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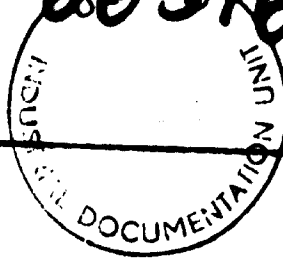
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06576

UNITED NATIONS INDUSTRIAL  
DEVELOPMENT ORGANIZATION



Distr.  
RESTRICTED  
UNIDO/IPPD.185  
21 May 1975  
ENGLISH

*Handwritten notes:*  
Industrial Development  
... ..

UNITED NATIONS DEVELOPMENT PROGRAMME

REPORT OF UNIDO MID-TERM REVIEW MISSION,

THAILAND:

STRENGTHENING OF THE CENTRE FOR INDUSTRIAL STATISTICS,  
INFORMATION AND RESEARCH (CISIR), (1975).

DP/THA/72/28

14-24 April 1975

by

Verner Behrens

UNIDO Representative

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 in preparing the master fiche.

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SUMMARY OF FINDINGS AND RECOMMENDATIONS

1. The first phase of the project did so far not achieve tangible results, owing not merely to the lack of counterpart support (e.g. personnel, equipment) but also to the approach chosen by the project co-ordinator.

An extension of the project into Phase II cannot be endorsed right now along the lines of the proposal submitted by the Director of IEPD with his letter of 9/4/75, based on the substantive suggestions made by Mr. Kant.

2. For the time being the present contracts of both international experts should not be extended.

The promise of IEPD to appoint additional counterparts by mid-May 1975 has to be awaited and in case of further substantial delays in their recruitment the continuation of the project becomes doubtful.

Only if the counterpart situation improves noticeably the assignment of the Industrial Statistics and Information Expert, Mr. Brahma, may be extended beyond 11.11.1975 for a period of 5 months to 1.3.1976.

3. A high-level consultant (draft job description see Annex I) ought to be attached to the IEPD and CISIR for 2 months during July-August 1975 in order to advise the Director of IEPD and the Chairman of the sub-committee on Industrial Information Services how to re-organize the system of industrial data collection in Thailand.

Based on this advice and the recommendations made during a subsequent 3-days workshop on industrial data, which all private and public data users and producers should attend and which ought to be held towards the end of the consultant's assignment, the continuation of the project under Phase II may be considered.

The proposal for Phase II should be finalised by the end of the consultant's assignment with the possible participation of UNID Headquarters staff (Mr. Behrene).

4. The Regional Representative of UNDP, Mr. Power, who in principle shares the Government's views on the urgency to collect complete and reliable industrial data in Thailand, will review the proposal for Phase II for its inclusion in the Country Programme. The latest date for submission of the project would be the end of September 1975.

In final separate meetings held with Mr. Power on 24.4.75 and with Professor Yos Bunnag, Under-Secretary of State for Industry, Ministry of Industry, on 25.4.75, the above recommendations were endorsed.

UNEP DOCUMENT

In January 1970 the Ministry of Industry requested UNID to send an Advisory Mission on Industrial Planning which, among other things, was also to consult on the possibilities of creating an industrial programming data system in Thailand. It was the understanding of the Government at that time that the country, having achieved a certain stage of its development, was facing rather crucial policy decisions which were to be supported by reliable data. A UNID Advisory Mission, which visited Thailand in September 1970, prepared a project document for an industrial data bank to be implemented in two phases. A pilot project of 12 months duration was first to be established in order to test the willingness of different Government agencies to supply their data on industry with a view of setting up and operating the data bank. The pilot project was to deal with 4 promoted industrial establishments. The main project was to cover a much wider range of firms and was scheduled for 3 years.

Due to shortage of UNDP funds, it was not possible to approve the entire project: 162 man/m of expert services and a total UNDP contribution of \$418,923. By mid-1971 UNDP had allocated \$120,000 to collect, process and publish accurate data on production sales. The project was to strengthen the Industrial Information and Documentation Unit of the Industrial Economics and Planning Division (IEPD), Ministry of Industry, which had the legal entitlement, as stipulated in the Factory Act of 1969, to collect such data. A short-term consultant (SIS) was hired in 1972 to reformulate the original data bank proposal and to prepare a revised project document. It took quite some time to clarify the exact objectives of the reduced project and it was not until July 1973 that the final project document was signed. The starting date of the project was October 1973; the two experts arrived in Bangkok in January 1974.

The mission, which participated in the Mid-term Review of the ongoing project held on 16 April 1975, consisted of Mr. Behrens, UNID, who stayed in Bangkok from 14 to 24 April 1975. The mission was assisted by Mr. K. Aselmann, UNID Senior Industrial Development Field Adviser, and Mr. G. Zimmer, Assistant UNDP Regional Representative.

Interviews were held with key representatives of several Government agencies which are suppliers and users of industrial data. (List of people met, see Annex II).

The mission wishes to express its appreciation for the efficient assistance provided by the Regional UNDP office in Bangkok. The support received from Mr. M.C. Piriyadis Diskul, Director, IEPD, Ministry of Industry, and Dr. Chatonwed Musegchai, Head of the Centre for Industrial Statistics, Information and Research (CISIR), is also much appreciated by the mission.

## PART I. EVALUATION OF PHASE I

### A. PROJECT FORMULATION

#### PROJECT PURPOSE AND OBJECTIVES

The short-term objectives of the project, as laid down in the project document, were three-fold:

1) Collect, process and publish accurate, complete and up-to-date statistics on industry. The Industrial Information and Documentation Unit was to collect data on production and distribution as stipulated in the 1969 Factory Act. Once this source had been fully utilised, data on inputs (e.g. investment, employment and raw materials) were to be collected as well.

2) Conduct research and prepare studies in support of policy decisions and industrial planning.

3) Answer specific economic questions put forward by public and private industrial enterprises as well as by Government agencies.

The long-range objectives envisaged the transformation of the Industrial Information and Documentation Unit into the major Government institution responsible for the dissemination of industrial statistics. In addition, the project aimed at improving the quality and at increasing the quantity of industrial data and information.

### INSTITUTIONAL SETTING OF THE PROJECT

Initially the project was attached to the Industrial Information and Documentation Unit, which belongs to the IEPD, Ministry of Industry, in February 1974 this Unit became the Centre for Industrial Statistics, Information and Research (CISIR). The 1969 Factory Act, which regulated the issuance of licences for new factories, requests firms employing 7 and more workers or more than 2HP to compile reports on the volume of production and sales.

The Ministry of Industry is not the only Government agency in Thailand collecting and using data on industry. The Bank of Thailand, the Industrial Finance Corporation of Thailand, the Labour Department, the Ministry of Finance (Revenue Department and Customs Department), the National Economic and Social Development Board (NESDB), the Board of Investment (BoI), and the Association of Thai Industries partly collect their own data on industry or use such data provided by others, e.g. the Ministry of Industry (MoI).

### PROJECT DESIGN

The objectives and functions of CISIR, as laid down in the project document, were still valid at the time of the mid-term Review.

The project was designed with the intention of improving the quality and quantity of industrial output data which, prior to the creation of the Centre, were collected from some 15 firms and 6 industrial branches. To collect these data, the then existing Unit mailed questionnaires to firms registered with the MoI. All results were processed manually and published in a bulletin. The validity of the figures was not checked by personal visits to the firms; the selection of the firms surveyed was not based on any scientific methods, e.g. sampling.

