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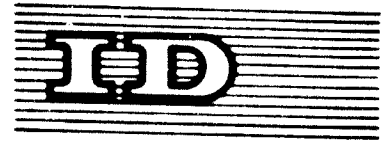
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Agenda item 5(a) and (b)

PROGRAMME OF WORK FOR 1971 INCLUDING REPORT OF ACTIVITIES

FOR 1969 AND UPDATING OF 1970 PROGRAMME

PART TWO

Group 10a: Industrial Training

Group 10b: Industrial Management
and Consulting Services

NOTE

Documents ID/B/64/Add.1-15 contain a detailed description of the fifteen groups of activities of UNIDO for the years 1969 to 1971. A list of these fifteen groups appears in the preface to document ID/B/64.

The material in each addendum is organized as follows:

Introduction

A. Operational Activities

B. Supporting Activities

Section A on Operational Activities lists the field projects by technical assistance programmes (UNDP/SF, UNDP/TA, RP and SIS). Under each programme appears a detailed description of the projects approved as of 30 September 1969 and a forecast of new projects. The list of approved projects is followed by a summary of expenditures. Projects that have been completed in 1969 (barring possible extension) are indicated by an asterisk.

Section B on Supporting Activities is divided into "projects" corresponding to major areas of work, each project being subdivided into "components". Under each component, details of expenditure are given for the following items: staff man/months, meetings and consultants. The priorities A and B, under which components are listed, apply to the programmed activities in 1970 and 1971, priority B indicating that implementation is subject to availability of funds. Unless otherwise indicated, expenditures on supporting activities are financed from the UNIDO Regular Budget. Because of the nature of the item, expenditures on publications are listed separately in this section. Finally, the section contains summary tables of expenditures on supporting activities by sources of funds for 1969, 1970 and 1971.

INTRODUCTION

Group 10 combines two areas: industrial training (10a) and industrial management and consulting services (10b).

Industrial training - 10a

1. UNIDO organized three types of in-plant group training programmes, namely pre-employment training, upgrading, and training for senior officers. The programmes for pre-employment training are usually carried out as UNDP/SF projects. The first project of this kind became operational in 1969, and it is assumed that during 1970 and onwards additional projects will be initiated. UNIDO has also taken the initiative of organizing in-plant group training programmes for engineers from developing countries who have been employed in industry for three to five years and in-plant group training for senior level engineers.
2. The upgrading programme has, to date, been conducted by sectors such as iron and steel, electricity and textiles. A recent UNIDO survey discloses that managers in industry in the developing countries would like to have this programme continued and expanded to other industrial sectors as well as to fields of common interest to industry, such as repair and maintenance and quality control.
3. The emphasis of the programme in Group 10a is on support of operational activities in organizing and servicing in-plant group training programmes, rather than on studies, meetings and the like. The latter types of activities are aimed at a better servicing of the training programmes.
4. An important element of all technical assistance projects is training of local personnel, but the number of technical assistance posts in industrial training is limited. In 1968 there was only one post under UNDP/TA, but the number increased to five in 1969.
5. The first in-plant group training programme for newly graduated engineers became operational in 1969. The main field activity that year concerned the implementation of eight in-plant group training programmes in shoe production,

mechanical industry, textile manufacturing, electrical industry, pulp and paper, iron and steel, metalworking industries and food processing. The total number of engineers from developing countries trained in 1969 was 144 (approximately 560 man-months). The number of applications received generally exceeded the number of places available, although there were some vacant openings owing to late receipt of nominations or last minute cancellations.

6. UNIDO completed a survey among participants and their employers on the results of the in-plant group training programmes conducted from 1965 to 1969. The results show that approximately 90 per cent of the former participants benefited from the training, and that more than 80 per cent were in a position to apply their training upon return to their home countries.

7. In accordance with resolution 8 (II), paragraph 6, adopted by the Industrial Development Board at its second session, UNIDO has prepared a provisional report on a detailed long-term programme for training of technical personnel of developing countries. The report has been drawn up following consultations with the regional economic commissions, UNESOB, UNDP, UNESCO, UNITAR, ILO and other organizations.^{1/}

8. Another study, prepared by UNIDO in connexion with the International Education Year, 1970, covered the experience of UNIDO with regard to the in-plant training programmes for engineers. Within the framework of the in-plant training programme, about 200 to 300 young engineers will receive pre-employment training in industry each year in the developing countries. Financing has been secured for eleven of the twenty in-plant group training programmes originally planned for 1970. The additional programmes will be carried out subject to availability of funds.

9. From 1971 onwards, the annual figure of participants in the UNIDO programmes will be in the vicinity of 500; by way of comparison, the total number of trainees from 1965, when UNIDO began the in-plant group training programmes, until 1969 was about 450. The increase in the number of trainees shows the demand for this type of training.

^{1/} As at the time of writing this document, the text of the report is not yet available. Upon receipt, it has to be circulated to member States for comments before submission to the Board. Suggestions contained in the report could not, therefore, be taken into full consideration in the work programme for 1971.

10. UNIDO has explored the possibilities of organizing, in the developing countries, training programmes parallel with those in the industrialized countries. In 1970, the first programme of this kind - in-plant group training in the field of tropical food processing - will be carried out; it will be repeated in 1971.
11. On the basis of an evaluation of previous programmes, the curricula of the repeated programmes and the formulation of new programmes have been improved.

Industrial management and consulting services - 10b

12. The objective of UNIDO in the field of industrial management and consulting services is to assist managers of manufacturing industries in the developing countries to analyse, diagnose and solve immediate and long-term problems, as well as to assist in the development of individual factories or whole sectors of industries. In this task, UNIDO co-operates with other United Nations agencies, in particular with ILO.
13. As industrialization in a developing country proceeds, the problems of management and the methods used to solve these problems also change. UNIDO is therefore providing assistance to fit the changing conditions.
14. One type of assistance consists of organizing industrial management clinics. Such a project usually lasts four to five weeks, during which a small group of UNIDO experts holds discussions with managers and their staff in selected enterprises. During these discussions, factories are analysed, problems diagnosed and solutions proposed.
15. Another type of assistance consists in providing experts for consulting services. The participating factories are grouped either by cross-industry sectors or by the same branch of industry. Irrespective of the kind of grouping, the role of UNIDO is to assist such a group in the establishment of its own consulting unit.
16. A third type of assistance is the provision of help to consulting services in developing countries, particularly those concerned with organization and management. These projects, financed under UNDP/SF, are designed to

assist consulting services to become more operational and efficient and to assist the national consultants to gain the acceptance of local industrialists.

17. The implementation of the above projects does not require establishment of special facilities or buildings, but relies on the use of existing facilities. Studies on the application of selected management techniques in the developing countries are undertaken to support these programmes.

18. At the end of 1969, 71 SIS/TA projects and two operational UNDP/SF projects were being carried out. Requests were received from six countries for industrial management clinics, two of which were implemented in 1969.

