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D04182



United Nations Industrial Development Organization

Distr.
GENERAL

ID/B/69
2 March 1970

ORIGINAL: ENGLISH

Industrial Development Board

Fourth session

Vienna, 20 - 30 April 1970

Agenda item 5

OUTLINE OF THE 1972 WORK PROGRAMME OF UNIDO

Prefatory note

Contrary to the presentation of last year, in which the forecast of the 1971 programme was combined with an outline of a long-term programme, the present document deals with the programme of work for 1972 only. The long-range programme is submitted to the Board in document ID/B/74.

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Introduction

1. An outline of the programme of work for 1972 is herewith submitted to the Industrial Development Board in accordance with General Assembly resolution 2370 (XXII) and the recommendations of the Committee for Programme and Co-ordination (E/4493/Rev.2, chapter II). As usual, the programme is subdivided in two parts: one dealing with field activities and the other with the supporting activities distributed among the fifteen groups of activities.

FIELD ACTIVITIES

2. The forecast for 1972 of the expected volume of activities of technical co-operation has been made with regard to the anticipated needs of the developing countries and the estimated financial resources that may be available in that year. The forecast has been summarized in table 1 which gives the values of requirements as well as of estimated resources by programme for the years 1967 to 1972. For the years 1967 to 1969, the table gives the value of actual expenditures. Details regarding the individual programmes are given below under the respective headings. As in previous years, the 1972 forecasts for the various programmes are made in terms of total value.

The development of the various programme components

3. The resources for the UNIDO Regular Programme are expected to remain in 1972 at the level of \$1.5 million, against expected requirements corresponding to the countries' needs of about \$2.7 million. This programme component will continue to provide training in selected industrial branches through individual fellowships and group training projects and to finance some regional and interregional projects including industrial advisers specialised in selected branches of industry. These are the regional advisers stationed at the regional economic commissions and the interregional advisers involved from headquarters in projects of interest to selected industrial sectors. The Regular Programme will also be used to undertake programming and review missions at the country level in connexion with the field activities of UNIDO.

4. Despite the fact that the financial limitations of this programme have been pointed out to the recipient governments through the Resident Representatives, requests from countries for projects to be financed from the Regular Programme

have invariably been higher by approximately 50 per cent than the indicated targets. The reason for this situation appears to lie in the traditionally committed targets of the UNDP Technical Assistance programme in fields other than industrial development. These commitments pre-empt the resources of the programme over a number of years and, in spite of the new procedures of continuous programming introduced by the UNDP Governing Council in 1969, there has been no significant improvement as regards industrial projects, and none can be foreseen for 1972 as is shown in more detail in the following paragraphs.

5. Despite its financial limitations, the UNDP/TA programme will continue to play an important part in the technical co-operation activities of UNIDO in 1972. As mentioned above, the large advance commitment of country targets in fields other than industry will further widen the gap between identifiable needs and the available resources for UNIDO executed projects. Thus, requirements are anticipated to be of the order of \$16 million, but, if present conditions continue, it is expected that about \$5.5 million will be available for industry, out of which \$4.5 million will be devoted to country projects and about \$1 million to regional and interregional projects.

6. The Technical Assistance component of the UNDP is suited mainly for advisory services of a continuing nature carried out by individual experts. The demand is also growing for executives at the plant level to manage and operate newly-erected plants during the initial run-in period before national specialists become available. Another long-term activity has been in the form of interregional in-plant group training projects. The latter differ from those under the Regular Programme by the fact that they are initiated by headquarters on the basis of findings by expert group meetings relating to specific sectors of industry, carried out under the supporting activities of UNIDO's programme of work.

7. Activities in the UNDP Special Fund programme are expected to reach a level of a yearly flow of resources of about \$15 million in 1972. The anticipated requirements for operational projects are expected to be about one third higher, so there is still a wide gap between the needs and the resources that are expected to be made available under projects approved by the UNDP Governing Council. On the basis of the previous rate of growth, it could be assumed that, by the end of 1972, UNIDO will be responsible for executing

about 80 UNDP/SF projects out of which about 60 will be continuing projects approved prior to that year. This assumption will be made on the basis of projects and the status of the requests that are in the pipeline at the present. Looking at the general trends, it would appear that identified needs are likely to have an up-surge by 1972, a fact that would considerably change the trend for 1973 and subsequent years. The reason for this lies in the large number of surveys and other assessments that are being carried out at the present time in various countries.

