



**TOGETHER**  
*for a sustainable future*

## OCCASION

This publication has been made available to the public on the occasion of the 50<sup>th</sup> 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](mailto:publications@unido.org) for further information concerning UNIDO publications.

For more information about UNIDO, please visit us at [www.unido.org](http://www.unido.org)

22884

UNIDO Project No.:US/RER/01/196

## **FINAL REPORT**

Prepared by Hungarian Institute for Economic Analysis,  
National Coordinator of the Project  
Contract No. 2002/147

**June 2003**

# Contents

<b>BACKGROUND</b> .....	<b>3</b>
<b>PROJECT DESCRIPTION</b> .....	<b>4</b>
OBJECTIVES .....	4
COOPERATING PARTNERS IN THE PROJECT .....	5
EXPECTED OUTPUTS .....	7
<b>MAIN DUTIES OF THE NATIONAL COORDINATOR</b> .....	<b>8</b>
ROLE OF THE NATIONAL COORDINATOR .....	8
SPECIFICATION OF TASKS .....	9
EXPECTED RESULTS.....	11
<b>NARRATIVE REPORT</b> .....	<b>13</b>
DETAILED DESCRIPTION OF TASK EXECUTION .....	13
FULFILMENT OF DUTIES .....	19
PREPARED DOCUMENTATION.....	21
FINANCIAL CONSIDERATIONS.....	23
<b>CONCLUSIONS AND RECOMMENDATIONS</b> .....	<b>26</b>

## Background

In the past few years, UNIDO and its partners established a Regional Initiative on Technology Foresight for Central- and Eastern-European countries and the Newly Independent States. The idea behind this initiative was formulating a response to Central- and Eastern Europe's need for a mid- and long-term development vision of the region, as well as for bringing a more technology-oriented focus into the relevant national and regional knowledge-based institutions.

The relevance of the Regional Initiative lies in providing assistance to economies in transition for a more sustainable and innovative development, fostering economic, environmental and social benefits at national and regional levels.

The Hungarian Government reacted positively to the aims set by the Regional Initiative, since the country's position was that these might become important assets in the economic development of Hungary and the region as well, with special regards to the development of a technology-intensive, knowledge-based economy and raising standard of living and quality of life.

After these antecedents, the Hungarian Government supported the idea of UNIDO to launch a project in the framework of the above highlighted Regional Initiative. UNIDO Project No.:US/RER/01/196 aims at the organisation of an annual Summit to enable regional exchange of experience and best practices of technology foresight efforts as a useful tool for governments, enterprises and research communities for enhancing competitiveness, innovation and strategic planning. In close co-operation with UNIDO, Hungary assumed the role of hosting UNIDO Technology Foresight Summit 2003 in Budapest, between March 27 and 29.

From February 2002, active negotiations have started between UNIDO and its Hungarian government counterparts - Ministry of Economy and Transport and the Permanent Mission of Hungary to the United Nations in Vienna – about the structure, content and implementers of the project. Based on the recommendation of UNIDO Hungarian National Committee, the National Coordinator - Hungarian Institute for Economic Analysis – of the project was selected.

After getting its official mandate in June 2002, the National Coordinator started executing the tasks set by UNIDO in close cooperation with the key implementers of the project, taking main duties outlined in the Term of Reference of the National Coordinator Institute as the basic and main guiding-lines throughout the whole Summit organising process.

# **Project description**

## ***Objectives***

The most important features and objectives of UNIDO Project No.:US/RER/01/196 might be summarised and explained as follows:

- It is planned to establish a flagship annual event to bring together the highest-level policy representatives, top business leaders and heads of research institutions to discuss future trends, strengths, weaknesses, opportunities and threats to their countries, companies and regions, which can be addressed through early mobilization of technology and knowledge;
- Each summit is to be devoted to a challenging highlight area that provides the core of the event – for the 2003 Summit, biotechnology has been selected as a highlight area;
- UNIDO Technology Foresight Summit series pioneer efforts to look at the benefits of regional, supra-, and sub-national level technology foresight exercises;
- The project is to provide a platform to Central and Eastern European countries and the Newly Independent States for a more sustainable and innovative development aiming at fostering economical, environmental and social benefits at national and regional levels;
- Although the upcoming summits will rely heavily on the expertise, knowledge and experience of foresight experts, it is expected that they will focus more on practical questions and important issues for the participating countries, as on theoretical discussions of „foresighters“;
- The project primarily targets decision makers, who are expected to be empowered by applying technology foresight as a policy instrument, to make informed and intelligent decisions for quality development and thus promoting competitiveness, innovation and strategic decision-making in the Region;
- It could be emphasized that this initiative sets as objective to particularly target a strong involvement of the business sector in the discussions and deliberations.

## ***Cooperating partners in the project***

In the course of the project, the National Coordinator worked together with various implementers on different segments of the project. Those cooperating partners are mentioned and described below, who had a close, day-to-day working relationship with the National Coordinator in the preparatory phase and implementation of UNIDO Project No.:US/RER/01/196.

- **Project Manager (PM)**

UNIDO Project Manager directly supervised and guided the organisation, implementation and the follow-up activities of the Summit. The PM had a responsibility to closely and thoroughly monitor, as well as direct all activities of the parties involved in the project, in order to provide for the successful implementation of the Summit.

