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UNITED NATIONS INDUSTRIAL  
DEVELOPMENT ORGANIZATION

UNIDO/IPPD.197  
24 November 1975

ORIGINAL: ENGLISH

INTERREGIONAL TRAINING WORKSHOP ON PROJECT  
PREPARATION AND EVALUATION <sup>1/</sup>

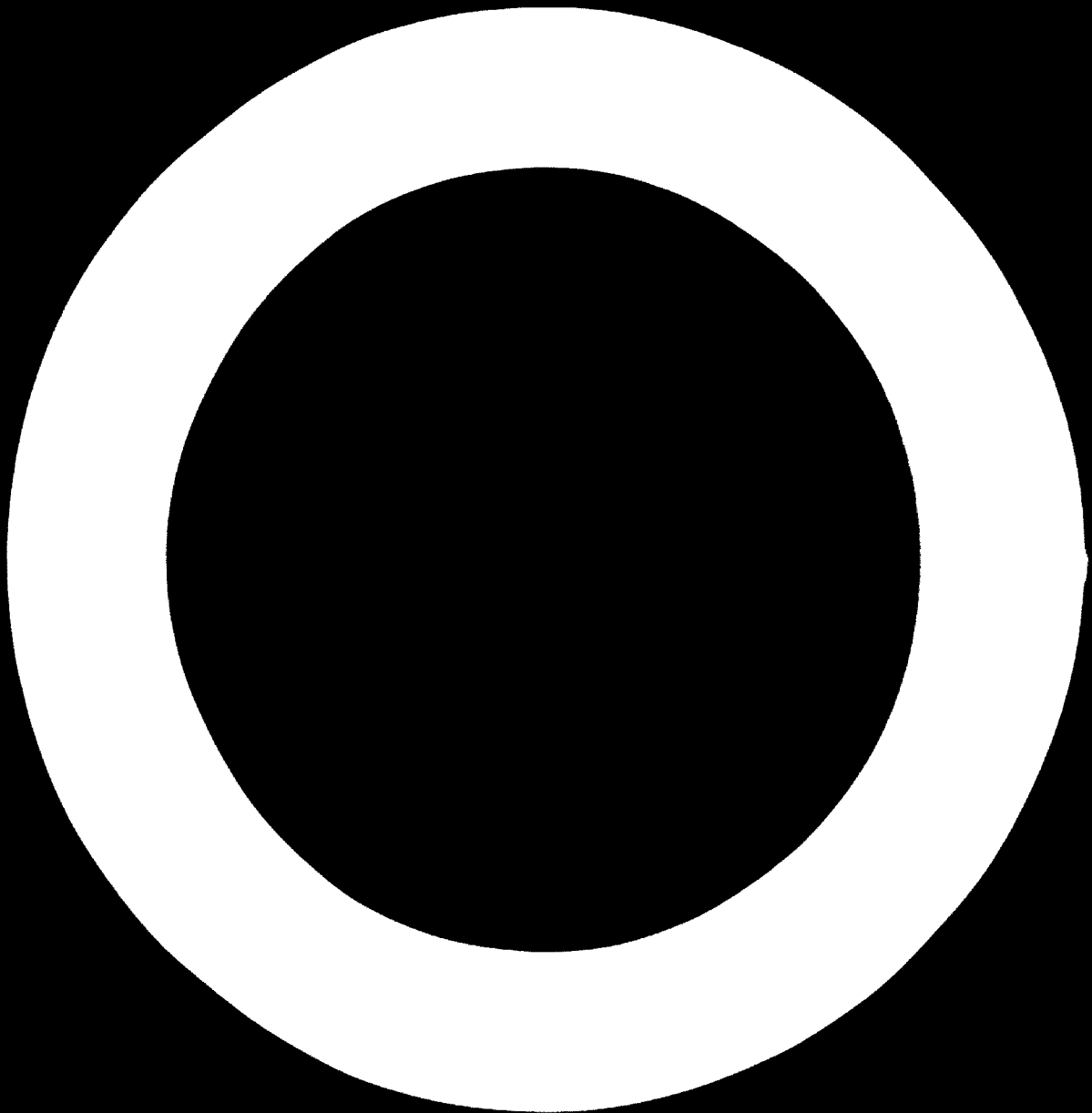
Sofia, Bulgaria  
23 June - 11 July 1975 .

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### Introduction

The Interregional Training Workshop on Project Preparation and Evaluation was held in Sofia, 23 June - 11 July 1975. It was sponsored and financed jointly by the United Nations Industrial Development Organization (UNIDO) and the Government of Bulgaria. The preparations for the Workshop had been started as early as July 1974 by the Industrial Programming Section of the Industrial Policies and Programming Division of UNIDO and by the State Planning Committee, Bulgaria.

