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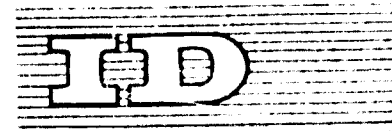
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United Nations Industrial Development Organization

Meeting of Project Managers and Directors
of Selected UNIDO-INT/UNEP Projects

Vienna, 2 - 6 June 1969

FINAL REPORT

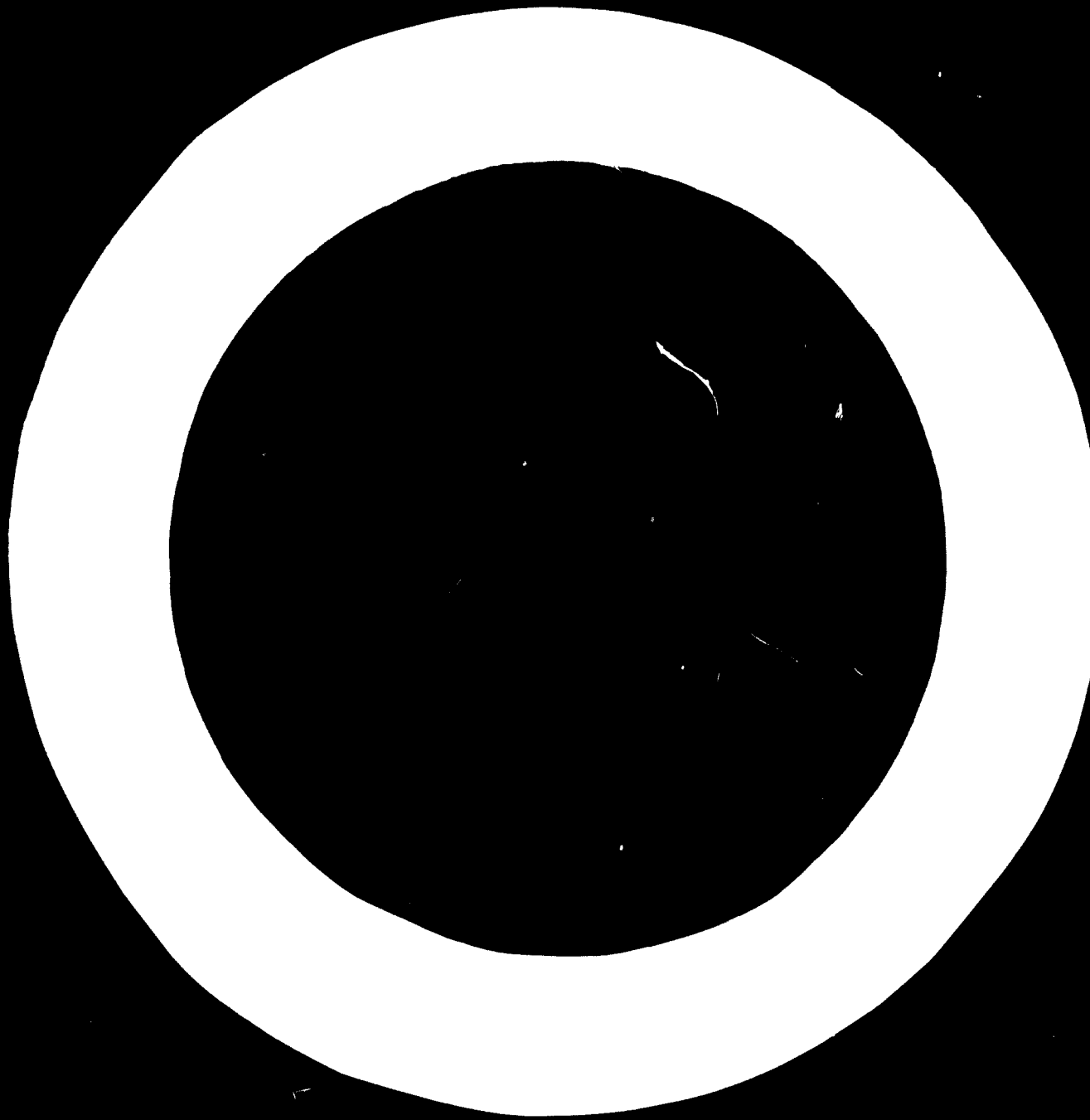
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We regret that some of the pages in the microfiche copy of this report may not be up to the proper legibility standards, even though the best possible copy was used for preparing the master fiche.