The Project Manager of UNIDO Project No.:US/RER/01/196 was Mr. Ricardo Seidl da Fonseca – UNIDO, Industrial Promotion and Technology Branch.

- **National Coordinator (NC)**

The National Coordinator of the project assumed the task of preparing, organising, implementing and executing follow-up activities of UNIDO TF Summit 2003, under direct supervision of UNIDO Project Manager. The National Coordinator worked along the guidelines of close cooperation with the four component managers and aimed at assuring overall coordination between different events and activities.

The role of the Project's National Coordinator was executed by the Hungarian Institute for Economic Analysis.

- **Four Component Managers:**

- 1. Technology Foresight (TF) Manager***

TF Manager was responsible for the realisation of Technology Foresight Panels as a component of the Summit under direct supervision and guidance of UNIDO Project Manager and in close cooperation with the National Coordinator.

The manager of Technology Foresight Component was Mr. Ferenc Kováts – Chairman of the Technology Foresight Programme Office in Hungary.

- 2. Biotechnology (BIO) Manager***

BIO Manager was responsible for the realisation of Biotechnology Prospective Forum as a component of the Summit under direct supervision and guidance of UNIDO Project Manager and in close cooperation with the National Coordinator.

The manager of Biotechnology Component was Mr. Sándor Pongor – Head of Protein Structure and Bioinformatics Group, International Centre for Genetic Engineering and Biotechnology (ICGEB), Trieste, Italy.

### **3. *Industrial Participation (IND) Manager***

IND manager was responsible for the realisation of Fair of the Future - dedicated to advances in biotechnology and promotion of industry – as a component of the Summit under direct supervision and guidance of UNIDO Project Manager and in close cooperation with the National Coordinator.

The manager of Industrial Participation Component was Mr. Miklós Devecz - Strategic Development and Government Relations, Flextronics International, Hungary.

### **4. *Ministerial Round Table (MRT) Manager***

MRT Manager was responsible for the realisation of Ministerial Round Table and Working Lunch as a component of the Summit under direct supervision and guidance of UNIDO Project Manager and in close cooperation with the National Coordinator.

The manager of Ministerial Round Table Component was Mr. György Bánlaki – former Ambassador of Republic of Hungary in Washington, USA.

- **Contributing Institutions**

They were in charge of compiling studies as background materials of the Summit. The institute with whom the NC had a working relationship was Budapest University of Economic Sciences and Public Administration (BUESPA). The University produced an impact study of EU integration on the automotive industry in the Czech and Slovak Republic, Poland, Hungary. This became an integrated element of the Master of Summit Documentation.

- **Conference Organiser**

Conference Organiser's task was quality assurance as regards the venue of the Summit and the services related to it, as well as providing for the smooth implementation of the Summit from a logistical point of view, under the direct supervision and guidance of UNIDO Project Manager and in close cooperation with the National Coordinator.

The Conference Organiser of this Summit was SEED Foundation for Small Enterprise Economic Development, Hungary.

- **PR company**

PR-company was assigned the task of creating the main design elements of the event, formatting the Summit documentation in unified format, laying-down the main guidelines

for a professionally elaborated communications campaign and successfully executing it. This activity was carried-out under direct supervision and guidance of UNIDO Project Manager and in close cooperation with the National Coordinator.

The selected PR-company of the Summit was Sygma Creative, Hungary.

It must also be emphasised that the National Coordinator cooperated actively with UNIDO Hungarian National Committee and Permanent Mission of the Republic of Hungary to the UN Office in Vienna during the preparation and implementation of the project.

## ***Expected outputs***

There are two categories of outputs which are to be expected from this project.

### **General outputs:**

- Fostering competitiveness and innovation by strengthening and sustaining awareness of the importance of technology foresight among decision-makers in the region;
- Providing participants with important information in their decision-making process and giving floor to the exchange of ideas and thus creating a strong future vision;
- Establishing new ties among participants: match-making of decision-makers, enhancing cooperation and network-creation at a regional level;
- Elaborating recommendations for high-level decision-makers to initiate and implement national foresight exercises comparable, as much as possible at the regional level;
- Making recommendations to encourage technology foresight programmes at the supra- and sub-national levels;
- Applying the results of foresight studies for selected Highlighted Areas;
- Identification of problems of relevance for the region that can be addressed through technology and knowledge-based approaches.

### **Direct outputs:**

- Studies, publications, electronic documentation and Report of the Summit;
- Revising and publishing results of UNIDO TF Summit 2003;
- Contributing to the development of the region's professional and institutional TF network.



# **Main duties of the National Coordinator**

## ***Role of the National Coordinator***

The role of the National Coordinator of UNIDO Project No.:US/RER/01/196 was performed by the Hungarian Institute for Economic Analysis. The Institute was recommended to act as the National Coordinator by UNIDO Hungarian National Committee. After this, the Hungarian Institute for Economic Analysis received from UNIDO the Request for Proposal (RFP) No.2002/093/VK.

The proposal was compiled by May 31, 2002 (stating the ability of the Institute to carry out the role of the NC and making a declaration to assign to the project a sufficient number of capable and experienced personnel) and the Contract No. 2002/147 was signed by both parties in June 2002 (June 18, 2002 by Viktor Koloskov, Contracts Officer, General Services Branch, Division of Administration, UNIDO and June 21, 2002 by Péter Kulcsár, Director, Hungarian Institute for Economic Analysis).

