



TOGETHER
for a sustainable future

OCCASION

This publication has been made available to the public on the occasion of the 50th anniversary of the United Nations Industrial Development Organisation.



TOGETHER
for a sustainable future

DISCLAIMER

This document has been produced without formal United Nations editing. The designations employed and the presentation of the material in this document do not imply the expression of any opinion whatsoever on the part of the Secretariat of the United Nations Industrial Development Organization (UNIDO) concerning the legal status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontiers or boundaries, or its economic system or degree of development. Designations such as “developed”, “industrialized” and “developing” are intended for statistical convenience and do not necessarily express a judgment about the stage reached by a particular country or area in the development process. Mention of firm names or commercial products does not constitute an endorsement by UNIDO.

FAIR USE POLICY

Any part of this publication may be quoted and referenced for educational and research purposes without additional permission from UNIDO. However, those who make use of quoting and referencing this publication are requested to follow the Fair Use Policy of giving due credit to UNIDO.

CONTACT

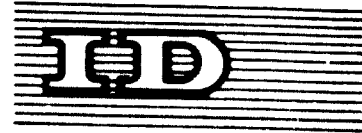
Please contact publications@unido.org for further information concerning UNIDO publications.

For more information about UNIDO, please visit us at www.unido.org

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.



D04173



United Nations Industrial Development Organization

Distr.
GENERAL

ID/B/64/Add.12
31 January 1970

ORIGINAL: ENGLISH

Industrial Development Board

Fourth Session

Vienna, 20 - 30 April 1970

Agenda item 5(a) and (b)

PROGRAMME OF WORK FOR 1971 INCLUDING REPORT OF ACTIVITIES

FOR 1969 AND UPDATING OF 1970 PROGRAMME

PART TWO

Group 12: Industrial Programming and Project Planning

NOTE

Documents ID/B/64/Add.1-15 contain a detailed description of the fifteen groups of activities of UNIDO for the years 1969 to 1971. A list of these fifteen groups appears in the preface to document ID/B/64.

The material in each addendum is organized as follows:

Introduction

A. Operational Activities

B. Supporting Activities

Section A on Operational Activities lists the field projects by technical assistance programmes (UNDP/SF, UNDP/TA, RP and SIS). Under each programme appears a detailed description of the projects approved as of 30 September 1969 and a forecast of new projects. The list of approved projects is followed by a summary of expenditures. Projects that have been completed in 1969 (barring possible extension) are indicated by an asterisk.

Section B on Supporting Activities is divided into "projects" corresponding to major areas of work, each project being subdivided into "components". Under each component, details of expenditure are given for the following items: staff man/months, meetings and consultants. The priorities A and B, under which components are listed, apply to the programmed activities in 1970 and 1971, priority B indicating that implementation is subject to availability of funds. Unless otherwise indicated, expenditures on supporting activities are financed from the UNIDO Regular Budget. Because of the nature of the item, expenditures on publications are listed separately in this section. Finally, the section contains summary tables of expenditures on supporting activities by sources of funds for 1969, 1970 and 1971.

INTRODUCTION

1. In view of the increasing recognition by developing countries of the need for applying adequate sectoral and project planning, the field projects in Group 12 have been assuming a larger proportion of the UNIDO technical assistance activities and are expected to increase further in the coming years.
2. During 1969, the demand from developing countries for technical assistance in this area continued to increase and covered almost all aspects of industrial programming and project planning. Six UNDP/SF projects were in operation with over 30 experts dealing with industrial programming and project planning, and six further Special Fund projects were officially submitted to UNDP for approval. In addition, functions pertaining to industrial planning and related issues were performed by some 50 experts.
3. Technical assistance requests centered largely on identification of development possibilities and on elaboration of long-term industrialization programmes and priorities including: advice on strategy, planning techniques and organization for planning; the preparation of preliminary pre-investment and feasibility studies; and preparation, evaluation and implementation of industrial projects. Expert assistance focused on assessment of development possibilities, formulation of industrial development plans, and definition of sectoral priorities and priority industries for inclusion in industrial programmes. At the same time, assistance was rendered in the preparation of feasibility studies for new industries, taking into account the utilization of local raw materials, available skills, choice of technique, location of industry, and present and prospective market potentials.
4. Evaluation of industrial projects in the public and private sectors was another major area of assistance in 1969. Technical assistance activities also concentrated on guidance and improvement in the collection, classification and analysis of the basic data and information needed for industrial programming and project planning activities and for continuous review and assessment of industrial sectors. Problems of project implementation, with respect to introducing implementation and follow-up procedures, received attention in various

countries. Assistance was rendered in working out specifications to suppliers and in economic and technical evaluation of offers from suppliers. Assistance in project evaluation and implementation in 1969 took the form of UNIDO staff participation in several advisory missions.

5. Of the operational activities carried out in 1969, 32 per cent related to strategies and planning techniques, 28 per cent to industrial project planning, 31 per cent to project evaluation and 9 per cent to project implementation. The supporting activities in 1969 related closely to this distribution.

6. In 1970, efforts will be made to develop a long-range programme of technical assistance activities; field activities will be expanded in volume, along the lines specified in 1969 and in keeping with priorities arising from the targets and policies defined by the developing countries. The supporting activities will also be reoriented towards these priority problems (see also ID/B/44, para. 326). Thus, more emphasis will be placed on advisory missions on industrial programming and project planning with the participation of UNIDO staff (ID/B/44, para. 317,330). These missions will be expanded in 1971. The utilization of headquarters staff will make it possible to improve the ability of UNIDO to respond to urgent requests for short-term assistance and to accumulate experience necessary for the effective support of field activities.

7. In 1971, the envisaged Special Fund projects, six of which have already been submitted to UNDP for approval, as well as the forecast of new UNDP/TA projects, indicate that there will be an increasing number of country requests in the areas of industrial planning and project programming. It is in this direction that the supporting activities in Group 12 have been oriented.

A. OPERATIONAL ACTIVITIESUNDP/SPECIAL FUND - approved projectsProject
numberAFRICATunisiaTUN-15 National centre for industrial studies

Purpose: To assist in the establishment and initial operation of a national centre for industrial studies. The centre will advise the Government on industrial programmes and policies, undertake technical and economic studies of specific industrial projects and prepare feasibility studies. The project became operational in August 1968.

Approved: June 1966

UNDP: \$ 771,700

Duration: 5 years

Gov't: \$ 830,000

United Republic of TanzaniaTAN-10 Industrial studies and development centre, Dar-es-Salaam

Purpose: To advise the Ministry of Industry, Mineral Resources and Power on industrial policy and organization; to assist in the investigations necessary for better utilization of the country's natural resources; to prepare industrial feasibility studies and advise on the implementation of projects; to provide industrial extension services; and to advise on regional aspects of industrial projects. The extension of assistance was requested to complete the training of national counterparts and supplementary earmarking was given in January 1969.

Approved: January 1965

UNDP: \$1,000,000

Duration: 5½ years

Gov't: \$ 290,000

The Maghreb CountriesREG-72 Centre of industrial studies for the Maghreb

Purpose: To assist in the establishment and initial operation of a centre for industrial studies for the Maghreb Countries (Algeria, Libya, Morocco and Tunisia). The centre is to prepare general industrialization surveys at the request of the participating countries. The project became operational in February 1968.

Approved: January 1967

UNDP: \$1,454,900

Duration: 5 years

Gov't: \$1,040,000

UNDP/SPECIAL FUND - approved projects (cont'd)

Project
number

ASIA AND THE
FAR EAST

Iran

IRA-16 Research Centre for Industrial and Trade Development

Purpose: To strengthen the Government's Research Centre for industrial and trade development. The Centre was established by the Ministry of Economy for formulation of industrial plans, preparation of investment priorities, preparation and evaluation of industrial projects, preparation and evaluation of feasibility studies, and formulation of industrial and trade policies. The project became operational in February 1968.

Approved: January 1967
Duration: 5 years

UNDP: \$1,058,900
Gov't: \$1,560,000

EUROPE AND THE
MIDDLE EAST

Jordan

JOR-13 Centre for Industrial Development, Amman

Purpose: To assist, in association with ILO, the Government to establish a Centre for Industrial Development. The Centre will provide advice and assistance to the Jordan Development Board in the formulation of industrial plans, prepare surveys of the industrial structure, prepare feasibility studies, formulate and evaluate industrial projects and establish product standards and quality control. The project became operational in July 1968.

Approved: January 1967
Duration: 4 years

UNDP: \$1,153,100
Gov't: \$ 534,926

UNDP/SPECIAL FUND - approved projects (cont'd)

Project
number

EUROPE AND THE
MIDDLE EAST (cont'd)

Saudi Arabia

SAA-14 Industrial Studies and Development Centre, Riyadh

Purpose: To assist in the establishment and initial operation of an Industrial Studies and Development Centre with the following functions: to advise the responsible authorities on industrial policies and programming; to assist in carrying out or commissioning industrial feasibility studies to advise on the establishment, financing and operation of new industrials; to assist in the planning, management and operation of industrial estates; and to assist in the establishment and initial operation of a model industrial estate. The project became operational in March 1966 and has been extended through 1970.

