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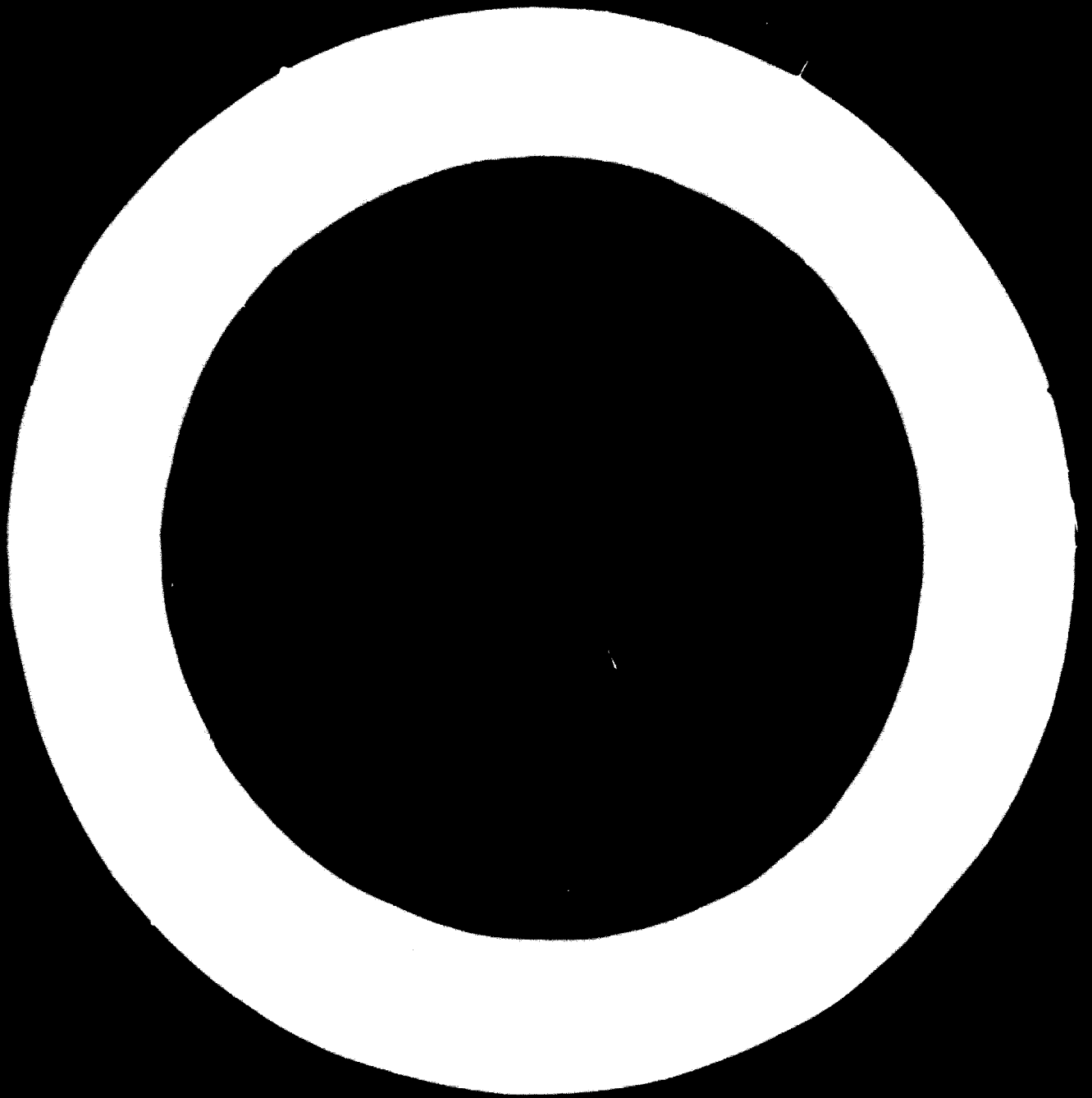
Expert Group Meeting on Industrial
Project Implementation

Vienna, Austria, 30 November - 4 December 1971

PROVISIONAL AGENDA
AND BACKGROUND INFORMATION

id.71-8862

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.