I. INTRODUCTION

1. The Meeting of Project Managers and Directors of Selected UNIDO/UNDP (SF) Projects, organised by UNIDO, was held in Vienna from 2 to 6 June 1969. The Meeting was opened by the Executive Director of UNIDO, Mr. I.H. Abdel-Rahman. The agenda of the Meeting, is attached as Annex 1 of this report and the list of participants is shown in Annex 2.
2. The major part of the five day meeting was devoted to discussion of issues formulated in document ID/W.G. 38/3. During the course of the meeting the participants were also informed about UNIDO's major activities in technical co-operation and in the supporting areas of work, and regarding the inter-linkage of field and Headquarters work, examples being the UNIDO Investment Promotion Programme and work in connexion with the role of UNIDO in the Second Development Decade. The Project Managers in addition met with the Chiefs of the several sections in UNIDO dealing mainly with financial and administrative aspects of the Special Fund projects (Technical Programmes Financial Management Section, Technical Equipment Procurement and Contracting Office, Recruitment Office, Fellowship Section). The Project Managers were informed about the new procedures and systems and about the activities being undertaken at UNIDO Headquarters to improve the support to the field activities, and in particular, to the UNDP(SF) projects.

A special session of the meeting was devoted to presentations by the country Directors (co-managers to the Project Managers) of specific problems in their areas. The speed of recruitment, the qualifications of experts, the importance of training abroad and the simplification of

sub-contracting procedures were among the important issues mentioned by the Directors.

Both the Project Managers and Directors also had an opportunity to discuss particular problems of their projects with the UNIDO staff members responsible for their implementation.

3. At the final session a summary of the important issues raised, views expressed and recommendations made was agreed upon and approved (see chapter II). It was also agreed at the meeting that UNIDO's Secretariat should prepare a report on the various topics discussed during the week's session, setting out the general conclusions reached and to circulate it to the participants for their comments, after which a final report would be prepared.

Following this guideline the draft final report was circulated to the participants. All their comments have been considered and most of them incorporated in this final report.

II. SUMMARY OF IMPORTANT ISSUES

(as approved at the final session)

Duration of projects

The Project Managers were pleased to hear about the increasing number of Industrial Development Centres being assisted by Special Fund projects. However, considerable preoccupation was expressed regarding the tendency of the UNDP to reduce the duration of Special Fund projects to one or two years. This is considered too brief a period for industrial development projects of the type under discussion. It was generally agreed that such projects need a long duration and reconsideration of this policy was strongly recommended in the case of Industrial Development Centres.

Functions and activities of the Centres

The meeting noted that although there were a number of functions common to most of the Special Fund projects for the creation of industrial development centres, nevertheless, there were wide variations in some of these functions. This was due to the fact that requests for the establishment of such Centres were made by countries at different levels of development as well as with a view to filling gaps which existed in the performance of functions necessary for rapid industrial development not already covered by the existing institutions.

Among the major functions of the Centres the meeting considered the following as the most prominent.

1. Industrial planning
2. Policies
3. Project formulation, evaluation and implementation

4. Consultancy and advisory services

5. Training

It was noted that collection and dissemination of industrial information in both technological and economic fields is of great value to industry, existing and proposed. Its importance should therefore not be underestimated, particularly for countries at early stages of industrial development.

The meeting considered it essential that in the course of implementation of these Special Fund projects those associated with the project should endeavour to make periodic evaluations of the functions they are carrying out and make the necessary recommendations for widening the scope of the Centres if need be. It further observed that, in addition to activities which are undertaken with a view to implementing the project, attention should also be devoted to the initiation of any other projects of Technical Assistance required in related fields.

Status

The meeting noted that the status of the project within the structure of a given administration would depend on the nature of the functions entrusted to it. It stressed that sufficient freedom should be given to such Centres with regard to work programmes, budgeting, selection and remuneration of personnel and all other matters which would make it possible for the Centres to fulfill their functions effectively.

It strongly recommended that projects should be made operational only after the necessary legal steps are completed for the establishment of these Centres.

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It strongly recommended that projects should be made operational only after the necessary legal steps are completed for the establishment of these Centres.

In cases where the functions of the Centres are intimately related to the functions of other bodies, the Plan of Operation, the work programme and the procedure of work in such Centres should be such as to make possible full integration of the activities of these Centres with the rest of the administration.