The main objective of the Workshop was to provide the participants from government, banking and other institutions in various developing countries with better insight into the methodology of investment planning and programming in Bulgaria at different levels, i.e. national, industrial sector, industrial branch, industrial project. Special emphasis was placed on the evaluation of the economic efficiency of industrial investment projects from the point of view of the national interests. In order to treat the main problems also on a comparative basis, most of the participants prepared and submitted brief papers on the methodology and the practice of investment planning at different levels in their countries.

Emphasis was placed on studying the practices of ministries, industrial associations and engineering design organizations in the identification, formulation, evaluation and selection of investment projects. Bearing in mind that, in practice, the preparation and implementation of projects are closely interrelated and equally important, certain topics of implementation were also covered.

The training methods of the Workshop were adjusted to suit the diverse theoretical and practical backgrounds of the participants. Priority was given to the essential techniques of project preparation and evaluation under conditions of comprehensive national planning and the relevance of these techniques to the conditions prevailing in the developing countries represented at the Workshop.

## I. Organization of the Workshop

### Agenda

The Workshop was officially opened at 10:30 a.m. on 23 June 1975 in the conference area of the Park Hotel, 11 Blvd. in Sofia. Opening statements were made on behalf of the Government of Bulgaria by I. Shpatov, First Deputy Chairman, State Planning Committee, and on behalf of UNIDO by I. Angelov, Industrial Policies and Programming Division. Mr. G. Kojnev, Director of Division, State Planning Committee was selected as Chairman of the Workshop.

The training programme consisted of sessions held daily except Saturdays and Sundays from 9:00 a.m. to 2 p.m. The lectures were delivered in Bulgarian. A very good simultaneous interpretation in English was available. All working documents were available in the English language.

The cultural programme comprised visits to historical places in Sofia, Plovdiv as well as the Rila Monastery.

The closing session was held on 11 July 1975. It was devoted to an evaluation of the Workshop by the participants. Practically all of them made statements, expressing their appreciation for the Workshop and thanking the Bulgarian staff associated with the Workshop for providing them an opportunity to become acquainted not only with the methodology of project planning but also with the overall rapid socio-economic development of the country. Closing statements were made again by Mr. I. Shpatov on behalf of the host Government and Mr. I. Angelov on behalf of UNIDO.

Ample publicity of the opening and the proceedings of the Workshop was provided by the information media.

### Participants

The Workshop was designed for 17 participants from Asia, Africa and the Middle East. The interest with regard to the Workshop was very great. More than 30 candidates were nominated and from them 21 selected.

Six participants attended the Workshop at their Government's expense. The 21 participants came from Afghanistan, Cuba, Greece, Iran, Iraq, Jordan, Kuwait, Libya, Malaysia, People's Democratic Republic of Yemen, Portugal, Sudan, Syria, Turkey as well as from IDCAS. A full list of participants is provided in annex.

All participants were university graduates, approximately half of them in economics and half in engineering. Although they all had a basic knowledge of project preparation and evaluation, some had only very limited practical experience in that field. For many of the participants this was the first opportunity to study in a systematic way, the procedures and techniques of investment planning and project evaluation in an economy with a comprehensive planning system.

All participants were asked to submit country papers on the subject of the Workshop. Nine papers were submitted, some of them jointly (when more than one participant came from the same country). The country papers were distributed among the participants and references were often made to them during the discussions.

#### The Training Programme

The training programme included lectures on the development of the socio-economic framework during the last 30 years and its present status, and on the procedures and techniques for identification, formulation, evaluation, selection and implementation of investment projects as an integral part of the overall development planning process. The lectures on procedures and techniques took 30 hours, the discussions 17 hours, and the practical exercises and visits to factories, engineering design organisations and other institutions 36 hours. Many of the lectures were supported by charts, practical demonstrations and other modern teaching methods.

The main subjects taught in the Workshop were the following:

- Planning and management system in Bulgaria;
- Investment planning in industry and by industrial branches;
- Interrelationship between sectoral, sub-sectoral and project planning;

- Formulation of industrial investment projects;
- Calculation of the economic efficiency of investment projects;
- Project selection;
- Implementation of investment projects;
- Investment financing;
- Post-investment evaluation of industrial projects;
- Assessment of economic efficiency on sectoral and national levels

Fifteen Bulgarian consultants contributed to the Workshop by giving lectures or presenting case studies. The appearance of so many Bulgarian experts at the Workshop not only made it more interesting, but also provided the participants with opportunities to meet a number of specialists working at different levels of investment planning and implementation: State Planning Committee, ministries, industrial associations, universities, research institutes, engineering design organizations, operational factories.