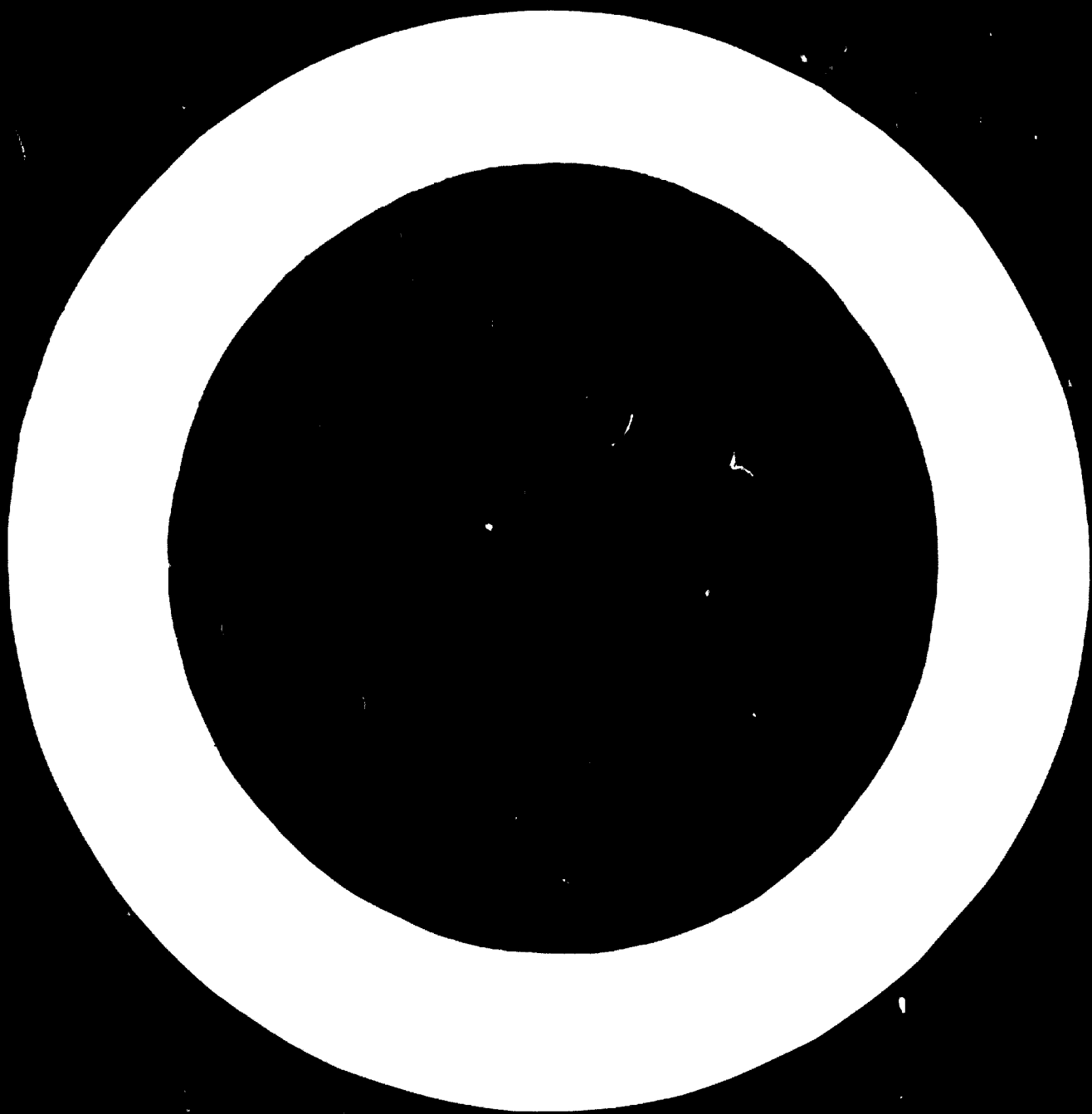
19. In one industrial management clinic, four experts analysed problems in a number of textile factories and offered a diagnosis. Discussions were held with the managers to explore the actions required. Another clinic assisted the management of four electromechanical industries.

20. In 1968, UNIDO undertook a study of the possibilities of mobilizing expert resources by the use of a consultant consortium. The matter was further studied in 1969 and various consulting firms and organizations in developing and developed countries were visited. It was found that, for the time being, the interest of the consulting firms was not sufficient to consider this project further. UNIDO also finalized a study on the establishment of a roster of university professors who could be used for short-term field assignments, including participation in industrial management clinics.

21. In 1966, an expert group meeting discussed the use of consultants in the developing countries. The discussions resulted in the preparation of a manual on the use of consultants in the developing countries. Further, UNIDO organized in Tokyo in 1969, in co-operation with the Overseas Technical Co-operation Agency (OTCA), a Regional Workshop on the Use of Consultants, in which the experience of the users of consultant services was analysed. From the developing countries, more than 25 users of consultant services participated. Representatives from ECIA, UNDP, the Asian Productivity Organization (APO), and the Asian Development Bank (ADB) participated as observers. A report of the workshop will be published in 1970.

22. In 1970 and 1972, the number of short and middle-term field posts, financed under UNDP/TA and SIS, is estimated to increase to about 115. Six to eight industrial management clinics will be conducted in 1970 and ten in 1971. By 1971 about ten UNDP/SF projects will be established.

23. In 1970, UNIDO will begin a study of corporate planning and distribution systems, value analysis, cost reduction schemes etc. Questionnaires will be developed and used for this purpose.



A. OPERATIONAL ACTIVITIES

UNDP/SPECIAL FUND - approved projects

Project
number

AFRICA

Ghana

GHA-28

Assistance to the Ghana Industrial Holding Corporation

Purpose: To strengthen the Ghana Industrial Holding Corporation at the policy-making level and to co-ordinate management assistance to individual plants. The plan of operation was signed and the project became operational on 10 September, 1969. Experts, including a maintenance engineer and an assistant mill manager, began working in early 1969.

Approved: January 1969 UNDP: \$ 753,600
Duration: 4 years Gov't: \$ 852,000

ASIA AND THE
FAR EAST

Pakistan

PAK-48

Centre for the organization and development of the jute industry,
Dacca

Purpose: To improve the productivity of jute mills and to diversify the industry through research and new product development. ILO is associated with the project through provision of expert services for training and up-grading of foremen and supervisors. The plan of operation is being prepared.

Approved: January 1969 UNDP: \$ 599,000
Duration: 3 years Gov't: \$ 481,000

EUROPE AND THE
MIDDLE EAST

Turkey

TUR-29

In-plant training centre for engineers, Kirikkale

Purpose: In association with ILO and UNESCO, to provide intensive practical pre-employment and up-grading training for engineers in the metalworking industries. Preliminary operations were begun in December 1968, and the plan of operation is being prepared.

Approved: UNDP: \$1,420,300
Duration: 5 years Gov't: \$3,000,000

UNDP/SPECIAL FUND - approved projects (cont'd)

Table 1

Estimated expenditures for approved UNDP/SF projects, 1969-1971
(in US dollars)

	<u>1969</u>			<u>1970</u>			<u>1971</u>		
	<u>Experts</u>	<u>Fellows</u>	<u>Other</u>	<u>Experts</u>	<u>Fellows</u>	<u>Other</u>	<u>Experts</u>	<u>Fellows</u>	<u>Other</u>
GHA-28	55,500	-	1,000	207,200	17,000	70,100	148,900	17,000	39,100
PAK-48	-	-	-	106,600	11,900	57,000	210,000	8,500	54,900
TUR-29	21,800	-	3,000	90,000	20,000	110,000	168,000	40,000	165,000
Total	77,300	-	4,000	409,800	48,900	237,100	526,900	65,500	259,000

UNDP/SPECIAL FUND - projects submitted to UNDP for approvalProject
numberEUROPE AND THE
MIDDLE EASTYugoslaviaYUG-11 Centre for industrial organization and development

Purpose: To assist the centre to provide practical assistance to industrial executives, to up-grade the knowledge of executives and specialists, to undertake research in fields such as marketing and production technology and to assist industrial enterprises to establish and operate their own expert services for development programming and decision-making activities.