The project foresaw the recruitment of three international experts: one Industrial Economist, one Statistician and one Information and Documentation Expert. It was agreed that the Industrial Economist would be the Co-ordinator of the team. In view of the shortage of UNDP funds, it was accepted by UNDP and the Government that neither equipment nor fellowships were to be provided. It was generally understood that, if the project proved to be successful, an extension into a Phase II could be considered.



## B. PROJECT IMPLEMENTATION

### UNDP UNIDP INPUTS AND THEIR UTILIZATION

The project was conceived for 21 months. Two of the three experts, the Industrial Economist and the Information and Documentation Expert, arrived in Bangkok in January 1974. The Industrial Statistician could not be recruited at the same time. Since the Information and Documentation Expert had similar professional and educational qualifications, it was agreed with the Government and the Regional Representative of UNDP to merge the posts of the Statistician and the Industrial Information and Documentation expert. Thus it was possible to extend the remaining two experts to 21 months (project duration), and to retain 6 m/m of short-term consultant funds.

The formulation of the work plan was very time-consuming. It was not until the end of May 1974 that a well formulated work plan was approved by the Government, UNDP and UNIDP. The merger of the two posts necessitated a revision of the project document, which was signed in July 1974.

### GOVERNMENT COUNTERPART CONTRIBUTIONS

In the project document of July 1974, the Government had agreed to supply 213 m/m of professional and 390 m/m of statistical and clerical staff, during 1974 and 1975. By April 1975 only 97 m/m of professional staff and 175 m/m of junior statistical and clerical staff were provided.

The UNIDP Co-ordinator repeatedly reminded the Director of the CEPD that the project would not become fully operational unless the counterparts were provided, as specified in the project document. The frequent promises given by the Director to recruit counterparts were not kept. By 4 November 1974, date of the Tripartite Review Meeting, the Centre had still not received all counterparts. The Tripartite Review Meeting was informed that the Government had just approved 33 posts for recruitment by the Centre. Some of these posts were to be filled by transferring staff from other divisions of the MoI in order to obtain more experienced personnel. The balance of the

new posts was to be filled as of 1 January 1975 after competitive examinations. By the time of the mid-term Review Meeting, only 4 additional senior counterparts were recruited; however, the envisaged entrance examinations finally took place in mid-April and the promise was given that all counterparts would definitely be available by mid-May 1975.

Other counterpart contributions were partially met by the Government. Office space was provided whereas office equipment such as calculators and typewriters were not, as foreseen. The Government supplied two cars which unfortunately are not all the time available for the experts. Sufficient funds were provided to pay for computer time, punching and processing of data.

#### IMPLEMENTATION OF ACTIVITIES

From the very outset the project suffered from the inability of the Industrial Economist, Mr. Kant, to subordinate his own ambitions to the objectives of the project and consequently to the needs of the country.

The first version of the project document of July 1973 listed the priorities of the three objectives as follows:

- a) to collect and process up-to-date data on industries;
- b) to conduct research and prepare studies in support of policy decisions and industrial planning; and
- c) to answer economic queries submitted by public and private industries.

In order to avoid any misunderstanding, these priorities were explained to Mr. Kant during his briefing in Vienna. Emphasis was put on data collection. It was underlined that research and preparation of studies were only scheduled for the last three months of the project. Nevertheless he tried to give the project already during its initial phase a different orientation. Without any useful data at his disposal, he advised, two months after the initiation of the project, to construct a 3<sup>rd</sup> sector inter-industry design which he thought to prepare within the next 2 or 3 months. UNED reacted very strongly against this proposal since it became obvious that Mr. Kant's concept of the project was not at all in line with the requirements of

the country and that the expert tried to shape already Phase I according to his own professional background.

In addition the Industrial Economist put too much emphasis upon upgrading his own position (Team Leader and Senior Industrial Adviser) which created an unfavourable atmosphere in the Centre and almost contributed to a breakdown of communications with the first Director of the CEPD, Dr. Wichitvong. In order to avoid any further discussion on the issue of titles and the exaggerated position taken by Mr. Kant with regard to his task of leading and directing one expert, it was decided that he would in future be simply considered as "Co-ordinator".

It was not until the end of May 1974 that all these preliminaries of the project were solved.

UNDP's position not to convert the project into an econometric exercise is fully supported by UNDP New York (see memo by Mr. Bruce Harland, Director, Technical Advisory Division, to Mr. C. Vegega, Officer-in-Charge, Division for South East Asia, EBAP of 23 September 1974 and Miss Globerman's letter to Mr. Power, of 2 October 1974). During the Tripartite Review Meeting held on 4 November 1974, agreement was reached that item 7 of the work plan, which called for "evolving some econometric norms", would be dropped from the present project.

Admittedly the timely implementation of the project suffered from the frequent non-availability of the Director of CEPD who, at the same time, had two additional assignments. As of 1 January 1975 a new full-time Director, Mr. H.C. Piriyaadis, was put in charge of CEPD.

## C. PROJECT RESULTS AND ACHIEVEMENT OF ITS PURPOSE

### INSTITUTION BUILDING

At the time of the Mid-term Review, both CISIR and the UNDP project had been operating for 15 months. Taking into consideration that this period is too short to establish a well functioning institution, it is still to be noted that the approach taken to build up CISIR was professionally inappropriate. Discussions held with different Government organisations revealed that the newly created

Centre was almost unknown: it was generally felt that the Centre is not taking sufficient account of the needs of other data users. This criticism is particularly relevant since C.SIR in fact succeeded the Industrial Information and Documentation Unit of the EPD which in the past already collected output data (production and sales) although only on a very modest scale as described above. C.SIR's main objective to collect, process and distribute data of better quality and reliability has by far not yet been met.

Upon the special request of Mr. Aselmann, UNIDO SCDPA, C.SIR only recently received an own organizational structure (see Annex III) in order to be better prepared to realize its objectives and to absorb new staff members to be recruited by mid-Jay 1975. The new organization has still to become a vivid entity since at the moment only the head of C.SIR, his six section chiefs and a few junior statisticians have been recruited. Their professional experience in the field of C.SIR's operations is limited and it is therefore doubtful whether the approach taken by the Co-ordinator was appropriate to employ them on a flexible and ad hoc basis instead of deepening their skills in one single area of responsibility.

C.SIR does not yet have an own work programme as distinct from the one for the project. This deficiency shows that C.SIR, as an institution, has thus far not developed its own profile and that the operations of its 6 sections are more determined by external factors (e.g. answering economic inquiries submitted by the public and private industrial sector) than by a well conceived work plan.

The educational background of the senior and junior staff is good; all have at least a bachelor degree from a Thai university but several have advanced degrees in economics or statistics from foreign universities.

The Director of EPD and the head of C.SIR took up their posts in January 1975. Both were previously associated with the Mo., however, in rather different capacities. They have expressed their strong interest in the activities of C.SIR and pledged full support to C.SIR and the project.

The weakest link in the field of institution building is on-the-job training of staff. This deficiency is not only due to the lack of counterparts but also to the lack of a training concept for the counterparts who were already with the Centre. Thus only little

training was given to them during the past 15 months. Only recently the project Co-ordinator drafted a lecture programme for May and June 1975. He could, however, not provide the mission with lecture notes or even outlines - and this about one week prior to the scheduled starting date.

#### OBJECTIVE

### COLLECTION, PROCESSING AND PUBLICATION OF DATA IN INDUSTRY

#### Preliminary work

Until mid-April 1975 the two experts mainly covered methodological ground work (for the complete list of publications, see Annex V). Thus, e.g., the report on the "Assessment of Thai industrial data" shows the type of data available and the way in which they are presently being collected by the Centre. The blueprint on industrial legislation relating to Thai industrial statistics contains a proposal on how to enforce the Factory Act 1969 which authorizes the Ministry of Industry to collect data on production and distribution. Of similar preparatory nature for the collection, preparation, processing and dissemination of data is the completion of the coding system for Thai industrial products as well as a proposal for the computerization of industrial data in Thailand.