The meeting considered that in cases where the functions of the Centres related to industrial development in a regional grouping, individuals recruited for the Centres from member countries other than the one where the project is located should enjoy the same privileges and immunities as internationally recruited UN staff.

Recruitment

The meeting attached great importance to the question of recruitment. In particular, it stressed that the level and experience of the experts, the time taken for recruitment and the briefing of experts are all matters needing special attention.

Management of the Centres

The meeting considered it of essential importance that the Project Manager be given full authority to direct and supervise the activities of all the experts as members of the UN team, regardless of the programmes from which they are assigned to the Centre. To make this possible, it was recommended that UNIDO Headquarters give sufficient briefing to the experts on this point. Equally important was also the need to ensure that reporting by the experts be submitted to the Project Manager for his prior approval and processing.

The Meeting noted that in some cases the work of the Centres was hampered by existing procedures for sub-contracting, and strongly recommended that the procedures be simplified with a view to expediting sub-contracting.

The Meeting agreed that in the evaluation of the performance of the Centres, due consideration should be taken of the fact that the activities of the Centres are often interrelated with the functions of other governmental or non-governmental bodies.

The Meeting further agreed that initiative for evaluation of the performance of the Centres may be taken by the government, UNIDO, or UNDP, but the evaluation itself should, as far as possible, be carried out jointly.

Concluding Remarks

The Meeting expressed its satisfaction with the conclusions reached and suggested that periodic meetings of this nature be held in order to make possible the sharing of experiences gained by various projects of this type.

It recommended that UNIDO should arrange for the regular exchange of pertinent information which it receives from various Centres.

On the basis of experience gained from the present meeting, it suggested that the following points should be taken into consideration in the organization of any future meetings -

1. Separate meetings to be held for Centres with more similar functions;
2. In the formulation of the agenda items for the meeting, prior consultations should be made with the Centres concerned.
3. A longer meeting time period to be provided.

III. PROCEEDINGS OF THE MEETING

1. Functions of the Centres

1. The meeting discussions have shown that no broad generalization regarding the functions of Centres is possible. Many factors influencing the differences were mentioned. Small and rather less developed developing countries may need Centres with a broad scope of activities, including standardisation, industrial estates etc. Larger and more advanced developing countries may require more specialized institutions. There are also other factors which play an important role such as the existing institutional system, the technical assistance provided from other sources, etc. Some examples were given showing the wide diversity in emphasis in existing Centres. While the Centre in Tanzania initiated, formulated and evaluated many projects of medium and small scale, the Centre in Tunisia was ^{mainly} engaged in formulating and evaluating only industrial projects which are of major importance to the national economy. In Iran many completed studies and offers are at the disposal of the Ministry; the Centre, therefore, has concentrated primarily on their evaluation - only recently have efforts been started to prepare a Master Plan for industry as a whole.

2. It was noted that feasibility studies in their later stages need a team of specialists and not generalists. The experience of the Centre in Saudi Arabia shows that a team, limited in number, and therefore, experience, cannot carry out detailed feasibility studies except for a few industries in which its members have experience. Provision should therefore be made in the Plan of Operation for commissioning detailed feasibility studies to specialised firms. The Centre in Tunisia reported difficulties in preparing

the technical (engineering) part of the feasibility studies for large-scale projects. These were projects also for which the equipment is to be supplied by several suppliers.

3. The training element of the projects was considered as very important. This applies both to local as well as to foreign training. It was recommended that the projects be given priority, in principle, by giving a grant of 2 - 4 weeks for the local training or other arrangements of a similar nature from government and industry, the problems of some countries (such as project preparation and evaluation, etc.). The Centre in Jordan and the Centre in Saudi Arabia are considering organizing training seminars on project evaluation; the Centre in Saudi Arabia is planning to hold some seminars of short duration. It was recommended by the Meeting that provision be made for such training workshops (seminars) to be included in the plans of Operations.

4. Extensive advisory services have been reported by Centres in Jordan, Saudi Arabia, Tunisia, and Mauritania. It was generally agreed that advisory services to existing industry are very important. Besides assisting the industry they should provide data to the Centre on the establishments visited. If collected in a standardized way designed to meet several purposes the data could serve in the planning process, etc.