Duration: 4 years

Est. UNDP: \$ 932,100

Est. Gov't: \$1,425,000

INTERREGIONALINT-13 Establishment of an international training centre in the Netherlands for the electric and electronic industries

Purpose: To assist in establishing a training centre for the expansion and modernization of electric and electronic industries in developing countries. The centre will organize group in-plant training courses in management and production techniques, other training activities, and will collect and publish training and related materials.

Duration: 3 years

Est. UNDP: \$ 275,000

Est. Gov't: \$ 246,000

Host Country: \$ 138,000

INT-14 International textile industry training and development programme, Poland

Purpose: To assist in the establishment of a training centre to organize and conduct group in-plant training courses for textile managers and engineers from developing countries. The training centre will organize other related activities and prepare teaching manuals.

Duration: 3 years

Est. UNDP: \$ 176,600

Est. Gov't: \$ 120,000

Host Country: \$ 342,000

UNDP/SPECIAL FUND - projects under preparation

ASIA AND THE FAR EAST

Centre for advisory and consultative services to improve industrial management of industry

INTERREGIONAL

In-plant training programme in plastic industries for developing countries

Training programme in production of railway equipment

Training programme in the cement industry

UNDP/TECHNICAL ASSISTANCE - approved projects

<u>Project number</u>		<u>1969</u>	<u>1970</u>	<u>1971</u>
		(in US dollars)		
<u>AFRICA</u>				
<u>United Arab Republic</u>				
UAR-68-8	<u>Quality control - certification marking, informative labelling, quality control, training and in-plant standardization</u>			
	experts	3/18 m/m	- 36,000	-
<u>East African Community</u>				
EAC-68-10	<u>Industrial unit (OPAS) - EAC secretariat (chief of the unit)</u>			
	expert	1/26 m/m	3,050 18,947	18,947
<u>THE AMERICAS</u>				
<u>Dominican Republic</u>				
PJM-68-7	<u>Industrial development - assistance to the Public Enterprises Corporation (CORDE) - budget programming</u>			
	expert	1/6 m/m	- 12,000	..

UNDP/TECHNICAL ASSISTANCE - approved projects (cont'd)

<u>Project number</u>		<u>1969</u>	<u>1970</u>	<u>1971</u>
		(in US dollars)		
<u>THE AMERICAS (cont'd)</u>				
<u>Jamaica</u>				
JAM-69-2	<u>Industrial management</u> - management, service, public works department, maintenance workshops (project started under SIS 68/311)			
	expert	1/10 m/m	3,200	16,000 -
<u>ASIA AND THE FAR EAST</u>				
<u>China</u>				
CHA-68-2	<u>Industrial management and training</u> - consultation and consultant training (China Productivity and Trade Centre)			
	expert	1/12 m/m	-	24,000 -
<u>Indonesia</u>				
INS-68-11	<u>Industrial management</u> - production and production alternatives, assistance to the Ministry of Industry (project started in 1968)			
	expert	1/32 m/m	15,400	24,000 24,000
	miscellaneous		2,400	- -
<u>Malaysia</u>				
MAL-68-6	<u>Assistance to MARA - trust council for promotion of indigenous enterprises</u> (management advisory service)			
	expert	1/24 m/m	23,100	24,000 -
<u>Papua and New Guinea</u>				
PAP-69-2	<u>Indigenous entrepreneurship</u> - formulation of a long-range policy			
	expert	1/6 m/m	-	12,000 -

UNDP/TECHNICAL ASSISTANCE - approved projects (cont'd)

<u>Project number</u>		<u>1969</u>	<u>1970</u>	<u>1971</u>
		(in US dollars)		
	<u>ASIA AND THE FAR EAST (cont'd)</u>			
	<u>Singapore</u>			
SIN-68-1	<u>Assistance to the Economic Development Board*</u> - industrial economist, deputy director (OPAS) expert	1/12 m/m	18,000	-
			-	-
	<u>Regional</u>			
AFE-68-11	<u>In-plant training in mechanical engineering*</u> fellows	12/30 m/m	12,000	-
			-	-
	<u>EUROPE AND THE MIDDLE EAST</u>			
	<u>Israel</u>			
ISR-69-3	<u>Industrial management*</u> - production processes in apparel and textile industry fellow	1/3 m/m	2,200	-
			-	-
	<u>Turkey</u>			
TUR-68-27	<u>Cost accounting</u> fellow	1/12 m/m	-	5,800
			-	-
	<u>INTERREGIONAL</u>			
INT-68-2	<u>In-plant training in electrical engineering in Sweden</u> fellows	40/160 m/m	27,000	27,000
			-	-
INT-68-3	<u>In-plant training in textile industry in Poland</u> fellows	40/200 m/m	20,000	20,000
			-	-

UNDP/TECHNICAL ASSISTANCE - approved projects (cont'd)

<u>Project number</u>		<u>1969</u>	<u>1970</u>	<u>1971</u>
		(in US dollars)		
	<u>INTERREGIONAL (cont'd)</u>			
INT-68-9	<u>In-plant training in pulp and paper fellows</u>	24/72 m/m	16,000	16,000 -
INT-68-12	<u>In-plant training in machine tools and instruments in the USSR*</u>	15/75 m/m	15,000	- -
INT-68-13	<u>In-plant training programme in the shoe industry in the CSSR*</u>	20/80 m/m	20,000	- -
INT-68-14	<u>In-plant training in food technology industry in the UK*</u>	20/80 m/m	40,000	- -

Table 2

Estimated expenditures for approved UNDP/TA projects, 1969-1971

	<u>1969</u>		<u>1970</u>		<u>1971</u>	
	<u>m/m</u>	<u>US\$</u>	<u>m/m</u>	<u>US\$</u>	<u>m/m</u>	<u>US\$</u>
Experts	14/40	62,750	15/88	166,947	-	42,947
Fellows	140/506	152,200	52/216	68,800	-	-
Other	-	2,400	-	-	-	-
Total		<u>217,350</u>		<u>235,747</u>		<u>42,947</u>

UNDP/TECHNICAL ASSISTANCE - forecast of new projects for 1971

	<u>Experts</u> <u>m/m</u>	<u>Fellows</u> <u>m/m</u>	<u>Other</u> <u>US\$</u>
<u>AFRICA</u>			
Assistance in the field of industrial management and consulting services	10/60	20/120	-
<u>THE AMERICAS</u>			
Assistance in the field of industrial management and consulting services	30/180	10/60	-
<u>ASIA AND THE FAR EAST</u>			
Assistance in the field of industrial management and consulting services	30/180	20/120	-
<u>EUROPE AND THE MIDDLE EAST</u>			
Assistance in the field of industrial management and consulting services	15/90	60/360	-
<u>INTERREGIONAL</u>			
In-plant training programmes in selected industrial branches	-	200/600	-
<u>UNIDO REGULAR PROGRAMME - approved projects</u>			

<u>Project number</u>		<u>1969</u>	<u>1970</u>
		<u>(in US dollars)</u>	
<u>AFRICA</u>			
	<u>Gambia</u>		
RP-10-12	<u>Industrial management*</u> - training fellow	1/4 m/m	2,600 -