To the same type of work belong the papers on quantity indexing, blow-up techniques, reliability tests, secret coding, etc., some of which will be terminated only in 2 months. The mission regrets the delayed initiation of these papers. The Co-ordinator would have had sufficient time in the past since he was hardly training any counterparts or assisting in the collection and processing of data in an attempt to compensate the lacking manpower. The quality of data published by the Centre still remains low since the inception of the project. If this is due to the lack of statistical and clerical counterpart staff, we wonder why the Co-ordinator did not at least advance the project conceptionally in order to assure its faster development once the total staff had been recruited.

Published data

So far only two publications on industrial data were issued, a booklet on "Industrial Statistics 1974" and the first monthly Bulletin on "Industrial Statistics in Thailand, September 1974".

With regard to the issue on "Industrial Statistics 1974", it is to be noted that the Mo. had already published a similar volume covering 1973, prior to the initiation of the UNED.-assisted C.SIF project. The 1974 volume constitutes only a marginal improvement as compared to the preceding one. A new facet is the inclusion of production indices 1967-1972 but doubts exist as to the usefulness of selecting 1967 as base year. Furthermore it is to be noted that only for a few commodities 1974 figures are given and the publication in fact mainly contains 1973 data. This deficiency will, however, be made up shortly by a supplementary volume on 1974 Industrial Statistics bringing the information up to December 1974.

The monthly bulletin "Industrial Statistics in Thailand", September 1974, covers the same nine industrial subsectors and 50 commodities as published in the "Industrial Statistics 1974". The issue has the character of a trial publication and should therefore be looked upon very critically since appropriate changes should be made now. To refer to September 1974 as title of this bulletin is certainly misleading since only a few tables contain provisional data for this month whereas the majority of tables do not even provide 1974 data at all. To make up for this shortcoming, it was agreed with the experts to publish the monthly bulletins for October-December 1974 by late August 1975. In addition assurance was given that, based on the agreement reached with the National Statistical Office, it will in future be possible to publish monthly data approximately 6 weeks after the reporting deadline.

One of the major drawbacks of both publications is the lacking accuracy of data since no reliability checks were applied thus far. Remedial action is proposed but it will still certainly require an enormous effort until more reliable data can be published. It was noted by the mission that the position taken by the project Co-ordinator to have reliable data available by October 1975 was not realistic.

For the months ahead the Co-ordinator proposed to increase the number of firms to which the monthly questionnaire on production and sales data is sent from 15 (1 commodities) to 55 (156 commodities). Already during the Mid-term Review meeting serious doubts were raised whether it would be physically possible to handle this amount of data in view of the lacking staff. The selection of firms was also questioned since they were not selected at random but according to the amount of investment (1 million bahts and above). A quick review of the new and old lists of firms revealed that some commodities were included which are of not much importance for the survey (e.g. wood shaving 328 firms; sand soaking 66 firms). The mission therefore recommended to reduce the number of firms to be covered to 30 and to apply random sampling in order to get a more realistic selection.

#### OBJECTIVE IV

#### RESEARCH AND PREPARATION OF STUDIES IN SUPPORT OF POLICY DECISIONS AND INDUSTRIAL PLANNING

This activity relates to item 6 of the work plan which was scheduled for the period January-May 1975. Only rudimentary work was started to collect functional data in support of an in-depth study on the paper and pulp industry. Neither an outline nor terms of reference are yet available for this single pilot study.

The revised work plan for the period May-August 1975, which was requested by Mr. Power, foresaw e.g. also the finalisation of an in-depth study on the automobile industry or at least the collection of functional data by end-May 1975. Similar studies were to follow for iron and steel, and jute (June), cement and sugar (July). August was kept in reserve.

The revised work plan also envisaged the collection of infrastructure data for three areas (Kanchanaburi, Pattaya and Konken) during May, June, July and August 1975. Again neither outlines nor terms of reference are yet available.

In view of the critical transitional phase of the project and the little preparatory work done thus far, the mission suggested to postpone any activities with regard to the second objective of the project

in order to gain sufficient time to consolidate the work with regard to objective one.

The revised work plan was not only considered as being too ambitious but in view of the lacking staff also as being unrealistic.

#### BUDGETIVE THEMES

#### ANSWERING TECHNICAL INQUIRIES SUBMITTED BY PUBLIC AND PRIVATE INDUSTRY

The mission was informed that in the past some 25-30 inquiries were received per month which, according to our information, is almost the same number as in September 1971. Important as this service might be, it has not been enlarged since the beginning of the project.

The extent to which the Centre's service is being utilized in this field has to be viewed at from different points of view. The Thai Association of Industries is a rather loose grouping of 25 members. Additional associations exist for specific industrial branches, e.g. textiles and sugar. Only a small fraction of Thai firms is actually organized which hampers the dissemination of information since most of the firms have to be approached individually. On the other hand no distinct efforts were undertaken by the project Co-ordinator to approach industries and other data users to find out their specific information needs in order to shape the project accordingly. This criticism is, however, partly met by the fact that it was not possible for the Co-ordinator to visit industries without counterparts, who were not yet recruited.

Nevertheless it can be summarized that at the time of the mid-term Review the quality and quantity of industrial data and information provided by the Centre were still very low and that the number of users had not increased as compared to the time prior to the initiation of the CESIR project.



PART II. FINDINGS AND RECOMMENDATIONS RELATIVE TO PHASE I

- a) The Mid-term Review Meeting (minutes, see Annex V) only partly reflects the deficiencies of the project and the reasons why better results could not be achieved. Particularly, the meetings the mission had later on with data users and producers showed the full range of the problems involved.
- b) The immediate and long-range objectives of the project are still valid. Eventually they will have to be enlarged with regard to the collection of input and infra-structure data once the Centre has proved its capability of collecting and processing output data.
- c) The work plan, as included in the project document, has only been implemented to a very limited extent. A revision prepared by the Co-ordinator for the period May-August 1975 was not endorsed by the mission due to its lack of realism. Therefore the mission prepared work plans for both experts until the end of their contracts. Both plans were endorsed by the Regional UNDP Representative and the Government. (See Annex V).
- d) The time schedule given by the Co-ordinator for the collection of improved output data (October 1975) was not accepted since the new counterpart staff has still to be recruited. Furthermore, it is unlikely that the new staff would be able to conduct surveys to interview entrepreneurs and to proceed with data processing work without any training.
- e) Discussions held by the mission with Governmental data producers and users revealed their vivid interest in such type of a project and underlined the need for a much closer co-ordination of the data activities of all parties concerned.
- f) An extension of the project into Phase II cannot be endorsed now.
- g) The commitment of the UNDP regarding the supply of additional counterparts by mid-May 1975 has to be carefully followed. In case of additional substantial delays in recruitment, the continuation of the project becomes undesirable.
- h) The present input of international experts should even be reduced temporarily. The contracts of both experts should not be extended.
- i) If the counterpart situation improves noticeably the contract of the Industrial Statistics and Information expert (Mr. Brahma) should be extended beyond 11.10.75 for a period of 5 months until 10.3.76.

PART III. ASSESSMENT OF THE PHASE II PROPOSAL

THE PROPOSAL

The Director of the ICPD submitted a proposal for Phase II which was, however, not accepted by the Mid-term Review Meeting for a number of reasons.