Based on the statement set in the contract, all work in the project area – specified by the Term of Reference of the National Coordinator Institute - had to be completed no later than 30 June, 2003.

The team of the National Coordinator consisted of 5 persons. The Contract set as a guiding line that the Contractor (NC) should make available not less than twenty (20) man-months of personnel services by its team of experts.

The team of the National Coordinator consisted of the Institute's regular staff and was composed as follows:

- *Mr. Péter Kulcsár* – Team Leader
- *Mr. Péter Wolf* – Project Office Leader
- *Ms. Csilla Lampert* – Technical Module Leader

From July 1, 2002 Ms. Lampert was replaced in this position by

*Mr. László Kállay*

UNIDO was informed about this change in staff and fully acknowledged it.

- *Ms. Zsófia Cseke* – Project Controlling
- *Ms. Márta Kifer* – Administration

It must be emphasized that the main guiding-line for the role of the National Coordinator set by UNIDO was the cooperation method concerning the overall implementation of the project.

The Term of Reference of the National Coordinator Institution briefly summarised the duties of the National Coordinator as follows:

“Under the direct supervision and guidance of the UNIDO Project Manager (PM) the National Co-ordinator (NC) will prepare, organise, implement and follow-up activities of the Summit outlined in the Aide Memoire and Master Plan of Action of the Summit.

The sub-contractor will be responsible for the overall realization and quality assurance of the Technology Foresight Summit and its components. The TF Summit will be conducted through 4 components such as Fair of the Future, Biotechnology Foresight Forum, Technology Foresight Panels and Ministerial Round Table. Each of these components will be assigned to one Manager. The National Coordinator will work in cooperation with these component Managers and assure overall coordination among the different events and activities.”

It was set as a reporting criteria for the National Coordinator in its Term of Reference to prepare the following deliverables:

- Monthly status reports;
- Summit documentation;
- Final Report.

### ***Specification of tasks***

When specifying and explaining the exact nature of the tasks performed by the National Coordinator, the Term of Reference of the NC should be taken as the bottom line for these duties (completed with some other issues of importance).

The tasks performed by the National Coordinator may be categorised and described as follows:

#### **Preparatory activities**

- Coordinating the elaboration of the Concept, Aide Memoire, Agenda and Plan of Action for each component and elaborating the Master Plan of Action for the whole Summit;
- Cooperation in elaborating the Concept for Summit Promotion;
- Assisting in the identification of potential donors.

#### **Promotion material**

- Supervising and coordinating editorial work, design, printing and distribution of the Summit Promotion Material;

- Coordinating the elaboration of the Summit web-page and its up-dating.

### **Participants**

- Reviewing and commenting on experts' Job description, invitation and the detailed speeches outline, as well as on lists of national and international experts, speakers, invitees, participants (data-base);
- Coordinating follow-up activities on invitations, collection of registration forms and preparation of List of Participants.

### **Technical Documentation**

- Coordinating follow-up preparations and timely delivery of expert papers, speakers' speeches, selection of final reference materials for MRT, timely delivery of prepared Automotive Impact and Agro-food Studies;
- Assembling in a consistent package all Summit documentation, as well as supervising, coordinating editorial work, design, printing and distribution of Master of Summit documentation.

### **Implementation and follow-up**

- Coordinating overall requests from the component managers for PR and logistics support in the preparation and implementation of the Summit's Master Plan of Action;
- Participating actively in the activities of the Summit;
- Preparing preliminary Conclusions and Recommendations (C&R), with the assistance and inputs from the component managers;
- Coordinating the preparation of final C&R and Summary Report of the Summit in full and short version (summary to be included in the Report of the Summit);
- Collecting status reports of the component managers and forwarding them to the Project Manager (together with its own status report);
- Organizing and conducting monthly coordination meetings and securing required working conditions for the component managers;
- Producing memos of the project meetings and other talks.

## ***Expected results***

Expected results are to be derived directly from the main duties of the National Coordinator as stipulated in the Term of Reference of the NC (completed with some other issues of importance). The National Coordinator has acted in cooperation with different other implementers during UNIDO Project No.:US/RER/01/196 to accomplish these duties and achieve the expected results.

Based on the tasks specified in the previous chapter, expected results could be grouped as follows:

### ***Expected results in the phase of preparatory activities:***

- Concept, Aide Memoire, Agenda, Plan of Action and Promotion Material of each component and Master Plan of Action for the whole Summit;
- Concept for Summit Promotion;
- Funds from donors.

### ***Expected results as regards promotion material:***

- Summit Promotion Material completed;
- Summit web page available and up-dated.

### ***Expected results concerning participants:***

- Experts' Job descriptions, speeches outline, invitations and list of national, international experts, speakers, invitees and participants (data-base);
- List of Participants available and up-dated.

### ***Expected results in the field of technical documentation:***

- Expert papers, Speakers' Speeches, Reference Material for MRT available, Automotive Impact and Agro-food Studies prepared;
- Master of Summit Documentation completed.