UNIDO REGULAR PROGRAMME - approved projects (cont'd)

<u>Project number</u>		<u>1969</u>	<u>1970</u>
		(in US dollars)	
<u>AFRICA (cont'd)</u>			
<u>Ghana</u>			
RP-10-2	<u>Industrial management</u> - specific industrial management subjects for high-level technical personnel		
	fellows	2/12 m/m	- 6,800
<u>Guinea</u>			
RP-10-14	<u>Industrial management*</u>		
	fellows	2/24 m/m	11,600 -
<u>Libya</u>			
RP-10-2	<u>Industrial management</u> - training		
	fellow	1/6 m/m	- 3,400
<u>Mali</u>			
RP-10-22	<u>Industrial management*</u>		
	fellow	1/6 m/m	3,400 -
<u>Nigeria</u>			
RP-10-2	<u>Industrial training</u> - in-plant training in fermentation technology		
	expert	1/6 m/m	- 11,550
<u>Sudan</u>			
RP-10-34	<u>Industrial training*</u>		
	fellows	5/24 m/m	13,600 -
<u>United Arab Republic</u>			
RP-10-6	<u>Industrial management</u> - training		
	fellows	4/20 m/m	- 12,000

UNIDO REGULAR PROGRAMME - approved projects (cont'd)

<u>Project number</u>		<u>1969</u>	<u>1970</u>
		(in US dollars)	
<u>AFRICA (cont'd)</u>			
<u>United Republic of Tanzania</u>			
RP-10-3	<u>Industrial management</u> - specific industrial management subjects for managers and high-level personnel of nationalized industries		
	fellows	3/15 m/m	- 9,000
<u>Zambia</u>			
RP-10-2	<u>Industrial management</u> - training in specific industrial management subjects for managers and high-level technical personnel		
	fellows	2/12 m/m	- 6,800
<u>THE AMERICAS</u>			
<u>Chile</u>			
RP-10-89	<u>Industrial training*</u> - in-plant training		
	expert	1/6 m/m	11,000 -
	fellows	4/11 m/m	6,800 -
<u>Peru</u>			
RP-10-104	<u>Industrial training*</u> - organization of in-plant group training		
	fellows	2/14 m/m	7,600 -
<u>ASIA AND THE FAR EAST</u>			
<u>India</u>			
RP-10-55	<u>Industrial engineering*</u>		
	adviser	1/12 m/m	23,100 -
	fellow	1/6 m/m	3,400 -
<u>Indonesia</u>			
RP-10-3	<u>Industrial management</u>		
	fellows	5/30 m/m	- 17,000

UNIDO REGULAR PROGRAMME - approved projects (cont'd)

<u>Project number</u>			<u>1969</u>	<u>1970</u>
			(in US dollars)	
<u>ASIA AND THE FAR EAST (cont'd)</u>				
<u>Iran</u>				
RP-10-140	<u>Industrial training*</u> - in-plant training expert in leather industries			
	expert	1/6 m/m	9,800	-
	training	3/18 m/m	10,200	-
<u>Singapore</u>				
RP-10-76	<u>Industrial management*</u> - accounting expert			
		1/6 m/m	11,000	-
<u>Thailand</u>				
RP-10-143	<u>Industrial training*</u>			
	fellow	1/6 m/m	3,400	-
<u>EUROPE AND THE MIDDLE EAST</u>				
<u>Syria</u>				
RP-10-132	<u>Industrial management*</u>			
	fellow	1/6 m/m	3,400	-
<u>Yugoslavia</u>				
RP-10-3	<u>Industrial management</u> - organization and management of industrial enterprises			
	fellows	2/4 m/m	-	2,000
RP-10-124	<u>Industrial management*</u> - organization of industrial enterprises			
	fellows	3/6 m/m	3,206	-
<u>INTERREGIONAL</u>				
INT-10-151	In-plant training programme in iron and steel industries in the Ukrainian USSR			
	fellows	42/210 m/m	121,800	
	miscellaneous		1,200	

UNIDO REGULAR PROGRAMME - approved projects (cont'd)

Table 3

Estimated expenditures for approved RP projects, 1969-1970

	1969		1970	
	<u>m/m</u>	<u>US\$</u>	<u>m/m</u>	<u>US\$</u>
Experts	4/30	54,900	1/6	11,550
Fellows	65/314	191,006	19/99	57,000
Other	-	1,200	-	-
Total		247,106		68,550

UNIDO REGULAR PROGRAMME - forecast of new projects for 1971

	<u>Experts</u> <u>m/m</u>	<u>Fellows</u> <u>m/m</u>
<u>AFRICA</u>		
Industrial management techniques	-	2/12
Training in industrial management	-	2/12
<u>THE AMERICAS</u>		
Training in industrial management	-	2/12
Management techniques	-	1/6
<u>ASIA AND THE FAR EAST</u>		
Modern techniques of industrial management	-	2/12
Promotion of industrial management techniques	1/6	-
<u>EUROPE AND THE MIDDLE EAST</u>		
Management techniques	-	2/9
Organization and management of enterprises	-	1/6
Industrial organization and management	-	1/3

SPECIAL INDUSTRIAL SERVICES -- approved projects

<u>Project number</u>		<u>1969</u>	<u>1970</u>
		(in US dollars)	
<u>AFRICA</u>			
<u>Ghana</u>			
66-2 GHA-2	<u>Assistance to the Fibre Bag Manufacturing Corporation, Kumasi*</u> - management, maintenance, cost accounting work shops		
	experts	3/14 m/m	17,400 -
	fellow	1/3 m/m	3,600 -
67-163 GHA-5	<u>Assistance to Ghana Industrial Holding Corporation</u> - footwear factory, investments, leather and shoe design, metal industry, food industry, marketing development		
	experts	8/142 m/m	90,500 123,500
<u>Nigeria</u>			
68-338 NIR-10	<u>Assistance to the Midwest Glass Industry at Ugheli (OPAS)</u> - general management		
	expert	1/12 m/m	- 16,000
<u>Sudan</u>			
67-60 SUD-3	<u>Improvement of the efficiency of public sector industries*</u> - consultants in organization and control of public enterprises		
	expert	1/2 m/m	5,000 -
<u>Tunisia</u>			
68-297 TUN-10	<u>Assistance to the Ateliers Mécaniques du Sahel*</u> - industrial cost accounting		
	expert	1/4 m/m	9,000 -
<u>United Arab Republic</u>			
68-382 UAR-21	<u>Quality control development programme*</u> - industrial management		
	expert	1/6 m/m	11,000 -

SPECIAL INDUSTRIAL SERVICES - approved projects (cont'd)

<u>Project number</u>			<u>1969</u>	<u>1970</u>
			(in US dollars)	
<u>THE AMERICAS</u>				
<u>Barbados</u>				
69-515 BAR-2	<u>Assistance to the Barbados Development Board - industrial management</u>	expert	1/9 m/m	16,750 2,000
<u>Brazil</u>				
67-238 BRA-8	<u>Assistance to Petrobras in financial planning</u>	expert	1/12 m/m	14,000 10,000
68-227 BRA-4	<u>Assistance to the Commission for Industrial Development - management adviser</u>	expert	1/12 m/m	19,000 9,000
<u>Ecuador</u>				
68-376 ECU-7	<u>Assistance to the Centro de Desarrollo (CENDES) - industrial management (organization and production)</u>	experts	2/12 m/m	- 22,000
<u>Jamaica</u>				
68-311 JAM-4	<u>Management, service, public works department maintenance workshops* - industrial management</u>	expert	1/8 m/m	15,800 -
69-517 JAM-5	<u>Assistance to Jamaica Ceramics Ltd., industrial management (OPEX)*</u>	expert	1/6 m/m	7,000 -