As you know the objectives of the meeting are:

1. Based on the review of UNIDO activities so far undertaken, the Expert Group Meeting is expected to propose to UNIDO a time-phased research and study programme including various studies for the three UNIDO activity fields mentioned below which UNIDO might wish to consider for 1972, 1973 and 1974.
2. To design about three training workshop (programme) models. One would include most of the three fields together, while each of the others would be more specific and thus would deal with a number of areas within one or more of these fields but at more depth.
3. To review the questionnaire concerning the UNIDO project on time profiles of project implementation in developing countries which is to be used for collecting data and information on project programming and scheduling with a special attention to project delays and their causal factors.

Regarding the first objective the three fields of UNIDO Work Programme that the Expert Group Meeting will consider, are as follows:

- (a) Machinery for industrial planning, implementation and follow-up,
- (b) Industrial project implementation (network-based project management systems including project MIS),
- (c) Computer utilization in industrial development.

All these fields concern the developing countries. Since field (a) has a small component of research, study and training, the Expert Group will concentrate more on fields (b) and (c). For the first objective mentioned above, a summary of UNIDO activities in these three fields in 1971, 1972 and 1973 is attached. These three fields include areas such as the organizational structure of the machinery for industrial planning, implementation and follow-up, its various levels and units at each level, the functions of each, their interrelationships and the required information flows and systems; network-based project management systems and project MIS for project programming, scheduling and resource control; organization for project implementation: project-oriented organization and its structure; computerization of industrial development functions, data collection, data processing requirements at the aggregate and micro (or project) levels, computer systems to be used, factors to be considered in selecting EDP systems, data banking and retrieval, file organization and relevant techniques used.

In order to meet the second objective of the meeting, two documents are attached. One is entitled "Programming and Control of Implementation of Industrial Projects in Developing Countries" and deals with network techniques, cost-duration analysis and resource allocation. The reason for sending this document to you is that although there is other reference material which is being used in training, this document is a rather basic one.^{1/} The second is a time schedule of one of the training workshops which shows the format of the workshop, its length, the subjects dealt with, etc. This is only for your reference and to show how training activities are being conducted so far where most of the previously mentioned fields are included in one workshop.

For reviewing the questionnaire, third objective, a copy of it is also attached.

According to the aforementioned, it is expected that the Expert Group will accomplish the following:

1. A report on each of the above-mentioned fields including underlying concepts, definitions, description and explanation of its main features, components and techniques being considered and used and how to apply them. These reports might be used later as orientation booklets to be sent to developing countries as well as reference material in UNIDO training workshops and advisory missions.
2. An interrelated time-phased research and study programme for the next 3 years for each of the 3 activity fields mentioned before, particularly fields (b) and (c) including the individual studies to be considered as well as an outline and a write-up for each. In doing so, it should be noted that the main objective of most of these studies is the orientation and upgrading of local personnel in developing countries and the back-stopping of UNIDO technical assistance in these fields.
3. The design of about three training workshop models. One of them would cover nearly the three fields of activity. Each of the others would confine itself to some interrelated parts of one or more of these fields and deal with them at length. For this purpose the Expert Group will propose

