



# UNIDO PAC 2006 (Project Approval Committee)

1966

Zagreb, 30.04.2006

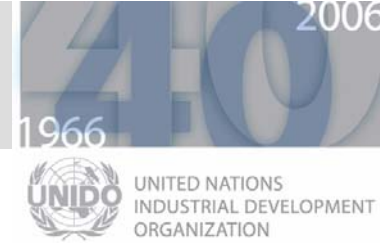


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# Case study description

- Name of company/organization:  
HQ UNIDO, Vienna
- Name of project : PAC ( Project Approval Committee )
- Names of contributors : Natalie, Grozdana, Josip and Bozidar



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# Purpose statement

- UNIDO is attempting to create a new project approval committee in order to speed up the process of higher implementation.



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# Goals / objectives of the project

- To have faster and more efficient project approval.
- To decrease the negative influence from the Directors of the six Branches.
- To decrease pushing of Member States influence on their country projects.
- To have objective analysis and knowledge expertise.
- To involve external body.



# Background

- The feeling throughout the organization was that the process of projects approval was slow and inefficient. Reasons given by Mr. K. Annan, following the suggestions from Member States of the UN, there was a big demand and need to set up new and more efficient committee.



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# Background

- Old PAC that required change; consisted of following members: Managing Director of Project and Programmes on Technical Cooperation together with the six Directors' of E&E (Energy and Cleaner Production) AGR (Agro-Industries and Sectoral Support) SME (Small and Medium Enterprises) ITP (Investment and Technology Promotion) TCB (Trade Capacity Building) MEA (Multilateral Environmental Agreements)
- Staff member's that are under the specific Branch suggest their project idea to their Directors'. Once the Directors approve it, project document would than need to go to Managing Directors office to seek the 'green light'. Once the final document is in place, with all the approvals, it would go to PAC for final approval before the implementation.