SPECIAL INDUSTRIAL SERVICES - approved projects (cont'd)

<u>Project number</u>			<u>1969</u>	<u>1970</u>
			(in US dollars)	
<u>ASIA AND THE FAR EAST</u>				
<u>China</u>				
67-111 CHA-3	<u>Assistance to the China Productivity and Trade Centre in the field of industrial executive development and consultation*</u>			
	consulting firm expert	1/2 m/m	40,000 1,700	- -
<u>India</u>				
69-556 IND-11/12	<u>Organization and management quality control schemes and seminars on quality control techniques</u>			
	experts	2/8 m/m	-	16,000
<u>Indonesia</u>				
67-176 INS-5	<u>Metalworking industry* - production, technical control, cost accounting, product costing and budget</u>			
	experts	3/33 m/m	66,000	-
67-177 INS-6	<u>Assistance to three paper mills in Java - management cost accountant, product cost and budget</u>			
	experts	2/21 m/m	17,000	24,000
<u>Iran</u>				
69-524 IRA-22	<u>Arak machine building plant - exploratory mission* (industrial management, cost accounting and product costing)</u>			
	experts	2/2 m/m	8,000	-
69-527 IRA-19	<u>Exploratory mission to investigate short and long-term plans to be undertaken with a view to designing a management information and decision-making system in the Ministry of Economy</u>			
	experts	2/4 m/m	8,800	6,000

SPECIAL INDUSTRIAL SERVICES - approved projects (cont'd)

<u>Project number</u>		<u>1969</u>	<u>1970</u>
		(in US dollars)	
<u>ASIA AND THE FAR EAST (cont'd)</u>			
<u>Pakistan</u>			
68-444 PAK-4	<u>Industrial management advisory and problem solving mission in cotton textile industry - industrial management clinic* (industrial organization, costing, cost reduction, marketing and distribution)</u>		
	experts	4/6 m/m	15,900 -
69-473 PAK-7	<u>Assistance to the East Pakistan Industrial Development Corporation (EPIDC) - assistance to the Khulna Newsprint Mill and Khulna Shipyard (production planning and control, cost reduction, product costing, procurement and logistics, system design)</u>		
	experts	6/34 m/m	- 82,000
69-499 PAK-5	<u>Survey to formulate recommendations for coordination and efficient utilization of the steel, iron and engineering industries in Pakistan - metal forming, machine and tool manufacture</u>		
	experts	5/17 m/m	- 35,100
<u>Singapore</u>			
68-404 SIN-11	<u>Assistance in management accounting to the Economic Development Board</u>		
	expert	1/6 m/m	2,000 9,000
68-405 SIN-12	<u>Assistance in management accounting to the light industries services</u>		
	consulting firm		3,000 8,000

SPECIAL INDUSTRIAL SERVICES - approved projects (cont'd)

<u>Project number</u>		<u>1969</u>	<u>1970</u>
		(in US dollars)	
	<u>EUROPE AND THE MIDDLE EAST</u>		
	<u>Yugoslavia</u>		
68-339 YUG-3	<u>Establishment of a market research and product forecasting programme for a group of industries - production planning and system analysis</u>		
	expert	1/12 m/m	2,000 21,000
68-340 YUG-4	<u>Establishment and management of a computer based production planning and control system at the shipyards "3 May" and "Tito" - production planning and systems analyses</u>		
	expert	1/6 m/m	- 11,000
68-342 YUG-6	<u>Assistance to "21 May" automobile engines manufacturing plant - industrial management (materials handling and production planning and control)</u>		
	expert	1/6 m/m	- 11,000
68-343 YUG-13	<u>Assistance to the "14 October" mechanical factory - value analysis and product costing</u>		
	experts	2/6 m/m	2,000 10,400
68-347 YUG-11	<u>Assistance to furniture industry - industrial management and product costing</u>		
	experts	2/11 m/m	- 21,200
68-431 YUG-5	<u>Establishment and management of a computer based production planning and control system at "Energoinvest", Sarajevo and "Hasan Brkic", Zenica</u>		
	expert	1/6 m/m	2,000 9,000
68-440 YUG-15	<u>Industrial management consultations and problem solving mission in electro-mechanical industry - industrial management clinic* (system analysis and production scheduling, industrial organization and corporate planning, marketing)</u>		
	experts	4/4 m/m	10,000 -

SPECIAL INDUSTRIAL SERVICES - approved projects (cont'd)

Table 4

Estimated expenditures for SIS projects, 1969-1970

	1969		1970	
	<u>m/m</u>	<u>US\$</u>	<u>m/m</u>	<u>US\$</u>
Experts	40/180	340,850	38/242	438,200
Fellows	1/6	3,600	-	-
Other	-	43,000	-	8,000
Total		<u>387,450</u>		<u>446,200</u>

B. SUPPORTING ACTIVITIES

24. The supporting activities for Groups 10a and 10b are classified under the following projects:

Industrial training - 10a

In-plant group training programmes

Continuing sectoral programmes in industrialized countries	10a.01
New sectoral programmes in industrialized countries	10a.02
Sectoral programmes in developing countries	10a.03
Sectoral programmes in industrialized countries financed on a long-term basis	10a.04
Sectoral upgrading programme in industrialized countries	10a.05
Middle-level programmes in industrialized countries on cross-industry problems	10a.06
Maintenance programmes in Italy	10a.07
In-plant group training in consultancy	10a.08

Individual fellowship programme

Fellowships	10a.09
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Other activities

Studies on industrial training	10a.10
Promotion and follow-up activities	10a.11
Industrial training organizations	10a.12

Industrial management and consulting services - 10b

Consulting services	10b.01
Industrial management clinics	10b.02
Studies on particular management techniques in the developing countries	10b.03
Mobilization of expert resources	10b.04
Programme in achievement training for industrial development	10b.05

25. As was mentioned in the prefatory remarks to the section on Supporting Activities in Part One (ID/B/64), the objective of the supporting activities is to establish a two-way flow of information and experience between the supporting activities at headquarters and the field. A great deal of material on which headquarters' studies and meetings are based is derived from information received from the field. In turn, the studies and meetings are intended to improve the substantive support given by headquarters to the field operations. In many cases these results are fed directly to the field in the form of reports. In all cases, they constitute an accumulation of knowledge and experience on which both headquarters and field staff are able to draw in response to the needs arising in the technical assistance operations.

INDUSTRIAL TRAINING - 10a

Continuing sectoral programmes in industrialized countries (10a.01)

26. In 1969, a number of programmes were carried out which will continue in 1970 and 1971, and it is expected that two new programmes will start in 1970. Participants in these programmes are graduate engineers from developing countries with several years of experience.

