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INDUSTRIAL DEVELOPMENT IN THE SUDAN
(submitted by the Republic of the Sudan)

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INDUSTRIAL DEVELOPMENT IN THE SUDAN

Historical

Industry in the Sudan passed through some major stages in its development to contemporary times. In the period before the second world war industry was in the handicraft stage and there is actually very little to say on this period. However during the period of the war, it seemed impractical to go on importing all goods. So the country was obliged to adopt the policy of self sufficiency whenever possible. An industrial investigation committee was set up to advise the War Supply Department on projects to be encouraged as possible and feasible industries. It had also to examine applications submitted from individuals for creation of new industries. Interest was greatly made on secondary industries, such industries that would be able to substitute imports. It was therefore the set policy of the Government to encourage erection of mechanical oil mills to produce vegetable oils in sufficient quantities for local consumption as well as for export purposes. Soap could easily be manufactured from the so produced vegetable oils and hence importation of soap was restricted. By far these two industries seemed to be the most important and successful industries erected at that period. Other industries such as confectionery, syrup and squash making, spinning and weaving, tomato puree making and hand tools production were all very prosperous during war time and were continued in post war years.

The policy behind the setting up of these industries was actually to meet the wants of the people during the difficult war time, and afterwards importation could be resumed. Ultimately such industries lacking proper study were founded on an unsound basis. So it was not strange to find the quality to be of the lowest and the quantity limited in total as well as in type. As competition was nonexistent at that period profit-making people found a good chance to serve their interests and made handsome profits.

During post war years, the policy adopted by the Government was the discouragement of inexperienced operatives and profit hunters. However, due to imports inflow many of these factories closed down and never recovered again. This had left a very bitter experience to which many businessmen always refer whenever the question of industrial development is discussed. They keep talking about the poor production of the glass-factory and the failure of the tomato puree factories, the inadequate production of sweets etc.

In 1956 and after the country declared its independence, the Government announced its policy towards investment in the field of industry. In that policy, which is still recognized, the Government stressed the fact that the field of industry will be left for the private capital to venture and that no discrimination shall be made against foreign enterprises. However, the Government may participate when private capital is either shy or not forthcoming and when private enterprise is inactive and knowledge is wanting in industrial development, without the implication that the state intends to create monopoly or nationalize those particular industries.

The Government established an Advisory Committee to which all applications for Government assistance from private enterprise, whether local or foreign are referred. The Committee includes some members from outside the civil service and it forwards its recommendations to the Minister of Commerce, Industry, Supply & Co-operation.

The Committee in considering any application for assistance, is guided by the criteria set forth in the Approved Enterprise (Concessions) Act 1956, the Act which embodies the Government policy towards investment in industry.

The criteria for consideration of any project for assistance are:

- (1) It must be beneficial to the public interest. Under this heading the project is considered as to whether it adds to the national income, the number of workers it employs, the saving in foreign exchange that will result, the strategic aspects and the importance of the project in the industrial structure;

- (2) It must have a favourable prospect of successful development.

Under this heading study is made of the following:-

The proposed production compared against similar imported products; the chances that the product will have in the market and whether it will be able to compete or whether production is necessary; the profitability of the project and whether the project will be able to go ahead with the assistance extended under the Act;

- (3) Its function must not already be adequately performed within the country. Similar production in the country is assessed and compared with the request, taking into consideration the growth in demand and expansion in production;

- (4) Adequate capital and efficient management will be available. The capital requirement, sources, method of finance, and debit service coverage are considered together with the managerial qualifications and experience that will be entrusted to run the concern. The prime importance of such criteria is that investment will not have a good chance of success if the scheme is not fully remunerative and cannot cover itself and that the investment will not be worth while if no proper management is made available for it;

Having satisfied the said criteria, the Committee will then assess the assistance that the project shall have. All enterprises which satisfy the above criteria are known as "Approved Enterprises" and they are automatically entitled for relief from business profit tax, for a period which varies according to the capital employed:

- (i) If the capital employed is less than LS.20,000 at the end of two years, the period of relief will be two years;

- (ii) If the capital employed is more than LS. 20,000 at the end of two years the period of relief will be three years;

- (iii) if the capital is more than LS. 100,000 at the end of three years the period of relief will be five years.

