRAPPING OF CUSTOMS DUTIES DUE TO WTO REGULATIONS.
- LOCAL PRODUCTS TO BE PURCHASED MANDATORILY BY PUBLIC SECTOR/GOVERNMENT.
- REMOVE IRRITANTS TO IN EXPORTS TO GCC THROUGH COMMON GCC CUSTOMS UNION.
- VALUE ADDITION TO BE MADE FLEXIBLE BETWEEN 20% TO 40%.

SLIDE - 4

FINANCIAL INCENTIVES

MAIN POINTS

- PREFERENTIAL FINANCING THROUGH INDUSTRIAL BANK.
- INDUSTRIAL INVESTMENT DIVISIONS IN COMMERCIAL BANKS.
- PROMOTION OF VENTURE CAPITAL FIRMS.
- INSURANCE BASED ON RISK COVERAGE.

PRESENT SITUATION

- INDUSTRIAL BANK IS YET TO START FUNCTIONING.
- COMMERCIAL BANKS DISCOURAGE INDUSTRIAL LOANS.
- ONLY ONE VENTURE CAPITAL FIRM VIZ. QIMCO.

SUGGESTIONS

- EXPEDITE INDUSTRIAL BANK IN OPERATIONS.
- SPECIFY CERTAIN PERCENTAGE OF COMMERCIAL BANK ADVANCES TO BE FOR INDUSTRY.
- PROMOTE MORE VENTURE CAPITAL FIRMS THROUGH PRIVATE SECTOR.
- ENCOURAGE COMMERCIAL BANKS TO PROMOTE INDUSTRIAL LOANS.
- PROMOTE LEASING OF EQUIPMENT THROUGH CONSORTIUM OF BANKS AND FINANCIAL INSTITUTIONS.
- INVESTIGATE OFFSET PROGRAMME BASED FOREIGN INVESTMENTS.

SLIDE - 5

INFRASTRUCTURE

MAIN POINTS

- ESTABLISHMENT OF INDUSTRIAL ESTATES.
- ZONALIZATION OF INDUSTRIAL ESTATES.
- PREFERENTIAL SERVICES PROVISIONS.
- COMMUNICATIONS AND ROADS.
- WASTE AND EFFLUENT TREATMENT FACILITIES.
- FIRST AID, FIRE FIGHTING AND MEDICAL AID.

PRESENT SITUATION

- AVAILABILITY OF SUITABLE DEVELOPED LAND LIMITED.
- SALWA ESTATE NOT WELL DESIGNED FOR INDUSTRIAL VENTURES.
- DIFFICULTY IN ELECTRICITY, WATER CONNECTIONS.

SUGGESTIONS

- ENCOURAGE UMM SAID AND RAS LAFFAN AREAS FOR ANCILLARY INDUSTRIES.
- PROMOTE ANOTHER ESTATE ADJACENT TO SALWA OR IN BETWEEN WAKRAH AND UMM SAID.
- CONSIDER EXPORT INDUSTRIES IN SPECIAL ZONE.
- CONSTRUCT INDUSTRIAL SHEDS FOR READY OCCUPATION ON RENTAL OR OWNERSHIP BASIS.

SLIDE - 6**DEMAND CREATING INCENTIVES****MAIN POINTS**

- FAVOUR LOCAL PROCUREMENT POLICY.
- PRODUCT RESERVATION SCHEMES FOR SMALL/MEDIUM SECTORS.
- QUALITY ASSURANCE.

PRESENT SITUATION

- 10% PRICE PREFERENCE AGAINST NON GCC
- NO PRODUCT RESERVATION

SUGGESTIONS

- PRICE PREFERENCE TO BE LINKED UP WITH QUALITY.
- PRODUCT RESERVATION PROGRAMME BY DEFACTO PREFERENCE OF LOCAL PRODUCT.
- PROMOTE ISO 9000 QUALITY ASSURANCE PROGRAMME.
- PROMOTE GCC STANDARDS.

SLIDE - 7

PROMOTIONAL INCENTIVES

MAIN POINTS

- INVESTMENT PROMOTION SCHEMES.
- DATABASE AND INFORMATION ON OVERSEAS MARKETS.
- OVERSEAS PUBLICITY.
- TECHNICAL INFORMATION.
- TECHNOLOGY TRANSFER.
- INFORMATION ON POTENTIAL JOINT VENTURE PARTNERS.
- RESEARCH AND DEVELOPMENT TO GIVE NEW PROJECT IDEAS.
- PROJECT FEASIBILITY STUDIES.