An important feature of the group of lecturers was that all had a comprehensive theoretical background and extensive practical experience in their subjects, which made their presentations ample and authoritative. Another feature of the lecturing was that the consultants not only presented the achievements but also the shortcomings and difficulties faced in the project development process, not only the merits but also the demerits of their techniques and procedures. A third feature of the consultants' approach was that they exposed not only the current procedures and techniques of project development but also the evolution of those procedures and techniques in the course of the last 30 years as well as the main lines of further development and refinement.

Brief summaries of all lectures were prepared in advance and distributed to the participants. The Bulgarian Operational Manual for Project Evaluation was also translated into English and distributed to the participants. The total volume of documentation distributed exceeded 100 pages.



The training programme also included visits to the Engineering Design Organization "Agropromproject", to the Scientific Research Institute on Economics, Organization and Mechanization of the Construction, to a factory for ready-to-wear cloth, to an electric power plant in Bobov Dol (100 km southwest of Sofia) and to a non-ferrous metallurgical plant near Plovdiv (170 km east of Sofia). These visits provided an opportunity to illustrate some of the subjects taught in the Workshop and to hold discussions with the managers of industrial institutions and projects.

Apart from the regular training programme several participants asked for appointments with Bulgarian specialists on other subjects of particular interest to them: higher economic education, vocational training, urban planning, regional planning, specific technological topics of civil engineering, etc. The secretariat of the Workshop arranged appointments with high-level Bulgarian specialists on the subjects outside of the regular programme.

## II. Evaluation and Recommendations

The participants attended the sessions regularly, asked many questions, shared their experiences and raised many pertinent points for discussion. This is good evidence not only of the great importance of the subject for the developing countries, but also of the excellence of the presentation method of the Bulgarian experience in investment planning at different levels.

The overall evaluation of the Workshop was that it more than achieved its objective to study the Bulgarian experience in identification, formulation, evaluation, selection and implementation of investment projects and to discuss it on a comparative basis with the relevant experience of the developing countries represented at the Workshop. The additional knowledge and experience acquired by the participants - after appropriate adjustment to the conditions in their countries - should help them to improve their work in the field of investment planning.

The participants recommended to UNIDO and the Bulgarian Government to organize in the future training courses on project development, on regional planning, on international industrial co-operation, etc.