<u>Project component</u>	<u>Training sector</u>	<u>Country</u>	<u>Started</u>	<u>Number of participants</u>	<u>Duration (months)</u>
10a.01.01	Diesel engineering	CSSR	1968 ^{2/}	20	3
10a.01.02	Shoe industry	CSSR	1969	20	3
10a.01.03	Cement industry	Denmark	1968 ^{3/}	20	3
10a.01.04	Electrical engineering	Sweden	1966	20	4
10a.01.05	Pulp and paper	Sweden	1968	12	3
10a.01.06	Mechanical industry	Switzerland	1970	15	3½
10a.01.07	Pharmaceutical industry	Switzerland	1970	15	3½

^{2/} Not carried out in 1969, scheduled for 1970 and 1971.

^{3/} Not carried out in 1969 and 1970, scheduled for 1971.

<u>Project component</u>	<u>Training sector</u>	<u>Country</u>	<u>Started</u>	<u>Number of participants</u>	<u>Duration (months)</u>
10a.01.08	Iron and steel	USSR	1965	60	5
10a.01.09	Metalworking industry	USSR	1969	20	4
10a.01.10	Food processing	UK	1969 ^{4/}	14	3
10a.01.11	Textile industry	Poland	1967 ^{5/}	20	5
<u>Priority A</u>					
		<u>Staff (in m/m)</u>			
1969		7			
1970		9			
1971		9			

New sectoral programmes in industrialized countries (10a.02)

27. The following sectoral programmes will be carried out for the first time in 1971:

<u>Project component</u>	<u>Training sector</u>	<u>Country</u>	<u>Number of participants</u>	<u>Duration (months)</u>
10a.02.01	Plastic processing	Federal Republic of Germany	20	3
10a.02.02	Automotive industry	France	20	5
10a.02.03	Foundry technology	Sweden	20	3
10a.02.04	Fertilizer industry	USSR	12	4
<u>Priority A</u>				
		<u>Staff (in m/m)</u>		
1969		-		
1970		2		
1971		4		

^{4/} In 1970 and 1971 this programme will be carried out in India (see 10a.03.01)

^{5/} For 1970 and 1971 see 10a.04.02.

Sectoral programmes in developing countries (10a.03)

28. The first upgrading programme in a developing country will be carried out in 1970 in India and will be repeated in 1971. UNIDO will continue its efforts to find, in relatively advanced developing countries, training facilities available to other developing countries.

<u>Project component</u>	<u>Training sector</u>	<u>Country</u>	<u>Number of participants</u>	<u>Duration (months)</u>
10a.03.01	Food processing	India	20	3
				<u>Priority A</u>
		<u>Staff (in m/m)</u>		
1969		1		
1970		2		
1971		2		

Sectoral programmes in industrialized countries financed on a long-term basis (10a.04)

29. The following two projects, for which offers of training facilities for three years have been received from the respective Governments, are scheduled for 1970 to 1972. Requests for funds for fellowships and international staff for the same period have been submitted to UNDP for financing under UNDP/SF. It is expected that similar arrangements, for which UNIDO is in negotiation with several host governments, will be made for other programmes in 1970 and 1971. Requests for SF financing will be submitted in due time to UNDP.

<u>Project component</u>	<u>Training sector</u>	<u>Country</u>	<u>Number of participants</u>	<u>Duration (months)</u>
10a.04.01	Electric and electronic industries	Netherlands	18	6
10a.04.02	Textile industry ^{6/}	Poland	20	5

^{6/} From 1967 to 1969, this programme was carried out as an in-plant group training programme, financed on a yearly basis (see 10a.01).

Priority A

	<u>Staff (in m/m)</u>
1969	1
1970	4
1971	4

Sectoral upgrading programme in industrialized countries (10a.05)

30. This programme, organized in 1968 and 1969 to prepare engineers employed at middle-level positions in factories in developing countries to assume higher positions, will be continued in 1970 and 1971.

<u>Project component</u>	<u>Training sector</u>	<u>Country</u>	<u>Number of participants</u>	<u>Duration (months)</u>
10a.05.01	Mechanical industry	Japan	14 ^{7/}	2 ^{1/2}

Priority A

	<u>Staff (in m/m)</u>
1969	1
1970	2
1971	2

Middle-level programmes in industrialized countries
on cross-industry problems (10a.06)

31. The following programmes, a number of which could start in 1970, subject to availability of funds, are scheduled for 1971:

^{7/} In 1969, there were 12 participants.

<u>Project component</u>	<u>Training sector</u>	<u>Country</u>	<u>Number of participants</u>	<u>Duration (months)</u>
10a.06.01	System analysis: practical application of decision-making system	Federal Republic of Germany	20	2
10a.06.02	Financial management and control	Federal Republic of Germany	20	3
10a.06.03	Maintenance systems (railway equipment)	Federal Republic of Germany	20	3
10a.06.04	Organization and management of maintenance systems	Finland	20	3
10a.06.05	Organization and management of maintenance systems	Sweden	20	3
10a.06.06	Organization and management of standardization systems in manufacturing industries	USSR	25	4

Priority A

	<u>Staff (in m/m)</u>
1969	1
1970	4
1971	8

Maintenance programmes in Italy (10a.07)

32. It is hoped that from 1970 on, several in-plant training programmes on maintenance will be undertaken in selected industries in Italy, to be financed from the contribution of the Government of Italy. Discussions are proceeding with the Italian authorities on the establishment of these programmes.

Priority A

	<u>Staff (in m/m)</u>
1969	1
1970	3
1971	4

In-plant group training in consultancy (10a.08)

33. Under this project, consultants from developing countries will be brought to the industrialized countries, where they will work with staff members of large consulting firms on direct consulting assignments in industry. The participants will also study the organization, financing, marketing methods etc. used by the consulting firms in the developed countries. In 1971, one such in-plant group training course will be carried out.

<u>Project component</u>	<u>Training sector</u>	<u>Country</u>	<u>Number of participants</u>	<u>Duration (months)</u>
10a.08.01	Industrial consulting	Federal Republic of Germany	20	3
<u>Priority A</u>				
		<u>Staff (in m/m)</u>		
1969		-		
1970		2		
1971		2		

Fellowships (10a.09)

34. The number of established fellowship posts under UNDP/TA, UNDP/SF, Regular Programme and SIS as of 31 December 1968 was 328, of which 279 posts were filled. By 30 September 1969, the number of established posts increased to 444, for which 258 nominations had been received.

	<u>Staff (in m/m)</u>	<u>Consultants (US\$)</u>	<u>Priority A</u>
1969	6	-	
1970	12	1,000	
1971	12	-	

Studies on industrial training (10a.10)

Implementation of General Assembly resolution 2259 (XXII) (10a.10.01)

35. A report on training of national technical personnel for the accelerated industrialization of developing countries, as requested in General Assembly resolution 2259 (XXII) of 3 November 1967, was prepared in 1969 and submitted to the General Assembly as document A/7595. The report consists of a summary of the main observations submitted by governments on the report of the Secretary-General on the same subject (E/3901/Rev.1 and Add.1 and 2) and a description of the activities of UNIDO in the field of training for industrialization.

Priority A

	<u>Staff</u> <u>(in m/m)</u>
1969	2
1970	-
1971	-

Implementation of the Industrial Development Board
resolution 8 (II) (10a.10.02)

36. An outside consultant prepared in 1969, in consultation with ECAFE, UNESOB, UNDP, UNITAR, ILO and UNESCO, a draft report on a long-term programme for industrial training. As requested in paragraph 6 of resolution 8 (II) of the Industrial Development Board, and on the basis of the findings of the consultant, UNIDO will prepare an outline for a detailed long-term training programme. The outline will be circulated to the respective governments prior to its submission to the Board for consideration.

