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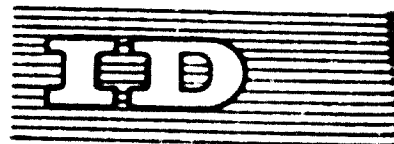
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Meeting of Project Managers and Directors
of Selected UNIDO-UNDP/SF Projects

Vienna, 2 - 6 June 1969

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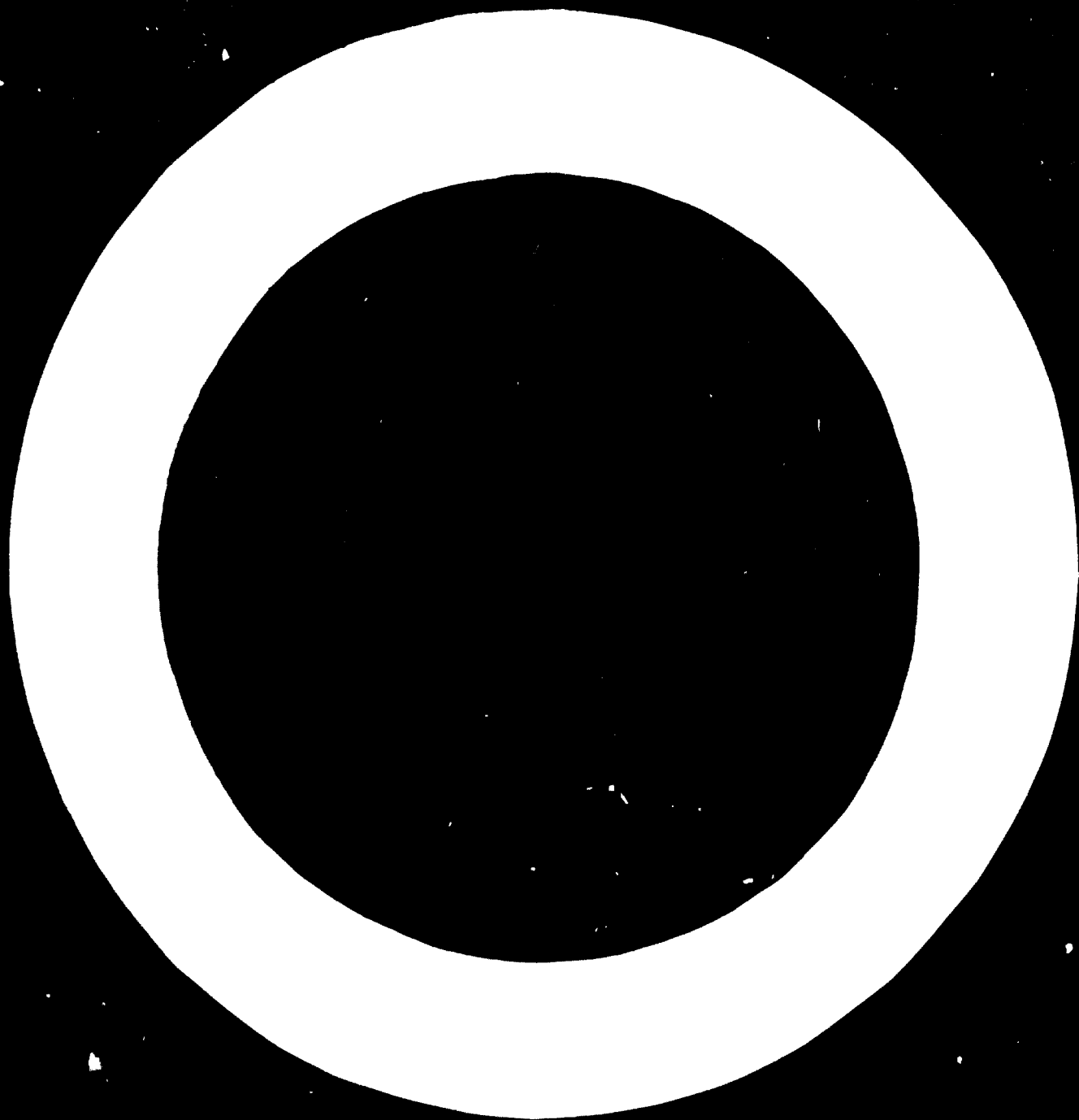
EVALUATION AND EXCHANGE OF ACCUMULATED EXPERIENCE

presented by
the Secretariat of UNIDO

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We regret that some of the pages in the microfiche copy of this report may not be up to the proper legibility standards, even though the best possible copy was used for preparing the master fiche.



One of the purposes of the Meeting* is to evaluate and exchange experience gained by the Centres and UNIDO with regard to the activities of the Centres and to formulate recommendations which would help in the programming and implementation of UNDP(SF) assistance (including UNIDO's role) to the Governments.