The proposal, which was mainly prepared by the present project Co-ordinator, is based on a wrong assessment of the performance of the project during Phase I, culminating in the statement that by the end of this phase Thailand will probably have an industrial statistics and information system. Other activities have by far not yet reached an operational stage as falsely indicated. The concept for the collection of operational data for planning purposes and industrial location planning beyond the Bangkok area does not yet even exist. The annual publication of industrial statistics needs much improvement and the monthly industrial bulletin has just reached a trial stage. Our comments given in Part I reveal that the past performance does not at all support the conclusion that the collection of industrial statistics would become a routine operation after October 1975.

Consequently the conclusion to conduct research and prepare studies in support of policy decisions and industrial planning and to answer economic inquiries submitted by public and private industries during Phase II is not correct.

The Ministry of Industry expresses strong views that the project should be directed towards empiric work which is meaningful for economic research related to industrial planning. A closer integration of industrial and mining data should also be brought about since industrial development in Thailand also depends on the development of mining. The growth of the two sectors is therefore considered to be complementary.

Taking all these propositions into account, it is envisaged by the Ministry of Industry that the project should have a broad-based quantitative outlook. Consequently the project should not confine itself to collect data on production and sales, which relates simply to output data, but also on input and infra-structure. Phase II should

therefore help bringing into existence a comprehensive and up-to-date master inter-industry (input-output) data complex which could be utilized by the Ministry of Industry and other agencies. This inter-industry data complex would be the start of an inter-industry table, which could be constructed by the Centre if it is not being done appropriately by any other Government agency. The data should be compiled where relevant both in physical and value units and preferably put on microfilm as their volume is expected to increase enormously in the near future.

It is the Ministry's view that the staff of the Centre has been suitably reorganized to meet these requirements and that no additional technical assistance would be needed in the field of data collection and processing.

Although the Centre has no proper library, the Ministry of Industry believes that no UNDP/UNDP assistance will be required to build up a documentation service during the next 2-3 years. Therefore the Documentation Expert is no longer needed and it is suggested to utilize the saved man to finalize the work on the information system, which in no case should go beyond October 1975.

#### ASSESSMENT OF THE PROPOSAL

In order to assess the present and future data needs of the country, the mission held consultations with the MITDB, the Board of Investment, the Bank of Thailand, the World Bank Representative in Thailand, the Regional UNDP Office, etc. During these discussions it became apparent that the above proposal is totally removed from the reality of Thai industry, which is only very loosely organized and not yet ready to support the common interest through the voluntary contribution of output and input data. Only if the direct interests of individual enterprises could be served, could it perhaps be possible to obtain reasonably reliable data. The proposal does, however, not contain a simple suggestion on how to solicit the support of industrial firms.

It is self-understood that nobody objected to getting output, input and infra-structure data. It was, however, felt that in view of the different efforts to collect various types of industrial data,

it would be more appropriate if Phase I would not be exclusively geared to the Ministry of Industry but that other data users and producers should be involved as well. The proposal does not even consider this possibility. It was therefore proposed by the NESDB to utilize the sub-committee on Industrial Information Services and the sub-committee on Industrial Planning to obtain a consensus on data needs and proposals on how to acquire more reliable data. Both sub-committees are being chaired by the Deputy Secretary General of the NESDB. The Director of the IEPD belongs to both sub-committees.

In view of the few results achieved during Phase I, the opinion prevailed to concentrate all efforts of the project for the time being on improving the output data and not to start any of the research activities for which the Centre is not yet equipped manpowerwise. The Work Plan, as conceived for Phase II, is to be abandoned and will be discussed at a later stage. Similarly the types of experts needed will be reviewed at the appropriate time without repeating a well known mistake frequently made by experts in the field to design projects according to their qualifications instead of giving full account of the needs of the country.

Finally a fresh look should be taken at the question whether library and documentation services will be needed.

#### PART IV. RECOMMENDATIONS

1) A high-level consultant (draft job description, see Annex 4) ought to be attached to the IEPD and CSIR for 2 months during July-August 1975 in order to advise the Director of IEPD and the Chairman of the sub-committee on Industrial Information Services on how to reorganize the system of industrial data collection in Thailand.

2) Based on this advice and the recommendations made during a subsequent 3-days workshop on industrial data, which all public and private data users and producers should attend and which ought to be held towards the end of the consultant's assignment, the continuation of the project under Phase II may be considered.

3) The proposal for Phase II should be finalized by the end of the consultant's assignment with the possible participation of UNCTAD Headquarters staff (Mr. Behrens).

4) The Regional Representative of UNDP, Mr. Power, who in principle shares the Government's views on the urgency to collect complete and reliable industrial data in Thailand, will review the proposal for Phase II for its inclusion in the Country Programme. The latest date for submission of the project would be end of September 1975.

5) In final separate meetings held with Mr. Power on 24.4.75 and with Professor Yos Bunnag, Under-Secretary of State for Industry, Ministry of Industry, on 25.4.75, the above recommendations were endorsed.

J B DESCRIPTION

DP/CHA/72/28/11-4/12

**Post Title:** Industrial Statistics and Data Bank Consultant

**Duration:** 8-1 weeks

**Date required:** 1 July 1975

**Duty station:** Bangkok, with travel in Thailand

**Location:** The consultant will be attached to the Directorate of the Industrial Economics and Planning Division (IEPD) of the Ministry of Industry which is operating the Centre for Industrial Statistics, Information and Research (CISIR). He will advise the Director of the IEPD as well as the Chairman of the Committee on Industrial Information Services - who is also the Deputy Director-General of the National Economic and Social Development Board (NESDB) on all matters related to the co-ordination of the different independent efforts presently undertaken by the Ministry of Industry, the Board of Investment, the Bank of Thailand, the Industrial Finance Corporation of Thailand, etc. to collect data on Thai industry.

**Duties:** The consultant will be expected to:

- 1) briefly review the progress made by the CISIR project since the mid-term review meeting in April 1975;
- 2) assess the counterpart staff situation;
- 3) appraise the quality of output data (production and sales) collected by CISIR;
- 4) analyze the types of data presently being collected by the different divisions of the Ministry of Industry and make recommendations as to whether this task can be centralized within CISIR;
- 5) assess the different types of data presently being collected by various other government organizations and private associations;
- 6) specify the needs of data users such as the Ministry of Industry, the NESDB, the Bank of Thailand, the Board of Investment, etc.:

- 7) advise users of industrial data about the necessity of reducing the number of questionnaires presently being received by industrial firms requesting their co-operation in several, independently conducted surveys.
- 8) study the needs of current and potential users of data on industry with regard to individual data (especially for administration and operational purposes) and aggregated data (for policy-making and planning purposes of government agencies and for private decision-makers);
- 9) advise the Director of the IEPD and the chairman of the Committee on Industrial Information Services on the eventual possibilities for setting-up an industrial data bank making use of routine administration and operational records going beyond the proposal made under item 4;
- 10) prepare a proposal for Phase II of the assistance given to C.I.S.I.P.
- 11) organize a 3-days workshop on data problems in Thailand with a view of final co-ordination of interests of both users and producers of data for joint action.

Qualifications:

Industrial Statistician with strong background in development economics and experience in industrial sector planning in developing countries. Specific experience in industrial data banks desirable.

Language:

English

Background information:

The Centre for Industrial Statistics, Information and Research (C.I.S.I.P.) was established in January 1974 with three objectives in mind.