Priority A

	<u>Staff</u> <u>(in m/m)</u>	<u>Consultants</u> <u>(US\$)</u>
1969	2	5,828
1970	4	-
1971	1	-

Report on industrial training - International Education Year 1970
(10a.10.03)

37. In resolution 2306 (XXII) of 13 December 1967, the General Assembly provisionally designated the year 1970 as an International Education Year. In November 1968, the General Conference of UNESCO adopted two resolutions endorsing the decision, and the General Assembly in resolution 2412 (XXIII) of 17 December 1968 confirmed 1970 as International Education Year and also endorsed the programme of action outlined in the resolutions of UNESCO.

38. UNIDO participated in the inter-agency meeting on the preparation of the International Education Year. As its contribution, UNIDO prepared a study on its experience in the field of industrial training, particularly in-plant group training programmes for engineers.

Priority A

	<u>Staff (in m/m)</u>	<u>Consultants (US\$)</u>
1969	1	3,083
1970	1	-
1971	-	-

Training manuals (10a.10.04)

39. A series of studies for engineers in the textile industry was prepared in 1968 (ID/B/20/Rev.1, para. 166) and will be published in 1970. Owing to lack of resources, the studies for engineers in diesel engineering and in the iron and steel industry, which had been scheduled for preparation in 1969 (ID/B/44, para. 268), were postponed to 1970.

Priority A

	<u>Staff (in m/m)</u>	<u>Consultants (US\$)</u>
1969	-	-
1970	2	5,000
1971	2	-

Promotion and follow-up activities (10a.11)

40. UNIDO maintains regular contact with former participants of in-plant group training programmes and their employers and with the industries in which the training programmes were carried out so as to assess the value of training after participants have returned to their home countries. UNIDO is also active in promoting and assisting in the establishment of training schemes for industries in developing countries, through contacts with former participants and other interested parties.

Priority A

	<u>Staff (in m/m)</u>
1969 ^{a/}	-
1970 ^{a/}	-
1971	7

a/ Not tabulated separately.

Industrial training organizations (10a.12)

41. As a result of close consultation between UNIDO and ILO, a follow-up campaign will be undertaken to promote the establishment of industrial training organizations in developing countries.

Priority A

	<u>Staff (in m/m)</u>
1969 ^{a/}	-
1970	4
1971	6

a/ Not tabulated separately.

INDUSTRIAL MANAGEMENT AND CONSULTING SERVICES - 10b

Consulting services (10b.01)

Meetings on the use and development of consulting services
in developing countries (10b.01.01)

42. An expert group meeting was convened in 1966 in New York to discuss industrial consultancy in the developing countries. Another meeting was held in 1969 in Tokyo, Japan, with participants from Asian countries, to discuss the experience of users of consultant services. This series of activities on the use of consultancy will be completed in 1971, when an expert group meeting will be held in Vienna to discuss the problems, ways and means of organizing national consultancy services in the developing countries. A final report is to be published in 1972.

	<u>Staff</u> <u>(in m/m)</u>	<u>Meetings</u> <u>(US\$)</u>	<u>Consultants</u> <u>(US\$)</u>
1969	5	13,200	6,800
1970	4	-	-
1971	3	15,000	-

Priority A

Industrial management clinics (10b.02)

43. In these clinics, UNIDO uses primarily outside experts and also arranges instruction and selection seminars to develop future team leaders.

Instruction and training of team leaders for
industrial management clinics (10b.02.01)

	<u>Staff</u> <u>(in m/m)</u>	<u>Meetings</u> <u>(US\$)</u>
1969	1	-
1970	6	8,000
1971	6	-

Priority A

Studies on particular management techniques
in the developing countries (10b.03)

44. Studies will be made on particular organization and management aspects in the developing countries in order to adjust assistance to the rapidly changing conditions in industry. The studies will be undertaken as a joint effort of UNIDO staff, field experts and managers of selected plants in developing countries. Questionnaires will be used.

<u>Project component</u>	<u>Staff (in m/m)</u>			<u>Priority</u>
	<u>1969</u>	<u>1970</u>	<u>1971</u>	
10b.03.01 Introduction of corporate planning systems, particularly in export-oriented industries	-	1	2	A
10b.03.02 Organization and management of distribution channels	-	1	2	A
10b.03.03 Organization and application of value analysis and cost reduction schemes in selected factories	-	1	2	A
10b.03.04 Organization and management of applied research and product development schemes within a large company or a group of firms	-	-	2	A
10b.03.05 Organization and management of material handling systems in selected groups of industries	-	-	2	A
10b.03.06 Use of systems analysis and management decision-making techniques in selected industries	-	-	2	A

Mobilization of expert resources (10b.04)

Study to ascertain readiness of consulting firms to participate in a consulting consortium^{8/} (10b.04.01)

	<u>Staff (in m/m)</u>	<u>Consultants (US\$)</u>	<u>Priority A</u>
1969	1	1,925	
1970	-	-	
1971	-	-	

^{8/} Document ID/B/26, para. 166.

Establishment of a roster of university professors^{2/} (10b.04.02)

Priority A

	<u>Staff</u> <u>(in m/m)</u>	<u>Consultants</u> <u>(US\$)</u>
1969	1	2,000
1970	1	-
1971	2	-

Programme in achievement training for industrial development (10b.05)

45. In 1969, a feasibility study was made to identify a number of projects and to plan the organization and financing of those to be initiated in the period 1970 to 1972. Each project will consist of three components: (a) the design of training programmes in achievement motivation for industrial development; (b) the training of instructors to carry out the projects; and (c) research activities to evaluate the projects. The projects in 1970 and 1971 will be financed from SIS, from consultant components of a number of UNDP/SF projects and from outside resources.

Priority A

	<u>Staff</u> <u>(in m/m)</u>	<u>Consultants</u> <u>(US\$)</u>
1969	1	10,000 ^{a/}
1970	2	-
1971	2	-

^{a/} In addition, The Behavioral Science Center, Sterling Institute, Cambridge, Mass., has subsidized the project to the amount of \$5,000.

^{2/} Document ID/B/26, para. 167.

PRINTED PUBLICATIONS

		<u>Languages</u>	<u>Cost</u> (US\$)
<u>Publications issued in 1969</u>			
ID/3	Manual on the use of consultants in developing countries	F	
	<u>Training for industry series</u>		
ID/SER.D/1	Training of economic administrators for industrial development	E F S	
ID/SER.D/2	Estimation of managerial and tech- nical personnel requirements in selected industries	F S	
			<hr/> 11,266
<u>1970 publications programme</u>			
	<u>Training for industry series</u>		
ID/SER.D/3	The Lodz textile seminars No. 1 - 8 (textile fibres, spinning, knitting, weaving and associated processes, non-conventional methods of fabric production, textile finishing, testing and quality control, plant and power engineering)	E F S	
			<hr/> 15,900

Note: In the computation of the printing costs, a standard formula was applied based on averaging the cost of printing inside UNIDO and by an outside firm. The standard formula is used to provide for comparability of the cost of printing.

