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REGIONAL ARAB PROGRAMME FOR THE DEVELOPMENT OF SUB-CONTRACTING

DP/RAB/86/001

Technical report: exploratory missions to
Jordan, Iraq and Sudan*

Prepared for the Governments of Jordan, Iraq and Sudan
by the United Nations Industrial Development Organization,
acting as executing agency for the United Nations Development Programme

Based on the work of Mr. Y. Mazhar
Vice-Chairman of the Co-ordinating Committee

Backstopping officer: A. de Crombrugghe,
Institutional Infrastructure Branch

United Nations Industrial Development Organization
Vienna

* This document has not been edited.

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PROGRAMME OF VISIT TO AMMAN, JORDAN

- Thursday 18 - August 1988**
- Departure** : MS 816 Cairo - Amman (13:30)
 - Arrival** : 14:30 transfer to Plaza Hotel
 - Meeting Airport** : Mohamed Saleh Quashoa, HTI
Ahmed Kadba UNDP
Hussein El Ebiary
Zeid. Manager El Nasr Import Export Company
 - Evening Dinner** : Ambassador of Egypt - H.E. Mr. Shabwahba
Min. Pln. Mr. Wagih Hamdy
- Friday 19 - 10:00 (Meeting)** : A.F. Toukan GM Al Majd Services Private Sector
- Saturday 20 - August, 1988**
- 8:30** : Mohamed Saleh Quashoa, Head Section of Industrial Information. Ministry of Trade and Industry
 - 9:30** : Mohamed Saleh Gaber, Director General Amman Chamber of Industry
 - 10:30** : Dr. Mohamed Benihany. Industry Director Ministry of Industry and Trade
 - 11:00** : Mohamed El Sakab, Secretary Ministry of Trade and Industry
 - 12:30** : Min. Pln. Hussein El Ebiary, Commercial Office. Egyptian Embassy
 - 16:30** : Jordanian Businessmen's Association
 - 20:30** : H.E Minister of Industry and Trade, H.E Maj Hamdy El Tabaii
Mohamed El Sakab, Secretary Ministry of Trade and Industry
- Sunday 21 - August, 1988**
- 9:00** : UNDP Amman - Mr. Aly Attiga
Mr. Tewfik Ben
 - 10:00** : Ministry of Power
Department of Renewal Energy
 - 12:30** : Jordan Television
 - 13:00** : Industrial Development Bank (DIB)
 - 20:00 (Dinner)** : Minister of Water and Irrigation
Chairman Petra Navigation and Trade
Director General. Arab Bridge Maritime Co.
- Monday 22 - Aug. 1988**
- 9:00** : Unit for Energy. Ministry of Energy and Power
 - 12:00** : MS 817 Departure for Cairo
 - 12:00** : Ministry of Industry and Trade - Standardisation
- Tuesday 23 - Aug. 1988**
- 05:00** : Arrival in Cairo

MINISTRY OF INDUSTRY AND TRADE

A number of discussions were held with officials at the Ministry, Mr. Mohamed Saleh Quashoa, Head Section of Industrial Information was well acquainted with the Subcontracting Program and had previously had exposure to a number of events in the First Regional Program. Mr. Quashoa arranged meetings and positively promoted the program.

Dr. Mohamed Benihani, Industry Manager at the Ministry attended the meetings with the Secretary Mr. Saqaf and was in approval with the Program and registered the minutes of the meeting with Mr. Saqaf in which it was decided to request UNDP to finalise the Regional Project. A telephone call by Mr. Saqaf was made to this effect to Mr. Aly Attiga who kindly accepted.

It should be noted that the Ministry stated that it had previously presented its written request.

The meeting with Secretary Mohamed El Saqaf discussed all the aspects of the Subcontracting Program.

A formal request for the project had been sent to UNDP and a telephone call was made to reconfirm interest.

INDUSTRIAL DEVELOPMENT BANK (IDB)

The meeting at the Industrial Development Bank proved fruitful and interesting. The General manager presented a review of the bank's activities and the Banks Law No. 5 of 1972. The Board of Directors has representatives of the Ministry of Industry and Trade, Central Bank, Ministry of Planning, Housing Bank, Amman Chamber of Industries and other banks. During 1987 a total number of 58 loans were granted the largest number being in Chemicals and Plastics (15) and food industries and beverages (13). The total value of the loans were 7.71 Million Dinars.