Approved: June 1965
Duration: 4 years

UNDP: \$ 582,900
Gov't: \$2,000,000

Table 1

Estimated expenditures for approved UNDP/SF projects, 1969-1971
(in US dollars)

	1969			1970			1971		
	<u>Experts</u>	<u>Fellows</u>	<u>Other^{a/}</u>	<u>Experts</u>	<u>Fellows</u>	<u>Other^{a/}</u>	<u>Experts</u>	<u>Fellows</u>	<u>Other^{a/}</u>
TAN-10	151,900	5,000	16,300	209,100	16,800	13,000	32,800	-	7,000
TUN-15	141,900	2,000	14,400	156,000	15,000	7,000	109,000	22,500	7,000
REG-72	115,500	400	19,100	215,000	10,000	77,100	155,000	10,000	62,000
IRA-16	129,500	5,500	35,400	125,500	46,600	239,600	38,750	22,000	104,700
JOR-13	218,700	10,000	21,000	240,000	28,900	37,000	160,000	6,800	17,400
SAA-14	159,500	5,800	15,800	128,000	8,000	10,600	-	-	-
Total	917,000	28,700	122,000	1,073,600	125,300	384,300	495,550	67,300	198,100

a/ Including equipment and subcontracting.

UNDP/SPECIAL FUND - projects submitted to UNDP for approvalProject
numberAFRICAMaliIndustrial studies in the western region

Purpose: To assist in feasibility and market studies for potential industries to be established in the western region. Particular attention would be given to iron, aluminium and fodder industries.

Duration: 2 years

Est. UNDP: \$ 583,000
Est. Gov't: \$ 119,000

THE AMERICASArgentina

ARG-39

Development of the northwest region

Purpose: To promote industrial exploitation of local resources and to integrate the region into the country's industrial development. This project would be the fourth of a co-ordinated series of ten projects carried out with UNDP/SF assistance for the development of the northwest region of Argentina.

Duration: 3 years

Est. UNDP: \$ 427,500
Est. Gov't: \$ 610,000

EUROPE AND THE
MIDDLE EASTSyria

SYR-34

Establishment of the bureau of industrial project evaluation and feasibility studies

Purpose: To assist in the strengthening of a newly established unit to make industrial feasibility studies and industrial project proposals.

Duration: 2 years

Est. UNDP: \$ 531,500
Est. Gov't: \$ 390,000

UNDP/SPECIAL FUND - projects under preparation

THE AMERICAS

Assistance to the National Industrial Development Institute

EUROPE AND THE
MIDDLE EAST

Strengthening the industrial department of the existing Development Corporation

Industrial development centre

UNDP/TECHNICAL ASSISTANCE - approved projects

<u>Project number</u>		<u>1969</u>	<u>1970</u>	<u>1971</u>
		(in US dollars)		
<u>AFRICA</u>				
<u>Madagascar</u>				
MAG-68-9	<u>Industrial planning</u> - assistance to the Commissariat Général au Plan (continuing project)			
	expert	1/24 m/m	11,550	24,000 12,000
<u>Mali</u>				
MLI-69-3	<u>Assistance in the elaboration of industrial development plan</u>			
	expert	1/12 m/m	13,475	10,000 -
<u>Nigeria</u>				
NIR-68-7	<u>Industrial programming - feasibility studies</u> - chief industrial officer (OPAS)			
	expert	1/23 m/m	2,880	17,287 13,635
NIR-69-13	<u>Industrial programming*</u> - project planning			
	fellow	1/6 m/m	2,400	- -
<u>Somalia</u>				
SOM-68-21	<u>Industrial development</u> - setting industrial development objectives and formulating a national industrial development programme			
	experts	2/30 m/m	-	48,000 12,000
	miscellaneous		-	2,000 2,000
<u>United Arab Republic</u>				
UAR-69-25	<u>Project study and evaluation*</u> - advice to the Egyptian General Organization for Industrialization			
	expert	1/3 m/m	-	6,000 -

UNDP/TECHNICAL ASSISTANCE - approved projects (cont'd)

<u>Project number</u>		<u>1969</u>	<u>1970</u>	<u>1971</u>
		(in US dollars)		
<u>THE AMERICAS</u>				
<u>Colombia</u>				
COL-68-18	<u>Industrial programming - over-all assistance to the Industrial Development Institute</u>			
	expert	1/23 m/m	21,175	24,000 -
COL-68-20	<u>Sectoral studies for the Industrial Development Institute</u>			
	expert	1/12 m/m	7,700	16,000 -
<u>Dominican Republic</u>				
DOM-68-7	<u>Industrial development - assistance to Public Enterprises Corporation (CORDE)</u>			
	expert	1/24 m/m	23,100	24,000 -
<u>Ecuador</u>				
ECU-68-22	<u>Industrial programming* - assistance to the Industrial Development Centre</u>			
	expert	1/12 m/m	23,100	- -
<u>Honduras</u>				
HON-68-3	<u>Industrial development and productivity* - project evaluation for the Council for Economic Planning</u>			
	expert	1/12 m/m	23,100	- -
<u>Nicaragua</u>				
NIC-68-2	<u>Industrial policies* - advice to the Ministry of Economy</u>			
	expert	1/3 m/m	5,775	- -

UNDP/TECHNICAL ASSISTANCE - approved projects (cont'd)

<u>Project number</u>		<u>1969</u>	<u>1970</u>	<u>1971</u>
		(in US dollars)		
<u>THE AMERICAS (cont'd)</u>				
<u>Paraguay</u>				
PAR-68-5	<u>Industrial programming and policies - general industrial adviser to the Ministry of Industry</u>			
	expert	1/3 m/m	- 6,000	-
<u>Regional</u>				
LA-68-1	<u>Central American programming mission - industrial development and industrial economics</u>			
	experts	3/69 m/m	74,250 81,000	-
<u>ASIA AND THE FAR EAST</u>				
<u>Cambodia</u>				
CAM-68-15	<u>Industrial planning* - assistance to the Ministry of Plan</u>			
	expert	1/8 m/m	15,400	-
<u>Fiji (Oceania)</u>				
FIJ-68-3	<u>Industrial programming - identification of new industries and preparation of feasibility studies</u>			
	expert	1/21 m/m	17,325 24,000	-
<u>India</u>				
IND-69-12	<u>Industrial promotion* - study tour</u>			
	fellow	1/2 m/m	1,800	-

UNDP/TECHNICAL ASSISTANCE - approved projects (cont'd)

<u>Project number</u>		<u>1969</u>	<u>1970</u>	<u>1971</u>
		(in US dollars)		
<u>ASIA AND THE FAR EAST (cont'd)</u>				
<u>Indonesia</u>				
INS-69-31	<u>Industrial development - senior industrial adviser to the Ministry of Industry</u>			
	expert	1/12 m/m	- 24,000	-
<u>Malaysia</u>				
MAL-68-4	<u>Assistance to Federal Industrial Development Authority (FIDA)*</u>			
	expert	1/5 m/m	9,625	-
MAL-68-5	<u>Assistance to Malaysian Industrial Development Finance Limited (MIDFL) - appraisal of the economic aspects of industrial projects (OPAS)</u>			
	expert	1/12 m/m	- 19,400	-
<u>Pakistan</u>				
PAK-68-8	<u>Industrial programming in East, West and Central Pakistan</u>			
	experts	3/98 m/m	50,050	72,000
	fellows	2/24 m/m	11,600	-
<u>Singapore</u>				
SIN-68-1	<u>Assistance to the Economic Development Board</u>			
	expert	1/24 m/m	23,100	24,000
<u>Thailand</u>				
THA-68-6	<u>Industrial classification* - preparation of a standard national industrial classification system</u>			
	expert	1/4 m/m	7,700	-
THA-68-64	<u>Industrial evaluation* - study tour</u>			
	fellow	1/6 m/m	3,400	-

UNDP/TECHNICAL ASSISTANCE - approved projects (cont'd)

<u>Project number</u>		<u>1969</u>	<u>1970</u>	<u>1971</u>
		(in US dollars)		
<u>EUROPE AND THE MIDDLE EAST</u>				
<u>Iraq</u>				
IRQ-68-3	<u>Industrial planning - feasibility studies*</u> (under the current industrial development programme)			
	expert	1/12 m/m	23,100	-
<u>Poland</u>				
POL-69-3	<u>Industrial programming and project planning*</u>			
	fellow	1/3 m/m	1,200	-
<u>Turkey</u>				
TUR-68-1	<u>Industrial planning*</u> - assistance to the State Planning Organization			
	expert	1/4 m/m	8,665	-

Table 2Estimated expenditures for approved UNDP/TA projects, 1969-1971

	<u>1969</u>		<u>1970</u>		<u>1971</u>	
	<u>m/m</u>	<u>US\$</u>	<u>m/m</u>	<u>US\$</u>	<u>m/m</u>	<u>US\$</u>
Experts	26/186	382,245	20/210	419,687	10/55	109,635
Fellows	6/36	20,400	-	-	-	-
Other	-	-	-	2,000	-	2,000
Total		402,645		421,687		111,635

UNDP/TECHNICAL ASSISTANCE - forecast of new projects for 1971

	<u>Experts</u> <u>m/m</u>	<u>Fellows</u> <u>m/m</u>	<u>Other</u> <u>US\$</u>
<u>AFRICA</u>			
Industrial planning and programming	3/36	-	-
Project identification and evaluation	3/36	-	-
Industrial programming data	3/30	-	-
Regional planning and location	2/12	-	-
Industrial planning and project implementation	3/36	-	-
Feasibility studies for industrial projects	3/30	-	-
Industrial project preparation and evaluation	2/12	-	-
<u>THE AMERICAS</u>			
Project implementation and follow-up	2/24	-	-
Industrial programming	2/24	-	-
Industrial feasibility studies	3/15	-	-
Advisory mission on industrial project implementation	3/6	-	-
Regional planning and development	2/12	-	-
Training workshop on industrial project implementation	3/6	15/30	-
Advisory mission on project preparation, evaluation and implementation	4/8	-	-
<u>ASIA AND THE FAR EAST</u>			
Workshop on project evaluation	3/6	15/30	-
Industrial programming data	4/30	-	-
Regional planning and development	1/12	-	-