PRESENT SITUATION

- SOME OF THE ABOVE TASKS ARE PERFORMED BY DEPT. OF INDUSTRIAL DEVELOPMENT.
- LINKAGES WITH LARGE INDUSTRIES AND GOVERNMENT DEPARTMENTS NOT ADEQUATE.
- LINKAGES WITH CONSUMER GOODS ARE ALSO INADEQUATE.

SUGGESTIONS

- PROMOTE AN "INDUSTRIAL INVESTMENT AGENCY" IN COOPERATION WITH GOVERNMENT, PRIVATE SECTOR AND ORGANIZATIONS LIKE UNIDO AND GOIC.
- TERMS OF REFERENCE FOR THIS CAN BE PREPARED SOON.
- JOINT PROGRAMME TO PROMOTE JOINT VENTURES WITH FAR EAST, JAPAN, INDIAN SUBCONTINENT, EUROPE.
- PROMOTE SMALL SCALE INDUSTRIES SERVICES UNIT TO HELP SMALL/MEDIUM SCALE ENTREPRENEURS.
- CONDUCT TRAINING PROGRAMMES IN SME MANAGEMENT.

SLIDE - 8
GCC OFFSET PROGRAMME SUMMARY
SAUDI ARABIA

PEACE SHIELD ECONOMIC OFFSET:

OPERATING

- ADVANCED ELECTRONICS COMPANY
- AIRCRAFT ACCESSORIES & COMPONENT COMPANY (AAC)
- INTERNATIONAL SYSTEMS ENGINEERING
- AL-SALAM AIRCRAFT COMPANY.

PLANNED

- MIDDLE EAST PROPULSION CENTRE
- AL-YAMAMAH ECONOMIC OFFSET (UK).

OPERATING

- GLAXO SAUDI ARABIA
- AAC
- SAUDI DEVELOPMENT & TRAINING COMPANY.

PLANNED

- MIDDLE EAST PROPULSION CENTRE
- UNITED SUGAR COMPANY
- CYCLAR AROMATICS UNIT
- SAWARI II ECONOMIC OFFSET (FRANCE).

UNDER CONSTRUCTION

- DHAHAB PRECIOUS METAL REFINERY
- GENERAL DYNAMICS
THE COMPANY HAS PLACED ORDERS FOR HIGH-TECH EQUIPMENT FROM AEC. IT IS ALSO HELPING TO FINANCE AN ENVIRONMENTAL IMPROVEMENT PROGRAMME.
- AT&T
PLANS HAVE BEEN ANNOUNCED FOR THREE JOINT VENTURES. THE COMPANY HAS PLACED AN ORDER FOR \$252 MILLION WORTH OF CIRCUIT BOARDS WITH AEC.

SLIDE - 9

GCC OFFSET PROGRAMMES SUMMARY UAE

OPERATING

- ABU DHABI GARMENT FACTORY (THOMSON-CSF)

PLANNED

- SIKORSKY AIRCRAFT/BATELLE MEMORIAL INSTITUTE JOINT VENTURE FOR TECHNICAL, SCIENTIFIC AND MANAGERIAL EXPERTISE TRANSFER.
- WESTINGHOUSE GULF JOINT VENTURE FOR INVESTMENT IN BROADCASTING, POWER SYSTEMS AND ENVIRONMENTAL PROTECTION.
- McDONNELL DOUGLAS JOINT VENTURE FOR THREE COMPANIES INCLUDING A MACHINE TOOLS COMPANY.
- TENNECO INVESTMENT IN THE ABU DHABI SHIPBUILDING COMPANY.
- PTIPTN OF INDONESIA IS TO BUILD A JOINT VENTURE AIRCRAFT AND ENGINE MAINTENANCE FACILITY.
- GEC-MARCONI IS CONSIDERING A JOINT VENTURE SOLAR UNIT PLANT.
- FOKKER HAS SIGNED AN AGREEMENT FOR A FOUR-WHEEL-DRIVE VEHICLE FACTORY.