### **Expected results in the course of implementation and follow-up:**

- PR and logistics provided and quality assured;
- Summit implemented;
- Preliminary Conclusions and Recommendations (C&R);
- Full and short version of C&R and Report of the Summit;
- NC' s monthly status reports, collection of component managers' status reports and forwarding them to the PM;
- Monthly coordination meetings organised and required working conditions for the component managers secured;
- Memos of the project meetings and other talks.

For the sake of untroubled functioning of the project, it was essential to set permanent forums of communication and formulating their function. As regards this aspect of the project, the National Coordinator was expected to harmonise:

- on the level of the National Coordinator: systematically looking over project results, emerging questions and status of the project ;
- between the National Coordinator and the managers: surveying together the status of the project, its actual results and probable tasks emerging in the upcoming period;
- between the National Coordinator and the subcontractors: surveying together the status of the project, its actual results and probable tasks emerging in the upcoming period;
- on the level of the Project Manager: the PM and the NC surveying together the status of the project and its actual results.

# Narrative Report

## *Detailed description of task execution*

Based on the main duties of the NC and the expected results, it can be declared that the National Coordinator has executed a broad spectrum of tasks, involving various implementers. This project-execution process demanded cooperation between the National Coordinator and the key implementers, as well as a high level of harmonisation between the various elements of UNIDO Project No.:US/RER/01/196.

When analysing the task execution of the National Coordinator, it has to be stressed that the main guiding-lines behind this analysis are the monthly status reports of the NC (though there will be other important data provided). These documents contain the most important results of the NC's activity and thus serve as a good basis for describing the National Coordinator's activity.

The description below aims at summarizing the most important points as regards the performance of the NC, but it neither contains any evaluation, nor a recommendation. The fulfilment of duties will be analysed in a separate chapter and closing remarks will be laid down in the last part of the Final Report – Conclusions and Recommendations.

### **THE NATIONAL COORDINATOR'S ACTIVITY IN THE PERIOD JUNE 2002 – JUNE 2003**

#### **Preparatory activities**

- The National Coordinator took part in the discussions aiming at building-up the exact date, structure, contents and target-group of the Summit, as well as in the revision procedure, when needed.

**Activity period:** *June – July, 2002*

- The Institute coordinated the concept-elaboration, as well as the compilation of the consolidated Aide Memoires for each component and elaborated its own (NC) consolidated Aide Memoire.

**Activity period:** *June – July, 2002*

- In cooperation with the component managers, Master Plan of Action and Plan of Action for each component was elaborated and constantly up-dated.

**Activity period:** *June – October, 2002*

- The NC has elaborated a draft list of logistics tasks in order to clarify precisely the logistical aspect of the project.

The National Coordinator took part in the identification process of the Summit venue. Therefore, the NC has collected offers from various hotels, prepared estimated cost calculations and made a recommendation towards UNIDO as regards the potential venue of the Summit.

The Institute was involved in the preparation of the Term of Reference for Conference Organizer in cooperation with UNIDO PM.

The National Coordinator participated in the preparatory phase of the selection procedure of Conference Organizer and PR-company. Namely, the NC cooperated in formulating selection criteria and requirements to be used upon selecting the logistics and PR subcontractors of the project.

**Activity period:** *June – September, 2002*

- Identification of potential donors was done by the selected PR-company in cooperation with UNIDO PM, component managers and the National Coordinator.

The National Coordinator assisted the PR-company by reviewing and making comments to the document: "Proposal for the fund-raising strategy", which was describing the sponsorship element of the Summit.

The identification process of sponsors was successful and Summit sponsors were identified.

**Summit Sponsors:** *Baxter Bioscience, Gravoform, Rein Messebau.*

**Media Partner:** *Hungarian Industrial and Environment Magazine.*

### **Promotion material and related activities**

- The National Coordinator had a role in supervising and coordinating PR-company's activity as regards:
  - Image and design elements of the Summit;
  - Summit communications strategy;
  - Media policy;
  - Organising two press-conferences;
  - Editorial work, design, printing and distribution of the of the Summit Promotion material and Summit Documentation (Booklet, Agenda, Announcement, Invitation, Poster, Fair of the Future Brochure, Summit Documentation Volume 1-2, Summit Information Leaflet);
  - Cooperation with UNIDO in establishing Summit web-site.

The National Coordinator took part at two Summit promotion events (organised by UNIDO and the Permanent Mission of Republic of Hungary to the UN) prior to the Summit and thus contributed to raising interest towards the event in selected high-level circles.

The NC contributed to the establishment of a channel of communication between the PR-company and other project participants in order to clarify PR-tasks and to elaborate effective problem-solutions.

**Activity period:** *September 2002 – March 2003*

### **Participants and related activities**

- The National Coordinator took part in reviewing and commenting on experts' Job descriptions, invitation, as well as forwarding them to UNIDO PM.

The NC also revised and forwarded to UNIDO lists of potential experts, speakers and contributors.

The Institute cooperated with UNIDO PM and component managers in the decision-making process on the exact denomination of experts, their categories, fee, tasks, as well as their selection.

**Activity period:** *July 2002 – March, 2003*

- The NC cooperated with the responsible manager, UNIDO PM and UNIDO HNC to ensure the required high-level, ministerial participation at the Summit. The NC also contacted embassies of the invited high-level persons' countries to ensure the required logistical and protocol arrangements.