It is intended to evaluate the experience of Centres which are concerned with investment planning and programming. Therefore, only selected Centres were invited to take part in the Meeting. Consequently, the Meeting will not discuss all the problems of UNDP(SF) assistance in the field of industry, nor will it deal with all types of research centres which UNIDO/UNDP(SF) is assisting to establish.

Keeping this selective approach in mind, the participants should consider the following issues:

1. Functions of the Centres
2. Outside contacts of the Centres
3. Legal position and internal organization and management
4. Evaluation of the Centres' performance
5. Additional needs of the countries and possible approaches to their solution
6. System for continuous exchange of experience

Discussion on each of the above items should enable Project Managers and Directors to express their views and exchange experience. At the same time, participants are expected to adhere to the issues of common interest. In this context UNIDO is suggesting a few points for consideration, which are, however, not intended to limit the discussion on other pertinent issues.

ad 1 - Functions of the Centres

Undertaking various industrial studies for the promotion of industrial development - both at the sectoral and the project level - is the major element of the Centres' activities. In evaluating the contribution of the Centres in this field, the participants may wish to discuss the following items:

* see Aide Mémoire

- a) What types of industrial studies are needed most? (surveys, sectoral studies, pre-investment studies, feasibility studies, etc.)
- b) In addition to the basic activities of the Centres, what activities are deemed important? (advising existing establishments on their technical, economic and managerial problems; standardization; technological research; establishment of industrial estates, etc.)
- c) Does the "Purpose and Description" in the Plan of Operation correspond to actual activities undertaken by the Centres? What are the major reasons for discrepancies between the Work Programme and actual activities?
- d) What recommendations can be made with regard to the programming and implementation of this type of UNDP(SF) project? (At what stage should the Purpose, Description and Work Programme be formulated; what should be the breakdown of the Work Programme into components? For how long should the Work Programme be prepared? How could UNIDO provide additional backstopping assistance?)

While discussing the afore mentioned questions, the participants may provide background information relating to the Centres' activities, on problems of the country's economy and industry, on availability of technical and economic programming data, on accepted development strategies, machinery for plan and project implementation, etc.

ad 2 - Outside contacts of the Centres

The Centres are practically-oriented bodies for which outside contacts with both government bodies, public and semi-public organizations and with private industry are very important. The participants may wish to discuss the following aspects of the problem:

- Under whose auspices should the Centres work (Ministry of Planning, Ministry of Industry, Industrial Development Banks, etc.)
- With which bodies do the Centres actually co-operate
- How co-ordination of work with other bodies can be achieved
- Who are the users of the Centres' services

ad 3 - Legal position and internal organization and management

This rather complex problem might be discussed along the following lines:

- Legal position (autonomy in which fields: work programme, budget, salary level, selection of personnel; statutes, staff rules)
- Problems of staff (ratio between permanent and short-term experts; professional composition of the permanent experts; preferable background of the experts: academic, practical, diversified, specialized; qualifications of local professionals, problems of fellowships, etc.)
- Equipment and documentation (major pieces of equipment, type of documentation and information needed, etc.)
- Work management (work assignment, work control etc.)

ad 4 - Evaluation of the Centres' performance

Although it is difficult to quantify the performance of the Centres, a list of criteria according to which the performance could be evaluated might be suggested. Consideration of the impact on the economy should constitute the basic approach for the evaluation of the Centres' performance. The participants may indicate what they would consider as a positive result of the Centres' activities (projects preparation, studies undertaken, investment generated, counterparts trained, etc.). They may also present their views on how often, when and by whom the Centres' performance should be analyzed and evaluated.

ad 5 - Additional needs of the countries and possible approaches to their solution

The project staff had a good opportunity to recognise the most outstanding problems in the field of industrial development. Some of them may not have been covered by the terms of reference (or activities) of the Centres and still require proper attention. It would be useful if participants of the Meeting express their views concerning the major bottlenecks in the process of industrial development in their respective countries. It is not intended to guide the presentation of views on this rather broad topic; each participant should identify the major problems on the basis of his own criteria.

The presentation of these problems should result in suggestions as to what UN, UNIDO and other action could be undertaken to solve them. Although the financial resources of UNIDO in technical assistance are limited, the forms and fields of assistance can be manifold; the participants are well acquainted with the established ones as presented in various reports on the activities of UNIDO. However, they may wish to point out the most preferable elements of UNIDO's operational activities and suggest new ones.

ad 6 - System for continuous exchange of experience

The Project Managers pointed out several times that they were feeling the inadequacy of a communication system, which prevented them from informing each other about experience acquired. Although UNIDO Headquarters tried to disseminate some pieces of experience gathered by the Centres with longer periods of operation, these efforts were undertaken on an ad-hoc basis while established channels for continuous exchange of experience did not exist. A system of the flow of information among the Centres could be recommended by the Meeting. The participants may also indicate what information is to be exchanged (Plans of Operation, Work Programmes, statutes, staff rules, regular progress reports, selected studies, lists of publications in the libraries, etc.).

