PREFACE

With the increased pace of economic development, the whole world is facing the problem of how to efficiently allocate and prioritise scarce resources for different economic activities. This is equally true at national planning level as well as at project level. But this problem assumes greater importance in developing rather than in developed countries because resources such as capital, labour, management and foreign exchange, to mention a few, are scarcer in the former. Sudan and India are no exception in this regard.

Project planning is used as a technique for resource allocation to achieve balanced regional development and to enhance the move towards more sustained and rapid economic growth. But the long gestation periods of projects in developing countries only delay the benefits and retard development. Sudan and India are no exception in this regard. Mention may particularly be made to the Sudanese public sector manufacturing projects and the fertiliser projects of the Indian Government implemented during the period 1970-1985, which suffered from inordinate time delays and distorted the process of economic development in the two countries.
The portfolios of the public sector manufacturing projects of Sudan and the fertiliser projects of the Government of India which show tremendous delays and huge cost overruns indicate alarming malaise in their project management system. On top of this, wrong location of units has resulted in unbalanced regional development in both the countries. Therefore, I undertook the study of project management practices in both the countries in order to diagnose the situation, identify the causes and look for remedies.

As such, this research work aims to examine the process of project management in public sector manufacturing industry of Sudan and public sector fertiliser projects of India. Project management in this respect is viewed in a broad context to include formulation, evaluation and implementation stages. The study also aims to evaluate the procedure of private sector projects evaluation as practised by licensing and term-lending institutions in the two countries. The experiences of Sudan and India are analysed and compared to help reflect problems encountered and make policy recommendations.

The study is divided into seven chapters. Chapter one is an introductory chapter of the study. It develops a theoretical background and builds a general framework within which the study is undertaken.

Chapters two and three are about the Sudanese experience
in project management. Chapter two examines the process of project management in manufacturing industry in Sudan while chapter three presents a case study of Melut Sugar Project (Sudan).

The experimentation of project management launched in India is described in chapters four and five. Chapter four examines the process of project management in manufacturing industry in India. A case study of Barauni Fertiliser Project (India) is offered in chapter five.

Chapter six analyses the process of project management described in the previous chapters. A comparison of the experiences of Sudan and India is made to highlight the pitfalls. The main findings and my recommendations on policy issues are offered in chapter seven.

The present study is not intended as a post-mortem exercise. It is fact-oriented and indicates the causes of major snags in the completion and implementation of public sector projects in the two countries to enable their planners to encompass in their project planning the economic, technical, social, cultural and motivational constraints so that avoidable snags are removed and a closer look at the process of project formulation, evaluation and implementation is taken and considerable material resources are conserved.

In the end, I must confess that this study, as it were, has its limitations. I do not claim any originality with
regard to my approach or even the field of investigation. But with the data to which I could gain access and with my own analysis of the problem and diagnosis of the situation, I have tried, in my own humble way to arrive at my own conclusions. Although I have drawn freely on the available literature, which I have acknowledged at appropriate places, the views expressed in the text are my own and only I am responsible for any deficiencies that may be discovered in the present study.