5. As far as programming of the UNCTAD(S) projects is concerned, it was regretted that UNCTAD(S) was understood to be considering establishing assistance projects with shorter duration. The experience of the Centre in Saudi Arabia indicated that the countries would need technical assistance for a much longer period. Lack of data on the economy and industry, insufficient legislation and lack of qualified counterparts are some of the factors which dictate such assistance to be on a long-term basis.

The problem could be solved by establishing projects consisting of separate well defined phases. The first phase may be given the task to work out recommendations for an industrial strategy and the necessary industrial policy. The subsequent phase or phases might be given the task to assist in the implementation of the industrial strategy, that is in the establishment of specific industrial projects etc.

6. It was agreed that "purpose and description" in the plan of operations may not actually correspond fully with the final activities which will later be undertaken by the Centres. This variation is generally unavoidable, however, since all the necessary background information may not be available while the project is being formulated. While effort should be made to assemble complete information before finalizing the plan of operation, it was also necessary to provide adequate flexibility to modify it from time to time as experience accumulates.

7. Some participants felt that it was difficult to prepare a Work Programme for the whole life span of the project. In the Maghreb Centre the Work Programme is represented by a catalogue (list) of studies to be undertaken. Since the delays in recruitment of experts influence the implementation of the Work Programme this list should not be tied to a specific time period.

The necessity of a yearly Work Programme was advocated by the Tunisian Centre which stated that according to their experience the Work Programme fixes the studies to be done so that the counterparts may concentrate on collection of data before the experts (consultants) arrive.

8. As far as backstopping the Centres in their functions is concerned some participants complained that many times the documentation requested is out of stock and that UNIDO should expand its documentation service.

9. Many participants felt that the terminology and methodology for project evaluation and preparation is not sufficient and unified. Some of them felt that present UN and UNIDO documentation in this field is not complete and that a certain adaptation to the developing countries' conditions is needed. Methodology of collecting and evaluating data for industrial programming also requires more attention. It was agreed that, with a view to ensuring as much uniformity in the approach as possible, UNIDO should define the various steps involved from the project idea to the satisfactory development of the project, including the type of data to be collected and the techniques to be used for their evaluation at each stage.

2. Legal Position

1. Some Centres reported difficulties and delays in their functioning due to the fact that they are not given sufficient freedom in their work and actions. It was explained that the lack of autonomy may result in recruitment difficulties (such as finding adequately qualified local staff), in insufficient co-ordination with other agencies and bodies in the country, and in fragmentary and delayed implementation of the work programs. It was, therefore, recommended that

- a) a project should become operational only after the law establishing the institute is passed.
- b) a minimum degree of autonomy in planning the work programme, salary scale, staff rules and selection of personnel should be given to the Centres.

It was noted by the management of the Iran Centre that the Centre could, if a part of the governmental machinery, be autonomous in determining salary level in the initial phase of operation only. Later the salaries would have to be integrated into the governmental scale, otherwise friction with various agencies could arise.

2. The Project Manager of the Haghreb Centre recommended that the legal position of the counterparts in regional projects should be more clearly defined. The counterparts from countries of the region other than that of the duty station should be given the same privileges and immunities as the international experts.

3. Outside Contacts

1. It was agreed that outside contacts depend very much on the day-to-day efforts and desire of the project staff. Yet, it was emphasized, that the autonomous position of a Centre facilitates outside contacts. It was also agreed that the autonomous position of a Centre could lessen competition with various bodies in the country.

2. The position of the Centre in the whole machinery for industrial development has to be carefully studied in the very initial stage of the request preparation. It should be defined according to the major functions the Centre is to perform. It is the experience of the Centre in Saudi Arabia that the Centres advising on industrial policy and strategy, while working under the sponsorship of the Ministry responsible for industry, should have close liaison with the Planning Authority, with other Government organs whose functions affect industry, and with those responsible for preparation

of laws and regulations. Co-ordination with other countries could be supported by nominating their senior officials to the Governing Board of the Centre.

3. There is no general rule as to who is to take care of outside contacts while in the Magasin Centre. The Project Manager is engaged very much in establishing the contacts with various governmental bodies, in Tunisia this responsibility is assigned to the Acting Director. In most cases the establishment of contacts with the industrial community can be facilitated through pamphlets and brochures of the Institute of Tunisia.