Table 5

Expenditures for supporting activities in 1969^{a/}

Project components	UNIDO Regular Budget				UNDP/TA ^{b/}	UNIDO General ^{b/} Trust Fund	Total ^{c/}
	(1) Staff m/m	(2) Meetings US\$	(3) Consultants US\$	(4) Publications US\$			
10a.01 - 10a.09	18	-	-				-
10a.10-01	2	-	-				-
10a.10-02	2	-	5,828				5,828
10a.10-03	1	-	3,083				3,083
Subtotal	23	-	8,911				8,911
10b.01-01	5	13,200	6,800				20,000
10b.02-01	1	-	-				-
10b.04-01	1	-	1,925				1,925
10b.04-02	1	-	2,000				2,000
10b.05-01	1	-	10,000				10,000
Subtotal	9	13,200	20,725				33,925
Total	32	13,200	29,636	11,266			54,102

a/ Expenditures have been calculated on the basis of actual expenditures up to 30 September 1969, projected to the end of the year.

b/ No figures have been given as expenditures for in-plant training programmes are quoted under Operational Activities.

c/ The totals in column 7 do not include the cost of publications. Thus the total of the items in this column does not correspond to the last line of the column.

Table 6

Estimated expenditures for supporting activities in 1970

Project components	UNIDO Regular Budget				UNDP TA ^{a/}	UNIDO General ^{a/} Trust Fund	Total ^{b/}
	(1) Staff m/m	(2) Meetings US\$	(3) Consultants US\$	(4) Publications US\$	(5) US\$	(6) US\$	(7) US\$
Priority A							
10a.01 - 10a.08	28	-	-				-
10a.09	12	-	1,000				1,000
10a.10-02	4	-	-				-
10a.10-03	1	-	-				-
10a.10-04	2	-	5,000				5,000
10a.12	4	-	-				-
Subtotal	51	-	6,000				6,000
10b.01-01	4	-	-				-
10b.02-01	6	8,000	-				8,000
10b.03-01	1	-	-				-
10b.03-02	1	-	-				-
10b.03-03	1	-	-				-
10b.04-02	1	-	-				-
10b.05-01	2	-	-				-
Subtotal	16	8,000	-				8,000
Total	67	8,000	6,000	15,900			29,900

^{a/} No figures have been given as expenditures for in-plant training programmes are quoted under Operational Activities.

^{b/} The totals in column 7 do not include the cost of publications. Thus the total of the items in this column does not correspond to the last line of the column.

Table 7

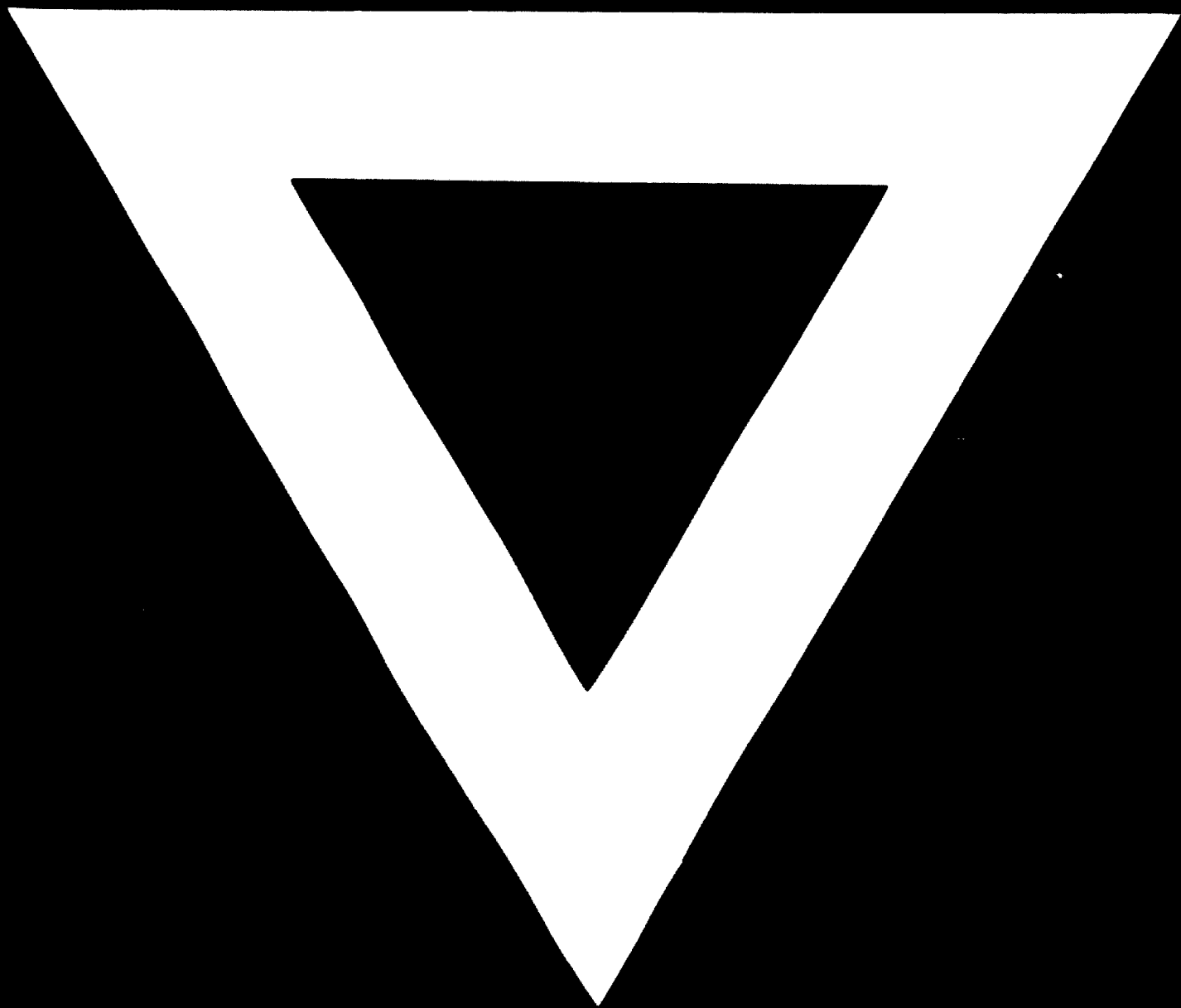
Estimated expenditures for supporting activities in 1971

Project components	UNIDO Regular Budget				UNDP/TA ^{a/}	UNIDO General ^{a/} Trust Fund	Total ^{b/}
	(1) Staff m/m	(2) Meetings US\$	(3) Consul- tants US\$	(4) Publica- tions US\$	(5) US\$	(6) US\$	(7) US\$
Priority A							
10a.01 - 10a.09	47	-	-				-
10a.10-02	1	-	-				-
10a.10-04	2	-	-				-
10a.11	7	-	-				-
10a.12	6	-	-				-
Subtotal	63	-	-				-
10b.01-01	3	15,000	-				15,000
10b.02-01	6	-	-				-
10b.03-01	2	-	-				-
10b.03-02	2	-	-				-
10b.03-03	2	-	-				-
10b.03-04	2	-	-				-
10b.03-05	2	-	-				-
10b.03-06	2	-	-				-
10b.04-02	2	-	-				-
10b.05-01	2	-	-				-
Subtotal	25	15,000	-				15,000
Total	88	15,000	-	-			15,000

a/ No figures have been given as expenditures for in-plant training programmes are quoted under Operational Activities.

b/ The totals in column 7 do not include the cost of publications. Thus the total of the items in this column does not correspond to the last line of the column.





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