**Activity period:** *June, 2002 – March, 2003*

- The National Coordinator has established, maintained, handled and constantly updated a Summit data-base, which served as the main source for inviting national and international experts and participants for UNIDO TF Summit 2003.

For establishing a thorough and full-scale data-base, the National Coordinator has engaged in data-collection. The NC has utilized various means for executing the collection procedure. Besides its own data-base building activity, the National Coordinator received data from different other sources:

- UNIDO PM;
- Four component managers;
- Ministry of Economy and Transport, Hungary;
- Ministry of Education, Hungary;
- Technology Foresight Programme Office, Hungary;
- Hungarian Biotechnology Association;
- Hungarian embassies in selected CEE-countries.

**Activity period:** *August 2002 – March 2003*



- The National Coordinator had an active role in the establishment of the registration system. The NC has discussed this issue on numerous occasions with Conference Organizer and UNIDO PM, has elaborated a written proposal on the functioning of the registration system, forwarded it to the interested parties and has monitored closely the setting-up of the system.

**Activity period:** *October 2002 – February 2003*

- The Institute has been involved in the follow-up of multiple rounds of invitations sent-out electronically in an announcement package by the Conference Organizer. The NC actively helped the work of the logistics company in dealing with the applications in an effective way, reacting immediately on different questions, problems, enquiries raised by the Conference Organizer.

The National Coordinator took part in establishing a method used for the evaluation of the applicants and for informing potential participants about the decision of the organisers about their acceptance or rejection as participants of UNIDO TF Summit 2003. The interested component managers, rapporteurs have been constantly informed about the actual status of the application process and the NC prepared lists containing distribution of applicants per respective panel.

The NC had an important role in providing for smooth functioning of this evaluation system and has been constantly monitoring it.

**Activity period:** *February- March, 2003*

- The National Coordinator prepared and constantly up-dated List of Participants in cooperation with UNIDO PM.

**Activity period:** *March 2003*

### **Technical Documentation**

- The NC monitored the preparation and delivery of expert papers, speakers' speeches, the selection of final reference materials for MRT, as well as the delivery of the Automotive Impact and the Agro-food Studies.

The Institute cooperated with UNIDO PM and component managers in discussions as regards timing and deadlines for the above mentioned papers.

The National Coordinator also took on the role of collecting these documents and forwarding them to the PR-company for further design and formatting.

**Activity period:** *January - March 2003*

- The NC coordinated and monitored the assembling of all Summit documentation in a consistent package, as well as supervising, coordinating editorial work, design, printing and distribution of Master of Summit documentation.

**Activity period:** *January – March, 2003*

## **Implementation**

- The National Coordinator worked in close cooperation with the four component managers during the whole phase of the project.

The NC coordinated managing questions or problems emerging in any of the four components in connection with:

- Contents, structure of a given component;
- Documents to be prepared;
- Experts, high-level, ministerial participants;
- PR and logistical questions;
- Financial matters;
- Miscellaneous.

The NC provided managers with inputs, recommendations as regards issues above, organised meetings to clarify the most important questions, enquiries, worries and acted as a cooperating partner by the side of the managers in their pursuit of smooth organising of their component.

**Activity period:** *June 2002 – April 2003*

- The National Coordinator cooperated closely with Conference Organizer in the selection procedure of the Summit-venue.

The NC actively provided the company with useful inputs and communicated towards Conference Organizer the expectations of project implementers in connection with:

- Summit-venue rooms and facilities;
- Technical equipment (with emphasis on specific requirements of the Fair of the Future);
- Catering arrangements (with special regards to needs of the Ministerial Working Lunch);
- Hotel reservations.

**Activity period:** *September 2002 – March 2003*

- Monthly status reports of the NC prepared and forwarded to UNIDO PM.

The NC also collected managers' monthly status reports and forwarded them to UNIDO PM.

**Activity period: June 2002 – April 2003**

- Regular coordination meetings (either at UNIDO HQ in Vienna or at the NC's premises in Budapest, Hungary) and other discussions were held with various parties. That is to say, with:
  - UNIDO PM and other UNIDO project personnel;
  - UNIDO HNC;
  - Representative of Permanent Mission of the Republic of Hungary to the UN Office in Vienna;
  - Four component managers;
  - TF panel rapporteurs;
  - PR company;
  - Conference Organizer.

The National Coordinator actively participated in organising these meetings, announcing them to potential participants and receiving their feedback (and eventually making modifications if necessary).

The NC constantly took part in the preparation (and possible modification) of the meeting Agendas and distributed them to potential participants.

The National Coordinator compiled memos of the above mentioned meetings both in English and in Hungarian, distributed them to participants, analysed and integrated the possible incoming comments.

**Activity period: June 2002 – March 2003**

- The National Coordinator constantly informed UNIDO Hungarian National Committee about the most important issues in connection with the Summit. Upon request from UNIDO HNC, the National Coordinator prepared reports about the current status of the preparation and organisation of the Summit.

**Activity period: June 2002 – March 2003**

- Prior to the Summit, the Institute took part in monitoring the preparation of preliminary Conclusions and Recommendations (C&R).

**Activity period: March 2003**

- The Institute – in cooperation with other implementers – provided for that the Summit be finally implemented in Budapest, Hungary.