SLIDE - 10

GCC OFFSET PROGRAMMES SUMMARY
KUWAIT

HUGHES INTERNATIONAL

JOINT VENTURE IN TECHNICAL
SERVICES.

RAYTHEON

A BUSINESS PLAN IS PROMISED.

GKN

TWO PROJECTS PROPOSED.

AEROSPATIALE

INVESTMENT IN CIVILIAN MEDICAL
TECHNOLOGY.

MITSUBISHI/MITSUI/SASAKURA

MUTUAL AGREEMENT SIGNED

SLIDE - 11

GCC OFFSET PROGRAMMES SUMMARY

OMAN

FMC SAFEWAY JOINT VENTURE.

REPORTS

Title of report, paper etc.	Remarks
<p>(1) Areas of industrial co-operation possibilities between (a) Qatar and China (b) Qatar and South Korea (c) Qatar and Malaysia (d) Qatar and Russia (e) Qatar and Pakistan (f) Qatar and Japan April 1993</p>	<p>Technical : Related to work Language : English Distribution : Director, DID.</p>
<p>(2) Project ideas "Small & Medium scale industries based on Sulphur" May 1993</p>	<p>Technical : Related to work Language : English Distribution : (1) Director, Asst. Director DID, followed by lecture presentation to committee on small/medium scale industries. (2) UNDP/UNIDO</p>
<p>(3) Project ideas "Small & Medium scale petrochemical projects based on Natural gas" June 1993</p>	<p>Technical : Related to work Language : English Distribution : (1) Director & Asst. Director DID followed by lecture to committee on small/medium scale industries</p>
<p>(4) Comments and evaluation on 'Project report for manufacture of clay bricks based on locally available clays' submitted by Tamim Trading & Contracting Co. June 1993</p>	<p>Technical : Related to work Language : English Distribution : Director, DID</p>
<p>(5) Short report on "Environment Protection & Industrial Development in State of Qatar" June 1993 Brief reply submitted to the questionnaire to H.E. the Minister of Energy & Industry.</p>	<p>Technical : Part of support services Language : English Distribution : Director, DID.</p>
<p>(6) "Evaluation report on investments by Qatar Industrial Manufacturing Co. August 1993</p>	<p>Technical : Related to work Language : English Distribution : Director, DID</p>
<p>(7) "Projects for study by GOIC" for State of Qatar July 1993</p>	<p>Technical : Related to work Language : English Distribution : Director, DID</p>

Title of report, paper etc.	Remarks
(8) Comments on "proposal for establishment of industrial consultancy and engineering services organization" April 1993	Technical : Related to work Language : English Distribution : Director, DID
(9) Draft paper on "promotion of industrial estates in State of Qatar" Sept. 1993	Technical : Related to work Language : English Distribution : Director, DID
(10) Comments on feasibility study "Vacu-Lug tyre reconditioning" submitted by KEMCO	Technical : Related to work Language : English Distribution : Director, DID
(11) Terms of reference for preliminary study on Free Zone development	Technical : Related to work Language : English Distribution : DID, UNDP, UNIDO
(12) Terms of reference for the Japanese Govt. survey "Reconnaissance in Development" Oct. 1993	Technical : Related to work Language : English Distribution : Director DID
(13) Information paper on possible industrial cooperation between (a) Qatar-Argentina (b) Qatar-Brazil (c) Qatar-Cuba Nov. 1993	Technical : Related to work Language : English Distribution : Director, DID
(14) Report on "Evaluation of industrial Projects" UNIDO methodology Nov. 1993	Technical : Related to work Language : English Distribution : Director, DID
(15) Project ideas for small/medium scale industries based on UNIDO document "How to start manufacturing industries" Jan. 1994	Technical : Related to work Language : English Distribution : Director, DID.
(16) Information paper on possible industrial cooperation between State of Qatar and France March 1994	Technical : Related to work language : English Distribution : Director, DID
(17) Suggested Training opportunities for industrial development based on UNIDO guide April 1994	Technical : Related to work Language : English Distribution : Director, DID

