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*for a sustainable future*

## OCCASION

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Expert Group Meeting on Project Planning  
and Implementation Information Systems  
and Related Machinery

Vienna, 13 - 18 November 1972

**AIDE-MEMOIRE**

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

Table of Contents

	<u>Page</u>
1. Introduction	3
2. The need for Project Management Systems	3
3. Objectives of the Meeting	4
4. Documentation of the Meeting	4
5. Language of the Meeting	5
6. Organization of the Meeting	5

## 1. Introduction

During the last two decades a great number of developing countries embarked on economic and industrial development planning. Unfortunately, many countries have been giving more attention to the formulation of development plans or programmes than to the course of action needed to implement them. In numerous situations not much effort has been given to the planning and implementation of individual projects which make up these programmes. Experience indicates that there is no formal approach to project planning and implementation in most of the developing countries. Consequently, project work has been falling short of expectations, resulting in lengthy delays and overrun of cost.

## 2. The need for Project Management Systems

Industrial development projects are characterized by being non-repetitive, time-constrained and dynamic as they may involve a high degree of uncertainty and changes over time. They are further characterized by being influenced by a number of agencies or organizations (such as various ministries, investors and a host of other bodies) which constitute what is called the "project environment" and which are beyond the authority of project management. Accordingly, project management (management of project implementation) requires skills and techniques which are somewhat different from those called for by general management (management of existing industrial enterprises or establishments). Planning and control should cope with project characteristics previously mentioned. Rather than a well-defined organization structure, the project manager must head a flexible, ever-changing organization. Furthermore, continuous interaction with the project environment mentioned above is essential, for the resources the project manager requires are not under his authority. He has to co-ordinate the work of the various agencies participating in the implementation process and to report to them.

All the afore-mentioned factors dictate that project management needs a total approach or project management system (PMS) to project planning and implementation. A project management systems may be viewed as having a number of interrelated functions namely: organizing, planning, controlling, integrating and co-ordinating the process of project planning and implementation. In performing these functions a project management system calls for certain tools. One prominent tool is what came to be called project management information system (PMIS), in other words, information system for project planning and implementation.

### 3. The Objectives of the Meeting

The main objectives of the meeting may be outlined as follows:

- a) To discuss and exchange views concerning the development and running of project management information systems in the context of project management systems, as defined above, in the environment of developing countries. This will include systems definition, steps to be taken in systems development, relevant major problems being encountered and recommended measures for systems implementation and operation.
- b) To put forward some recommendations regarding studies and technical assistance for UNIDO to consider.
- c) To put the outcome of points a) and b) above in a report which UNIDO would eventually distribute to developing countries.

### 4. Documentation of the Meeting

This includes the following:

- a) A background paper on the subject to be prepared by UNIDO.
- b) A brief paper to be prepared by each participant in the meeting including his impressions regarding the subject matter and the main issues that he would like the meeting to discuss based on his experience in his country or other countries if possible.
- c) A number of other UNIDO publications dealing with various aspects pertinent to the areas to be discussed in the meeting.

5. Language of the Meeting

The working language of the meeting will be English.

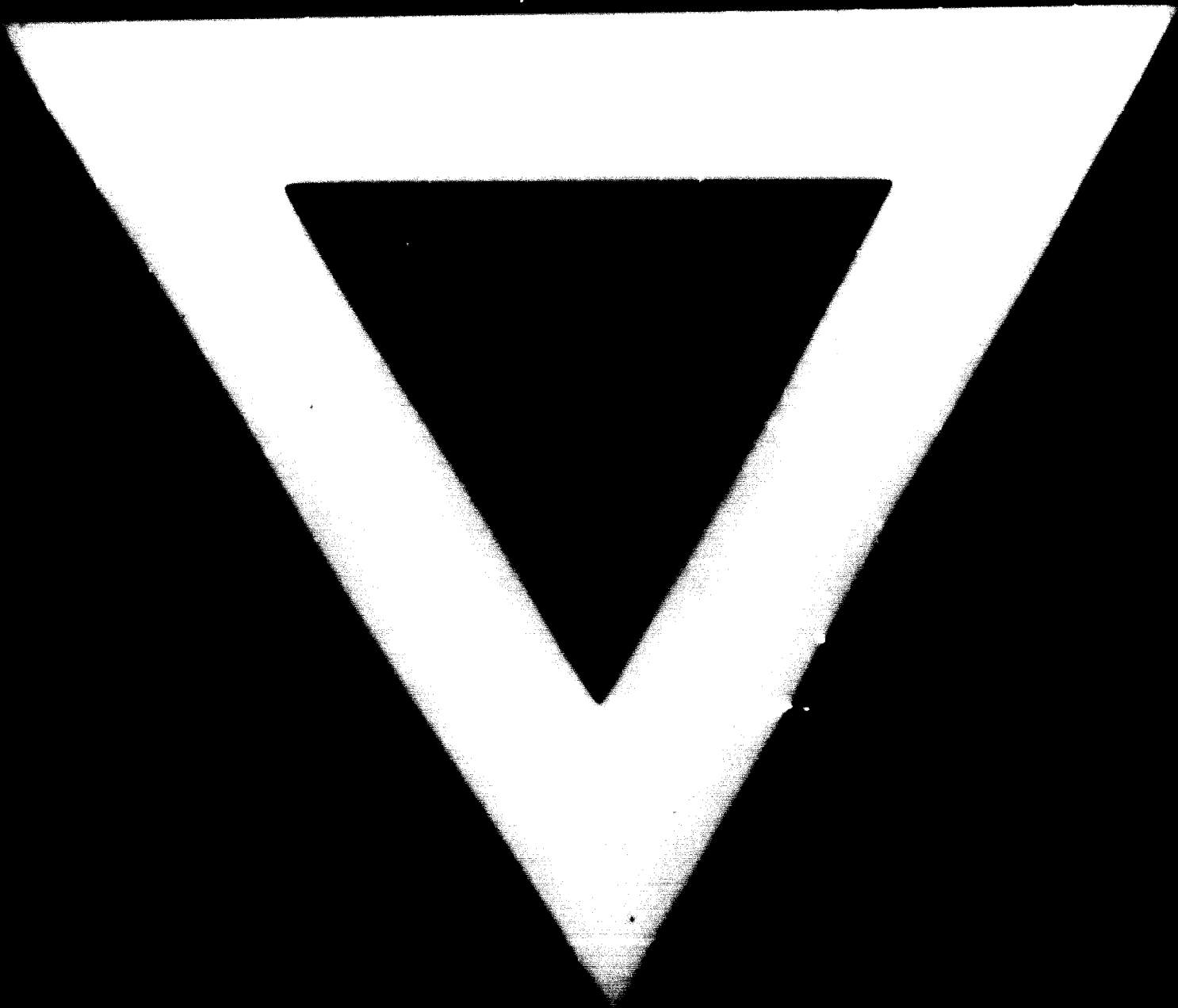
6. Organization of the Meeting

The expert group meeting will be organized by UNIDO.

The meeting will be attended by about 10 experts selected according to their background and experience in the above-mentioned fields.

The duration of the meeting will be one week and it will start on 13 November 1972.





**7 . 8 . 74**