During the Summit, the NC participated in coordinating, addressing issues of different nature and cooperating with responsible parties in the following topics:

- Registration of participants;
- High-level, ministerial guests;
- Distribution of Summit material;
- Up-dating List of participants;
- Organising Ministerial Working Lunch;
- Providing participants with Summit-information;
- Miscellaneous.

**Activity period:** *March 27-29, 2003*

### **Follow-up phase**

- The National Coordinator – together with UNIDO PM – finalised and consolidated List of Participants in such a format that could have been placed on UNIDO web-site.

**Activity period:** *April 2003*

- The National Coordinator took part in coordinating the preparation of final C&R and Summary Report of the Summit in full and short version (summary to be included in the Report of the Summit).

**Activity period:** *April 2003*

### ***Fulfilment of duties***

During preparation, organisation and implementation of UNIDO Project No.:US/RER/01/196, the National Coordinator Institute aimed at executing the requirements and duties set by its Term of Reference. The guiding line behind the NC's work was overall coordination among different project events and activities.

As it can be seen from the previous chapter, the Institute carried out a wide spectrum of tasks with the involvement of various implementers. Based on the facts set in the detailed description of the task-execution, it can be stated that the National Coordinator has fulfilled its duties and obligations in connection with:

- Preparatory activities;
- Promotion material and related activities;

- Participants and related activities;
- Technical documentation;
- Implementation;
- Follow-up

of UNIDO Project No.:US/RER/01/196 as required by the Term of Reference of the National Coordinator Institute.

Without trying to grade the activity of the NC, it might be declared that the NC has fulfilled its duty and provided for (in coordination with the other implementers of the project) the overall realization and quality assurance of the Technology Foresight Summit and its components.

The cornerstones of the NC's activity - cooperation, coordination and harmonization - have been taken into consideration by the Institute during the execution of its tasks and thus the fulfilment of project-duties and overall quality requirements were met.

Besides the tasks set by the Term of Reference, the NC used the opportunity given to contribute to the increase of project effectiveness. Namely, starting from December, the National Coordinator, UNIDO and component managers engaged in a more intensive and thorough cooperation phase in order to speed up the organisation process of the Summit, as well as the flow of communication between the various implementers.

All different components and elements of the project had been finished by the Summit execution deadline (March 27-29, 2003). Therefore, the Summit was ready for its final implementation and was realized at the deadline set.

A total of 288 persons appeared (equally distributed) in three days of the Summit. Besides this, there were many people who have visited Fair of the Future – free seminar and exposition of UNIDO TF Summit 2003. This all exceeds the original expectation of the organizers to have 200 people attend the Summit.

In connection with people taking part at the Summit, it can be emphasized that a good degree of high-level and professional attendance was realized. Namely, at the Ministerial Round Table component six ministers participated, as well as other prominent people and sub-cabinet level representatives of states. It could also be mentioned that a considerable amount of decision-makers from the corporate, research and scientific area, as well as from the governmental sphere attended the Summit. All of this was in concordance with the expectations of the organizers and could be described as a success criteria.

Taking into account all the aspects in connection with Summit implementation, it could be expected that the Summit will be continued next year and this first Summit (as well as the activity and experience of the NC) will serve as a good basis for organising the second UNIDO TF Summit.

## ***Prepared Documentation***

It could be highlighted that in the fulfilment phase of Summit duties, not only the execution of different activities, but the preparation of various documents was necessary. The most relevant project documents prepared with the cooperation and contribution of the NC are as follows:

### **PREPARATORY ACTIVITIES:**

- **Documents:** *Consolidated Aide Memoires for TF, BIO, IND, MRT components.*

**When:** *June – July, 2002.*

- **Document:** *Consolidated Aide Memoire of the National Coordinator.*

**When:** *June – July, 2002.*

- **Documents:**

- *Master Plan of Action of the Summit,*
- *Plan of Action for TF, BIO, IND, MRT components.*

**When:** *June – October, 2002 (constant up-dating).*

### **PROMOTION MATERIAL:**

- **Documents:**

- *Booklet;*
- *Agenda;*
- *Announcement Letter;*
- *Invitation;*
- *Poster;*
- *Fair of the Future Brochure;*
- *Summit Information Leaflet.*

**When:** *January-March 2003.*

### **PARTICIPANTS:**

- **Documents:** *Experts' Job descriptions and invitation letter for MRT.*

**When:** *September 2002.*

- **Document:** *List of national, international experts, invitees and participants (database).*

**When:** *August 2002 – March 2003 (constant maintenance and up-dating).*

#### **TECHNICAL DOCUMENTATION:**

- **Documents:**
  - *Expert papers of TF, BIO components;*
  - *Automotive Impact Study;*
  - *Agro-food Study.*

*The above documents constitute Summit documentation Volume 1-2.*

**When:** *January – March 2003.*

#### **IMPLEMENTATION:**

- **Documents:**
  - *Monthly status reports of TF, BIO, IND, MRT managers;*
  - *Monthly status reports of the National Coordinator.*

**When:** *June 2002 – March 2003 (constant monthly preparation).*

- **Documents:**
  - *Agendas of coordination meetings and other discussions between the main project-implementers;*
  - *Short outlines of the above meetings.*