In the period of relief the following easements are given for the purpose of assessing business profit tax:-

- (a) Depreciation at double the normal rates;
- (b) Profits up to 5% of the capital employed will be exempted from taxation and those in excess of the said percentage shall be taxed at half the normal rates;
- (c) Any net loss incurred over the period of relief will be regarded as a loss incurred in the last year of such period.

Approved enterprises may be given assistance in one or other or several of the following forms, the list being informative rather than exhaustive.

- (i) Waive or reduction of import duties on plant machinery and equipment;
- (ii) Waive or reduction of import duties on raw materials;
- (iii) Facilities for entry of necessary qualified technicians and other foreign employees;
- (iv) A suitable plot of land at a nominal price;
- (v) Other assistance in trouble shooting, provision of commercial technical and expert advice etc.

Foreign investors are expected to provide training arrangements for Sudanese personnel so as to take over from foreign personnel in the future.

The Sudan Government has also accepted the principle that foreign investment in the Sudan should have the right to remit bona-fide profits to the country of origin of the investor. It is not compulsory for foreign capital to participate with local capital, neither is it required by law that a certain proportion of the board of directors should be Sudanese. The Government also gives an assurance against discrimination between foreign and national enterprises. It also guarantees a fair and equitable compensation in case of nationalization of an approved industrial

enterprise is most unlikely to happen in a country which is doing its best to attract foreign capital and which has basic confidence in the positive rate of private initiative.

After the venture is set up and goes into production the product is assessed both in quality and in price. The quantity of production is compared with the existing demand and potential demand in years to come. If found satisfactory, the Government will be prepared to extend further assistance through:-

- (a) Putting a protective duty on similar imported commodities;
- or (b) Prohibiting or restricting import of competitive commodities;
- or (c) Putting protective duty and at the same time restrict imports to a certain quota to be imported during the year.

In considering a case for protection a thorough study of the concerned firm or firms is done through; the process of manufacture, the raw materials used and their costs; a detailed analysis of the cost of production and the selling expenses, why the product is **unable** to compete with the imported, is it a question of quality, of cost, of the consumer preferring the imported for no reason. By thrashing these points to the open, it is then easy to decide on what measure to adopt. So far these enterprises which are considered as protected industries are not absolutely protected. A quota is assessed every year to be imported in order to induce the local enterprises to lead for good quality and reasonable prices. Export of domestic manufactured **commodities** is encouraged through a drawback of the duties paid on the raw materials and exemption from export tax, if any.

The Minister of Commerce, Industry, Supply and Co-operation may put conditions in the application of any of the facilities and assistance recommended by the Committee. However, it is intended to introduce Industrial Licensing as the present procedure permits any traders' licence holder to engage in any business covered by that licence. By introducing specific industrial licensing the Ministry would be able to control and guide all industrial activities in the Country, whether

considered as approved enterprises or not and also to follow up progress and problems confronting their development. It will be able to keep a record of statistical information which is lacking now.

Institutional Framework

Under this heading it is intended to describe the work and the different responsibilities of the Governmental bodies dealing with industry.

Ministry of Commerce, Industry, Supply & Co-operation. This is the agency solely responsible for industry. The Industries Section of the Ministry is responsible for:-

- (1) Receiving applications for the Industrial Advisory Committee for favour of being considered by the Approved Enterprise status and for acquiring the facilities gained from such classification;
- (2) Study of the applications and preparation of a covering note for submission to the Minister;
- (3) Secretarial work to the Committee;
- (4) Follow up of the Committee's recommendations and facilitating the execution of the concessions given to industry;
- (5) Liaison work between industry and the different Government Units;
- (6) General development work and contacts with international organizations and conferences

Industrial Development Corporation

As stated in the Government policy that the State does not intend to go in the field of industry but when the private capital is shy and hesitant, or the industry may be of strategic importance to the country, then the State will take up that specific industry.

The Industrial Development Corporation is set up:-

- (a) To take over and manage the factories already established by the State;
- (b) To negotiate on behalf of the Government with the view of acquiring shares in different enterprises or setting up new industries;
- (c) To investigate possibilities of establishing new industries.

So far the I.D.C. owns:-

- 2 Sugar mills;
 - 2 Fruit and vegetable canning factories - not yet in production;
 - 1 Cardboard factory;
 - 1 milk dehydrogenation factory;
 - 1 Onion dehydrogenation factory;
 - 1 Tannery
 - 1 Dates processing factory,
- and owns shares in a cement factory.

Industrial Research Institute.