UNDP/TECHNICAL ASSISTANCE - forecast of new projects for 1971 (cont'd)

	<u>Experts</u> <u>m/m</u>	<u>Fellows</u> <u>m/m</u>	<u>Other</u> <u>US\$</u>
<u>ASIA AND THE FAR EAST (cont'd)</u>			
Project evaluation	1/12	-	-
Workshop on industrial project formulation and implementation	3/3	20/20	-
Industrial project preparation and evaluation	1/12	-	-
Feasibility studies and project evaluation	1/12	-	-
Workshop on planning implementation and follow-up	4/4	15/20	-
Industrial programming, project evaluation (feasibility studies) and plan implementation	4/48	-	-
<u>EUROPE AND THE MIDDLE EAST</u>			
Industrial project evaluation and implementation	2/12	-	-
Industrial project evaluation	1/12	-	-
Industrial programming and development strategy	1/12	-	-
Workshop on project formulation and evaluation	4/4	20/20	-
Industrial project implementation and follow-up	1/12	-	-
Industrial feasibility studies	1/12	-	-

UNIDO REGULAR PROGRAMME - approved projects

<u>Project number</u>			<u>1969</u>	<u>1970</u>
			(in US dollars)	
<u>AFRICA</u>				
<u>Algeria</u>				
RP-12-1	<u>Industrial planning and programming*</u>			
	expert	1/3 m/m	6,200	-
	fellows	2/12 m/m	10,200	-
<u>Burundi</u>				
RP-12-3	<u>Industrial planning*</u>			
	fellow	1/6 m/m	3,400	-
<u>Central African Republic</u>				
RP-12-3	<u>Industrial programming - industrial project formulation</u>			
	fellow	1/6 m/m	-	3,400
<u>Chad</u>				
RP-12-5	<u>Industrial programming - industrial project formulation</u>			
	fellow	1/6 m/m	-	3,400
<u>Dahomey</u>				
RP-12-2	<u>Industrial programming - training, industrial project formulation</u>			
	fellows	2/12 m/m	-	6.800
RP-12-9	<u>Industrial programming</u>			
	expert	1/9 m/m	14,975	-
<u>Ethiopia</u>				
RP-12-10	<u>Industrial planning and programming* - industrial economics</u>			
	fellows	2/12 m/m	6,800	-

UNIDO REGULAR PROGRAMME - approved projects (cont'd)

<u>Project number</u>		<u>1969</u>	<u>1970</u>
		(in US dollars)	
<u>AFRICA (cont'd)</u>			
<u>Gabon</u>			
RP-12-2	<u>Industrial programming</u> - feasibility studies and evaluation of industrial projects		
	expert	1/6 m/m	- 11,550
<u>Gambia</u>			
RP-12-2	<u>Industrial programming</u> - evaluation of industrial projects		
	fellows	2/12 m/m	- 6,800
<u>Guinea</u>			
RP-12-2	<u>Industrial programming</u>		
	fellows	2/24 m/m	- 11,600
<u>Madagascar</u>			
RP-12-5	<u>Industrial programming</u> - project evaluation and investment promotion, industrial planning		
	fellow	1/6 m/m	- 3,400
<u>Mali</u>			
RP-12-23	<u>Industrial programming*</u> - project evaluation		
	fellow	1/6 m/m	3,400 -
<u>Morocco</u>			
RP-12-3	<u>Industrial programming</u> - evaluation of industrial projects		
	expert	1/6 m/m	- 11,550
	fellow	1/6 m/m	- 3,400

UNIDO REGULAR PROGRAMME - approved projects (cont'd)

<u>Project number</u>			<u>1969</u>	<u>1970</u>
			(in US dollars)	
<u>AFRICA (cont'd)</u>				
<u>Niger</u>				
RP-12-27	<u>Industrial planning and programming*</u>			
	expert	1/8 m/m	13,100	-
<u>Rwanda</u>				
RP-12-29	<u>Industrial planning and programming* - programming and policies</u>			
	fellow	1/12 m/m	5,800	-
<u>Somalia</u>				
RP-12-33	<u>Industrial planning and programming*</u>			
	fellows	2/12 m/m	6,800	-
<u>Sudan</u>				
RP-12-4	<u>Industrial programming</u>			
	expert	1/8 m/m	-	15,400
<u>Tunisia</u>				
RP-12-36	<u>Industrial programming* - training</u>			
	fellow	1/6 m/m	3,400	-
<u>Upper Volta</u>				
RP-12-41	<u>Industrial policies and programming*</u>			
	fellow	1/6 m/m	3,400	-
<u>Regional</u>				
RP-12-148	<u>UNIDO/IDEP course on industrial development planning, Nairobi</u>			
	consultants	2/2 m/m	2,700	-

UNIDO REGULAR PROGRAMME - approved projects (cont'd)

<u>Project number</u>			<u>1969</u>	<u>1970</u>
			(in US dollars)	
<u>THE AMERICAS</u>				
<u>Barbados</u>				
RP-12-86	<u>Industrial programming*</u> - productivity programming	fellow	1/4 m/m	2,400 -
<u>Bolivia</u>				
RP-12-2	<u>Industrial planning</u> - sectoral industrial planning and feasibility studies	experts	2/10 m/m	- 19,250
<u>Colombia</u>				
RP-12-2	<u>Industrial programming and policies</u> - sectoral industrial programming	expert	1/4 m/m	- 7,700
<u>Costa Rica</u>				
RP-12-2	<u>Industrial programming</u> - promotion	fellow	1/6 m/m	- 3,400
<u>Guatemala</u>				
RP-12-2	<u>Industrial programming</u> - promotion training	fellows	2/8 m/m	- 5,200
<u>Mexico</u>				
RP-12-2	<u>Industrial programming</u> - training workshop on project implementation	expert	1/4 m/m	- 7,700

UNIDO REGULAR PROGRAMME - approved projects (cont'd)

<u>Project number</u>			<u>1969</u>	<u>1970</u>
			<u>(in US dollars)</u>	
<u>THE AMERICAS (cont'd)</u>				
<u>Nicaragua</u>				
RP-12-2	<u>Industrial programming - evaluation and implementation of industrial projects</u>			
	fellow	1/6 m/m	-	3,400
<u>Regional</u>				
RP-12-8	<u>Industrial programming</u>			
	regional adviser	1/12 m/m	-	24,500
RP-12-111	<u>Industrial planning and programming*</u>			
	expert	1/3 m/m	8,900	-
<u>ASIA AND THE FAR EAST</u>				
<u>Afghanistan</u>				
RP-12-47	<u>Industrial planning*</u>			
	expert	1/7 m/m	15,000	-
<u>Fiji (Oceania)</u>				
RP-12-1	<u>Industrial programming - training</u>			
	fellow	1/6 m/m	-	3,400
<u>Indonesia</u>				
RP-12-2	<u>Industrial planning</u>			
	fellow	1/6 m/m	-	3,400
<u>Malaysia</u>				
RP-12-65	<u>Industrial planning*</u>			
	fellows	2/6 m/m	3,400	-

UNIDO REGULAR PROGRAMME - approved projects (cont'd)

<u>Project number</u>			<u>1969</u>	<u>1970</u>
			(in US dollars)	
<u>ASIA AND THE FAR EAST (cont'd)</u>				
<u>Mongolia</u>				
RP-12-2	<u>Industrial programming</u>			
	expert	1/12 m/m	-	23,100
<u>Pakistan</u>				
RP-12-5	<u>Industrial planning - training</u>			
	fellows	3/18 m/m	-	10,200
<u>Thailand</u>				
RP-12-6	<u>Industrial programming</u>			
	fellows	4/30 m/m	-	16,000
<u>Regional</u>				
RP-12-6	<u>Industrial programming</u>			
	regional adviser	1/12 m/m	-	24,500
RP-12-82	<u>Industrial economist*</u>			
	expert	1/12 m/m	23,600	-
<u>EUROPE AND THE MIDDLE EAST</u>				
<u>Bulgaria</u>				
RP-12-156	<u>Implementation of industrial projects* - training workshop</u>			
	fellow	1/1 m/m	600	-
<u>Greece</u>				
RP-12-2	<u>Industrial planning - training</u>			
	fellow	1/3 m/ia	-	1,500

UNIDO REGULAR PROGRAMME - approved projects (cont'd)

<u>Project number</u>			<u>1969</u>	<u>1970</u>
			(in US dollars)	
<u>EUROPE AND THE MIDDLE EAST (cont'd)</u>				
<u>Hungary</u>				
RP-12-3	<u>Industrial programming</u>			
	fellow	1/3 m/m	-	1,500
RP-12-116	<u>Industrial planning and programming*</u>			
	fellows	4/9 m/m	3,600	-
<u>Iraq</u>				
RP-12-126	<u>Industrial planning*</u>			
	fellows	2/7 m/m	4,800	-
<u>Syria</u>				
RP-12-4	<u>Industrial programming - evaluation</u>			
	expert	1/6 m/m	-	11,550
<u>Turkey</u>				
RP-12-157	<u>Implementation of industrial projects* - training workshop</u>			
	fellow	1/1 m/m	600	-
<u>Regional</u>				
RP-12-2	<u>Industrial planning and programming</u>			
	adviser	1/12 m/m	-	24,500
RP-12-134	<u>Industrial planning and programming</u>			
	adviser	1/12 m/m	21,600	-

UNIDO REGULAR PROGRAMME - approved projects (cont'd)

<u>Project number</u>			<u>1969</u>	<u>1970</u>
			(in US dollars)	
	<u>INTERREGIONAL</u>			
RP-12-6	<u>Industrial programming and policies</u>			
	advisers	2/24 m/m	-	49,000
RP-12-135	<u>Interregional advisers*</u>			
	advisers	6/65 m/m	129,150	-