The concept of the Subcontracting Program was discussed and the General Manager thought that this could be a useful instrument for generating new projects and also as a source of information on industry. The feeding industries concept was also discussed and the bank did cater to Small and Medium Industries.

As the Bank did previously follow up with the Ministry of Industry and Trade on all approvals granted and thus promoted its services, the situation would now possibly change with the liberalisation measures according to Proclamation 28 of 1988 issued August 13, 1988 where registration was allowed in many cases instead of approval to speed up the approvals process. Information from an effective Subcontracting program could be very valuable.

The Bank maintained records of all its transactions but as it did not participate in the total industrial scene would welcome subcontracting also as an information system.

The Bank's policy to establish the Jordan Institute of management (JIM) and the newly established Manufacturing and Marketing Improvement Section (MMIS) resulted in numerous training programs. A strong link should be provided with the new subcontracting exchange.

DISCUSSIONS AT AMMAN CHAMBER OF INDUSTRY (ACI)

The Chamber established as a non-profit organization groups all the countries manufacturing firms. It is run by a Board of Directors which is elected. The Chamber is well situated, fitted out and staffed. It also has a Board room, large meeting rooms and a spacious auditorium. There are also subcommittees, each focussing its attention on the main industrial sectors as leather, chemical, engineering etc.

The Subcontracting exchange was discussed and the Director General stated that industrial data was readily available. A visit to the computer room revealed an accurate record of all members. A form with basic firm data was used (See Annex).

The Chamber would welcome a role as a Subcontracting Exchange if supported and after approval of the Ministry of Trade and Industry. The present form could include an annex in the future with data used in the Subcontracting Exchange.

The Chamber is well connected in the Arab World with a large percentage of its members business in Iraq.

CONCLUSION

The assignment to Amman, Jordan could be considered having achieved the following:

1. Revived the Subcontracting project in Jordan and clarified its parameters.
2. Kindled interest among the Ministries, Chamber of Industry, Banks and some industry in the workings of the Subcontracting System achieving unanimous confirmation of its usefulness.
3. In view of the specific situation of Bilateral Agreement between Jordan, Iraq and Jordan and Egypt as well as other Arab Countries the programs virtues in promoting and implementing real industrial cooperation on subcontracting level.
4. Achieved the final acceptance of the Ministry of Trade and Industry and UNDP Amman of the project with action to be taken to notify UNIDO and UNDP New York.
5. Follow-up should be made for a National Subcontracting project in Jordan. Request of the Ministry of Industry and Trade.

FURTHER ACTION TO BE TAKEN

1. Submittal of a report by the High Level Consultant to UNIDO, Vienna.
2. UNDP Res Rep in Amman, to notify UNDP New York (Arab Bureau - Dr. Aballah Nour of acceptance of Project on the basis of the Ministry of Industry and Trades Approval).
3. Follow-up by UNIDO with UNDP for finalising and signing the project document. (Egypt, Tunisia, Jordan approved).
4. Invitation by UNIDO to Chairman (Tunisia), Vice Chairman (Egypt) to meet in Vienna to discuss implementation of the Regional Project.