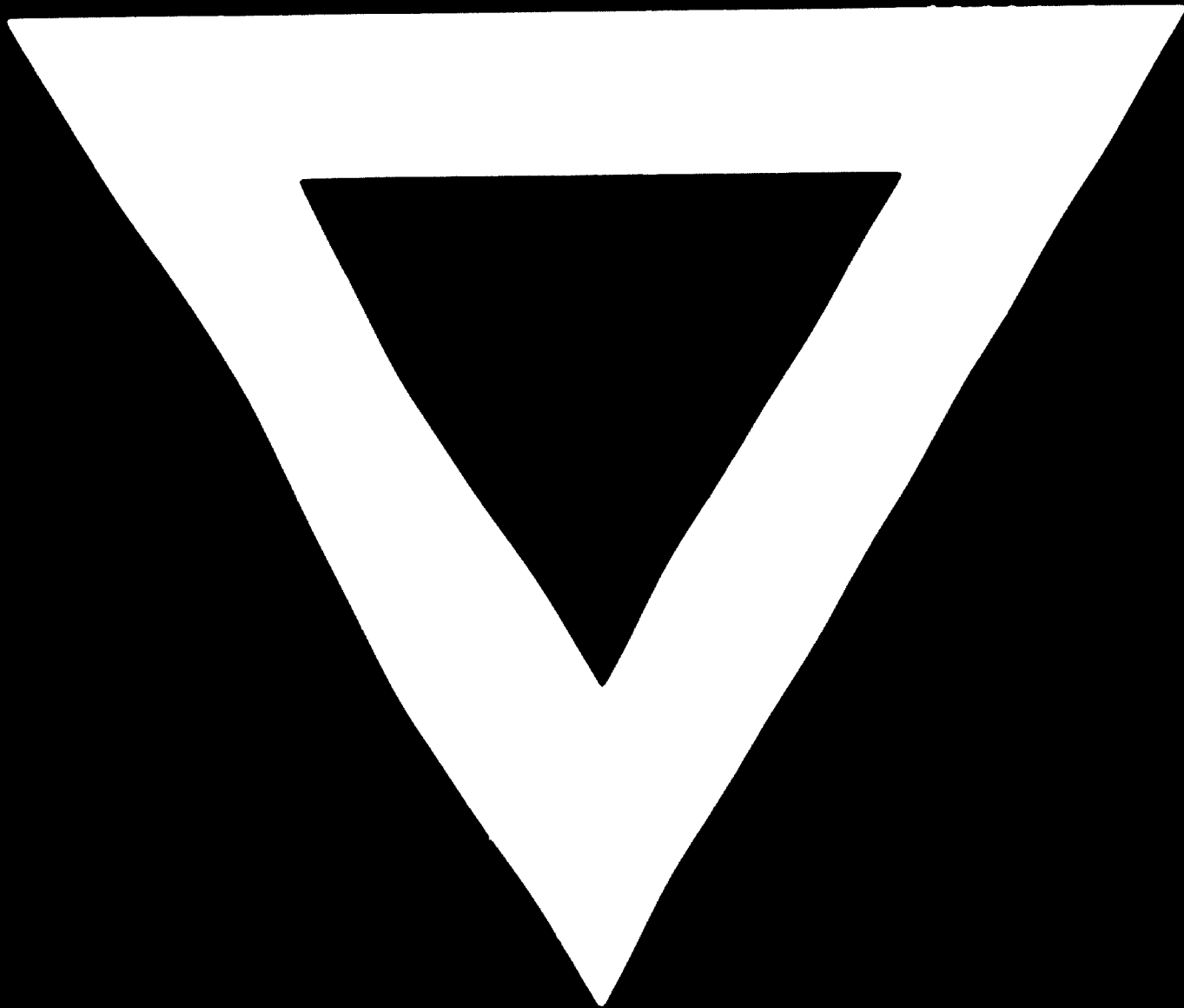
AIWEX

List of Participants

1. Afghanistan      Mr. Amir Mohammad Samiee, Director of Budget for Mines and Industries Section, Ministry of Planning, Kabul
2. Cuba              Mrs. Sanchez Agramon Ancia, Ministry of Industry, La Habana
3. Greece            Mr. Vitzilaios Avgoustinos, Director, Directorate of National Economic Planning, Ministry of Co-ordination and Planning, Athens  
Mr. Theofanides Stavras, Head of Department of Project Evaluation, Centre of Planning and Economic Research, Athens
4. IDCAS             Mr. Mohamed Said Ali, Head of the Industrial Planning Section, Economic Division, IDCAS, Cairo
5. Iran                Mr. Manouchehr Soleimany Saunandaji, Senior Expert, Government Plan and Budget Organization, Teheran  
Mr. Keivan Masoumi, Director of Hamedan Plan and Budget Bureau, Plan and Budget Organization, Teheran
6. Iraq                Mr. Abdul Jabbar Shannon Al Khafaji, Senior Engineer, State Organization
7. Jordan            Mr. Fouad Manna, Director of Planning, Ministry of National Economy, Amman  
Mr. Mohammad Muntas Hamadah, Finance Researcher, National Planning Council, Amman
8. Kuwait            Mr. Najeeb I. Al-Foraih, Industrial Engineer, Consulting Bureau, Ministry of Commerce and Industry, Kuwait
9. Libya              Mr. Osman Sobhi El-Messallati, Ministry of Foreign Affairs, Tripoli
10. Malaysia        Mr. Lee Sum Tung, Head, Industrial Studies and Surveys Division, Federal Industrial Development Authority, Kuala Lumpur

11. People's Democratic Republic of Yemen Mr. Abdulla Ahmed Kubarez, Planning Officer, Ministry of Planning, Aden
12. Portugal Mr. Figueiredo Rocha Santos, Chief of Section, National Institute for Industrial Research, Lisbon  
Mr. Alberto Conde Moreno, Technical Officer, Industrial Planning Bureau, Lisbon
13. Sudan Mr. Z.Y. Abdel Sayed, Ministry of Industry, Khartoum
14. Syria Mr. Foyez Hames, Director of Planning and Statistics, Union of Food Industries, Damascus  
Mr. Sulciman Adwan, Chief of Section on Techno-Economic Studies, Industrial Testing and Research Center, Damascus
15. Turkey Mr. Ozgen Saylan, Manager of Project and Construction Department, Iron and Steel Works of Turkey, Karablik  
Mr. Barlas Arat, Senior Economist, Economic Research and Analysis Department, State Investment Bank, Ankara





**76.02.03**