The Government is now actively engaged in the preparation and study of the Act governing the establishment of the first Industrial Research Institute of Sudan which will be located in Khartoum.

To effect an orderly development of industry, to provide technical assistance to existing industries and to promote the use of local raw materials, an industry service and research institute are needed. While it is needed now, its establishment will take some time in building, equipping, organization and staffing during which time the expansion in industry will intensify the need.

On the other hand while the country will not be able to spare enough trained staff to carry out fundamental research yet it is our acknowledged policy to encourage this type of research through the University. Staffing and equipping of the different University Departments is going on now to meet this end. Generally speaking the Institute will be designed to

aid and promote the industrial and economic development of the country through the application of scientific research and technology, its adaptation to the country's conditions and resources and by the creation of a broadly available local source of practical information, assistance, professional advice and counsel on processes, studies and efficient techniques of industrial production, costing, organization and management technology. The Institute will also encourage the development of Sudanese scientific and technical personnel essential to the accelerating economic development of the country.

The Institute when established will be designed to serve the following objects:

- (a) Performing tests, investigations, researches and analysis;
- (b) Furnishing advice and consultation service on problems of industrial planning, process engineering, production management, efficiency, market development, cost and quality control;
- (c) Assisting in the formulation of standards for industrial and commercial products;
- (d) Making surveys and studies of natural resources, raw materials and by-products of industry, mining and agriculture and their utilization;
- (e) Maintaining a modern technical reference library and public information service on industrial technology and related matters;
- (f) Undertaking or collaborating in the preparation, publication and dissemination of useful technical information;
- (g) Co-operation with other bodies and institutions in promoting scientific and technological research and the training of technical experts, craftsmen, artisans and specialized production personnel; and, in general
- (h) Advising and assisting otherwise on scientific and technological matters affecting the development of the natural resources and industries of the Sudan, and on the proper co-ordination and employment of scientific and technological resources to those ends.

In order to fulfil these objects to the best possible end and in order to gain the recognition and faith of the private sector, the Institute will be under the aegis of the Ministry of Commerce, Industry, Supply and Co-operation as a corporate institution operated by an appointed Board of Directors who will be the policy making body. The Board is expected to include representatives of the Government Industrial Bank and private industry as well as the Director of the Institute. Though he is a prime mover in policy making, yet he will bear the executive responsibility under authority delegated by the Board to whom he reports, thus becoming the top man in the hierarchy of the Institute. Under his direction come the different departments which will be created from time to time as need arises. As the Institute is not yet established these departments will be under the public relations department which will be responsible among other things for the creation of industrial research consciousness amongst industry and Government; and in order to attract private industrialists and encourage them to engage the Institute to do research in their factories or solve their problem the proposed Act when finally passed will definitely allow tax exemption on money that industry spends on industrial research. The Sudan Industrial Research Institute will be operated as a non-profitmaking undertaking, and will considerably be subsidized by the Government, although industries will be expected to pay for services by the Institute at cost only, as of course such services are expected to result in less expense and more profit. The work done by the Institute will be for private industry as well as for Government and for this reason and perhaps other reasons it will maintain a close informal relationship with both the private and public sector as well as independent bodies like the University and individual consultants and that is so except in the case of the Industrial Bank which as mentioned previously is represented on the Board. Such informal contact will not only facilitate effective co-ordination but will result in co-operation between the different bodies.

The Institute will also be engaged in doing confidential work, assigning patents and also carry out research by contract. The results of research done by the Institute of course, other than private and confidential work will be made available through the Institute's own offices either through bulletin, publications, demonstration or otherwise.

Specifications and Quality Control

It was the feeling of the Ministry since the establishment of the Industries Section that industrial development will not go in the right path unless a quality control system is introduced and put into practice. So a senior technical officer from the BSI was invited to visit the country and prepare a report with recommendations to be adopted with regard to setting of standard specifications. The report was submitted and the steps towards finalizing the establishment of a nucleus for Quality Control and Standards Specifications will go ahead after the Industrial Research Institute goes into operation.

Labour Department

The Labour Department comes under the Ministry of Information and Labour and it includes:-

- (a) Factory Inspectorate - which carries out inspection of factories and issues certificates of conformation with the provisions of the Factories Act and regulations. It is their function to ensure that safety devices are introduced in factories and that the working conditions are up to the required standard;
- (b) Looking after the labour, market and supply of the right type of labour for each industry and at the same time looking after wages;
- (c) Facilitating the employment of foreign technical personnel and making sure that local personnel receives the right training to take over at a specified period.