4. It was agreed that co-ordination with similar projects of other UN agencies should be sought during the pre-operational and operational period. It was noted that in some cases this was not a simple task. Of importance also were contacts with international financial institutions. A question was raised whether such contacts should be developed through UNIDO or directly. It was agreed that the Government, as national bodies, could promote contacts between the international financial institutions and the Government (or investors) directly. They, of course, may ask for assistance of UNIDO or UNDP which have established Investment Promotion Services and are ready to assist the Governments in looking for sources of foreign financing.

4. Organization and Management

1. It was stated that the management of the project should be distinguished from the management of the Centre.

2. The meeting agreed that expert should work under the leadership of the Project Manager. The expert should report on his work to the Project Manager and should not report his findings independently of his expert

studies and reports should not be released from the Centre without the approval of the Project Manager. Only under these conditions can coordination and guidance of the team work be achieved.

Some modifications of this principle were reported. In Tunisia, for example, each expert and his counterpart(s) represent a team which reports jointly to the Director and Project Manager.

In the context of discussing the position of the experts it was mentioned by some participants that the "Guide for the UN Technical Assistance Experts" contains some provisions which apply to EFTA and SIS experts but not to experts assigned to a UNDP(SF) project. These provisions may cause a lot of misunderstanding (relationship with the Project Manager, Res. Rep., reporting etc.). The expert should be properly briefed and advised of the position of the Project Manager as the leader of the team.

The experience of the Iran Centre shows that a complicated situation may develop if an EFTA or SIS expert works in co-operation with the Centre. The expert is often briefed by UNIDO to report directly to Headquarters so that sometimes the Project Manager is not fully informed about the progress and results of the expert's mission.

3. It was stressed that the Centres need high-level experts with a university background and good experience. The idea was expressed that the more advanced developing countries require specialized experts while the less developed developing countries need experts preferably with broad and diversified experience.

As far as the composition of the Centres work team is concerned it was recommended that a sufficient number of man-months and funds should

also be provided for short-term consultants and for long-term experts to be agreed when the disciplines needed are determined as a result of the experience gained. The findings of the Centre showed that short-term experts are employed for job market research and marketing studies whereas activities like expert promotion are better carried out by long-term experts.

4. It was also recommended that UNIDO should seek out such experts in consulting companies, factories, institutions etc., since they would not ordinarily by themselves initiate actions to recruit UN experts. Some directors proposed that the governments should actively assist in the recruitment of experts or at least of the Project Manager.

5. Some participants observed that the failures of the experts sometimes have not been recorded in their files so that the evaluators did not have the full picture about the candidate.

6. It was also recommended that the Project Managers add specific questions to the job description which may help the interviewer to identify the qualifications of the candidate. The Project Managers should also inform Headquarters why the experts recommended by UNIDO were not found suitable for the post. This would help in evaluating new candidates for the post.

7. As far as sub-contracting is concerned more decentralization was requested by the participants. It was felt that the Project Managers will know which institutions might be suitable for a special task to be sub-contracted. In such cases it might be convenient that they are given maximum freedom to sub-contract.

8. The carrying out of studies, the advising on policy matters and on technical and economic problems of existing enterprises should be supported by a pertinent documentation system, consisting of books, periodicals, technical prospectuses, offers, data on the country's economy etc. On the other hand the studies, reports and findings should be disseminated to all interested parties (governmental bodies, industrialists etc.). The importance of the documentation and information services should be acknowledged and sufficient financial allocations made in the Plan of Operations.

5. System for Continuous Exchange of Experience

1. In the discussion concerning a flow of information system it was suggested that in addition to the main types of pertinent documents to be exchanged and disseminated routinely or made available freely on an ad-hoc basis (plans, programmes of work, basic statutes, progress reports, and selected studies), a periodic UNIDO News Sheet should be designed and produced primarily for project managers. This publication would highlight, possibly in a general manner, "case studies" of project difficulties and problems, and ways in which they were overcome, or the reverse, if attempted remedial action happened to prove unsuccessful. Stress was laid on the fact that while project successes were normally widely publicized, there was a logical tendency for malfunctions, and near and more complete failures to be softpedalled. On the other hand, it was pointed out and generally agreed to that an honest view of negative results and their surrounding circumstances could, if carefully edited, serve a more constructive purpose than institutional chest-beating or other similar expressions. In rebuttal, the difficulties of carrying out such a programme, both administrative and conceptual, were fully ventilated. In the end the consensus of the meeting

appeared to be that periodic informal colloquial exchanges among Project Managers rather than publicity regarding shortcomings of various actions might serve better the original objective of profiting from the experiences of others and forestalling unnecessary frustrations.