- a) to collect and process up-to-date data on industries,
- b) to conduct research and prepare studies in support of policy decisions and industrial planning; and
- c) to answer economic queries submitted by public and private industries.

The establishment of C.I.S.I.P. was assisted by an UNDP/UNED project. At its mid-term the project had only succeeded to partly fulfil objective one. The need to collect reliable data on Thai industry is recognized by the Government, the Regional Representative of UNDP and UNED. Prior to entering into a second phase of the project, the requirements of data users and producers have to be reviewed.

LIST OF PEOPLE MET BY THE MISSION

1. Ministry of Industry  
Professor Yos Bunnag, Under-Secretary of State for Industry;  
Mr. M.C. Piriyaadis Diskul, Director, Industrial Economics and  
Planning Division;  
Dr. Chatchwed Muegchai, Assistant Director and Head of CISEP;  
Mr. Jaral Intarangsi, NEDP
2. National Economic and Social Development Board  
Mr. Krit Sombatsiri, Deputy Secretary General;  
Mr. Satorn Kavitanon, Head, Industrial Planning Division;  
Mr. Virat Wattanasiritham;  
Mr. Vinai Tansakul
3. Board of Investment  
Mr. Cheera Panponse, Senior Economist
4. Bank of Thailand  
Mr. Chavalit Thanachanan, Director, Economic Research Department;  
Mr. Somjai, Economic Research Department, Industry Section;  
Mr. Akachai Athicmnanta, Junior Economist
5. Bureau of the Budget  
Miss Benja Soponpinich  
Miss Suchada Tungklathieal
6. Office of Civil Service Commission  
Mr. Theerabat Sutthisingh
7. Department of Technical and Economic Co-operation  
Mr. Sunatee Srisuchart, Chief, UN Division  
Miss Chaveewarn Chandhanabhuma
8. UNDP  
Mr. G.S. Vegega, Deputy Director, EBAP, UNDP, New York;  
Miss W. Globernan, Chief, SouthEast Asia Division, EBAP, UNDP, N.York;  
Mr. Thomas F. Power, Jr., Regional Representative;  
Mr. G. Teunissen, Deputy Regional Representative;  
Mr. L. Zimmer, Assistant Regional Representative
9. UNIDP  
Mr. K. Aselmann, Senior Industrial Development Field Advisor;  
Mr. V. Kant, Project Co-ordinator, CISEP Project;  
Mr. P.B. Brahma, Industrial Information Documentation Expert, CISEP



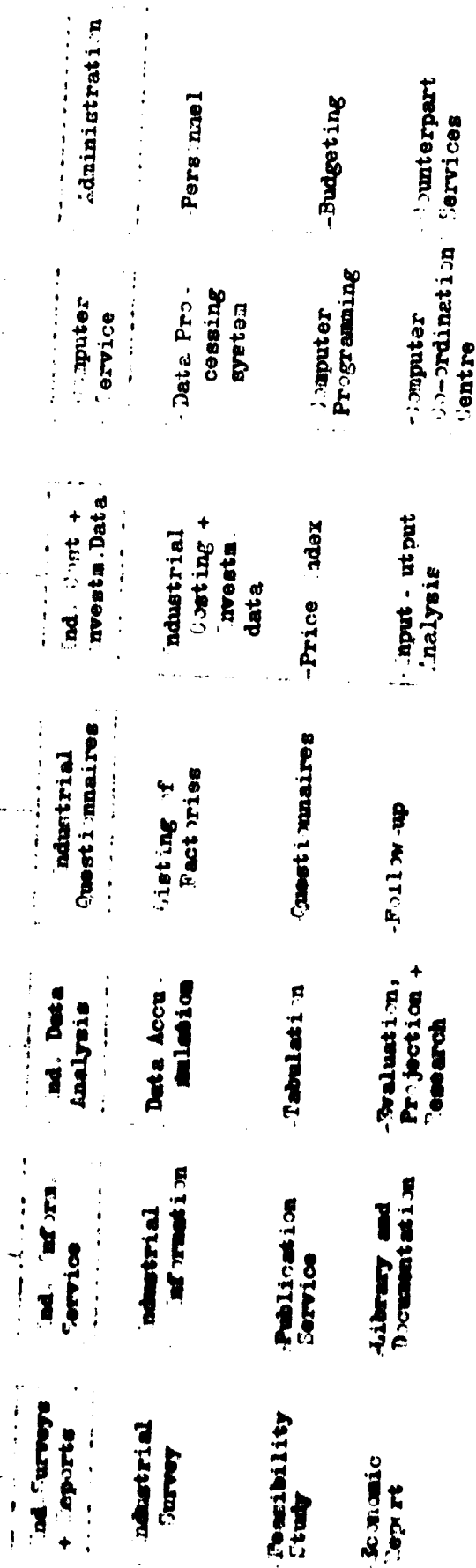
CISIR ORGANIZATIONAL STRUCTURE

Centre for Industrial Statistics,  
Information and Research

Head

Deputy Head

UNIDO Team



LIST OF PUBLICATIONS (PAPERS AND REPORTS)

- I. Mr. Kant - Industrial Economist
  1. Assessment of the industrial data at CASIR
  2. Blueprint for the industrial legislation related to the Thai Industrial Statistics
  3. Quantity indexing
  4. The strategies and designs for the monthly, quarterly and annual industrial data returns for Thailand
  
- II. Mr. Brahma - Expert in Industrial Information and Statistics
  1. Computerization of industrial data for Thailand
  2. The coding and electronic data processing systems for the Thai industrial statistics
  3. Information needs - present and anticipated requirements
  4. Information system for a national industrial data bank
  
- III. CASIR
  1. Monthly bulletin for Thai industrial statistics
  2. Thailand's current iron bar industry (Mr. Anucha)
  3. Thailand's current plywood industry (Mr. Anucha)
  4. Thailand's current fertilizer industry (Mr. Anucha)

## MEMORANDUM OF THE TRIPARTITE REVIEW MEETING

DATE: Wednesday, 16 April 1975  
 TIME: 14.00 hours  
 PLACE: Ministry of Industry

1. SUMMARY ASSESSMENT:

The Review mainly discussed the following points:

(1) COUNTERPARTS: Despite the Government's firm promise given during the Tripartite Review Meeting held on 4 November 1974 of supplying the entire professional and supporting counterpart staff by 1 January 1975, only five additional senior professional staff members joined the Centre. Until now entrance examinations to fill the remaining vacancies started on 16 April 1975. Mr. Piriyadit confirmed once more to fill all posts by mid-May 1975. Both Mr. Piriyadit and Mr. Kent emphasized that the objectives of the project could not be reached until now in view of the lacking staff. Although this point was generally accepted by the Meeting, strong doubts remained whether only this factor was to be made responsible for the low performance of the project. Evidence exists that conceptual deficiencies in designing the implementation of the project have also accounted for the insufficient output.

(2) PROGRESS OF WORK: The items covered since mid-February 1975 as outlined in Mr. Kent's memo of 10 April 1975 were met with scepticism particularly with regard to the envisaged extended survey covering 5500 - 6000 firms through mailed questionnaires. Particularly the methodology of selecting the surveyed establishments was criticized. It was felt that the firms should have been selected on a random sample basis and not just according to the size of investment outlays (Baht 1 million and above) and the degree of coverage per industrial branch. A review of the size of the industrial survey as well as of the methodology was strongly suggested taking into consideration that approximately 40 per cent of Thai industrial establishments are not registered with Ministry of Industry.

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In order to check the reliability of the data collected, no follow-up visits to the already surveyed firms were made yet. The lack of counterparts was made responsible for this deficiency.