# Mapping Participants

MEMBER STATES

DG  
General Director

MD

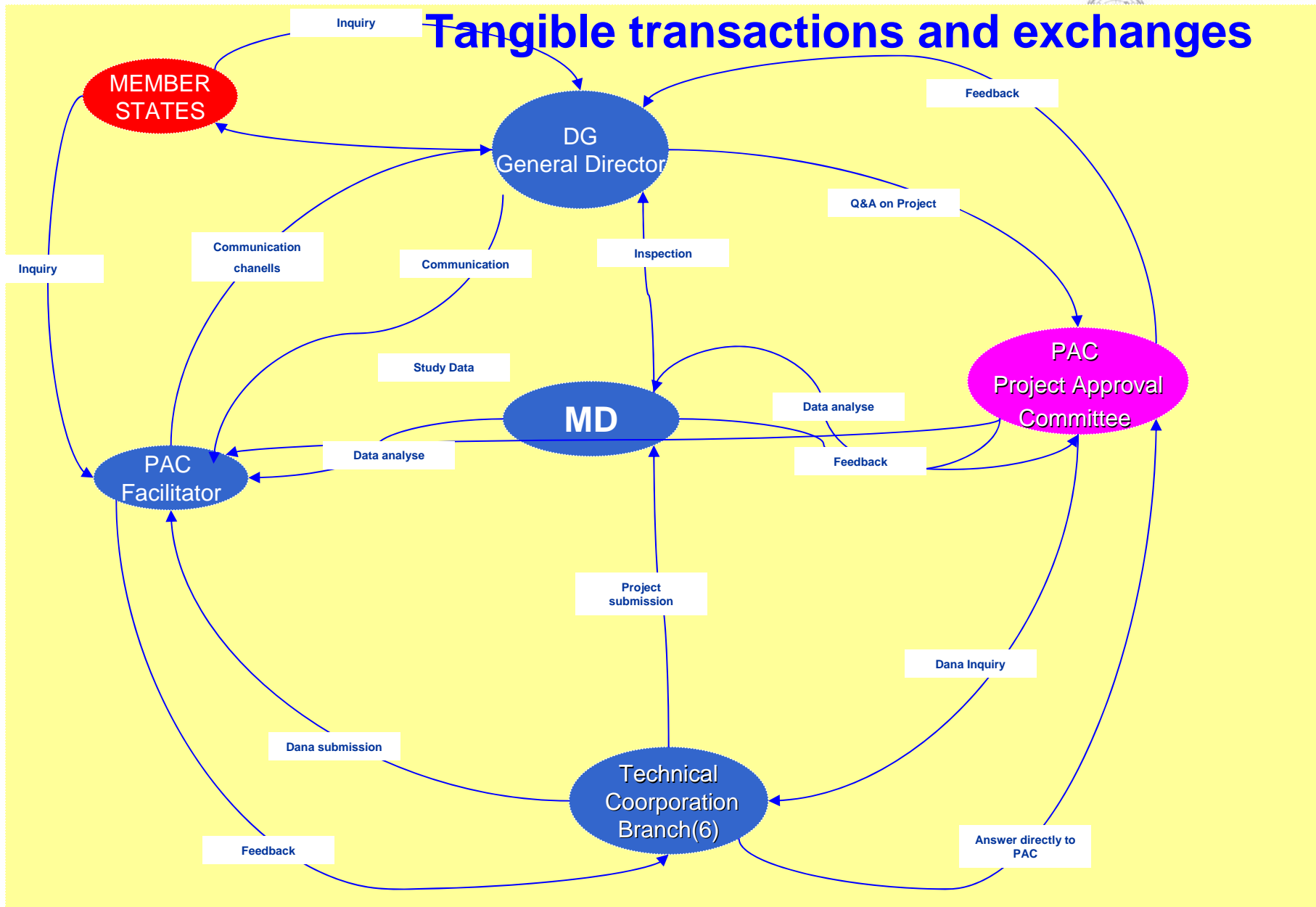
PAC  
Project Approval  
Committee

PAC  
Facilitator

Technical  
Cooperation  
Branch(6)



