

**UN/ECE Team of Specialists on Industrial Restructuring**

**Programme of Work**

**adopted by the First (Inaugural) Meeting of the Team of Specialists  
26 April 2002, Palais des Nations, Genève**

**Introduction**

The following programme of work is based on the Recommendations of the UN/ECE Round Table on Industrial Restructuring in European Transition Economies: Experience to Date and Prospects, held on 12-13 February 2002, which were approved by the third session of the UNECE Working Party on Industry and Enterprise Development (WP. 8) on 14 February 2002. It also incorporates project proposals made by the participants of this Round Table.

**Programme elements.**

**1. Best practices for industrial restructuring policies**

The Team will examine the regulatory and policy framework conducive to industrial restructuring in ECE region and provide advice to government agencies in charge of industrial restructuring.

**Project 1.1.** Workshop “Policy and regulatory options for promoting industrial restructuring”.

**Priority 1**

**Objective:** to discuss the existing models of industrial restructuring in developed market and transition economies and the role of governments therein; set up a platform for dialogue between various stakeholders involved in industrial restructuring; prepare a guide on best practices in restructuring policy.

**Timing:** the project will start in May 2002 and will be accomplished in February 2003.

**Stages and deliverables:** the project will consist of three stages including the organization of the workshop; workshop as such and preparation of a guide on best practices in restructuring policy to be published by the United Nations.

**Project leader/responsible:** Mr. Boris Kuznetsov

**Project 1.2.** Benchmarking policy and institutional framework for industrial restructuring in ECE region

### **Priority 2**

**Objective:** to prepare a benchmarking report drawing on the policy and institutional framework for industrial restructuring in European countries. The report will combine a practical guide for decision-makers in transition economies with a number of case studies at micro- and industry levels. On the basis of the benchmarking report, the Team will develop recommendations to governments of transition economies and, if so required, assist in the implementation of those recommendations (in collaboration with respective governments).

**Timing:** the project will start in May 2002 and will be accomplished in May 2003.

**Stages and deliverables:** the project will consist of the following stages: the preparation of a benchmarking report and draft recommendations; discussion of recommendations with governments upon their request and, if required, assistance to the relevant government bodies in implementing the recommendations.

**Project leader/responsible:** UNECE Secretariat

## **2. Innovation and new technologies as a means of industrial restructuring**

The Team will analyze the impact of new technologies on industrial restructuring and new opportunities emerging for spin off enterprises in the major industrial sectors of information and communication technologies; agroindustrial production, trade, distribution and associated services; biotechnologies; construction industry systems and technologies; energy industry technologies [upstream and downstream]; textile industries, and the transport industry technologies and opportunities. On this basis it will deliver a series of reports to ECE governments.

**Project 2.1.** Conference “Implementation of new technologies promoting industrial restructuring and changes in lifestyle”.

### **Priority 3**

**Objective:** to discuss (a) opportunities created by new technologies for enterprises undergoing restructuring and success stories of spin off companies and (b) ways to create and use a network of ‘hubs’ or centres for technology transfer, training and development, industrial business planning and investment promotion; compile a report for Governments synthesizing major findings of the conference; prepare a Guide on how to establish a technology centre or industrial ‘hub’, including how to cost and finance hubs, sources of finance, technical assistance and links to hubs existing around the UNECE network.

**Timing:** the project will start in November 2002 and will be accomplished in December 2003.

**Stages and deliverables:** the Project will consist of the following stages: the organization of the conference in April 2003; conference as such, preparation of a report on opportunities offered by new technologies for industrial restructuring and development of a Guide on establishing technology centres to be published by the United Nations.

**Project leader/responsible:** Ms. Elizabeth Marshall

### **3. Social aspects and financing of industrial restructuring (in collaboration with the ILO and EBRD)**

The Team will examine the experience of ECE countries in handling social problems arising in the process of industrial restructuring, including those of single industry towns and areas. It will also analyze the experience of enterprises in mobilizing domestic and foreign sources of finance for industrial restructuring. Conditions conducive to attracting strategic foreign investment will be assessed as well. On the basis of best practices analysed, the Team will deliver its recommendations to governments of transition economies.

**Project 3.1.** Regional forum on handling social aspects and financing of industrial restructuring in transition economies

#### **Priority 4**

**Objective:** to discuss the existing social problems blocking the industrial restructuring in transition economies and best practices in solving those problems in developed market and transition economies; to assess the impact of the existing policy and institutional framework in transition economies on domestic and foreign financing opportunities; to examine best practices in attracting domestic and foreign finance by enterprises. The outcome of the forum will be a best practices guide for central and local governments and/or compendium of “success stories” for the private sector.

**Timing:** the project will start in June 2003 and will be accomplished in May 2004.

**Stages and deliverables:** the project will consist of three stages including the organization of the forum; forum as such and preparation of a best practices guide, containing recommendations to governments.

**Project leaders/responsible:** Messrs. Claude Potelle and Chris Walker

**Project 3.2.** Workshop on industrial restructuring in single industry towns and areas, and opportunities offered by sectoral and territorial clustering.

#### **Priority 5**

**Objective:** to discuss problems of restructuring in single industry towns (areas) and the role of clustering; to have better knowledge of the experience of cooperation between governments, private sector and trade unions in developed market and transition economies; to prepare a Guide on the use of clustering for purposes of industrial restructuring, including case studies from different countries (e.g. UK, Ukraine, Turkey) and regions.

**Timing:** If the workshop is hosted and organized outside of Geneva upon invitation of an ECE member state or in cooperation with an international organization the project will be implemented in 2003 - 2004. Alternatively, it will be implemented in 2004.

**Stages and deliverables:** the project will consist of three stages including the organization of an interactive workshop on national and regional experiences, workshop as such and preparation of a Guide on the basis of presentations made at the workshop to be published by the United Nations.

**Project leader/responsible:** Mr. Philippe Morvannou

#### **4. Managerial tools of industrial restructuring (in collaboration with TAM-EBRD)**

The Team will examine the experience of ECE countries and international organizations in implementing modern managerial schemes for purposes of industrial restructuring. On this basis it will produce recommendations to governments and enterprises.

**Project 4.1.** Workshop on managerial practices conducive to industrial restructuring

##### **Priority 6**

**Objective:** to examine successful cases of industrial restructuring in developed and transition economies in terms of managerial decision-making process, and discuss the key stages of this process and typical problems faced by managers. As a result, a guide on best practices might be produced.

**Timing:** If the workshop is hosted and organized outside of Geneva upon invitation of an ECE member state or in cooperation with an international organization the project will be implemented in 2003 - 2004. Alternatively, it will be implemented in 2004 - 2005.

**Stages and deliverables:** the Project will consist of three stages including the organization of the workshop; workshop as such and preparation of a guide on best practices.

**Project leader/responsible:** Mr. Chris Walker

#### **5. Dissemination of information on best practice in industrial restructuring**

The Team will disseminate information on best practice in industrial restructuring to governments and other stakeholders. When required, it will also provide opportunities for distance learning, interactive workshops and video conferencing.

**Project 5.1.** Creation of the UNECE WWW site for industrial restructuring.

**Priority 7**

**Objective:** to disseminate information on best practices in industrial restructuring on-line.

**Timing:** The project will start in 2003.

**Stages and deliverables:** the project will consist of the following stages: design of the WWW site; its maintenance and updating, taking into account the feedback from governments and other stakeholders.

**Project leader/responsible:** UNECE secretariat