Table 3

Estimated expenditures for approved RP projects, 1969-1970

	1969		1970	
	<u>m/m</u>	<u>US\$</u>	<u>m/m</u>	<u>US\$</u>
Experts	12/128	237,225	14/120	250,000
Fellows	20/102	58,600	27/146	75,200
Other	-	-	-	-
Total		295,825		325,200

UNIDO REGULAR PROGRAMME - forecast of new projects for 1971

	<u>Experts</u> m/m	<u>Fellows</u> m/m
<u>AFRICA</u>		
Project evaluation	-	2/12
Project identification and evaluation	-	4/24
Industrial planning and programming	-	1/6
<u>THE AMERICAS</u>		
Industrial project preparation	1/5	1/6
Project evaluation	-	2/12
Regional adviser, industrial programming	1/12	-
<u>ASIA AND THE FAR EAST</u>		
Project evaluation	1/6	1/12
Industrial project preparation	-	3/28
Regional adviser on industrial planning and programming	1/12	-
<u>EUROPE AND THE MIDDLE EAST</u>		
Project preparation	-	2/12
Regional adviser, industrial planning	1/12	-
<u>INTERREGIONAL</u>		
Interregional advisers on industrial programming and policies	2/24	-

SPECIAL INDUSTRIAL SERVICES - approved projects

<u>Project number</u>			<u>1969</u>	<u>1970</u>
			<u>(in US dollars)</u>	
<u>AFRICA</u>				
<u>Congo (Brazzaville)</u>				
67/159 CON(B)-2	<u>Study of the industrial development of the Point Noire district</u>	experts	2/6	m/m
			2,700	13,300
<u>Gambia</u>				
69/491 GAM-1	<u>Exploratory mission* - industrial development programming</u>	expert	1/1	m/m
			220	-
<u>Gabon</u>				
69/541 GAB-3	<u>Exploratory mission* - industrial development programming</u>	expert	1/1	m/m
			1,200	-
<u>Mali</u>				
67/167 MLI-2	<u>Assistance in the elaboration of industrial development plan*</u>	experts	3/7	m/m
			13,300	-
<u>THE AMERICAS</u>				
<u>Brazil</u>				
69/501 BRA-17	<u>Assistance in the field of industrial programming</u>	expert	1/9	m/m
			-	18,750
<u>Dominican Republic</u>				
68/327 DOM-6	<u>Assistance to the Public Enterprises Corporation - industrial programme projections</u>	expert	1/6	m/m
			5,500	5,500

SPECIAL INDUSTRIAL SERVICES - approved projects (cont'd)

<u>Project number</u>		<u>1969</u>	<u>1970</u>
		(in US dollars)	
<u>THE AMERICAS (cont'd)</u>			
<u>El Salvador</u>			
69/464 ELS-3	<u>Advisory mission of two experts on industrial project implementation*</u> experts	2/1 m/m	4,000 -
<u>Haiti</u>			
68/284 HAI-1	<u>Industrial programming and project planning</u> experts	3/4½ m/m	12,000 -
<u>ASIA AND THE FAR EAST</u>			
<u>Iran^{1/}</u>			
68/410 IRA-17	<u>Advisory mission on project preparation and evaluation - aluminium reduction plant* - discounted benefit and cost flows, sensitivity analysis, methodology</u> experts	5/4 m/m	10,500 -
<u>Malaysia</u>			
68/300 MAL-4	<u>Assistance to Federal Industrial Development Authority (FIDA) in the field of promotion and co-ordination - industrial development policies</u> experts	4/24 m/m	- 30,000
<u>Mongolia</u>			
69/469 MON-1	<u>Exploratory mission for identifying urgent areas of technical assistance in the field of industry*</u> expert	1/1 m/m	1,600 -

^{1/} This project is also reported under Supporting Activities (12.03.04).

SPECIAL INDUSTRIAL SERVICES - approved projects (cont'd)

<u>Project number</u>		<u>1969</u>	<u>1970</u>
		(in US dollars)	
<u>ASIA AND THE FAR EAST (cont'd)</u>			
	<u>Thailand</u>		
68/389 THA-3	<u>Assistance in standard national industrial classification system</u>		
	expert	1/8 m/m	- 14,000
<u>INTERREGIONAL</u>			
69/605 INT-10	<u>Regional co-operation in establishment of manufacturing units in the heavy electrical and heavy engineering branches of industry</u>		
	expert	1/1 m/m	1,000 -

Table 4

Estimated expenditures for SIS projects, 1969-1970

	<u>1969</u>		<u>1970</u>	
	<u>m/m</u>	<u>US\$</u>	<u>m/m</u>	<u>US\$</u>
Experts	21/26	52,020	9/48	81,550
Fellows	-	-	-	-
Other	-	-	-	-
Total		<u>52,020</u>		<u>81,550</u>

B. SUPPORTING ACTIVITIES

8. The supporting activities for Group 12 are classified under the following projects:

Strategies and planning techniques	12.01
Project planning	12.02
Project evaluation	12.03
Project implementation	12.04
Location and regional development	12.05

9. As was mentioned in the prefatory remarks to the section on supporting activities in Part One (ID/B/64), the objective of the supporting activities is to establish a two-way flow of information and experience between the supporting activities at headquarters and the field. A great deal of material on which headquarters' studies and meetings are based is derived from information received from the field. In turn, the studies and meetings are intended to improve the substantive support given by headquarters to the field operations. In many cases these results are fed directly to the field in the form of reports. In all cases, they constitute an accumulation of knowledge and experience on which both headquarters and field staff are able to draw in response to the needs arising in the technical assistance operations.

Strategies and planning techniques (12.01)

10. Country studies and manuals relating to over-all industrial development strategies and plan formulation are included in this project. Special efforts will be made to support the programme of UNIDO in repair and maintenance, especially the aspects connected with industrial development plan formulation and project planning. The materials prepared under this project are used extensively for the country programming of UNIDO technical assistance, Second Development Decade, training workshops etc., as well as for technical assistance backstopping.

Summaries of national industrial
development plans (12.01.01)

11. This involves collection and summarization of those parts of published national development plans that relate to industrial development. It is a continuation of the work mentioned in documents ID/B/26 (para. 206) and ID/B/44 (para. 322).
12. In 1969, the economic development plans of 27 developing countries for the 1960s were analysed, and information relating to industrial development was extracted and summarized under the following headings: goals and objectives; strategy and policy measures; demand projections and data bases; planned development of manufacturing sectors and projects; capacity utilization; organization and systems for planning and implementation; and problem areas. The summaries will be finalized in 1970.
13. Summaries will be compiled in 1970 of twelve more industrial development plans, with priority on plans that extend into the 1970s. In so far as possible, countries co-operating on a regional basis will be selected. The summaries of these plans will form the basis for the case studies envisaged under project component 12.05.02 below.
14. In 1971, the twelve summaries compiled in 1970 will be finalized, and summaries of seven more plans will be compiled. The same year, an analysis of all 46 plans will be carried out and the results made available for publication.

Priority A

	Staff (in m/m)
1969	12
1970	10
1971	7

15. Subject to availability of resources, thirteen additional plans will be summarized in 1970 and five in 1971. Moreover, consultants will be engaged in 1971 to incorporate the eighteen additional summaries into the analysis of the 46 plans summarized under Priority A.

Priority B

	<u>Staff (in m/m)</u>	<u>Consultants (US\$)</u>
1970	6	-
1971	2	2,000

Problems and techniques related to selection
of priority industries (12.01.02)

16. This issue will be dealt with in the form of a series of monographs (earlier "Industrial Programming Manual", see ID/B/26, para. 207) which will include some of the planning problems outlined in document ID/B/44 (para. 322). Particular attention will be paid to defining criteria used in selecting priority industries and projects for inclusion in industrial development plans. In response to field requests, standard mathematical techniques and models for industrial programming at both the inter-sectoral and the specific industry levels will be reviewed.

17. The following three monographs have been prepared in 1969 in the form of preliminary drafts: a checklist of planning problems and procedures; industrial development strategies; and the use of mathematical models in industrial planning, with emphasis on the inter-sectoral level. Three monographs will be prepared in 1970 (ID/B/44, para. 322). The prepared drafts, which will include a comprehensive review of respective data requirements, will be finalized in co-operation with the secretariats of the regional economic commissions, UNESOB and regional development planning institutions.

18. Two monographs will be prepared in 1971. One will deal with sets of criteria and the related systems of weights most frequently used in developing countries in selecting priority industries and projects. The other will review standard mathematical techniques and planning models on specific industry level.

Priority A

	<u>Staff (in m/m)</u>	<u>Consultants (US\$)</u>
1969	4	2,500
1970	7	2,000
1971	9	3,000

19. Subject to availability of resources, additional major aspects of industrial planning techniques related to the selection of priority industries will be dealt with.

		<u>Priority B</u>
	<u>Staff</u> (in m/m)	<u>Consultants</u> (US\$)
1970	11	3,000
1971	8	5,500

Planning of maintenance and modernization of
industrial production facilities (12.01.03)

20. This component is isolated from 12.01.02 to establish its association with the UNIDO programme on repair and maintenance. It deals with methods for identifying repair and maintenance requirements and with techniques for incorporating these requirements into industrial development plans.

21. A study on planning of maintenance, repair and replacement was prepared in 1969. In parallel, an analytical exercise was conducted on the basis of the data accumulated in the Profiles of Manufacturing Establishments (12.02.03) to establish possible numerical measures expressing the repair and maintenance gaps and the ensuing waste of capital. The results will be reported in the analytical supplement to the Profiles of Manufacturing Establishments. Another similar analysis was conducted on the basis of consultants' reports on repair and maintenance in eleven developing countries.