NAME	POSITION	ADDRESS	TELEPHONE
Wagih Hamdy	Minister of Pln.	Embassy of Egypt	(Residence) 660691 (Office) 641375/6
Dr. Aly Attiga	UNDP Residence Representative	UNDP P.O. Box 565	41202/3/5/6 668171
Mr. Ahmed Ghadaba	Public Relations	UNDP P.O. Box 565	
Mr. Hussein Samy El Ebiary	Min. Pln. Trade	Embassy of Egypt	(Residence) 828501 (office) 603593
Mr. Bishr Nasser El Din Assad	ITI International Co, for Investment & Trade	P.O. Box 670 Amman	(Residence) 845050 (Office) 606422
A. F. Toukan	General Manager Al Majd Services Incorporated	P.O. Box 211230 Amman	(Residence) 678671 (Office) 662421
Ihab Wahba	Egyptian Ambassador in Jordan		
Medhat Abdel Azziz	General Manager, Egyptian Jordanian Investment and Development Company	Amman	
Dr. Mohamed Benihani	Industry Manager, Ministry of Industry and Trade	P.O. Box 1800 Amman	(Office) 642649 641648
Mr. Mohamed S. Gaber	Amman Chamber of Industry		
Mr. Mamduh Abu Hassan	President, Jordan Businessmen's Association	P.O. Box 665 Amman	
Mr. Zeyad Enab	General Manage, Industrial Dev. Bank	P.O. Box 1982	(Office) 42216
Mr. Aly Enany	Manager, Renewable Energy	P.O. Box 140027	(Office) 815615
Dr. Ibrahim Badran	Undersecretary, Ministry of Energy and Mineral Resources	P.O. Box 140027	(Office) 815615
Khalil Osman	Director, Department for International Affairs. Ministry of Foreign Affairs		
Dr. Faruk Arsalan	General Manager, Arab Bridge Maritime Co.	P.O. Box 925808	
Ahmed Armoush	Chairman, Petra Navigation, International	P.O. Box 8362 Amman	662421
Moh. Amin	Director, Jordan Television	P.O. Box 1041	73111

MISSION TO IRAQ

The subcontracting mission had been delayed a number of times till a suitable time was found in order to meet top decision makers in Baghdad; the trip was also delayed because of differences in authorized and calculated tickets at the Cairo Wagon Lits office, Telex No. 10 dated 26.1.89.

However, the mission was finally executed and top officials and decision makers were met including M.E. Hussein Kamel, Minister of Industry and Military Production.

Telex No. 8 dated 25.1.89 was sent to UNIDO after the mission was accomplished stating that the Baghdad visit was successful with contacts, ministry of industry, senior undersecretaries and Salah Bourjini, Resident Representative UNDP, Baghdad.

UNIDO had previously informed UNDP Baghdad of the mission by telex dated 14.1.89.

Objectives of the Mission

Explaining the objectives and achievements of the Regional Arab Programme on Subcontracting.

Soliciting IRAQ to join the Regional Arab Network of Subcontracting exchanges.

Presentation of the experiences of other countries further along with the development of their exchanges. Tunisia and Egypt were the main examples of exchanges that were operating.

On arrival in Baghdad a number of visits were arranged and these were consolidated by a number of additional important meetings due to the fact that a visit of the Egyptian Minister of Industry coincided with the mission dates.

Discussions were held at the Ministry, and a number of visits were made to vital manufacturing establishments and the specialized centre for Engineering Industries.

Fortunately Mr. Salah Bourjini the UNDP Resident Representative had just assumed his responsibilities in Baghdad. Mr. Bourjini had been previously in the Arab

Bureau in New York and had been in charge of the project so that all the projects developments were known to him. He expressed full support for the project in IRAQ.

The Industrial Scene

Even though the country had just ended a state of war impressive industrial development was underway. Due to a dynamic Minister and his staff strategic decisions were made in industry with considerable activity in the electronics engineering, and metal castings industries.

Recently an impressive tool room facility had been set up. Known as the Central Tool Facility it produced a very impressive range of sophisticated punching and deep drawing dies of very high quality.

No doubt this facility could be an important input to the Arab Subcontracting Exchange and other member countries, less developed in this specialized field could draw on its experiences and production.

Location

The question of the location of the exchange was also discussed. The Ministry believed that the exchange should be located with one of the Senior Undersecretaries in the new Ministry premises, a new well fitted, well equipped and strategically located building.

Other alternatives were the Chamber of Industries where a previous consultant, Mr. Ghash had recommended that the exchange be located. No official government approval had been given at the time and the general opinion of those consulted in Baghdad were that the Chamber did not possess the necessary prerequisites for a successful exchange.

UNDP were aware of the previous consultants recommendation (Mr. Ghosh, India) but asked the consultant to review this recommendation. UNDP expected a government decision and were supportive of a Ministry of Industry choice.