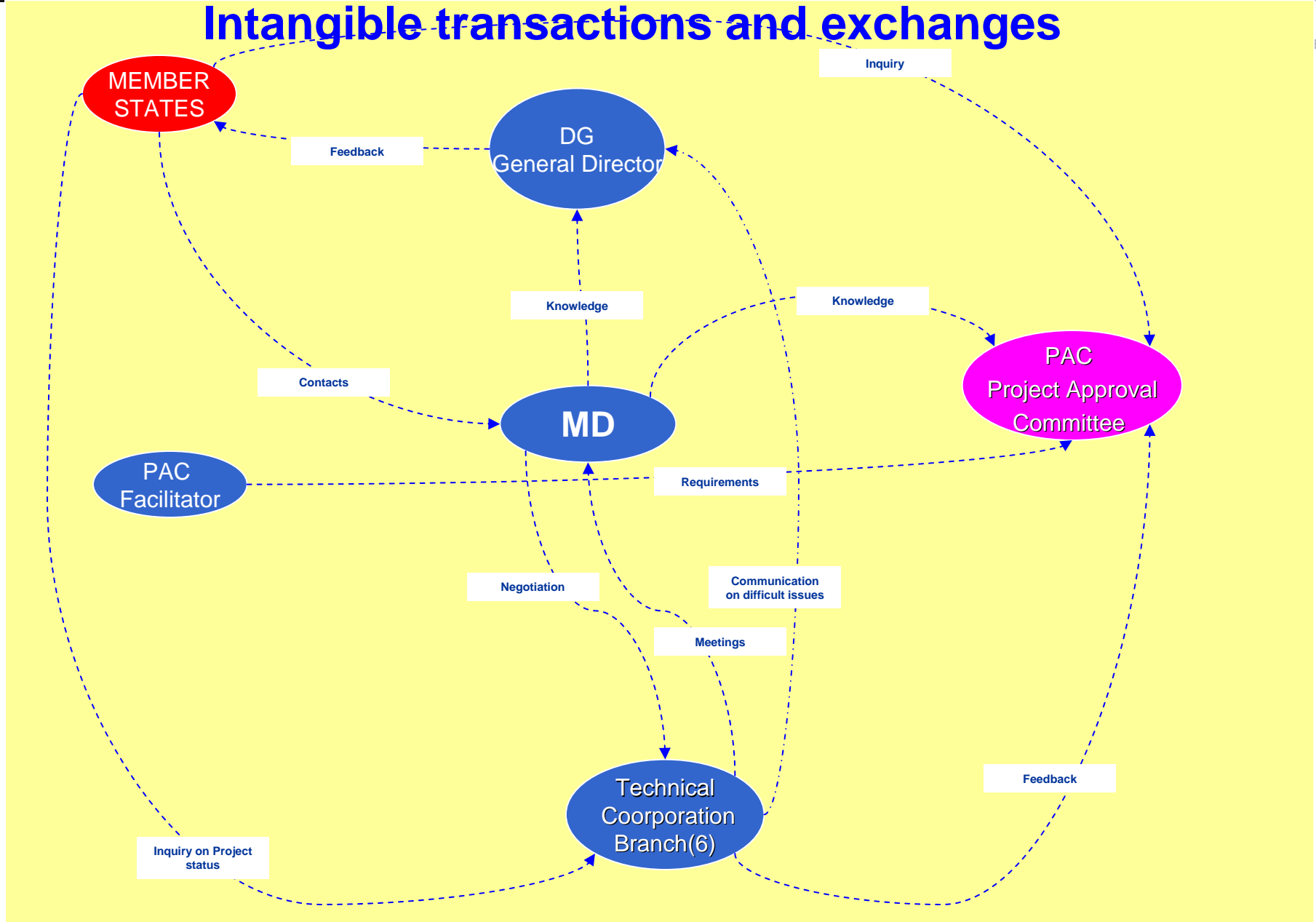
# Tangible transactions and exchanges





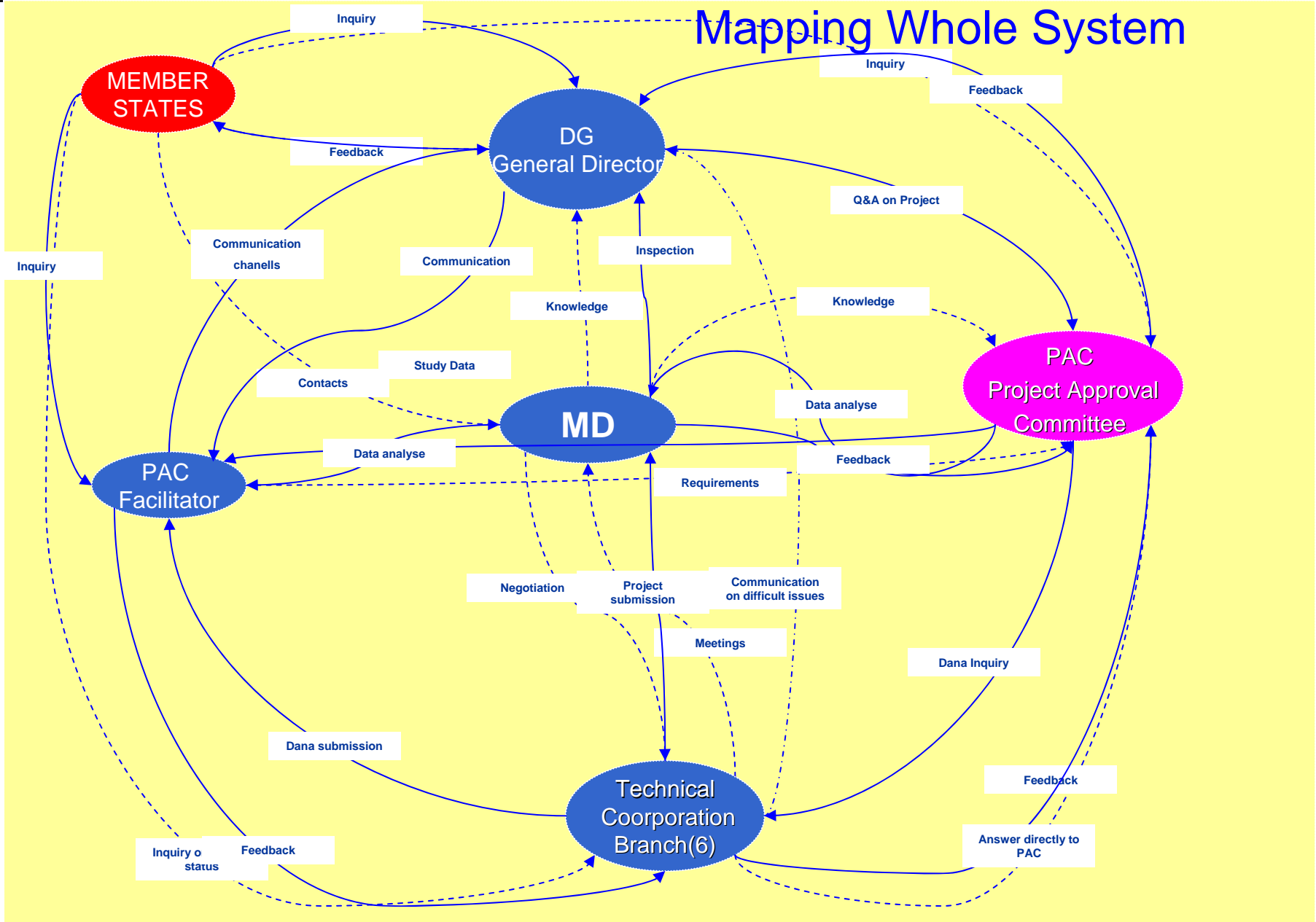
# Intangible transactions and exchanges

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# Mapping Whole System





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## Performance measures

- Percent of submitted projects
- Percent of resubmissions
- Percent of approved projects
- Member States Share shown per Countries
- Monthly reporting on implementation as given by DG.



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## Actions taken

- Create sense of a team play by linking the Branches to work for a bigger goal together (to have meetings on a monthly basis together with MD)
- Bringing in an external body such as PAC Committee (someone who is a middle man and serves as a Chairman)
- Create a PAC Facilitators position who understands a variety of projects, one whom people can turn to and request help or explanation on new set of guidelines.



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## Conclusions

- In order to have better results and faster approval from the PAC one had to link the Branches with a facilitating channel that enables them to have better communication. Also having the new PAC and in addition a facilitator, projects are approved quicker, Branches are linked better and member states together with the DG can noticeably see a higher implementation.