22. In 1970, a study will be prepared on the problem of choice between major overhaul and replacement at the enterprise level.^{2/} In direct support of field experts and national planning organizations, the studies previously undertaken will be further amplified in 1971 with programming aspects of modernization. The studies will be compiled in the form of a single comprehensive monograph on planning of repair, maintenance and modernization.

^{2/} Project 12.02.03 foresees a compilation in 1970 of data on the techno-economic characteristics of existing repair and maintenance centres or similarly specialized shops in different countries.

Priority A

	<u>Staff (in m/m)</u>	<u>Consultants (US\$)</u>
1969	2	1,500
1970	4	1,500
1971	5	2,500

23. Subject to availability of funds, an expert group meeting will be convened in 1971 to examine the main technical elements of the planning of repair and maintenance at both the sectoral and over-all levels.

Priority B

	<u>Staff (in m/m)</u>	<u>Meetings (US\$)</u>
1970	5	-
1971	5	6,000

Industrial projections (12.01.04)

24. This component pertains to the techniques and reference data for estimating future demand markets for industrial commodities, in the context of industrial prefeasibility studies and/or formulation of perspective development plans.

25. A special study on industrial projections, initiated in connexion with the preparatory work for the UNIDO participation in the Second Development Decade (ID/B/43, para. 97), was completed in 1969. The results of the series of computer runs, performed in co-operation with the International Computing Centre in New York, have been summarized by way of an analytical digest that constitutes a follow-up of an earlier publication, A Study of Industrial Growth (Sales no. 63. II.B.2). The study thus updated will be published in 1971 in the industrial planning and programming services as Industrial Programming Manual No.3 to serve as a reference, facilitating the assessment for projection purposes of industrial characteristics of individual countries.

26. Additional temporal and spatial reference material, in the form of one or more studies (ID/B/44, para. 324), will be prepared in 1970. The material will focus on techniques of estimating the demand for selected consumer durables.

Detailed examination will be made of methods of projection and of the stability of estimated parameters. Examples of projection techniques drawn from industrial prefeasibility studies will be used.

27. Techniques of estimating the demand for producer durables - especially those for which replacement demand plays an important role - will be dealt with in 1971. The study will examine projection methods and results collected from field experts' reports and from UNIDO country missions. The drafts prepared in 1970 and 1971 for each type of commodity will be disseminated through the technical assistance backstopping routine and will be reassembled towards the end of 1971 for possible publication.

Priority A

	<u>Staff</u> <u>(in m/m)</u>	<u>Consultants</u> <u>(US\$)</u>
1969	2	-
1970	4	-
1971	6	2,500

28. Subject to availability of additional resources, the number of selected commodities, for which projection techniques are to be developed in 1970 and 1971, will be increased.

Priority B

	<u>Staff</u> <u>(in m/m)</u>	<u>Consultants</u> <u>(US\$)</u>
1970	3	-
1971	2	5,000

Organization of industrial planning and implementation machinery, with emphasis on systems approach (12.01.05)

29. This project component is to be a study of the functional interrelationships among the major institutions participating in various phases of industrial development planning and implementation. Reference material will be prepared for checking and analysing the functions at various organizational levels. The material is intended for use by field experts and institutions concerned with

planning and implementation. Work along this line is programmed in connexion with the relevant projects under Group 8 (ID/B/64/Add.8). Other project components such as 12.01.01, 12.02.02 and 12.04.02 are related to this work.

30. A paper was prepared in 1969 dealing with the organizational aspects of industrial planning and implementation and with the feedback mechanism in the industrial project planning and follow-up process. It is intended to support the various field missions planned for 1970 and subsequent years which almost invariably touch upon the problems of industrial planning and implementation machinery (ID/B/44, para. 322). The study will be amplified in 1970 with findings from various country missions and experts' reports. This reference material will be sent to field experts for their comments and contributions.

31. Further studies, as deemed necessary to cover additional areas, will be initiated in 1971. Final reference material on these issues will be submitted for publication in 1971.

Priority A

	<u>Staff</u> <u>(in m/1a)</u>	<u>Consultants</u> <u>(US\$)</u>
1969	3	6,750
1970	5	2,000
1971	5	3,000

Project planning (12.02)

32. This project deals with the various stages of industrial project preparation: tentative identification of investment opportunities; prefeasibility studies; technical requirements; feasibility studies; and the assembling and evaluating of actual and potential projects in the context of development plans and policies formulation. Emphasis is laid on identifying the interactions between the different stages of planning. Priority is placed on field-oriented studies and promotional activities to improve the assembling of data.

Stages of project preparation (12.02.01)

33. This component deals with the process of project planning, ranging from the identification and screening of industrial investment opportunities to the final decision on, and preparation for, the implementation of projects.

34. Two studies were initiated in 1969 as part of the programme referred to in document ID/B/26 (para. 210), taking into account the recommendations reached at the Meeting of Project Managers and Directors of Selected UNIDO/UNDP/SF Projects (see 12.02.05). The studies contain a review of the separate stages of project preparation (e.g. opportunity studies, pre-feasibility studies, technical requirements studies and feasibility studies) and of the type and scope of information required at each stage. Some stages of project preparation will be selected in 1970 for further analysis, with the aim of preparing a checklist for the information needed at each stage. The studies undertaken will be subject to review at the meetings described under 12.02.02, 12.03.04 and 12.04.03, which are scheduled to take place in 1970.

35. On the basis of the reviews and comments collected on the earlier studies, a checklist for industrial project preparation will be compiled in 1971.

	Staff (in m/m)	Consultants (US\$)
1969	1	7,000 ^{a/}
1970	3	1,500
1971	2	1,000

Priority A

a/ Including \$4,500 from the General Trust Fund of UNIDO.

Development of national industrial
programming data systems (12.02.02)

36. This component is intended to improve the data bases of individual developing countries for specified industrial programming purposes. The efforts of UNIDO along these lines will be guided by expert group meetings called working parties on industrial programming data. The first of these, the International Working Party on Industrial Programming Data, met in Vienna in November 1968 (ID/B/43, para. 297, 298) and set down the general guidelines for subsequent UNIDO action in this domain.

37. During 1969, attention was focused on data storage and retrieval systems for uses connected with industrial planning and project implementation. The East African Working Party on Industrial Programming Data met in Nairobi in November 1969, under the joint sponsorship of UNIDO, the East African Community

and the East African Development Bank, to identify and formulate programmes along the above lines. One such project, the industry file system, represents an attempt to make use of data banking techniques to increase the accessibility of key data on industrial projects.

38. Two expert group meetings are programmed for 1970 (ID/B/44, para. 341). Preparatory work was undertaken in 1969 for a working party of experts on industrial project planning for countries served by UNESOB (ID/B/26, para. 220), scheduled for 1970 in Beirut. Increased attention will be given to programmes for improving the data bases for multi-national regional planning.

39. A second subregional working party (along the lines of the 1969 meeting in East Africa) will be organized in the ECAFE area in 1970. The programme of this meeting will emphasize data requirements for multi-national industrial planning.

40. In 1971, it is proposed to hold in Vienna the second international working party on industrial programming data to review the results of the earlier meetings and to spell out guidelines for future efforts.

	Staff (in m/m)	Meetings (US\$)	Consultants (US\$)
1969	12	9,000 ^{a/}	15,100 ^{b/}
1970	14	20,000	2,000
1971	11	12,000	3,000

Priority A

a/ Including \$3,000 from the General Trust Fund of UNIDO.

b/ Including \$11,600 from the General Trust Fund of UNIDO.

41. Subject to the availability of additional resources, an auxiliary series of technical background papers will be prepared, giving attention to advanced computer technologies for data storage and retrieval procedures. Approximately three or four background studies will be commissioned by outside consultants.

	Staff (in m/m)	Consultants (US\$)
1970	5	5,000
1971	4	4,000

Priority B

Profiles of Manufacturing Establishments (12.02.03)

42. The Profiles provide a continuing reference series (ID/B/26, para. 222; ID/B/43, para. 299, 300; ID/B/44, para. 342 to 345) related to the structure and performance of industrial enterprises in various countries. The series provides comparable cases from developed and developing countries. The first two volumes have proven to be of great practical use in the field.^{3/}
43. Compilation of Volume III, including additional 150 cases from Austria, El Salvador, the Federal Republic of Germany, Italy, Mexico and the United Republic of Tanzania, was completed in 1969. A country mission was conducted, advising the government on the initiation of a Profile-type industry survey for the purpose of evaluating the impact of certain industrial policy instruments on the cost structure of enterprises. An intergovernmental institution requested UNIDO assistance on special workshops proposed for local Profile-compiling activities. The compilation of Volume IV (analytical supplement) approached the final stage.
44. Further extension of the series will take place in 1970, but at a reduced rate. Nonetheless, attention will be given to preparing Profiles of repair and maintenance facilities (see also 12.01.03). Volume IV, including various examples of application, will be completed for publication in 1970.
45. Increasing activities are foreseen in assisting field operations and training for data gathering. A training programme will be organized by UNIDO and the Industrial Development Centre for Arab States for several Arab countries.

^{3/} This series is being extensively utilized by industrial economists in the developing countries as a guide for preliminary estimates for industrial project planning at the prefeasibility stage and as a comparative reference for evaluating project recommendations and the efficiency of existing industrial enterprises in the developing countries. This data series has stimulated attempts at looking more closely into the performances of the industries in a number of developing countries. Within UNIDO the investment promotion action (see Group 13) frequently refers to Profiles for sizing up, or checking on information on, the particular investment opportunities envisaged for promotional action. Other international organizations (e.g. the World Bank Group) called upon the UNIDO Profiles to assist their industrial reconnaissance missions.

