

# IPPA

## Teaching Materials

- 1 Overview
- 2 Market Analysis and Marketing
- 3 Technical Analysis
- 4 Financial Analysis
- 5 Economic Analysis
- 6 Expansion/Modernization Projects
- 7 Project Appraisal



# INVESTMENT PROJECT PREPARATION AND APPRAISAL

Although the transition of many of the formerly centrally planned economies has created new demand for training in market-based investment analysis, the experience over the past three decades has revealed a pattern of deficiency in the adequacy of investment appraisal in the developing world at large. This observation is supported by the extremely high rate of business failures extending even to those industrialized countries with long commercial experience.

Aside from the often imponderable external factors that can sweep aside “the best laid Schemes o' mice and men”, such as political and economic upheavals, one of the major causes of business failure is the inadequate planning of the enterprise and assessment of the opportunity prior to the investment commitment. The world is littered with the vestigial remnants of business ideas gone wrong.

To promote a more efficient global utilization of investment resources, the United Nations Industrial Development Organization (UNIDO) has been conducting training programmes in investment project preparation and appraisal in many developing countries. The need for a compact, comprehensive, well-coordinated and cohesive set of teaching materials for short courses in Investment Project Preparation and Appraisal has become evident. To meet this need, UNIDO has developed a set of teaching materials covering the subject.

These training materials are intended to supplement, and to be used in conjunction with, existing UNIDO publications that deal with project design and appraisal. The *Manual for Preparation of Industrial Feasibility Studies*, 1991, is a guide to identifying investment opportunities and carrying out studies and analyses to determine their viability. Other UNIDO manuals deal more specifically with economic aspects of projects: *Guidelines for Project Evaluation*, 1972; *Guide to Practical Project Appraisal—Social Benefit-Cost Analysis in Developing Countries*, 1986; *Manual for Evaluation of Industrial Projects*, 1986, which emphasizes the value-added approach to project assessment; and *Practical Appraisal of Industrial Projects—Application of Social Cost-Benefit Analysis in Pakistan*, 1980.

The teaching materials cover analysis and appraisal of new and expansion investment projects from the point of view of direct stakeholders such as investors, financiers, guarantors and suppliers and also a project's impact on the regional or national economy. The view of investment analysis is comprehensive, linking the commercial and larger external environment in which a project is to function.

This set of teaching materials can be applied to in a variety of training applications. Participants can be investors and entrepreneurs, bankers, consultants, project planners, project managers, staff members of regulatory and licensing authorities. If the group is homogeneous the materials can be presented selectively.

The teaching materials are organized in 7 Modules:

Module 1	<b>Overview</b>
Module 2	<b>Market Analysis and Marketing</b>
Module 3	<b>Technical Analysis</b>
Module 4	<b>Financial Analysis</b>
Module 5	<b>Economic Analysis</b>
Module 6	<b>Expansion/Modernization Projects</b>
Module 7	<b>Project Appraisal</b>

Modules 1 to 4 and 7 can be considered “basic” materials for project analysis when (a) the project is either a new investment or one that can be isolated from other business or investment activity and (b) the circumstances do not appear to warrant the effort of performing economic appraisal. In regard to the latter, almost invariably the broader external environment has some consequences for successfully carrying out some features of an investment project. In its widest sense gaining the social/economic perspective is to understand how the project fits into the local environment so that any factors that may adversely affect the outcome can be mitigated in advance. This is called prudence.

The materials consist of a set of visuals (PowerPoint slides) accompanied by text related directly to each slide, explaining its significance and applicability. The scope and depth of the presentation is defined primarily by the visuals. Where greater depth in any topic is desired, ancillary materials (explanations, examples and exercises) are included that are referenced in the basic text. These materials are in text and spreadsheet form.



## Module 1 Overview

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- Project Development Process
- Investment Project Cycle
- Pre-investment Studies
- Project Identification
- Project Preparation
- Project Appraisal
- Project Promotion
- Project Implementation
- Macro-Micro Contexts



## Module 2 Market Analysis and Marketing

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- Introduction
- Market Analysis
- Demand
- Organizing Market Research
- Demand Forecasting
- Marketing Strategy
- Marketing Programme
- Market Assessment Report
- Production Programme and Plant Capacity



## Module 3 Technical Analysis

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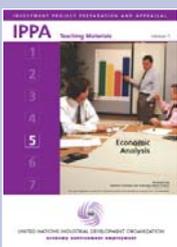
- Introduction
- Scope of Technical Analysis
- Technology Concepts
- Technology Choice and Selection
- Product Analysis
- Production Process
- Plant Design
- Material and Energy Balance
- Supplies Programme
- Machinery and Equipment
- Plant Capacity
- Production Programme
- Human Resources
- Plant Organization and Overhead Costs
- Location and Site Selection
- Environmental Impact Analysis
- Implementation Planning and Budgeting