2. Another suggestion related to the highlighting of success-stories exemplified by peak performance of individual experts, (as well as the obverse) to recommend their continued employment and/or future placement. This suggestion met with moderate agreement among the assembled project managers and directors; it was pointed out that the mutual exchange of information on the inadequacy of experts should not duplicate the existing reporting system (Rev. Exp.'s confidential letters etc.).

3. It was agreed that plans, semi-annual reports, work programmes etc. should not be disseminated automatically. It was also noted that releasing of reports and studies might destroy the confidentiality of the information. Therefore, it was recommended that UNIDO disseminate a list of studies undertaken by the Centres. These indicated in them should request the documents from the national director of the Centre who would be responsible for obtaining the approval of the Government.

4. UNIDO was requested to collect and disseminate existing and available documentation and publications which may help the Project Managers in their management functions. Particular reference was made to the "Manual on the Management of Industrial Research Institutes in Developing Countries" (ST/CID/6).

6. Evaluation of the Centre's Performance

1. The opening discussions stressed the belief that the evaluation of a project should be inseparable from the evaluation of the Centre because the immediate results may not in every case be as important as the long-term effects.

2. The criteria for the evaluation would depend on the type of the Centre. It was agreed that quantitative criteria can be applied only in some cases (long-term studies, etc.). More often, also, qualitative analysis and review of the performance, taking into consideration the conditions of work, etc. might be more adequate.

It was generally agreed that no universal criteria can be applied and that the investment generated by the Centres work should not be the most important yardstick of success. Sometimes the prevention of unsound investment is even more important. Many participants explained that it is not possible to identify quantitatively the share of the Centre's contribution to decision making which generates investment.

The impact on the economy should be analysed in its totality. The following aspects should be considered: investment generated, increase in plant utilization, increase of productivity, projects prepared and implemented, employment opportunities generated, regional development, etc. Training of counterparts was considered as a very important criterion.

It was suggested that the Centre's performance be measured not only by the final and direct impact of the work, which may be beyond the Centre's influence, but also by the quality of the work currently carried out.

3. The Centre's and the projects' evaluation, which should be carried out periodically, can be initiated either by UNIDO, by the Project Manager or by the Governments. UNIDO could act as a catalyst. The evaluation should, however, be done jointly by all the participants.

4. It was stressed that the background and experience of the evaluators are very important elements in the whole evaluation. Preferably, former Project Managers should be invited to take part in the evaluation. A suggestion was made that UNIDO invite certain consultants, well-versed in the management of similar institutions, to participate in the evaluation. It was also suggested that from time to time qualified staff members with different technical specialization should visit the Centre to evaluate and assist the Centre in specific technical activities.

5. Though the project is to be reviewed in the initial period of operation, it should not be reviewed before the initial "teething down" period and before "teething troubles" are over. Two to three days' visits were not considered as sufficient for a thorough review.

7. Additional Needs and Possible Approaches to their Solution

1. The participants presented several problems to the Meeting group which they considered important from the countries' industrial development point of view. Among these were improvement of the preparation of industrial plans, industrial organization, investment protection laws, policies regarding industrial research, training of engineers and economists, and repair and maintenance.

They agreed that the problems could not be discussed in detail at the meeting within the existing time limit. Therefore individual consultations with some UNIDO staff members were arranged for. The meeting then concentrated on the practical application of a uniform technique of project evaluation.

2. The experience of Iran shows that there was a gap between training in project evaluation and the application of the methodology acquired at training workshops, seminars etc. The participants did not apply the new techniques they learned to their industrial development tasks. The reason often-times was that what they learned was not fully in line with existing conditions. UNIDO should give some thought to this problem and try to institutionalize the application of the new technique taught at its seminars and training workshops. It would be worthwhile to arrange to have one of the lecturers (discussion leaders) of the training workshop (seminar) remain in the country for several months to see that the newly introduced technique is understood and is being applied and implemented. After a year or two another seminar could be held in which the experiences gained in the interim would be summed up. Some participants felt that in some cases the experts themselves are not adequately versed in evaluation techniques. Very often, the approaches to the problem of project evaluation differ from one expert to another. Training of the project staff themselves (including international experts) on project evaluation techniques and methodology is being considered by some of the Centres to fill this gap.