46. In 1971, a selected compilation of profiles for cases from different countries will be carried out by headquarters and compared with those gathered from the field assistance projects. It is expected that Volume V, in which the results of the field projects are being assembled, will be prepared in 1971.

	<u>Priority A</u>		
	Staff (in m/m)	Meetings (US\$)	Consultants (US\$)
1969	9	-	9,600 ^{a/}
1970	7	30,000 ^{b/}	1,500
1971	6	-	2,500

a/ Including \$4,600 from the General Trust Fund of UNIDO.

b/ From extrabudgetary sources.

47. To broaden the scope of collection of reference material and to meet various field requests, additional resources would be required.

	<u>Priority B</u>	
	Staff (in m/m)	Consultants (US\$)
1970	4	5,000
1971	3	7,000

Extracts of industrial feasibility studies (12.02.04)

48. This project was formerly referred to as profiles of pre-investment industrial projects (ID/B/26, para. 222; ID/B/44, para. 343). It provides the basic parameters extracted from feasibility studies of industrial projects in the developing countries. The collection of feasibility studies and technical assistance reports carried out under Group 9 (see ID/B/64/Add.9, 9.02.02) provides a main source of raw materials. When used together with the Profiles of Manufacturing Establishments (12.02.03), the extracts should provide a checklist for project evaluation and give additional information on techno-economic characteristics of industrial projects.

49. Six extracts, demonstrating the scope and the method of abstraction, were completed in 1969 using certain project studies commissioned by investment institutions in developing countries. The 1969 meeting (12.02.02) assessed various possibilities for obtaining such contributions. The draft was circulated to national and international investment and consultant institutions inviting their contributions.

50. In 1970 and 1971, efforts will be continued to establish a serial production of the above data on a long-term basis. Compilation will be undertaken on a limited scale to cope with requests from the field. In 1971, the first set of extracts will be prepared for publication.

Priority A

	Staff (in m/m)	Consultants (US\$)
1969	3	6,400 ^{a/}
1970	5	5,000
1971	3	2,500

a/ From the General Trust Fund of UNIDO.

51. Subject to availability of resources and the response from the field in 1969 and 1970, the number of extracts could be increased.

Priority B

	Staff (in m/m)	Consultants (US\$)
1970	3	5,000
1971	3	12,000

Meeting of Project Managers and Directors of
Selected UNIDO/UNDP/SF Projects (12.02.05)

52. The meeting was held in Vienna from 2 to 6 June 1969 (ID/B/44, para. 335). Participants from nine centres exchanged experiences and views and prepared a report containing recommendations for UNIDO action. The participants pointed out the prevailing differences in the concepts at various stages of project preparation. They stressed the need for a proper, uniform approach and recommended that UNIDO examine and define the stages of project preparation as well as the techno-economic documentation needed at each stage (see also 12.02.01).

53. In document ID/B/44, (para. 336-337), there is provision for annual meetings of UNIDO field experts on industrial programming, which were intended to extend a similar type of field-supporting activity to the majority of the field experts backstopped by Group 12. However, due to financial constraints, these meetings have been cancelled. Instead, the follow-up is foreseen under 12.02.01.

	<u>Staff</u> (in m/m)	<u>Meetings</u> (US\$)
1969	2	10,800 ^{a/}

a/ UNDP/SF.

Project evaluation (12.03)

54. This project provides guidelines for the evaluation of industrial projects. It covers standard techniques of market analysis and interlinkage of project evaluation with formulation of priority plans and policy instruments.

55. The investment promotion activities under Group 13 (ID/B/64/Add.13) have shown that there will be a growing need in the years ahead for direct assistance in the evaluation of specific projects. During 1969, Group 12 backstopped more than 25 field experts performing these and similar duties.

Market analysis for industrial feasibility studies (12.03.01)

56. Guidelines for identification of markets will be elaborated in 1970 on the basis of feasibility studies being prepared and used in developing countries. The requests from field experts for information on market analysis techniques will be reviewed in order to define more precisely the scope of the studies required. However, due to limited resources, only preparatory work is expected in 1970. The studies initiated in 1970 will be continued on a fuller scale and brought to a final stage in 1971.

Priority A

	<u>Staff</u> (in m/m)	<u>Consultants</u> (US\$)
1969	-	-
1970	6	1,000
1971	9	1,500

57. Subject to the availability of resources and depending on the findings of the initiated studies, work could be broadened by case studies and by actual market analysis carried out in support of feasibility studies prepared by technical assistance experts.

	Staff (in m/m)	Consultants (US\$)	<u>Priority B</u>
1970	2	1,500	
1971	3	4,000	

Profitability and viability of
industrial projects (12.03.02)

58. Work in 1969 concerned the cost accounting methods in industrial investments (ID/B/26, para. 213). A study was completed on commercial profitability analysis - the derivation of cash flows from corporate accounts. An analysis was made of the difference between the profitability to an economy and the commercial profitability of the same project.

59. In 1970, special attention will be paid to the analysis of data on the performances of enterprises and the impact on commercial profitability of various policy instruments such as customs duties, taxes and subsidies (ID/B/44, para. 332). An effort will be made to size up the extent of divergence, and of factors accounting for it, between commercial viability of enterprises and that envisaged in their pre-investment phase. Particular attention will be paid to factors connected with governmental policy instruments. This work will be coordinated with the Profiles (12.02.03) and feasibility study extracts (12.02.04). Working papers will be prepared and used in the field missions and workshops envisaged under 12.03.04.

	Staff (in m/m)	Consultants (US\$)	<u>Priority A</u>
1969	4	2,500	
1970	6	500	
1971	4	1,500	

60. If additional resources become available in 1970, the preparatory work will be expanded to cover more enterprises, with emphasis on enterprises functioning in the framework of multi-national regional co-operation. This would establish a linkage with project 12.05.

Priority B

	<u>Staff</u> <u>(in m/m)</u>	<u>Consultants</u> <u>(US\$)</u>
1970	2	3,000
1971	2	4,000

National benefit-cost analysis (12.03.03)

61. This component is concerned with the techniques of evaluating industrial projects in the context of national industrialization priorities and policies.

62. In 1969, a working document was produced that provided a framework for evaluating industrial projects. The draft of the operational guide to industrial project preparation (ID/B/26, para. 213) was completed and will be submitted for publication in 1970. Two analytical studies were completed on the underlying relationship between various project evaluation methods currently in use.

63. Field experience has shown the importance of developing national parameters that reflect over-all national policy objectives to be applied in the evaluation of new industrial projects, thus ensuring consistency in the operations of individual undertakings and national plans and programmes. The national parameters study will be based on the primary objectives pursued by a majority of developing countries (e.g. reducing the pressure on foreign exchange and increasing industrial employment). A detailed draft study will be prepared in 1970 on the techniques of calculating these national parameters. This study will be revised in 1971 and submitted for publication.

Priority A

	<u>Staff</u> <u>(in m/m)</u>	<u>Consultants</u> <u>(US\$)</u>
1969	1	7,500
1970	4	3,000
1971	2	1,500

64. Depending on the availability of resources, national parameter studies, based on the examination of further objectives such as regional distribution of industrial activity, income equalization and redistribution, vertical integration and utilization of local raw materials, will be carried out in 1970 and 1971.

Priority B

	<u>Consultants</u> <u>(US\$)</u>
1970	4,000
1971	4,000

Missions and workshops on industrial
project evaluation (12.03.04)^{4/}

65. A workshop on industrial project evaluation was held in Tehran from 1 to 28 February 1969. The discussions and lectures dealt with evaluating projects from the national standpoint, including an evaluation of a proposed aluminium plant. A report has been submitted to the government concerned.

66. A study of basic concepts in project evaluation and glossary of related terms was prepared and is scheduled for publication in 1970.

67. Two workshops are expected to be held in 1970. In addition to evaluating projects and training local personnel, the role of project evaluators in the formulation of industrial plans and policies will be dealt with (ID/B/44, para. 332). Two further workshops are expected to be held in 1971.

Priority A

	<u>Staff</u> <u>(in m/m)</u>	<u>Meetings</u> <u>(US\$)</u>
1969	3	10,500 ^{a/}
1970	4	20,000 ^{b/}
1971	6	20,000 ^{b/}

a/ From SIS funds.

b/ From extrabudgetary sources.

^{4/} This activity is also reported under Operational Activities (SIS approved projects, 68/410 IRA-17) p. 27.

Project implementation (12.04)

68. This project deals with problems encountered in the course of project implementation and attempts to devise measures and techniques to solve them (ID/B/26, para. 214-217); ID/B/43, para. 308-310, 314). This project provided field experts and local personnel with techniques, guidelines and reference material which are also of use to advisory missions and inter-regional training workshops.

69. During 1969, twelve field experts were operating in this sector, in addition to advisory missions of UNIDO staff.

Techniques for programming, scheduling and control
of industrial project implementation (12.04.01)

70. This deals with techniques for programming and scheduling, resource allocation, cost planning and control.

71. In 1969, an advisory mission was undertaken to deal with implementation of specific industrial projects. This mission, in which UNIDO staff participated, provided guidance on programming and scheduling the implementation of three projects. In addition, on-the-job training of local personnel was carried out. Two studies were prepared, one on implementation programming and control techniques, and the second on cost control techniques for project implementation. These studies will be prepared for publication.

72. Two advisory missions similar to the first one are being considered for 1970 (ID/B/44, para. 332). To support these missions, two studies are being prepared: computer-oriented techniques for project implementation; and uncertainty considerations in cost-control techniques. Advisory missions to two more countries are envisaged for 1971.