Doubt was raised as to the usefulness of collecting functional data (general, technological and economic input and output data) for some eight industries at this stage of the project. Since neither an outline for the data collection nor a concept for the subsequent analytical work has so far been prepared and in view that only one firm of the pulp and paper industry was visited recently, useful data are not to be expected soon. Postponement of this activity was recommended.

Note was taken that technical cooperation with the NBO was improving and that computer time was now available as needed. Difficulties of the NBO of preparing computer programmes for the Centre are still to be overcome, however, a solution is envisaged shortly.

Giving due consideration to the fact that the monthly industrial statistical bulletin is the first issue distributed, doubts were still raised as to the future timeliness of this publication. Since monthly figures should not be published with a time lag of five months, it was agreed that a two months delay between the month of reference and the publication should not be exceeded.

Mr. Kent regretted that the Centre was not approached by potential data users in order to obtain their specific data requests with the exception of the Bank of Thailand and the World Bank. It was found, however, that both organisations were actually very critical about the quality of the data supplied by the Centre, and particularly the Bank of Thailand regretted the lack of close working relationship with the Centre and the experts.

It was noted that the Centre should have taken a more active role in establishing contacts with potential data users and not remain isolated contrary to its original concept. This point is particularly relevant in view of any further extension of the project.

Although practically no counterpart training was provided until today, it was noted with surprise that the chiefs of the six sections of the Centre are "working on a flexible and ad hoc basis" which in fact means that they can be

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employed interchangeably. It was remarked that a too frequent transfer of relatively inexperienced staff members does not help them to improve their professional capabilities but on the contrary leads to insecurity and inefficiency.

Since not all expectations put into the project were met, Mr. Fower expressed his inability to endorse a follow-up project at this stage. Instead, he recommended to review the project again by the end of August 1975 (next Country Programme Review). Additional technical discussions by the UNIDO representative with the Thai Government agencies were fully endorsed by the Regional Representative in order to find a realistic approach of how to solve Thailand's apparent data problem.

## 2. Record of the Meeting

Mr. Fower welcomed the participants of the Review and declared the meeting open.

Mr. Piriyadis Pichul, Director of Industrial Economics and Planning Division, thanked for the occasion of this meeting to assure the participants of his conviction about the usefulness of CISIR which he is glad to head since the middle of January 1975. In fact the initial idea for such a data gathering and processing institution was already pursued by him while he still was with the Ministry of Mineral Resources.

In view of the task given to CISIR, Mr. Piriyadis placed the support of the private industrial sector at even level with CISIR's role in supporting Government institutions with data in assistance to their planning and policy decision making.

Consequently, political leaders ought to be convinced also that appropriate data are needed to determine their decisions on industrial development.

The operations of CISIR are basically to be geared towards three levels:

- at the "micro" level provide data for the Ministry of Industry aiming at industrial sub-sectors;

- at the "macro" level supply data to the NREDB in support of its overall economic planning exercise; and

at the level of proposed investment projects support the Board of Investment in its efforts of obtaining specific data on branches of industry.

Mr. Power, proposing to follow the now well established procedures of a tripartite review, asked Mr. Kant to brief the participants of the meeting on the project operations since the previous review, 4 November 1974.

Mr. Kant, Project Coordinator, CISIR, thanked the Director-General for his support in particular to his encouragement to draw up plans for the future of the project. As far as the present status of the project is concerned, Mr. Kant reported:

1. In so far lacking Government support seems nearing its end because examinations of candidates are presently underway as a result of which the whole recruitment procedure should be terminated by 10 May 1975.
2. CISIR's operations are carried out by six sections being headed by their chiefs on a temporary and ad hoc basis in order to allow maximum flexibility.
3. The industrial survey present coverage: 1500 establishments selected according to volume of investment (Baht 1 million and more) is expected to cover 5500 firms by the end of the project. It is envisaged that 60 - 70 per cent of the questionnaires sent out will be returned like in the past. The questionnaires will be mailed as soon as the new professional and supporting staff has arrived according to Mr. Kant.
4. The collection of functional data for selected industries was initiated in the pulp and paper industry. If this experiment is successful, five other industrial sub-sectors will be covered.
5. Computerized data processing by the National Statistical Office (NSO) is now underway after initial difficulties due to staff shortage. Agreement has been reached with NSO that during the third week of a month, NSO would receive the modified data for punching and processing. The print-outs would be returned by the middle of the following month. This operation is expected to start as of mid-May.
6. The issue of the Industrial Statistics 1974 has to be up-dated in turn

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of quotation and value figures to cover the entire year since only for some commodities monthly 1974 figures were published. Indices will have to be calculated accordingly.

7. The first number of a monthly bulletin has been issued and its contents will continuously be improved.

8. In view of the expected substantial staff increase by mid-May, training will start shortly afterwards.

Mr. Jung was very much concerned whether the present and future activities could really be implemented in view of CISIR's staff shortage since its inception. Since the assurances repeatedly given by the Government in letters, reports and meetings (e.g. tripartite review) were never met, it is very hard to believe that crucial changes were to take place soon.

Furthermore, clarification was requested with regard to training. The lecture plan submitted for May and June 1975 only lists several subjects and the names of the lecturers but does not show whether any lecture notes or teaching material were available. No mention is made about training programmes conducted during the past fifteen months.

Mr. Miranda wished that <sup>the</sup> project's past performance should be judged mildly and that one should turn to a new page giving the assurance that all efforts would be concentrated on getting CISIR into full operation. This, of course, would include training.

Dr. Chatchang, Assistant Director and Head of CISIR, confirmed that if the staff requirements would be met by mid-May, the actual backlog of the workshop could be overcome by October 1975 even including the now proposed additional activities.

Taking into account that CISIR is operating at a level far below of what originally was conceived, Mr. Robinson found the project's performance unsatisfactory. The lacking counterpart and supporting staff should not serve as an overall explanation for not meeting all three objectives of the project.

Based on the idea of incorporating various Government agencies, the project has three main objectives:

- (a) to collect, process and publish data on industry;
- (b) to conduct research and prepare studies in support of policy decisions and industrial planning; and
- (c) to solve economic problems related to industrial development of the country which are continuously submitted by the private and public industrial sectors as well as by various Government agencies.

It was recognized by Mr. Bahrens that the implementation of CISM encountered a number of obstacles but he felt that the project should have produced more tangible results than just a few background papers and some unreliable industrial statistics (September 1974 monthly bulletin). Particularly since the counterparts were not available it would have been the duty of the Coordinator to advance the statistical methodology for the project (e.g. reliability checks and blow-up technique) in order to regain time lost elsewhere. Hence with regard to the project's future, his overall expectations would be rather pessimistic.

Certain basic activities, e.g. the collection of data on production and sales were not initiated by the project; similarly the 1974 Industrial Statistics publication is already preceded by the 1973 issue, although admittedly some indices were added by the project whereas some data on inputs were provided independently by the Centre's staff. The base year chosen for the calculation of the indices is 1967.

In view of the given and well-known difficulties in obtaining industrial data, the project should have advised CISM of adopting its approach to the prevailing situation rather than complain that the chosen approach is not actively appreciated by the parties concerned. For this stands the practically non-existent working relationship with industry: number and quality of contacts so far were felt to be inadequate.

The management of the senior counterpart personnel particularly the proposal of managing them with shifting tasks without clear job descriptions

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In the absence of a well defined work programme was criticized by the Senior Industrial Development Field Adviser, Mr. K. Assinon.