- (d) Vocational training and productivity centre is aimed at giving more training to skilled workers with the view of raising their productivity and training them on most up to date techniques;
- (e) Management Training Institute - it is realised that management plays an important role in the success of industry. If an unskilled management is entrusted with the running of industry, the general purpose is defeated as it is not likely to make a success out of it nor will it be possible to go on the right direction towards development. It was therefore decided to set up a Management Training Institute under the Department of Labour and the United Nations/ILO agreed to participate in financing and equipping it with the necessary staff. It is expected to function towards the beginning of 1966.

In order to keep labour relations on the good side between management and labour, mutual agreement is of importance and the Department of Labour is entrusted with regulations and direction of Trade Unions and mediation whenever the two parties fail to agree.

Industrial Bank

It was realized from the start that the lack of capital in the country will no doubt hamper the establishment of new industries and will always be a handicap in industrial development. One of the ways to overcome this difficulty was to set up an Industrial Bank to give loans of medium and to act as a guarantee for foreign loans secured by industry. The functions as put in the explanatory note for its regulations are:-

- (1) Extending financial assistance by granting secured medium and long term loans for the establishment, expansion and modernization of private industrial enterprises;

- (2) Giving secured guarantees prepayment for the acquisition of machinery, equipment, material and services necessary for the establishment, modernization and expansion of private industrial enterprises;
- (3) Extending management, technical and administrative advice;
- (4) Co-operation with appropriate Government institutions for furthermore of Industrial development.

The policy adopted by the Ministry of Commerce, Industry and Supply & Co-operation with regard to industry, as explained earlier, is based on leaving the field of industry for private concerns and on this understanding it was considered not appropriate to draw up a programme nor to produce a list or in other words to restrict applications for setting up industries in a limited field of activities, although later on the Industrial Bank did publish a list arranging the Industries into 1st, 2nd and 3rd priority for purpose of securing loans for them.

It is our policy to consider the applications as they are received. They are scrutinized by the Secretariat and put before the Committee which meets four times a year. Every application is considered on its own merits and in accordance with the provisions of the act. In this case, as we have no set programme to consider, it is useful to survey the important industries so far approved.

Textile Industry

Serious efforts in setting up this industry date back to 1956 when the Government invited an Indian textile expert to report on the possibility of setting up a textile industry in the Sudan. The report was submitted to the Government and it showed that such a project is feasible and will be successful. This report was followed by another report prepared by an expert sent by the Calico Printers Association of England on Sudan Government request. The report went into detailed study of the aspects of the Industry and arrived at the same conclusion.

However, later on the Government, in compliance with its policy of leaving the field of industry for private capital, withdrew and declared that the field of this industry is open for private capital as well. On its side the Government promised to extend all facilities that will enable the project to go ahead. Six applications were received and after processing all it was decided to approve them all and all were extended the same facilities namely:-

- (1) The status of an Approved Enterprise thus enjoying relief from tax for a period of 5 years in this case;
- (2) Importation of plant, machinery and equipment, and spare parts without paying duty;
- (3) Importation of steel structure and building materials not available in Sudan without the payment of duty;
- (4) Importation of chemicals and other materials such as dyestuffs, etc duty free;
- (5) Importation of office equipment duty free;

Of these applications two have now actually gone into production.

Sudan-American Textile Industry

It is the first spinning and weaving mill established in the country. Approved in October 1958 and started production in 1961. 1,980 looms are installed working 24 hours per day.

The firm consumes about 40,000 bales of cotton annually costing about LS. 1,250,000.

It employs a labour force of 3,705 Sudanese and 82 expatriates.

The firm is still working under capacity, the production amounts to 52 million yards per annum with an approximate value of LS. 4,000,000. It is mainly grey and bleached sheeting with some poplin and khaki.

It is anticipated that in the near future the Company will be able to double its capacity.

Khartoum spinning and Weaving Co. Ltd

The firm started production in July 1964 working two shifts per day and is expected to add a third shift. Due to the absence of trained operatives and the lower initial efficiency of the local operatives production costs are now very high. The firm is producing about 18 to 20 million yards of Damoria annually, is able to supply one third of the needs of the country. The firm is planning when its labourers get well trained to introduce bleaching, dyeing and printing methods to produce other varieties of cloth.