Priority A

	<u>Staff</u> <u>(in m/m)</u>	<u>Consultants</u> <u>(US\$)</u>
1969	3	3,000
1970	6	2,000
1971	5	1,000

73. There are indications from the field that electronic data processing (EDP) systems for implementation adapted to the specific local conditions will be needed. Two reference studies are therefore being considered for 1970 and 1971, subject to availability of resources.

Priority B

	<u>Staff (in m/m)</u>	<u>Consultants (US\$)</u>
1970	2	-
1971	1	2,500

Case studies in industrial project implementation (12.04.02)

74. This project aims at providing developing countries with programming parameters. It focuses particularly on delays, their causes and economic impact.

75. A number of cases were studied in 1969 on the basis of data collected in three countries (ID/B/26, para. 216). Data on about 140 cases from one country will be retrieved and analysed in 1970; further case studies from other countries are under way (ID/B/44, para. 327-329). A working group of experts will meet in 1971 to discuss the findings and review the approaches adopted in those case studies. The studies are scheduled for publication in 1971.

Priority A

	<u>Staff (in m/m)</u>	<u>Meetings (US\$)</u>	<u>Consultants (US\$)</u>
1969	3	-	3,500
1970	8	-	6,000
1971	11	9,000	4,000

76. Subject to availability of resources, an additional number of countries will be covered.

Priority B

	<u>Staff (in m/m)</u>	<u>Consultants (US\$)</u>
1970	3	4,000
1971	2	4,000

Workshops on industrial project implementation (12.04.03)

77. An Interregional Training Workshop on Industrial Project Implementation was held in 1969 in Amsterdam for seventeen participants from sixteen countries (ID/B/26, para. 215). A report has been prepared.

78. A workshop is programmed to be held in 1970 in the UNESOB or ECAFE region for participants from some ten countries. In addition, negotiations are under way to hold another interregional workshop - similar to the one in Amsterdam - in a European country.^{5/} Two workshops for participants from 30 countries will be held in 1971 at locations to be determined.

Priority A

	Staff (in m/m)	Meetings (US\$)	Consultants (US\$)
1969	4	29,000 ^{a/}	-
1970	8	9,500 ^{b/}	1,000
1971	10	30,000 ^{b/}	1,000

a/ From the General Trust Fund of UNIDO.

b/ UNDP/TA funds.

Location and regional development (12.05)

79. Locational aspects of industrial planning, both within national boundaries of the developing countries and within regional and subregional economic groupings, are covered by this project (ID/B/26, para. 223-225).

80. In 1970 and 1971 emphasis will be placed on opportunities for harmonizing industrial plans and programmes in developing countries. The project will deal with establishing criteria for macro-location of industries. Viability considerations of industrial projects in the context of regional co-operative arrangements as well as the organizational structure for multi-national co-operation will be covered.

5/ Financial arrangements are yet to be worked out.

Operational guide to regional industrial planning
and supporting studies on industrial location (12.05.01)

81. A detailed outline of the guide was prepared in 1969 (ID/B/26, para. 224, 225). Parts of the guide were contributed by the United Nations Centre for Housing, Building and Planning and by the United Nations Research Institute for Social Development. A bibliography on industrial location and regional development was also prepared, which, together with a number of selected studies from the Minsk Seminar, is scheduled for publication in 1970.

Priority A

	<u>Staff</u> <u>(in m/m)</u>	<u>Consultants</u> <u>(US\$)</u>
1969	8	500
1970	7	-
1971	2	-

82. Work will continue in 1970 on the operational guide, subject to availability of consultant funds. The draft for additional studies (ID/B/44, para. 325) will be completed for publication (printing in Minsk).

Priority B

	<u>Consultants</u> <u>(US\$)</u>
1970	5,000
1971	-

Regional industrial development planning (12.05.02)

83. This deals with regional industrial development planning on national and multi-national levels. Locational aspects, being a part of regional industrial planning, are also included (ID/B/44, para. 325).

84. In response to field requests, a series of case studies will be prepared in 1970 dealing with techno-economic solutions of industrial projects as against regional development plans. The studies will also determine regional potentialities for industrial development. They are aimed at facilitating decision making on spatial distribution of industries within a given region.

85. In 1971, a number of additional case studies will be prepared, based on the experience of selected regions of Africa, Asia, Latin America and the Middle East. The studies will examine the criteria applied to locating industrial projects for multi-national co-operation.



Priority A

	<u>Staff</u> <u>(in m/m)</u>	<u>Consultants</u> <u>(US\$)</u>
1969	-	-
1970	9	1,000
1971	4	2,500

Workshops on industrial regional development (12.05.03)

86. A training workshop, which is to be held in 1971 for about twenty participants from developing countries, will deal with locational criteria, information systems, policy measures and institutions related to regional development planning.

Priority A

	<u>Staff</u> <u>(in m/m)</u>	<u>Meetings</u> <u>(US\$)</u>
1971	4	10,000 ^{a/}

a/ UNDP/TA funds.

PRINTED PUBLICATIONS

		<u>Languages</u>	<u>Cost</u> <u>(US\$)</u>
<u>Publications issued in 1969</u>			
	<u>Industrialization and Productivity</u> <u>Bulletin</u>		
ID/SER.A/12	No. 12	F S	
ID/SER.A/13	No. 13	E F S	
ID/SER.A/14	No. 14	E S	
	<u>Industrial planning and programming</u> <u>series</u>		
ID/SER.E/2	International comparisons of inter- industry data	E	
ID/SER.E/3	Planning for advanced skills and technologies	E F S	
ID/SER.E/4 Intro. only	Profiles of manufacturing establish- ments Vol.I	F S R	
ID/19	Report of the interregional seminar on industrial location and regional development (Minsk, August 1968)	E F S	
			<hr/> 33,627

1970 publications programme

	<u>Industrialization and Productivity</u> <u>Bulletin</u>		
ID/SER.A/14	No. 14	F	
ID/SER.A/15	No. 15	E F S	
ID/SER.A/16	No. 16	E F S	
ID/SER.A/17	No. 17	E F S	
	<u>Project formulation and evaluation</u> <u>series</u>		
ID/SER.H/1	Evaluation of industrial projects Vol.II	E	
ID/SER.H/2	Basic concepts in project evaluation and glossary of related terms (originally UNIDO/IPPD/9)	E F S	

Note: In the computation of the printing costs a standard formula was applied based on averaging the cost of printing inside UNIDO and by an outside firm. The standard formula is used to provide for comparability of the cost of printing.

PRINTED PUBLICATIONS (cont'd)

		<u>Languages</u>	<u>Cost</u> <u>(US\$)</u>
<u>1970 publications programme (cont'd)</u>			
	<u>Implementation of industrial programmes series</u>		
ID/SER.L/1	Implementation programming techniques for the developing countries	E F S	
ID/42	Industrial programming data: Report of the first session of international working party on industrial programming data (Vienna, November 1968)	E F S	
ID/43	An annotated bibliography of international publications on industrial location and regional development 1958-1968	E	
-	Proceedings: Interregional seminar on industrial location and regional development (selected studies, Minsk, August 1968)	E (F,S,R abstracts)	
			<u>34,100</u>

Forecast of 1971 publications programme

Industrialization and Productivity Bulletin

No. 18	E F S
No. 19	E F S

Industrial planning and programming series

Structure of material inputs in manufacturing industries in inter-industry relations	E (F,S,R introd.)
Profiles of manufacturing establishments in selected countries Vol.III	E (F,S,R introd.)
Profiles in manufacturing establishments - supplement and analytical digest Vol.IV	E (F,S,R, introd.)

PRINTED PUBLICATIONS (cont'd)

	<u>Languages</u>	<u>Cost</u> (US\$)
<u>Forecast of 1971 publications programme (cont'd)</u>		
<u>Industrial planning and programming series (cont'd)</u>		
Profiles of pre-investment industrial projects	E	
Summaries of national industrial development plans Vol.I	E	
Industrial programming manual: No. 1	E F S	
No. 2	E F S	
No. 3	E F S	
<u>Project formulation and evaluation series</u>		
Economics of project formulation and evaluation	E F S	
Operational guide to industrial project preparation	E	
<u>Industrial location and regional development planning series</u>		
Vol.I and II - Selected studies/ operational guide	E	
<u>Implementation of industrial programmes series</u>		
Case study on industrial project implementation	E F S	
Industrial implementation problems	E F S	
Time profiles of industrial project implementation	E	
Information systems for industrial project implementation	E	
Application of systems-analysis approach to industrial project implementation	E F S	
Study of implementation programmes and control techniques	E F S	
		<hr/> 53,200

Table 5

Expenditures for supporting activities in 1969^{a/}

Project components	UNIDO Regular Budget				UNDP/TA	UNIDO General Trust Fund	Total ^{b/}
	(1)	(2)	(3)	(4)	(5)	(6)	(7)
	Staff m/m	Meetings US\$	Consultants US\$	Publications US\$	US\$	US\$	US\$
12-01-01	12	-	-	-	-	-	-
12-01-02	4	-	2,500	-	-	-	2,500
12-01-03	2	-	1,500	-	-	-	1,500
12-01-04	2	-	-	-	-	-	-
12-01-05	3	-	6,750	-	-	-	6,750
12-02-01	1	-	2,500	-	-	4,500	7,000
12-02-02	12	6,000	3,500	-	-	14,600	24,100
12-02-03	9	-	5,000	-	-	4,600	9,600
12-02-04	3	-	-	-	-	6,400	6,400
12-02-05	2	10,800 ^{c/}	-	-	-	-	10,800
12-03-02	4	-	2,500	-	-	-	2,500
12-03-03	1	-	7,500	-	-	-	7,500
12-03-04	3	10,500 ^{d/}	-	-	-	-	10,500
12-04-01	3	-	3,000	-	-	-	3,000
12-04-02	3	-	3,500	-	-	-	3,500
12-04-03	4	-	-	-	-	29,000	29,000
12-05-01	8	-	500	-	-	-	500
Total	76	27,300^{e/}	38,750	33,627	-	59,100	158,777

a/ Expenditures have been calculated on the basis of actual expenditures up to 30 September 1969, projected to the end of the year.

b/ The totals in column 7 do not include the cost of publications. Thus the total of the items in this column does not correspond to the last line of the column.

c/ Charged against UNDP/SF.

d/ Financed from SIS funds.

e/ Only \$6,000 from the Regular Budget.