It is worth mentioning that a visit was made to the Arab Organization for Industrialization (AIDO) with headquarters in Baghdad. AIDO is the Arab Regional Organization for Industrialization and has a number of

departments including a well stocked information centre on Arab industrial activity. AIDO is promoting joint Arab projects in the special steels, fertilizer, IC engines, polyester fields, etc... and considerable work has been undertaken in gathering information, undertaking feasibility studies and promotion.

There should be useful interaction between AIDO and the subcontracting exchange once it is fully operational.

Field Visits

As previously mentioned a number of field visits were arranged and demonstrated the capabilities of the Iraqi industry. The visits were mainly within the engineering industries and included a visit to the electric motor manufacturing facility which produced the needs of fractional and small motors for electric household appliances.

Another visit was to the refrigerator and cooking stoves industry where considerable activity was evident.

In the heavy industry field a number of very modern foundries were under construction with up to date technology.

Sophisticated heavy machinery for turning, vertical milling, grinding etc... are installed.

A very sophisticated heat treatment operation catered for treatment of the products.

Design activity was very advanced as demonstrated in the Central Toolroom facility.

The field visits showed that the enormous effort in the engineering could be well documented in the subcontracting exchange where the different codes and nomenclature could coordinate the activities all around the country to provide homogeneous development.

The subcontracting exchange should therefore start with the engineering industries.

The planned automotive and road transportation engineering industry would equally benefit from the exchange.

Conclusions

Iraqi industry is ideally poised to accept a subcontracting exchange. The engineering industry offers opportunities for effective use of the exchange.

The exchange location must be finalized and UNIDO inputs started.

UNDP would consider a National Project if such a project was requested by the Government/Ministry of Industry.

The Ministry of Foreign Affairs supports the second phase of the Regional programme (Foreign Affairs memo 28.12.78).

Due to the developments in the area towards bilateral cooperation (Iraq-Egypt, Iraq-Jordan etc) and the newly established Council for Economic Arab Cooperation (Egypt, Iraq, Jordan, Yemen (Sanaa) the subcontracting exchange can be a useful planning and implementation tool between any and all of these countries.

Formalities

It is essential that the exchange starts work immediately during this phase of strengthening of Iraqi industry.

The leading role of Iraqi industry in the Arab world and its role in the four country economic Council stipulates the need of such a subcontracting exchange.

UNDP, Baghdad should finalize the official position of the Government and UNIDO should be notified.

Inputs should be made to get the exchange operational.

R E P O R T T O S U D A N

The mission to the Sudan had been originally planned for Summer 1988. However the summer period had not been found suitable due to the seasonal absence of officials. UNDP Khartoum was also notified by NIDO telex copied to the Consultant addressed to Mr. Wannop, Resident Representative and Mr. Iqbal SIDFA (telex 33080).

Objectives of the Mission

In order to consult with Government Authorities, Industrial Institutions concerned and UNDP on:

1. Objectives and achievements of the Regional Arab Programme on Subcontracting
2. Advantages of establishing a national centre for promoting industrial subcontracting in the Sudan
3. Possible interest of Sudan to join Regional Arab Network of Subcontracting exchanges during expected Phase II of Project (1989-90).*

*Dr. Mazhar will further exact dates. Would appreciate your arranging appropriate meetings at high level (Vassiliev, UNIDO): tlx 33080.

Due to local events it was only then possible to mount the mission on the 14.11.88. Considerable difficulty had been encountered to effect communication during and after the floods in the Sudan.

On arrival in Khartoum, a number of appointments were set up with responsible officials, a complete list is given in Annex I.

Discussions were held at the Ministry of Industry and the Consultant presented to the First Under-secretary Mr. Khateeb the following information in addition to the telexed terms of reference.

1. The historical development of the project
2. The relative advantages for the SUDAN and the Ministry of Industry
3. The mechanisms and workings of the Sub-contracting Exchange
4. Experience in European countries and France
5. Relative advantage to the Sudan in relation to its Arab neighbors. A number of queries were raised on the experience of other countries who had started subcontracting exchanges. The following explanations were offered:

- a) The case of Tunisia and the experience at API, Tunis
- b) The case of Egypt and the experience of the subcontracting exchange
- c) The other start up experiences (in other Arab countries).