Kronfli's Weaving & Finishing Co. Ltd.

A newly formed firm solely for weaving and processing of cloth. It is planned to buy yarn and threads from the previously mentioned firms and to use them for production of qualities other than those produced by the two firms already mentioned. It is also hoped to buy ready manufactured cloth from any of the two firms and to process it at their works either for their account or for selling by the processing firm. The firm is still in the planning stage and is expected to start construction towards the end of 1965. It is a combination of local and foreign capital amounting to LS. 300,000, which will be increased as work permits.

Apart from those mentioned above, there are other mills manufacturing special ladies dresses, a sheet of approximately 10 yards length and 36" width wrapped round the body like the Indian Sari. These mills existed for a long time and were working on hand looms. They are now mechanized and producing towels and sheets and linen as well.

Another industry dependent on the textile mills already considered is the knitwear industry which transfers the yarn got from the factories into knitted garments - their production is now sufficient for the country's requirements. Approximately LS. 500,000 are involved in this industry.

Textile industry though newly started in the country yet so far is considered as successful industry and is expected to develop in the very near future. The demand is rising up and there is always market for new companies that are interested in this field of activity.

Both long staple and short staple cotton are available in abundant quantities and the Government is keen to help and support its industry.

Pulp and Paper

Two factories are now operating one producing ordinary paper from waste paper, and the other producing cardboard from cotton stalks. Studies are being made to produce paper at this factory from wheat straw. However these two factories are not able to satisfy the growing demand of the country. Efforts had been made since 1910 to exploit papyrus grass for paper making but no serious efforts were actually made except in 1913 when a German group set up a pulp and paper making plant at Lake No in the southern part of the Sudan. Due to the First World War the company was liquidated before starting production.

The Sudd region of the Sudan would appear to be one of the greatest unexploited sources of cellulose raw materials in the world and there is a dense area of papyrus growth of some 150 million tons covering an area of about 5000 square miles and yielding about 5000 tons per square kilometer. Furthermore since the plant grows to full height in just over three months, there is a possibility of three crops per year.

Many reports were made on the possibility of using papyrus for pulp and paper making, the most recent of which is a report prepared by the Japan Consulting Institute. One of the reports concluded by saying "Sudan Papyrus produced a well digested pulp and pale brown paper of excellent strength and quality. The pulp bleached readily producing a white paper of high quality." One mill test has been carried out on the initiative of the Sudan Government when merchantable paper was produced from a consignment of about ten tons of dried papyrus. The report mentioned that the quality was satisfactory.

The only obstacle facing the development of this industry is that concessioned companies failed to secure foreign loans or foreign participation that would enable them to proceed. If the necessary finance is secured the country would be able not only to supply the local demand, but also to export pulp and paper to other countries. It is hoped that at least one firm will be able to go ahead by 1966.

Footwear Industry

Like other industries, shoe making industry is newly introduced in the country. The first factory to be set up started production in 1957. In fact it was one of three applications considered under the approved Enterprises Concessions Act 1956. Later on five other factories were approved for the same purpose.

Types of Production

- (1) Canvas shoes. The total imports of the country of this kind of footwear reached 4 million pairs per annum and as it is one of these items that could be manufactured easily, Bata Co. Sudan Ltd. was the pioneer in this field and set up the first factory for shoe production which started in 1952. The production of this company together with other companies satisfies the demand of the country.
- (2) Plastic shoes. Again introduced by Bata followed by other firms. Production of such type of shoes is so high that the company can export to other countries.
- (3) Leather footwear. Being the least sold in the country, it was the last item of production in the firm's schedule. It requires good skill and more effort in production. Due to the restricted size of the market coupled with the higher prices of the local production, two factories out of the three factories which were in this business closed down. Many of the works started small shops for production of slippers and ladies shoes by hand method. They are operating very well and their product is selling without difficulty. No doubt their expenses are very limited thus keeping their selling price as low as it can be.

Flour Milling.

The consumption of wheat flour was very low during the early forties. The per capita consumption was only 1 Kg. in 1949. Due to urbanization, big development schemes growth in industry and change in living habits the per capita consumption rose to 9 Kg. in 1963 and is still rising.