Table 6

Estimated expenditures for supporting activities in 1970

Project components	UNIDO Regular Budget				UNDP/TA	UNIDO General Trust Fund	Total ^{a/}
	(1)	(2)	(3)	(4)	(5)	(6)	(7)
	Staff m/m	Meetings US\$	Consultants US\$	Publications US\$	US\$	US\$	US\$
Priority A							
12-01-01	10	-	-	-	-	-	-
12-01-02	7	-	2,000	-	-	-	2,000
12-01-03	4	-	1,500	-	-	-	1,500
12-01-04	4	-	-	-	-	-	-
12-01-05	5	-	2,000	-	-	-	2,000
12-02-01	3	-	1,500	-	-	-	1,500
12-02-02	14	20,000 ^{b/}	2,000	-	-	-	22,000
12-02-03	7	30,000 ^{b/}	1,500	-	-	-	31,500
12-02-04	5	-	5,000	-	-	-	5,000
12-03-01	6	-	1,000	-	-	-	1,000
12-03-02	6	-	500	-	-	-	500
12-03-03	4	-	3,000	-	-	-	3,000
12-03-04	4	20,000 ^{b/}	-	-	-	-	20,000
12-04-01	6	-	2,000	-	-	-	2,000
12-04-02	8	-	6,000	-	-	-	6,000
12-04-03	8	-	1,000	9,500	-	-	10,500
12-05-01	7	-	-	-	-	-	-
12-05-02	9	-	1,000	-	-	-	1,000
Total	117	70,000 ^{c/}	30,000	34,100	9,500	-	143,600
Priority B							
12-01-01	6	-	-	-	-	-	-
12-01-02	11	-	3,000	-	-	-	3,000
12-01-03	5	-	-	-	-	-	-
12-01-04	3	-	-	-	-	-	-
12-02-02	5	-	5,000	-	-	-	5,000
12-02-03	4	-	5,000	-	-	-	5,000
12-02-04	3	-	5,000	-	-	-	5,000
12-03-01	2	-	1,500	-	-	-	1,500
12-03-02	2	-	3,000	-	-	-	3,000
12-03-03	-	-	4,000	-	-	-	4,000
12-04-01	2	-	-	-	-	-	-
12-04-02	3	-	4,000	-	-	-	4,000
12-05-01	-	-	5,000	-	-	-	5,000
Total	46	-	35,500	-	-	-	35,500

a/ The totals in column 7 do not include the cost of publications. Thus the total of the items in this column does not correspond to the last line of the column.

b/ From extrabudgetary sources.

c/ Only \$20,000 from the Regular Budget.

Table 7

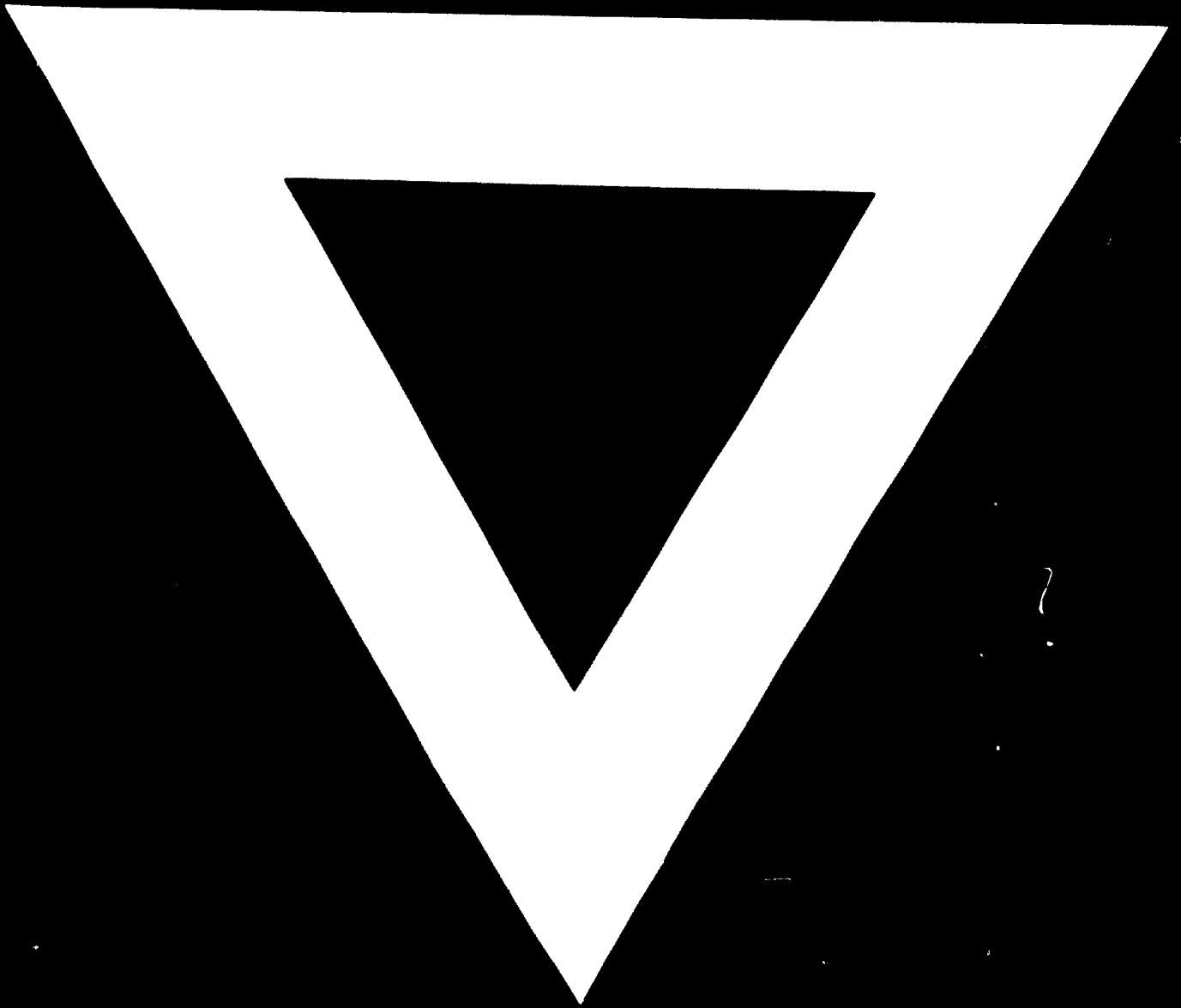
Estimated expenditures for supporting activities in 1971

Project components	UNIDO Regular Budget				UNDP/TA	UNIDO General Trust Fund	Total ^{a/}
	(1)	(2)	(3)	(4)	(5)	(6)	(7)
	Staff n/m	Meetings US\$	Consultants US\$	Publications US\$	US\$	US\$	US\$
Priority A							
12-01-01	7	-	-	-	-	-	-
12-01-02	9	-	3,000	-	-	-	3,000
12-01-03	5	-	2,500	-	-	-	2,500
12-01-04	6	-	2,500	-	-	-	2,500
12-01-05	5	-	3,000	-	-	-	3,000
12-02-01	2	-	1,000	-	-	-	1,000
12-02-02	11	12,000	3,000	-	-	-	15,000
12-02-03	6	-	2,500	-	-	-	2,500
12-02-04	3	-	2,500	-	-	-	2,500
12-03-01	9	-	1,500	-	-	-	1,500
12-03-02	4	-	1,500	-	-	-	1,500
12-03-03	2	-	1,500	-	-	-	1,500
12-03-04	6	20,000 ^{b/}	-	-	-	-	20,000
12-04-01	5	-	1,000	-	-	-	1,000
12-04-02	11	9,000	4,000	-	-	-	13,000
12-04-03	10	-	1,000	30,000	-	-	31,000
12-05-01	2	-	-	-	-	-	-
12-05-02	4	-	2,500	-	-	-	2,500
12-05-03	4	-	-	10,000	-	-	10,000
Total	111	41,000^{c/}	33,000	53,200	40,000	-	167,200
Priority B							
12-01-01	2	-	2,000	-	-	-	2,000
12-01-02	8	-	5,500	-	-	-	5,500
12-01-03	5	6,000	-	-	-	-	6,000
12-01-04	2	-	5,000	-	-	-	5,000
12-02-02	4	-	4,000	-	-	-	4,000
12-02-03	3	-	7,000	-	-	-	7,000
12-02-04	3	-	12,000	-	-	-	12,000
12-03-01	3	-	4,000	-	-	-	4,000
12-03-02	2	-	4,000	-	-	-	4,000
12-03-03	-	-	4,000	-	-	-	4,000
12-04-01	1	-	2,500	-	-	-	2,500
12-04-02	2	-	4,000	-	-	-	4,000
Total	35	6,000	54,000	-	-	-	60,000

a/ The totals in column 7 do not include the cost of publications. Thus the total of the items in this column does not correspond to the last line of the column.

b/ Extrabudgetary sources.

c/ Only \$21,000 from the Regular Budget.



1. 4. 74