Further discussions followed with other members of the staff in the general meeting and in their respective offices, and in response to further questions to what the countries of the network had benefitted the following information was offered.

- a) The experts that the project had made available (subcontracting exchanges, computer systems, legal matters)
- b) Equipment supplied (hardware, software)
- c) Study tours to successful subcontracting exchanges in Europe.

Location

The question of location of the exchange was also discussed and the consultant explained the different possibilities as experienced in other member countries (Tunisia API - Investment Promotion Authority)
(Egypt IDDC - Centre/Ministry of Industry)
(Algeria MILD - Ministry of Heavy Industry)

Each case was explained giving the relative advantages of Ministries, Centers, Chambers of Industry or Commerce. It was however emphasized that the final decision was that of the Sudanese Government/Ministry of Industry.

The general consensus was that the Ministry of Industry would be interested in starting up the exchange.

The Industrial Scene

The industrial scene in the Sudan has a number of basic characteristics. For the purpose of this study the following points are relevant:

a) There is a clear and decisive dominance of food, beverages and tobacco, textiles and leather products, also fabricated metals and machinery as well as chemical products in the private sector.

In the public sector there is also paper and paper products, other non-metallic products in addition to food, beverages and tobacco.

b) Industry is strongly located in Khartoum, but there is also industry in the Central and Eastern regions.

- c) Labor productivity is often low, due to lack of raw materials and spare parts.
- d) A number of shut downs were experienced.
- e) There are still large possibilities in the cotton (local raw material) and ready made clothes industry.

Industrial Establishments

The industrial survey of the Sudan DP/SUD/80/006/-11-51 planned gave the following information:

Establishments employing 25 workers and more	621
Establishments employing 10-24 workers	700
Establishments employing less than 10 workers	<u>1266</u>
	2587

The survey however contacted 540 establishments of which only 247 establishments responded. The subcontracting exchange could cover about 300 establishments at the start.

Linkages

The subcontracting exchange should liaise with the different departments within the Ministry, Centre for Industrial Research and Consultancy, Management Deve-

lopment Centre, the Development Banks, Chambers of Industry, Engineering, the Central Foundry in Khartoum.

Field Visits

In order to get a better understanding, a number of visits were kindly arranged by the Ministry of Industry. They were arranged in the Omdurman and Khartoum Industrial Estates.

A visit to El Eteiby workshop revealed an enterprising entrepreneur whose workshop made spare parts for the industry but also designed (Reverse Engineering) food and agricultural machines. Also produced were conveyors, shutes and miscellaneous machinery. Metal work and welding were the basis of the workshops work.

The owner thought the subcontracting exchange would be useful to identify sources of materials and parts. He believed he might also get better exposure for his products.

Another visit to a public sector concern was made to the Khartoum Central Foundry which was undergoing a major renovation. The Dutch firm GEMCO had just finished installing an induction furnace and casting equipment. The first stage would produce 750 tons per

year but the second and third stages could produce 1200 and 1500 tons per year. (Original foundry produced in the range of 200 tons per year).

Foundries are one of the basic foundations of subcontracting, and the present clientele was mostly in the irrigation and services fields (Public Works). Field visits for the new foundry promotion identified the sugar industry and the large Gezira project as potential projects. The General Manager believed that the subcontracting exchange could benefit the foundry and more industrial clients could be identified.

A discussion with the manufacturers of Refrigerators "Coldair" confirmed that also in the Sudan the exchange could benefit the refrigerator manufacturer who tried to limit his imports to the compressor. Like most of the other manufacturers imports and the provision of foreign currency were the major problems keeping manufacturing capacity far below designed or rated capacity.

The truck/bus assembly industry was also discussed and the potentialities of auto requirements being put on the exchange. Bodies were fitted on chassis assembled in Port Sudan. Batteries and tire productions

existed but failed to meet demand.

The general opinion was a well run, accessible subcontracting exchange could be useful to Sudanese industry.

