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OCCASION

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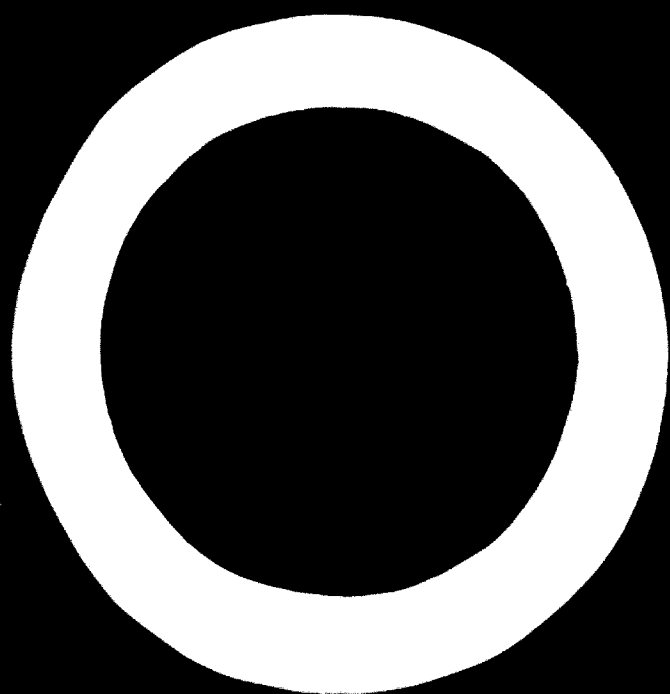
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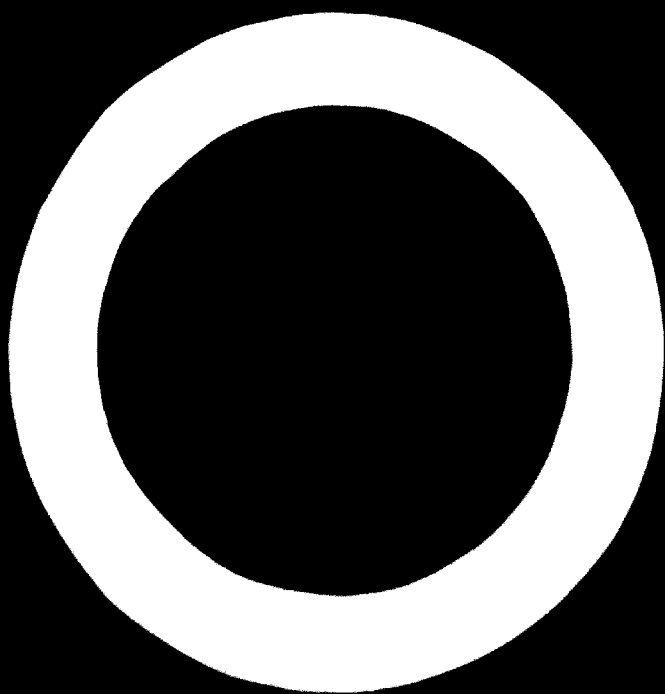
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**UNIDO SERVICES
IN
INDUSTRIAL
ADMINISTRATION**



UNITED NATIONS





**UNITED NATIONS
INDUSTRIAL DEVELOPMENT ORGANIZATION
VIENNA**

**UNIDO SERVICES
IN
INDUSTRIAL
ADMINISTRATION**



**UNITED NATIONS
New York, 1971**

UNIDO PROGRAMMES OF ASSISTANCE

The United Nations Industrial Development Organization was established by the United Nations General Assembly in 1966 as an autonomous body within the United Nations to promote and accelerate the industrialization of the developing countries and to co-ordinate the activities undertaken by the United Nations family in this field.

This brochure is one of a series published to inform developing countries of the types of assistance available from UNIDO to advance their industrialization programmes. It provides a brief summary of the types of programmes and the form in which assistance in industrial administration can be obtained through UNIDO.

UNIDO SERVICES IN INDUSTRIAL ADMINISTRATION

The report of the International Symposium on Industrial Development held in Athens in 1967 contained several recommendations for a review of existing administrative machinery for industrial growth in developing countries, including the structure, functions and potentialities of such machinery. It was felt that on the basis of this review, developing countries would be in a better position to modify their civil service systems to suit the requirements of industry and to consider the establishment of autonomous industrial development agencies. UNIDO was requested to assist in this task by:

- Undertaking a comparative survey of administrative machinery for industrial development in order to determine whether it is possible to formulate a set of general principles and establish an international inventory of institutions and organizations for the administration and promotion of industrial development in a pattern best suited to the needs of each country;
- Assisting in the training of personnel for government agencies responsible for the planning, promotion and control of industrialization, including licensing and industrial property;
- Undertaking studies of the present status, activities and capabilities of government institutions with a view to assisting them to play their proper role in industrialization at both the national and regional levels and to improve their efficiency.

Scope of the industrial administration programme

Following the recommendations of the Athens Symposium, UNIDO has established as one of its major groups of activities an industrial administration programme concerned with the application of modern management techniques to public agencies dealing with the manufacturing industry. It is foreseen that the adoption of such techniques will lead to the reorganization of the structure and functions of such agencies and the retraining of their employees to upgrade their skills. Particular attention will be paid to administrative reforms, legislation, patents and licensing.