Mr. C. Vagan, Deputy Director, Bureau for Asia and the Pacific, UNDP, New York, found the methodology used for collecting the industrial data as not being in line with well established standards for such an exercise and feared that the scheduled coverage of 5500 firms is beyond CISIR's capacity.

Mr. Kent replied that in view of the simplicity of the questionnaires, asking only for three types of activities, he is not envisaging any problems for the four junior professionals to handle the incoming replies. The expected increase of replies from 600 to 3000-4000 firms was hoped to be attained through the mailing of all questionnaires at once. This would guarantee an even inflow of data over the forthcoming six-month period.

Mr. Chatchad explained the approach used by CISIR to set up a list of industrial establishments to be surveyed in future. Since practically all major firms are centrally registered, their representation in the survey is warranted because the respective list is available to CISIR.

Mr. Brahm, on the contrary, was strongly advising to use random sampling for the selection of industrial establishments in order to obtain a more realistic reproduction of the actual set-up in this sector. In addition, he remarked that a large number of firms are not registered which sheds some doubts on the presently used selection method.

Mr. Kent felt that for two reasons this more sophisticated method was not feasible -

- due to lack of supporting staff;
- Thailand's low industrialization rate does not require such sampling techniques.

Furthermore, Mr. Kent advised against using any labour intensive approaches at this stage because even the present strength of the supporting staff was not secured due to the fact that the four junior professionals who until now handled the data flow, are also subject to the earlier mentioned entrance examinations.

The presently used selection criteria was not only confined to the size of investment but with regard to size was set the limit of an annual capacity of 100 tons and more.

The Sub-committee on Industrial Information Services had restricted CISIR to the collection of monthly data whereas the National Statistical Office (NSO) was given the mandate of collecting quarterly and annual industrial data.

Training was not needed at the present stage, said Mr. Kapt since the senior counterpart staff is sufficiently experienced whereas the junior professionals were carrying out their assignments satisfactorily. As soon as all posts will be filled, a concentrated training programme will be started. The same applies to the staff arrangements and respective job descriptions; as soon as the project has all the staff, appropriate and definite arrangements would be made.

Mr. Power enquired whether in addition to the five reports prepared by the experts until 1974 Tripartite Review Meeting, any additional reports were handed over to NESDB chair Sub-committee on Industrial Information Services for review and comment.

Mr. Wiyat Wattana of NESDB, emphasized NESDB's need for up-to-date data which the NSO was unable to produce so far and which could be produced by CISIR. In general, NESDB had no specific comments on CISIR and the project.

Mr. Eshragh added that despite the shortage of counterpart staff, the present project should have been more active in promoting its objectives and activities, e.g. the lacking communication of CISIR and the project with its potential clients such as the NESDB, the Board of Investment and the Bank of Thailand. Thus, the project worked in isolation and did not receive any external suggestions about the future orientation of the project.

Mr. Robinson reported that NESIB had expressed the particular need for data on inventory and production on a quarterly basis.

Mr. Wongs indicated that out of the four principal activities of the project as he sees them, two seem to have been met in a certain way whereas training and a proper organizational set-up are still missing. Hence the

project Coordinator should particularly concentrate on these aspects for the remaining duration of the project.

Dr. Chatterjee said that this was envisaged as soon as recruitment would be completed.

Miss Gieberman, Chief, South East Asia Division, Regional Bureau for Asia and the Pacific, UNDP, New York, was concerned about the two different impressions one could gain if looking separately into the project reports on one side and the actual achievements of the project on the other side. This applies in particular to the still not secured methodology, to the poor organization of CISER, to the absence of actual users of CISER data and CISER's relationship with other data producing agents, in particular the NSO.

Mr. Broking reported on the latter that he had come to an agreement with NSO as to how to make NSO's computer facilities available to CISER. All data processing was to be carried out by NSO with the exception of coding which remained with CISER.

Mr. Kent said that the design for the earlier mentioned new approach to data collection from 3500 firms is ready and only needed implementation. The same applied for training. With sufficient staff from mid-May on, its execution would no longer be a problem. Regarding the production of quarterly data by CISER, Mr. Kent referred to a decision by the Sub-committee on Industrial Information Services which ascribed this duty only to the NSO. If officially CISER was asked to produce quarterly data, there would not be any obstacle to it.

The admittedly existing delays of delivery were all due to the chronic staff shortage.

Furthermore, Mr. Kent mentioned the Bank of Thailand as the sole regular user of CISER data. NSO had so far never given CISER a precise catalogue of their needs.

Mr. Broking felt it was CISER's duty to actively access data needs instead of waiting for customers. He also underlined that the NSO did not approach

the Centre because the quality of its data was still considered inadequate for overall economic planning.

Mr. Puvion relating the project's shortcomings and its present manning table, said it was impossible at this stage to endorse the follow-up of CISER as outlined in the document the review members had before them.

Therefore, only technical discussion as already started between Mr. Behrens and the Thai Government should continue so that effective remedial measures could be reported. A final decision on a Phase II of CISER should be postponed until the next Country Programme Review in August 1975 but Mr. Behrens should certainly look into the matter while being in Bangkok.

All parties concerned agreed on this proposal.

Mr. Behrens was told that UNIDO's expertise, if the project was to be extended, would be required.

Mr. Piriyadis apologized for his partial absence during the deliberations but said that it was for the project's sake that he was trying to find out the reasons from the Bureau of the Budget which hampered the timely appointment of counterpart staff. He assured the meeting that if the Bureau of the Budget in the past was not approached properly, his Division would try to make up from proper funds for eventual shortcomings.

In full appreciation of past efforts in the statistical assessment of economic reality he wished to remind the members of the meeting the difficulties in obtaining accurate data particularly in a system of entrepreneurship where the predominant Asian character tends to hold back essential parts of industrial information.

Finally, he thanked those who travelled from far to attend this fruitful session.

The meeting was adjourned at 16.45 hours.

LIST OF PARTICIPANTS

National Economic and Social Development Board

Mr. Nret Jattanasiritham

Mr. Vinsai Tansakul

Bureau of the Budget

Miss Souja Sopenpinich

Miss Suchada Mangkhaethai

Office of Civil Service Commission

Mr. Theerabat Sutthisingh

Department of Technical and Economic Cooperation

Mr. Sunateo Srisuehart                      Chief, UN Division

Miss Chaveewarn Chandhanabhums

Center for Industrial Statistics, Information and Research

Mr. G. Nodjchai

Ministry of Industry

N.C. Piriya-die Dikhol                      Director, Division of Industrial Economic  
and Planning

IBRD

Mr. C.S. Vagaga                              Deputy Director, IBRD, UNDP, New York

Miss H. Gleberman                          Chief, South East Asia Division, IBRD, UNDP,  
New York

Mr. Thomas F. Power, Jr.                      Regional Representative

Mr. G. Toumleou                              Deputy Regional Representative

Mr. L. Stinner                                  Assistant Regional Representative

UNIDO

Mr. E. Asslmann                              Senior Industrial Development Field Advisor

Mr. W. Schrems                                UNIDO, Vienna

Mr. H. Kant                                    Project Coordinator, CISEP Project

Mr. P.D. Brakha                                Industrial Information Documentation Expert, CISEP

WORK PLANS FOR POSTS DP/THA/72/28/11-1 + 11-2  
UNLESS EXPLICITLY STATED OTHERWISE

1. Mr. Kant, Industrial Economist (DP/THA/72/28/11-1)

Duration of contract: 28/7/75

Annual leave until end of contract: 24½ days

Departure: 24/6/75

Duties:

- a) Paper on the reliability technique: 28/4/75 - 23/5/75
- b) Paper on blow-up techniques: 28/4/75 - 23/5/75
- c) Advise on the Supplementary Volume Industrial Statistics 1974 on Quantity Data, preparation of Index Numbers until December 1974; Data Processing: 28/4/75 - 24/6/75
- d) Preparation of final report: 26/5/75 - 24/6/75

2. Mr. Brahma, Industrial Information and Statistics Expert  
(DP/THA/72/28/11-2)

Duration of contract: 11/10/75

Annual leave until end of contract: 31½ days

Departure: 11/9/75

Duties:

- a) Final Selection of firms to be surveyed to collect data on production and sales (1975 figures): 28/4/75-16/5/75
- b) Supervision of mailing operation of questionnaires: 2/6/75 - 6/6/75
- c) Checks on incoming questionnaires: 14/7/75 - 25/7/75
- d) Final e.d.p. operations and organisation of coding operations: 9/6/75 - 22/8/75
- e) On-the-job training in coding, problems of data processing, questionnaires, etc.: 9/6/75 - 28/6/75
- f) Training of approximately ten Thai teams paying follow-up visits to firms to verify data supplied: 19/5/75-6/6/75
- g) Monthly Statistical Bulletins October 1974 - December 1974: Mid-July - end August 1975
- h) Lecture Programme: to be agreed upon
- i) Preparation of final report: 18/8/75 - 11/9/75

TERMS OF REFERENCE FOR UNDP UNICED MID-TERM REVIEW OF  
THE PROJECT DP/THA/72/28  
STRENGTHENING OF THE CENTRE FOR INDUSTRIAL STATISTICS,  
INFORMATION AND RESEARCH (CISIR)  
MINISTRY OF INDUSTRY, BANGKOK

Scope and Purpose of the Review

The primary purposes of the Mid-term Review of the project are:

- a) To evaluate it in order to determine how adequately its immediate objectives, as laid down in the Work Plan, are being attained and how effective it has been or is likely to be in helping the Government to widen its data base required for industrial planning and programming;
- b) To identify the factors which may have facilitated or deterred the achievement of the project's immediate purposes and ultimate objectives;
- c) To make recommendations for future action.

The mission should feel free to review all steps in the formulation and implementation of the project and make recommendations as to its future.

In reviewing and evaluating the objectives, the implementation and the results of the project to date and appraising the request for further assistance the Mission will in particular:

- a) Evaluate
  - i) The immediate and long-range objectives of the project as well as the Work Plan;
  - ii) Whether the establishment of the project in Thailand has proved to be sound;
  - iii) The effectiveness of the implementation of the project, with special reference 1) to the composition and timing of expert services, and 2) to the provision of counterparts, buildings and other facilities by the Government;
  - iv) The training of counterparts;
  - v) The results so far achieved especially as concerns:
    1. The institutional aspect of the Centre and how, as an institution, it plays its role in the overall Thai economy and what impact it has had and might have in future on industrial development;

2. The extent to which the Centre is being utilized by Government agencies and by the business and industrial community;
3. The studies carried out by the Centre.

b) Assess

The overall validity of the continuation of the project, particularly as concerns:

- i) The impact the continued assistance would have for a more adequate establishment of the Centre;
- ii) The suggested duration of the continued assistance and its components;
- iii) Other activities, if any, which should be included in the new phase and which would make a significant contribution towards further industrial development; and
- iv) The need for further training of counterparts.

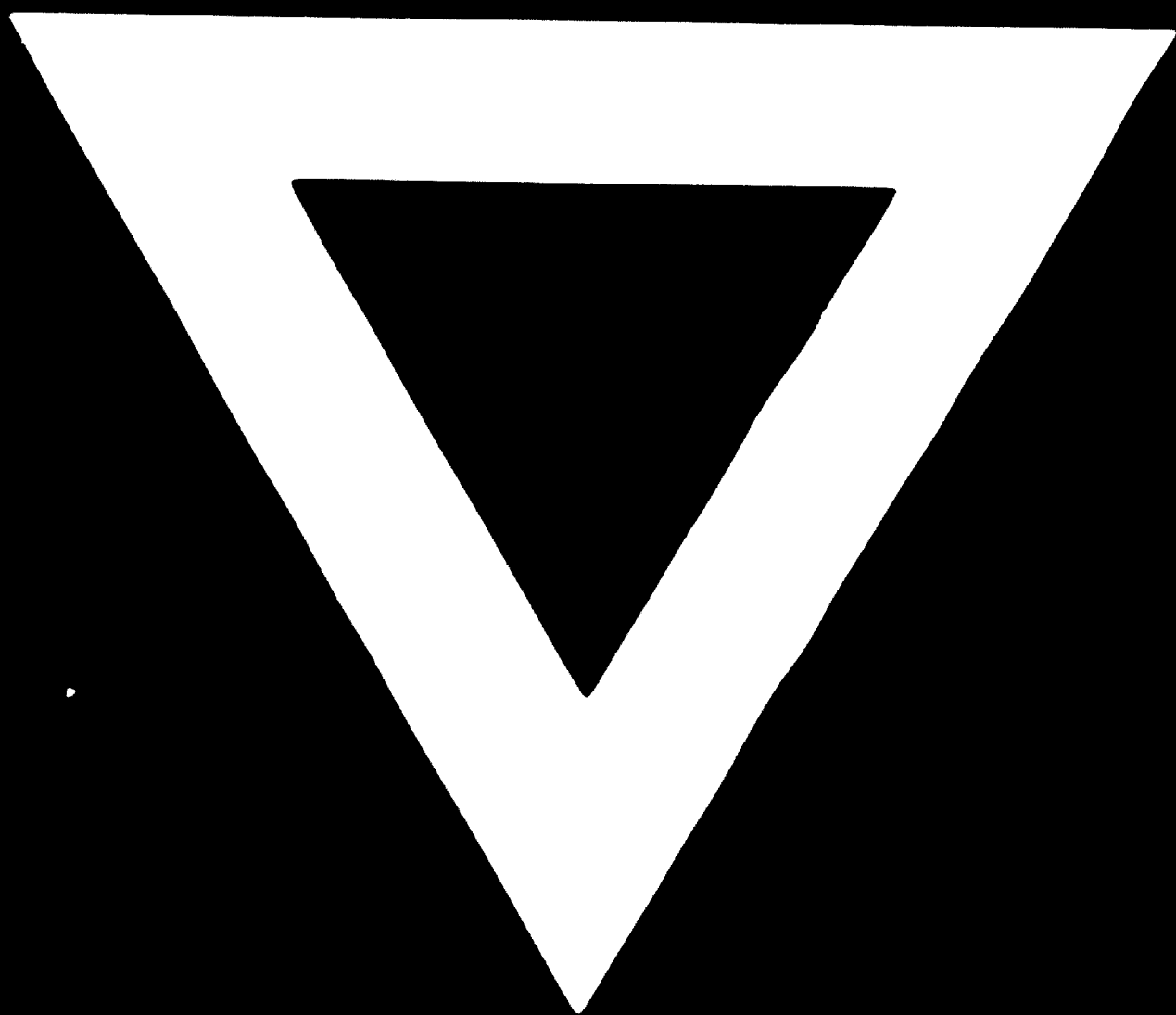
Timetable of the Mid-term Review Meeting

The meeting is scheduled for Wednesday, 16 April 1975, 14.00 hours in the office of the UNDP Regional Representative.

The UNDP representative will arrive two days ahead of the meeting in Bangkok in order to have preliminary discussions with the Government, the Regional Representative, and the UNDP experts.







**76.01.12**