Wheat is grown traditionally in the extreme Northern parts of the country. However in 1957, a group of business men started studies regarding the erection of a flour mill which they did and started operation later in 1961 with 240 tons of wheat per day to catch up the rapidly growing demand. Wheat is imported from the States under P.L. 480 but last year it was grown in two areas and overall yield of 50,000 tons was got. It is hoped that in years to come the requirement of the country will be met locally. However, the mill operated but met with problems regarding selling prices which are fixed by the Government, with regard to adaptation of the machinery to suit all types of wheat whether soft or hard. These difficulties together with the training of personnel are being solved.

Other mills in different parts of the country are being studied by other groups of businessmen and at least one is expected to be erected in the central part of the country, being the main wheat growing centre.

Other industries came into being relying on the flour produced locally, such factories are biscuits, macaroni and vermicelli scattered all over the country.

The industries considered above are introduced only to illustrate the types of industries and the difficulties they are confronted with. Some of the major problems standing against industrial development are considered hereunder :

Problems Facing Industrial Development

1. Capital

One of the most important problems facing the progress of industry in Sudan is capital. It would be pointed out that in most underdeveloped countries the spirit of enterprise and the confidence in the future are lacking. Capital may be available but no one is prepared to run the risk and invest it in the entirely new industrial field. Thus the Government role is to shoulder the responsibility of leading the economy towards industrialization. To achieve this, the Government formed an Industrial Bank in order to extend loans to enterprises. The Bank according to its regulations cannot extend more than two thirds of the capital required by an individual industry. In spite of this, industry found it difficult to get even the one third. This is partly due to the fact that many of those who obtain the concession to set up an industry are in fact not genuine in their application. They are either under-estimating the cost of the project, hoping to get a financier who can take over the project or at least sell the concession.

It may also be attributed to the fact that, as may be the case in other underdeveloped countries, the people like to work either individually or in family owned firms. So the total that could be mixed in any one project is very small. Had it been possible for them to get together, there is no doubt they can all raise the required share for the bank to extend the loan. The difficulty is not only the acquiring of capital to start but also experience showed that existing industries are suffering from the lack of working capital. Commercial banks are extending short term loans, financing raw material imports, credit facilities for finished goods etc. But even though working capital is lacking, it is not at present the policy of the Industrial Bank to advance loans for working capital. It is felt that this should now be amended as many industries are suffering from lack of resources.

As the field of industry is new in this country, it is very difficult for the people to venture in a field which they have no experience in before. They prefer to stick to their old trade, e.g. commerce, agriculture of real estate are all fetching quick and sizeable returns as opposed to industry which requires money to be allocated for e.g. research, development, apart from either incurring losses in its initial stages of development or if it succeeded to make profits they are very small.

2. Labour

In a country newly venturing in the field of industry, labour presents a serious handicap. To begin with, it is very difficult to get trained labour in industry. It is a must that they have to be trained in the job. In the higher level of supervisors, foremen and middle management, it is also not an easy job to find suitable local personnel, they either should be trained or foreign personnel should be engaged until such a time that the local personnel are able to carry on with the job.

The Department of Labour is fully aware of this problem and is doing its best in establishing vocational training schools and productivity centres. The Ministry of Education is giving now more attention to technical schools at different levels of education. It is felt that the managerial skills are lacking in industry as is the case in underdeveloped countries, industrialists tend to place their relatives in managerial posts in industry without knowing anything about management. The Government felt that they either had to be trained or otherwise they will be a burden on industry. It was agreed that a Management Training Institute is to be set up under the supervision of the Labour Department to cater for this end. The Institute will be set up with United Nations help and it is hoped to commence work early 1966.

Need For United Nations Help

It is requested that United Nations and especially the Centre for Industrial Development give now emphasis to scientific and industrial research. We consider that development of research in this field is of paramount importance as a good base for industry will be set up. It will not only help but guide industry to the right path.

Research cannot be successful if sufficiently trained personnel from within the country are not made available. This point also leads us to stress the importance of training both in number and quality.

Standards and Specifications

To ensure that industry is securing the consumers' end and at the same time getting the best raw materials for its money, a standards and specifications organization should exist. It is believed that the United Nations could extend help through sending of experts to the under-developed countries to start and run such organization until local officers are trained to take over the job.

Training in the Field of Industrial Development

The need for trained men to look after industrial development is pre-requisite in itself. We need not stress this point as the United Nations is giving attention to this but it is requested that more attention should be given and specialized courses be held frequently both for senior and junior officers.