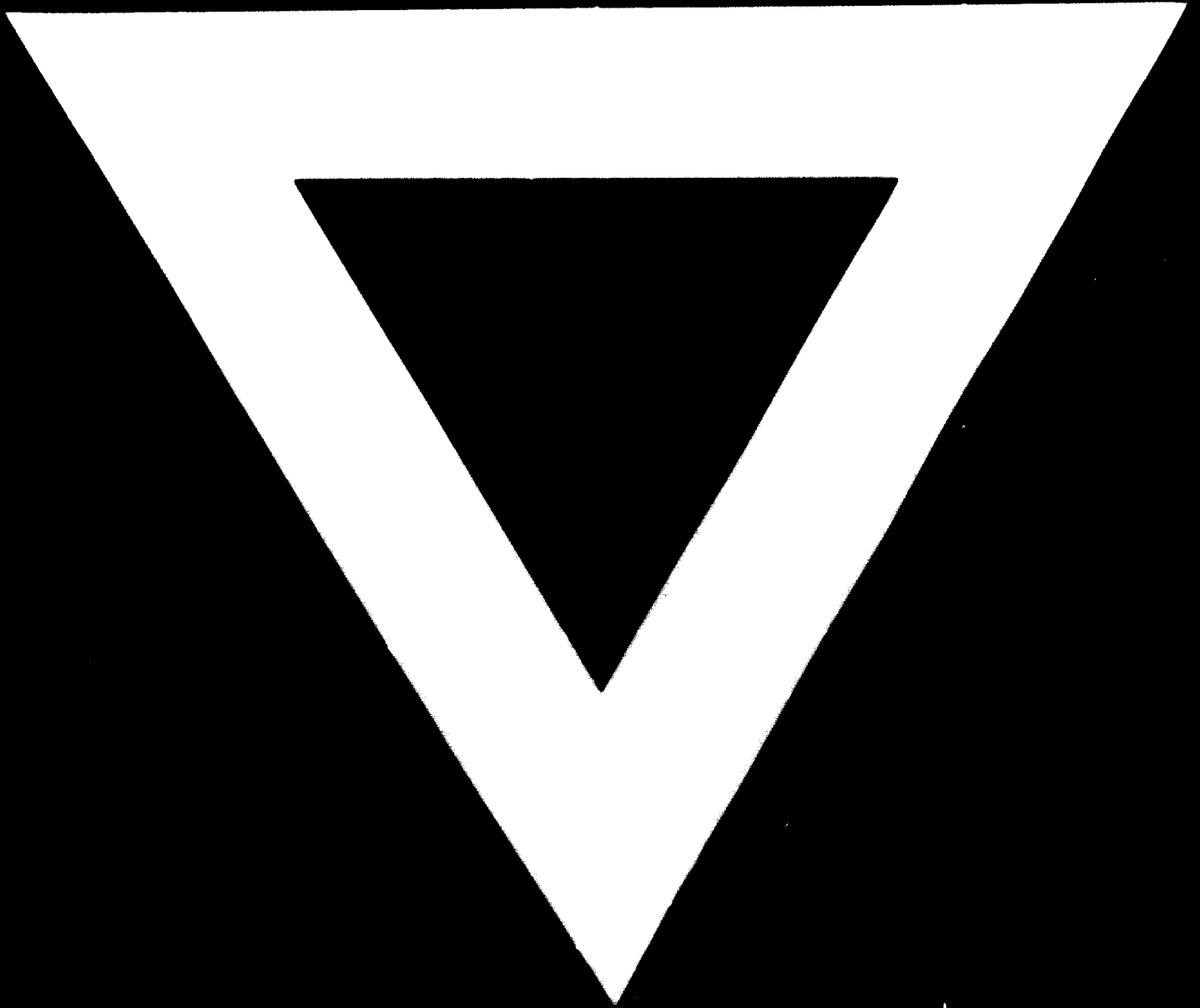
^{1/} Two other UNIDO studies concerning project planning and implementation information systems and the application of the systems approach to project implementation will be available during the meeting.

the length and level of each workshop, its format and the training material or documents including some case studies and exercises that the Group would find necessary to be prepared with a view to complementing UNIDO training material already available. For each training document, the Expert Group will prepare a detailed outline and will attach to it a bibliography of relevant reference material. In this regard, it would be beneficial to the meeting if each participant brings with him any research papers, studies, or training material that he would like to consult, or would wish other participants to study for their possible consideration in the above UNIDO activities.

4. The review of the questionnaire on project implementation time profiles and delays with a view to proposing any necessary modifications as well as recommending ways and means for analyzing and using data collected.

The organization of the meeting can be of different forms. According to the above-mentioned tasks to be undertaken by the Expert Group in connexion with the three activity fields, one form of organization could be the formation of two or three small groups each of five or three participants respectively. Each small group would deal with one activity field or with interrelated areas in more than one field. This could be arranged after the opening session of the meeting and adoption of its agenda. In order to provide a proper interface between groups and adequate co-operation and to minimize overlapping, all small groups would have to get together for discussion and review of individual group activities every day, for a short period of time, either very early in the morning or in the late afternoon. However, it is up to the Expert Group to decide which meeting system it would follow.





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