Title of report, paper etc.	Remarks
(18) Terms of reference for natural gas-distribution scheme for industries in Salwa industrial estate Feb. 1994	Technical : Related to work Language : English Distribution : Director, DID
(19) "Investment and Trading Opportunities in various countries" short note submitted for consideration based on Economist Intelligence Unit April 1994	Technical : Related to work Language : English Distribution : Director, DID
(20) "Industrial Venture Capital Firm in GCC" Report and Comments. May 1994	Technical : Related to work Language : English Distribution : Director, DID
(21) Terms of Reference and proposal for preparation of project profiles for small/medium scale industries May 1994	Technical : Related to work Language : English Distribution : Director, DID
(22) Proposal for promotion of small scale chemical process plants based on local raw materials and markets May 1994	Technical : Related to work Language : English Distribution : Director DID followed by presentation.
(23) Comments on "prefeasibility study on the development of free zone in Qatar" June 1994	Technical : Related to work Language : English Distribution : DID and UNIDO
(24) "Suggested function of Industrial development bank, note submitted at the request of Asst. Director, DID July 1994	Technical : Related to work Language : English Distribution : DID
(25) Comments on "Attraction of investing in GCC region" July 1994	Technical : Related to work Language : English Distribution : DID
(26) Comments on (a) "Proposed revision to GSP and the implication to GCC" (b) "The impact on GCC chemicals due to GATT URGUAY ROUND tariff cuts". Aug. 1994	Technical : Related to work Language : English Distribution :

Title of report, paper etc.	Remarks
(27) "Draft terms of reference for TSS-1 study on small & medium scale industries". May 1994	Technical : Related to work Language : English Distribution : (a) Director DID (b) UNIDO, Vienna
(28) "Suggested functions of Industrial Development Bank" July 1994	Technical : Related to work Language : English Distribution : Director, DID
(29) Background document on "Assistance in the field of industrial estates"	Technical : Related to work Language : English Distribution : (1) Director, DID (2) UNIDO, Vienna (3) UNDP, Doha
(30) Prefeasibility study on "Manufacture of sulphuric acid, iron, aluminium and sodium sulphates based on locally available sulphur". July, 1994	Technical : Related to work Language : English Distribution : Director, DID
(31) Prefeasibility study on "Textile Printing and dyeing to manufacture bed sheets and pillow case in State of Qatar" June 1994	Technical : Related to work Language : English Distribution : Director, DID
(32) "Prospects and problems in promotion of aluminium smelter in State of Qatar". Aug. 1994	Technical : Related to work Language : English Distribution: DID followed by lecture presentation
(33) "Prefeasibility study on manufacture of IEUPROFIN-1000 tons/yr". Sept. 1994	Technical : Related to work Language : English Distribution : DID followed by lecture presentation.
(34) Note on "Criteria for identifying small/medium scale manufacturing enterprises in the GCC" Oct. 1994	Technical : Related to work Language : English Distribution: Director/Asst. Director DID
(35) Comments on proposal for "Malt beverages production in State of Qatar" Oct. 1994	Technical : Related to work Language : English Distribution : Director, DID

Title of report, paper etc.	Remarks
(36) Comments on proposal from Tamin Resources Inc. for production of Hot Briqueted Iron (HBI) and "Synthetic retile" in State of Qatar Dec. 1994	Technical : Related to work Language : English Distribution : Director, DID
(37) Lecture "Status of Petrochemicals Industry in GCC countries" Dec. 1994	Technical : Related to work Language : English Distribution : DID, Indian Chemical Manufacturers Association.
(38) Terms of reference for preparation of project profiles for small/ medium scale industries Jan. 1995	Technical : Related to work Language : English Distribution : Director/Asst. Director DID.
(39) "Comments on Chemical Harmonization List"	Technical : Related to work Language : English Distribution : Director, DID.
(40) Lecture material on "Engineering and speciality plastics" presentation at Institution of Engineers Qatar Chapter June 1995	Technical: Related to work Language : English Distribution : Director, DID.
(41) Comments on "Amended proposals on carbon tax by European Community" July 1995	Technical : Related to work Language : English Distribution : Director, DID.
(42) Comments on "Energy chapter treaty (ECT) within European Community" Aug. 1995	Technical : Related to work Language : English Distribution : Director, DID
(43) "Project ideas for GOIC study" A brief summary of 13 project items proposed to be studied by GOIC for State of Qatar. Aug. 1995	Technical : Related to work Language : English Distribution : Director, DID
(44) Comments on presentation on "Project Financing by Sumitomo" Sept. 1995	Technical : Related to work Language : English Distribution : Director, DID.