4. Extensive exchange of views among the participants about project evaluation proved that the participants themselves applied different terminology and approaches to the problem. In order to contribute to the uniformity in project evaluation techniques UNIDO was requested to speed up preparation of the manuals on project evaluation; efforts should be made to issue the manuals in French, too.

IV. RECOMMENDATIONS FOR ACTION

(to improve the substantive and administrative backstopping of the Centres)

Beside discussing the guidelines and policies to be followed in designing the Centres, and the assistance projects the participants commented also on the difficulties which existing Centres are meeting and, in particular, on the possibilities of UNIDO in helping to solve these difficulties. The recommendations for actions to be taken by UNIDO, although recorded in the Proceedings of the Meeting, are, for reasons of convenience, also set out in this Chapter.

In the course of the discussions it was recommended that UNIDO:

- 1) contribute to achieving uniformity in the terminology regarding project preparation by defining the stages of work involved in project preparation and the type of information and data needed at each stage;
- 2) examine possible follow up of UNIDO training workshops in project evaluation which would increase the utilization by the trainers of the new techniques and methodology in their day-to-day work;
- 3) assist in designing information and programming data systems within the Centres;
- 4) collect and disseminate existing information and available documentation and publications which may help the Project Managers in their management functions;
- 5) disseminate lists of studies undertaken by each of the Centres;

- 6) examine whether all briefing instructions for experts working in the SF assisted Centres clearly establish the specific and general roles of the experts in the total programme and their responsibility in clearing reports and actions with the Project Manager so that the programme as a whole is fully coordinated,
- 7) establish a system which would ensure for record purposes full appraisal of an experts work, including a notation of failures and unfinished tasks.
- 8) request all the Project Managers to report the reasons, professional and other, for which the candidates recommended by UNIDO were not accepted by the Government;
- 9) speed up short-term advisory services (consultancy) to the Centres by establishing a roster of readily available experts, by engaging a number of toplevel experts on a permanent basis or by other means.

ANNEX 1

ANNOTATED AGENDA

Monday, 2 June 1969

- | | | | |
|-----|---------------|--|-------------------------------|
| (1) | 09.00 - 09.30 | Opening Speech by the Executive Director | |
| (2) | 09.30 - 10.00 | Brief introduction of individual projects | Project Managers
Directors |
| (3) | 10.00 - 10.30 | Major Activities of UNIDO | Mr. Lurié |
| (4) | 10.30 - 11.00 | Purpose of the Meeting | Mr. Le Guay |
| (5) | 11.30 - 12.45 | Major Programmes and Principles of Technical Co-operation Activities | Mr. Quijano-Caballero |
| (6) | 14.00 - 16.00 | Functions of the Centres
Issue Paper, Part 1 | Mr. Rao |
| (7) | 16.30 - 17.30 | Outside Contacts of the Centres
Issue Paper, Part 2 | Mr. Klinghoffer |

Tuesday, 3 June 1969

- | | | | |
|------|--------------------------------|---|----------------|
| (8) | 09.00 - 11.00 | Legal position
Issue Paper, Part 3 | Mr. Richardson |
| (9) | 11.30 - 12.30
14.00 - 15.00 | Internal organization and management
Issue Paper, Part 3 | Mr. Schroll |
| (10) | 15.00 - 16.00 | System for continuous exchange of experience
Issue Paper, Part 6 | Mr. Reischer |
| (11) | 16.00 - 17.00 | Statements by the co-directors | |
| (12) | 17.00 - 17.45 | UNIDO Investment Promotion Programme and Second Development Decade | Mr. Le Guay |

Wednesday, 4 June 1969

- | | | | |
|------|---------------|--|--|
| (13) | 09.00 - 10.30 | Evaluation of the Centres' performance
Issue Paper, Part 4 | Mr. Osman |
| (14) | 11.00 - 12.30 | Additional needs and possible approaches to their solution
Issue Paper, Part 5 | Mr. Dzierzynski |
| (15) | 14.00 - 17.30 | Consultations with Technical Programmes Financial Management Section, Technical Equipment Procurement and Contracting Office, Recruitment Office, Fellowship Section | Mr. Fichler
Mr. Newton
Mr. Wischmidt
Mr. Holmes |