Conditions in Industry

Industry had been experiencing, as is only normal in many developing countries, a number of difficulties. These were discussed quite openly and it is the consultant's belief that this project could contribute towards easing off of some of these problems. The following comments should be considered:

- a) Creating a true picture of the needs of the industry whether materials or components in a more sophisticated system using the CODES developed in the project. This will specify needs more exactly and possibly lead to meeting these needs.

- b) Getting local suppliers together with large users who might more easily go abroad for their needs which will now be prejudiced by the foreign currency problems.

- c) Possibly specifying hidden needs which when exposed might lead to project ideas for new projects thus expanding the industry spectrum.
- d) Promoting small and medium industries with indigenous financing thus easing the load on the Government.
- e) Ensuring more comprehensive bilateral Arab agreements and barter deals as a result of common codes and specification of requirements and possibilities.

Formalities

In order to ensure the quick entry of the Sudan, formalities and procedures were discussed. These could be as follows.

The Ministry of Industry through its First Under-secretary would obtain the Ministers approval and blessing. The Ministry would also finalize local procedures as notifying other Ministries eg. Planning.

The ministry would then notify UNDP/UNIDO through Foreign Affairs and the Resident Representative. JNDP

Regional Bureau for Arab States Mr. Nour in New York to be also informed because of the regional nature of the project.

(The documentation in the case of Iraq was shown and explained as an example). The UNIDO SIDFA in Khartoum should follow up the formalities.

Role of UNIDO

At this stage, UNIDO should notify all parties by telex, UNDP Khartoum, Mr. Nour UNDP New York of the outcome of the mission and the positive attitude of the Ministry of Industry. The before mentioned formalities should then be followed through. Any future meetings by UNIDO could include the Sudan pending the action needed.

The final meetings with Mr. Wannop, Resident Representative confirmed UNDP's readiness to follow up on the formalities. Mr. Ismail Abdel Gabbar Mohamed, National Professional Officer was requested by Mr. Wannop to finalize all documentation needed. Mr. Iqbal SIDFA was left with a draft mission report to arrange typing and forwarding to UNIDO, Vienna immediately.

Logistics

UNDP did not disburse the DSA.* The consultant had again to finance this mission (briefing in Vienna apparently also not paid out).

Future missions should be undertaken after DSA is made available in Cairo.

Full fare tickets should be made available by Wagon Lits Cairo. Reduced tickets with travel limitations cannot be accepted as they are rigid and cause numerous inconveniences.

*According to CPO/Annex VI
September 88. Page 12. Rev. 9. Sudan, Khartoum, 159.

List of Names

- Dr. M. Abdel Wahab, Minister of Industry.
- Mr. Abdel Razig Khateeb, First Undersecretary Ministry of Industry.
- Mr. Ali Khalif El Hassan, Deputy Undersecretary Planning and Information.
- Abdel Salam Ahmed El Amin, Deputy Undersecretary Industrial Projects.
- El Tahir Mohamed Ahmed, Director International Organizations.
- Dr. Adam Musa, Director Project Licensing and Implementation.
- Amin Osman Al Amin Bishara, Dept for International Organizations and Training.
- AbdAllah AbuFatma AbdAllah, Minister of State for Industry.
- Mr. Taha el Din Sherbiny, Egyptian Ambassador to the Sudan.
- Abdel Mageid HamdAllah Ibrahim, Commercial Attache, Embassy of Egypt.
- Mr. Medhat Loutfy, Dept. Dir. Arab Bank for Economic Development in Africa.
- Mubarak Ibrahim Ahmed, Managing Director, Leather Industries Corporation.
- Mr. A. Wannop, Resident Representative UNDP.

- Ms. Laila Abbas, Secretary Resident Representative UNDP.
- Mr. F. M. Iqbal, Senior Industrial Development Field Advisor (SIDFA).
- Mr. Ismail Mohamed Abdel Gabbar, National Program Officer UNDP.
- Babker M. Aly El Eteybi, Eteybi Workshops, Industrialist Omdurman.
- Bella Ebrahim el Hassan, General Manager Khartoum Central Foundry.
- John Christoforou, Coldair Engineering Co. Khartoum.