**When:** *June 2002 – March 2003 (constantly prepared in the course of the project).*

- **Documents:**
  - *Preliminary Conclusions and Recommendations.*

**When:** *March 2003.*

## **FOLLOW-UP:**

- **Document:**

- *List of Participants.*

**When:** *April 2003.*

- **Documents:**

- *Final Conclusions and Recommendations;*
- *Summary Report of the Summit (full and short version).*

**When:** *April – May, 2003*

## ***Financial considerations***

For executing tasks set by the Term of Reference of the National Coordinator Institute, a Contract Price was fixed in the Contract No.2002/147. As regards this issue, the contract declares the following:

” UNIDO shall pay the Contractor for the full and proper performance of his obligations under this Contract, the sum of United States Dollars (US \$ 60,000)... The Contractor shall not do any work, provide any materials or equipment or perform any services which may result in any charges to UNIDO over and above the said sum of United States Dollars (US \$ 60,000) without the prior written consent of UNIDO and a formal amendment to this Contract.”

The above mentioned contract also stipulated those reports and documents which must have been submitted by the National Coordinator in order to receive its progress payments. These are the following:

- *Monthly Reports;*
- *Master of Promotion Material;*
- *Expert Papers, Speakers Speeches, Reference Material, Studies;*
- *Master of Summit Documentation;*
- *Final Report.*

As soon as the National Coordinator has fulfilled its duties and obligations (described in details in the chapters above), the Institute initiated payments by forwarding to UNIDO the required material and invoice.



Contract No.:2002/147 sets the requirements for initiating payments and the sums assigned to these payment conditions as follows:

“Progress payments... shall be made against the Contractor’s invoices rendered as follows:

	Currency US \$
a) upon UNIDO’s receipt of the Contract duly countersigned the sum of .....	12,000
b) upon UNIDO's receipt and acceptance of the Master of the Promotion Material referred to in sub-paragraph 2.07 b), the sum of.....	12,000
c) upon UNIDO's receipt and acceptance of the Expert Papers, Speakers Speeches, Reference Material and Studies referred to in sub-paragraph 2.07 c), the sum of.....	18,000
d) upon UNIDO's receipt and acceptance of the Master of the Summit Documentation referred to in sub-paragraph 2.07 d), the sum of.....	10,000
e) upon UNIDO’s receipt and acceptance of the Contractor’s Final Report with full and short versions of Conclusions & Recommendation referred to in sub-paragraph 2.07 e), the sum of.....	<u>8,000</u>
<b><u>Total:</u></b>	<b><u>60,000</u></b>

The making of any payment hereunder by UNIDO shall not be construed as an unconditional acceptance by UNIDO of the work accomplished by the Contractor up to the time of such payment.”

The initiation of payments by the NC was executed in accordance with the above set requirements. That is to say:

- a) The National Coordinator Institute issued *Invoice No.: 0078272* dated as of *June 26, 2002*, forwarded it to UNIDO together with the duly countersigned *Contract*;
- b) The Institute compiled *Master of Promotion Material* (Booklet, Agenda, Conference Announcement, Invitation), attached to it *Invoice No.: 78285* dated as of *January 31, 2003* and forwarded it to UNIDO;
- c) The NC sent UNIDO the required *Expert Papers, Power Point Presentations and Studies* together with *Invoice No. 78288* dated as of *March 3, 2003* and provided UNIDO with it;

- d) Upon executing UNIDO TF Summit 2003, the National Coordinator Institute compiled *Master of Summit Documentation* (Summit Documentation Volume 1, Summit Documentation Volume 2, Summit Booklet, Summit Agenda, Fair of the Future Brochure, Summit Information Leaflet, Summit Poster), attached *Invoice No.: 78289* dated as of *April 3, 2003* and sent it to UNIDO;
- e) Upon finishing this *Final Report*, the Institute will forward it to UNIDO together with an invoice to be expected in *June 2003*.

The sum of US \$ 60,000 designated by UNIDO for the Institute's project activity was spent for fulfilling various project duties. It can be declared that the National Coordinator executed the tasks stipulated in its Term of Reference and used its budget at disposal.

## Conclusions and Recommendations

This chapter summarizes the experiences of the National Coordinator about UNIDO Project No.:US/RER/01/196. Based on these, some ideas and suggestions are compiled and provided below with the aim of making suggestions that might be used and further developed in the up-coming summits.

- It might be stated that the preliminary expectations of the project have been realized. It is to say that the Summit has been successfully implemented. Namely, the following objectives have been achieved:
  - Relevant professional contents secured;
  - Appropriate level of attendance achieved, with special regards to the participation of high-level invitees;
  - Targeted number of participants reached;
  - Required documents prepared;
  - Overall smooth Summit organisation realised;
  - PR, promotion demands fulfilled;
  - Logistical, technical requirements met.

The Summit proved to be a regional forum for building new cooperation channels between the attendees in the field of entrepreneurship, research, science, as well as between personalities of the governmental sphere (with special regards to the ministerial and other high-level participation). Based on these facts, it may be expected that they will provide for the development of cooperation ties between the key regional players. In concordance with this, it could also be expected that there will be an improvement in the often lacking awareness as regards main attributes and importance of technology foresight in the region. Nevertheless, an increased promotion of the regional technology foresight approach might be set as a goal to be constantly kept on the agenda of the up-coming summits and therefore, it should be handled with special attention.