Thursday, 5 June 1969

- | | | | |
|------|---------------|---|--|
| (16) | 09.00 - 12.30 | Individual consultations on specific problems of the projects | |
| (17) | 14.00 - 17.30 | Individual consultation on specific problems of the projects | |

Friday, 6 June 1969

- | | | | |
|------|---------------|--|--|
| (18) | 09.00 - 13.00 | Final Session
Conclusions and recommendations for follow-up | |
|------|---------------|--|--|

ANNEX 2

LIST OF PARTICIPANTS

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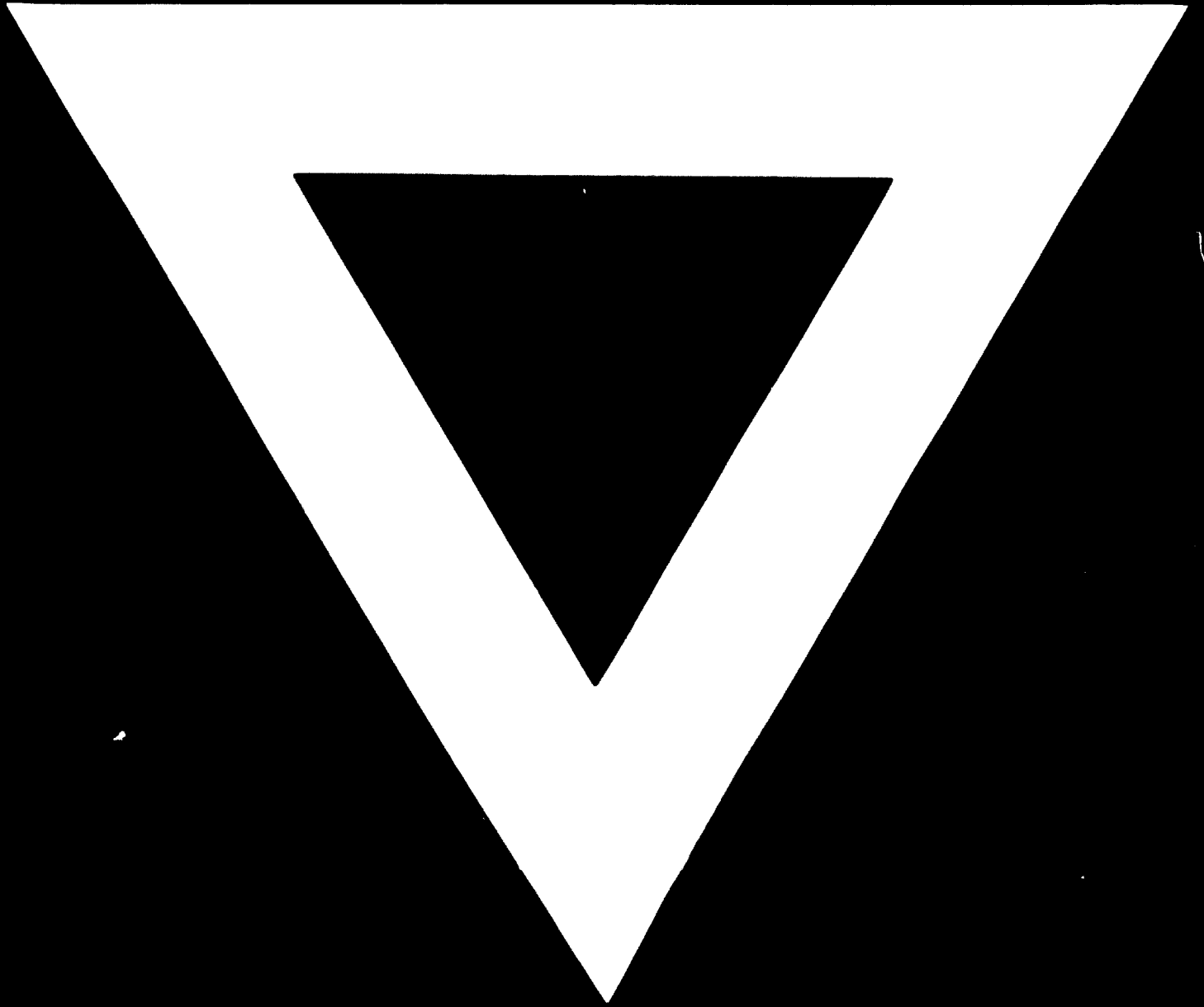
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