## Module 4 Financial Analysis

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- Introduction
- Investment Costs
- Finance
- Cost of Capital
- Cost of Product Sold
- Financial Statements
- Static Indicators
- Dynamic Indicators
- Criteria vs. Indicators
- Risk Analysis



## Module 5 Economic Analysis

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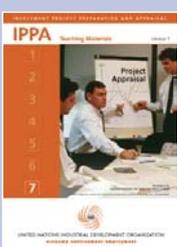
- Introduction
- Economic Pricing
- Economic Cost Benefit Analysis (ECBA)
- Value Added Analysis
- Supplementary Indicators
- Externalities
- Non-market Externalities



## Module 6 Expansion/Modernization Projects

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- Context
- Forewarning Signals
- Modernization Methods
- Implications
- Framework for Analysis
- Incremental Effects
- Significance of Starting Balance
- Valuation of Existing Assets
- Possible Scenarios
- Methods of Analysis
- Illustrative Case



## Module 7 Project Appraisal

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- Why Appraisal
- Perspectives of Participants
- Sponsors' Perspectives
- Partners' Perspectives
- Foreign Investors' Concerns
- Macro-Micro Appraisal
- National Perspectives
- Appraisal Report

## UNIDO

The United Nations Industrial Development Organization (UNIDO), has been working with governments, business associations and individual companies to solve industrial problems—and equip them to help themselves—for more than 30 years. With the march of globalization, UNIDO has never been needed more.

**Why UNIDO?** Because there are some challenges in the developing world that can only be met by an international organization. The international private sector wants evidence of good governance, security, sound institutions and competent, fair regulation before it will invest. Quality standards in international markets demand increasingly more and higher technology. A country's capacity for such continuous change depends on a stable, perpetually improving technical infrastructure for industry, a more strongly rooted industrial culture and skill-base and a national capability to support and encourage efficient industrial growth. Market forces alone cannot spur such development. UNIDO has the necessary experience to help in all these fields.

UNIDO's mission is to help countries pursue sustainable industrial development. This is its specialist role in the United Nations system. The role is vital: industrial growth helps foster economic development; economic development improves tax revenues and makes it possible for governments to achieve lasting social advance and poverty alleviation.

Sustainable industrial development is never easy to achieve. It means balancing concerns for: competitive Economy, sound Environment and productive Employment. These “3Es”—economy, employment and environment—are guiding beacons for UNIDO's approach to its markets, clients and customers, especially in the light of growing international concern over the social and environmental consequences of industrialization.

The social dimension of industrialization is reflected in nearly all activities. Social considerations affect employment, gender, wealth generation, public health, safety at work, industrial profitability, promotion of entrepreneurship, public-private sector partnerships, economic and industrial planning, and industry support.

## INTER-REGIONAL CENTRE (IRC) FOR ENTREPRENEURSHIP AND INVESTMENT TRAINING

The Inter-Regional Centre (IRC), created with the support of UNIDO and Government of India, is the result of UNIDO's strategic thinking that innovative methodologies should be transferred to the developing world through regional institutions with proven skills in the area of entrepreneurship and investment promotion. IRC's mission is to develop and strengthen indigenous capacities of selected developing countries in Asia, Africa and Arab regions for investment promotion and entrepreneurship development leading to accelerated industrial development and globalization of economies.

The IRC is located at the Entrepreneurship Development Institute of India (EDI). EDI is an autonomous, not-for-profit institution sponsored by all-India financial institutions. viz. Industrial Development Bank of India (IDBI), Industrial Credit & Investment Corporation of India (ICICI), Industrial Finance Corporation of India (IFCI) and State Bank of India (SBI). It is now an acknowledged National Resource Institution committed to investment promotion, entrepreneurship education, training and research. Its efforts in spearheading entrepreneurship movement in India and other developing countries has led to emergence of a range of training programmes and workshops in the area of investment promotion and entrepreneurship development.

## Contact Details

for further information regarding training,  
please contact:

Joseph Moongananiyil  
Industrial Development Officer  
Industrial Promotion and Technology Branch  
Programme Development and Technical Cooperation Division  
United Nations Industrial Development Organization  
Vienna International Centre  
P.O. Box 300  
A-1400 Vienna, Austria

Tel: (+43-1) 26026 3869

Fax: (+43-1) 21346 3869

e-mail: [jmoongananiyil@unido.org](mailto:jmoongananiyil@unido.org)

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UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION  
Vienna International Centre, P.O. Box 300, A-1400 Vienna, Austria  
Telephone: (+43-1) 26026-0, Fax: (+43-1) 26926 69  
E-mail: [unido@unido.org](mailto:unido@unido.org), Internet: <http://www.unido.org>