The aim of the programme is to assist government bodies concerned with the manufacturing industry to streamline their organization and improve their services. In this connexion, UNIDO will advise on the appropriate functions and structure of these bodies, which include ministries of industry, commerce, and labour; central planning bodies; licensing, patents and standardization departments; and various institutions for industrial research and training.

UNIDO will also assist in the development of industrial consulting services and in the elaboration and application of industrial development legislation, patents and licensing.

Special mention must be made of UNIDO's work in the field of licensing, since licensing is one of the important means through which the transfer of technology to developing countries can be effected. UNIDO will assist in the establishment of guidelines for conducting licensing negotiations.

UNIDO will also assist in the development of legislation designed to create a receptive atmosphere for potential licensors from various countries.

Co-operation with other international organizations

In implementing this programme, UNIDO will co-operate with a number of international organizations, including the World Intellectual Property Organization (WIPO), the International Patent Institute (IIP), the African and Malagasy Industrial Property Office (OAMPI), the Licensing Executive Society (LES), the United Nations Conference on Trade and Development (UNCTAD), the Public Administration Division and the Division of Public Finance and Financial Institutions of the United Nations and other organizations of the United Nations family. The work programme has been formulated to complement the activities of these organizations.

Major activities

The major activities carried out under the industrial administration programme are: studies, consultation and training as explained below.

Studies

Major fields of studies include modern methods and techniques of administration, industrial legislation and licensing practices. In conformity with the recommendations of the Athens Symposium, comparative studies are being undertaken on the structure, authority and functions of government agencies concerned with industrialization.

Consultation

UNIDO is prepared to advise government agencies concerned with industrialization on their objectives and methods of organizing their work. Consultation comprises four phases: fact-finding, analysis, recommendations and implementation.

Subjects on which consultation is provided include:

- The structure and functions of an organization, including the preparation of organizational charts and job descriptions;
- Simplification of work procedures;
- Communication between superiors and subordinates, between units or officers at the same level, or between the organization itself and the public;
- Ways and means of giving directives and of establishing a scale of responsibility in the organization;
- A system of control to ensure that appropriate action is taken and orders carried out according to instructions.

Consultation may also deal with administrative or supporting services in the following areas:

- Personnel administration:
 - Service rules and regulations
 - Personnel records
 - In-service training and disciplinary matters
- Financial administration:
 - Budgeting and cost accounting
 - Cost analysis and cost calculations
 - Bookkeeping and financing
- Supply management:
 - Determination of quantity and quality
 - Purchasing policies and procedures
 - Storekeeping and stores accounting
- Office management:
 - Office layout
 - Office machine and equipment
 - Paper work, including forms design, records and archives
 - Lighting and internal transport and communications system.

Training

In countries where the Government is largely responsible for promoting industrialization, it is of great importance that modern administrative techniques be applied to public agencies concerned with industry and kept up to date. It is also important to upgrade the skills of their employees, as the lack of adequately trained administrators is a major obstacle to the achievement of the targets of industrial development programmes. Recognizing these needs, UNIDO has initiated regional training programmes for government industrial administrators from countries in Africa and the Middle East and is planning to extend these programmes to Asia and Latin America.

In order to suit individual needs, in-service training and fellowships in industrial administration will also be arranged for policy-makers and executives, from both the private and the public sectors.

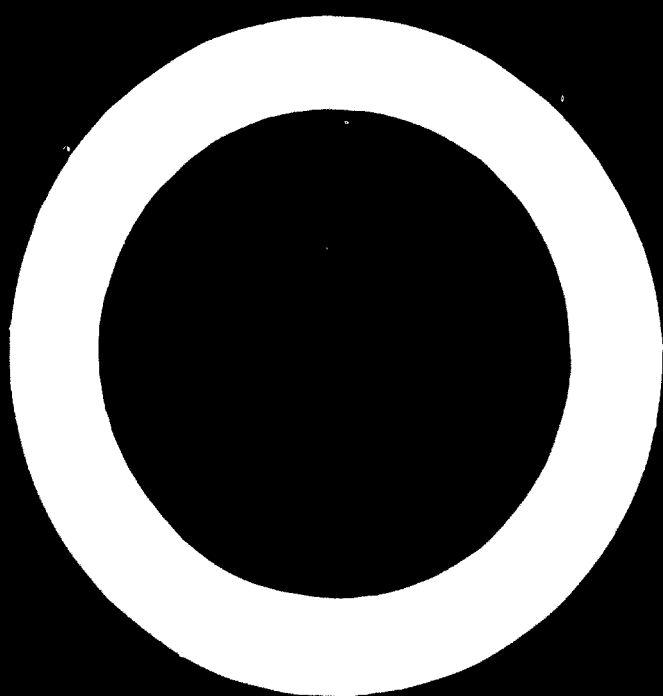
Individual UNIDO fellowships are available to nationals of developing countries, following specific requests from their Governments. Fellowships awards are intended to give persons entrusted with functions important for the development of their countries an opportunity to broaden their professional knowledge and operational efficiency by acquainting them with more advanced methods and techniques. The type and place of training depends on the needs of the candidate and his qualifications, including his language ability.

Assistance in the field of industrial administration may be secured through UNIDO under various programmes.

For further information on the type of assistance provided by UNIDO in this field communication may be addressed to:

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