In connection with the professional contents of the Summit, it is worth emphasizing that the concept of having a highlight area in the structure of the Summit proved to be a good idea. In 2003 biotechnology was the cohesive force in the Summit-structure that provided for an integrated Summit atmosphere, since it acted as a focal point and the different elements of the Summit could have been grouped around it.

People attending the Summit were provided with useful information to be used in their decision-making process, were enabled to exchange opinions and thus were able to gain new insights, to elaborate new ideas and to forecast emerging trends, as well as risks awaiting the region.

In the preparation and execution phase of the Summit, the NC faced different emerging issues and questions that needed to be solved. Based on the fact that these were addressed well, managed in time, as well as that UNIDO Project No.:US/RER/01/196 was fully and successfully implemented, the National Coordinator Institute considers that it executed the tasks set by UNIDO PM.

Based on the above facts and the incoming comments from different parties involved either in the organisation of the project or attending the Summit as participants, it might be declared that UNIDO TF Summit 2003 was a successful event. Therefore it is likely to be followed by a series of similar summits in the future.

- It could be emphasized that UNIDO TF Summit 2003 was not a regular conference, but UNIDO had the aim to create a summit that has a regional dimension, relevant professional contents, as well as high-level experts and personalities attending.

Therefore, the preparation and implementation of this event required not only the usual routine used at organising conferences, but it demanded project-players to act on a wider scale, using techniques, procedures and methods that could have been a new experience for them and thus some time was needed, efforts had to be made both by UNIDO and contractors to provide for the smooth functioning of the project.

- As for implementation of the Summit, the project-like structure is to be considered a good foundation from which the effective and comprehensive functioning of the project might be built-up and secured.

It can be pointed out that since the implementation of the summit is a complex issue, developing a coherent project structure with all the implementers, allocated tasks, responsibilities, channels of communication and problem-solving mechanism demanded time and effort.

Harmonization and cooperation were key-issues when addressing various project topics and balancing between different aspirations of the project players. This was a must in the course of the creation of a coherent project structure, where the various elements, techniques and proceedings have been gradually developed and integrated into a whole.

It might be stated that this project structure provides a good basis for the summits to come and could be used as a good starting-point to be further elaborated and refined.

- According to the experience of the National Coordinator, the functioning of the project is much dependent upon the communication channels built-up and used in the course of the project. Namely, these serve as a tool for harmonizing the viewpoints of different implementers and thus give floor to reaching consensus in questions to be solved.

In the framework of this topic, it could be highlighted that the monthly coordination meetings and other talks organized proved to be useful in discussing urgent and important issues and therefore served as a problem-solving mechanism of the project.

The Institute considers that it might be useful in future projects to utilize appropriate communication channels as well – these would constitute one of the pillars of a coherent project structure and secure a good project functioning.

- It might be stated that the Institute had to carry-out the role of coordination in such a project that contained many implementers, a variety of tasks to be solved and many different viewpoints to be harmonized. Thus the work of the NC had to be executed on a wide scale, cooperating with different players, taking into account various points when addressing an issue. In this complex structure, the National Coordinator had to carry-out a big volume of work to meet various demands. It is obvious from the above facts that for the role of coordination one person would have been not enough. Therefore, it can be stated that the NC's personnel which consisted of five people was highly needed to fulfil all emerging duties.
- It could be emphasized that such documents, proceedings and techniques were created in the course of implementing the Summit that might be useful when executing up-coming events. These could serve as a good starting-point and a basis for the summits to be organised. Therefore, organisers should bear in mind the elements that have been elaborated in the course of the first summit, as well as use, refine and up-date them.

In connection with the prepared documents, it is worth mentioning that for the up-coming summits, the data-base elaborated and maintained by the National Coordinator Institute (in cooperation with other project implementers) is a good source of information when trying to raise the interest of the summit's target group, as well as invite appropriate and relevant people to participate. The data-base could also be used as core material that can be up-dated, refreshed, expanded by new incoming data and suggestions from reliable sources.

- Based on the above points, it could be a possibility to analyse the project structure of the Summit and where it seems reasonable and appropriate, professional contents, number of project implementers and nature of their tasks could probably be revised in order to establish a clear-cut structure that could be harmonised in the best possible manner with the objectives and goals of the project, as well as the main expectations to be fulfilled.
- From all the above statements, remarks and comments a clear picture arises. UNIDO TF Summit 2003 was a successful event that required a complex organisation procedure from the side of the National Coordinator Institute and other implementers. Now – after analysing past events in the life of UNIDO Project No.:US/RER/01/196 – an obvious advantage appears compared to the situation when starting the project.

Namely, such experiences, techniques and skills were obtained by the project players that will become a starting point for the next summits to be implemented. After this first Summit, the accent should not only be put on pure organisational aspects, but on the fact that previous experiences, methods and proceedings would need constant revision, refinement and up-dating in order to be functioning in the most appropriate way as regards the nature and requirements of a certain summit in the future. Constant discussion and monitoring is needed by the implementers of the project, in order not to miss to make the necessary modifications, in case they might be needed and this way provide for highest possible quality of the summits to come.