8. A trend that has become apparent in the UNDP/SF programme is diversification of projects. This reflects both the tendency of countries to seek, to an increasing extent, UNIDO assistance and the growing complexity of the field. Apart from the conventional projects dealing with over-all industrial development and research, more emphasis appears to be given to sectoral projects such as rehabilitation of industrial branches, feasibility studies and pre-investment surveys leading to design and construction of plants. Another field that is being developed is the establishment of pilot and demonstration plants.

9. Over the past years, the Special Industrial Services programme has proved to be the most important instrument for providing rapid assistance in solving problems in the field of industrial development. As reported previously to the Board, the rate of implementation of projects was low at the early stages of the programme, mainly because of recruitment difficulties. It is expected that by 1972 most of these problems will have been solved and the programme will be operating in a fully effective manner. The SIS programme should make it possible, among other things, to start projects without delay, paving the way for larger undertakings of Special Fund magnitude. Requirements for this type of project can therefore be expected to rise in 1972 and the succeeding years for reasons given under the Special Fund programme. The volume of requirements is estimated at \$7.5 million, while the expected resources are likely to be at the level of \$4.5 million.

10. The General Trust Fund, constituted through voluntary contributions to UNIDO, has been of considerable usefulness in providing a certain type of assistance which is not available under the conventional programmes and its continuation is therefore of considerable importance. Only a very tentative estimate could be made in this case on the basis of the past experience in the pledging conferences. By the end of 1969 considerable progress has been

achieved in programming projects from this Fund. By 1972 it is hoped that comparable progress will have been achieved in the rate of implementation.

General remarks

11. Taking a general view, on the basis of the figures given in table 1, it can be seen that there is still a considerable discrepancy between the needs of governments in technical assistance and the available resources under all programmes. The UNDP/TA programme accounts for the largest part of the gap. As indicated above, in the section dealing with this programme, the gap is due to the magnitude of the advance commitments in fields other than industry under country targets, which reduce by that much the margin of expansion of the industry programme under these targets.

Table 1
Size of the technical co-operation activities of UNIDO, 1967 to 1972
(in millions of US dollars)

| | <u>1967</u> | <u>1968</u> | <u>1969</u> | <u>1970</u> | | <u>1971</u> | | <u>1972</u> | |
|------------------------|--------------------------|--------------------------|--------------------------|---------------------------|-------------------|---------------------------|-------------------|---------------------------|-------------------|
| | <u>Expen- diture</u> | <u>Expen- diture</u> | <u>Expen- diture</u> | <u>Require- ments</u> | <u>Resources</u> | <u>Require- ments</u> | <u>Resources</u> | <u>Require- ments</u> | <u>Resources</u> |
| Regular Programme | 1.0 | 1.0 | 1.5 | 2.3 | 1.5 | 2.5 | 1.5 | 2.7 | 1.5 |
| UNDP/TA | 1.9 | 3.1 | 1.9 | 12.2 | 3.5 | 14.6 | 4.5 | 16.0 | 5.5 |
| UNDP/SF | 1.7 | 2.7 | 3.2 | 11.0 | 8.0 | 14.5 | 11.0 | 20.0 | 15.0 |
| SIS programme | 0.5 | 0.9 | 2.1 | 6.5 | 4.5 ^{a/} | 7.0 | 4.5 ^{a/} | 7.5 | 4.5 ^{a/} |
| General Trust Funds | - | - | 0.5 | 2.0 | 2.0 | 2.5 | 2.5 | 3.0 | 3.0 |
| Other | 0.3 | 0.4 | 0.4 | 0.5 | 0.5 | 0.5 | 0.5 | 0.5 | 0.5 |
| Total | <u>5.4</u> | <u>8.1</u> | <u>9.6</u> | <u>34.5</u> | <u>20.0</u> | <u>41.6</u> | <u>24.5</u> | <u>49.7</u> | <u>39.0</u> |

^{a/} For 1970 and 1971 see document ID/B/64, table 1, p. 62. The figure for 1972 is an estimate of the allocation under the Revolving Fund, subject to discussion with, and approval by, UNDP.

SUPPORTING ACTIVITIES

Group 1 Engineering Industries

12. In 1972, further emphasis will be placed on the design and manufacture of agricultural machinery and implements and on electrical and electronic industries in developing countries. UNIDO's programme of repair and maintenance will be continued, with special attention being given to repair and maintenance of transportation equipment and assistance to the manufacture of spare parts for railroad equipment.

13. Plant design in developing countries will be studied as a follow-up activity of the work on product design. In metalworking industries, work will be undertaken on production of machinery for mining and ore processing. Finally, UNIDO assistance in the development of production of low cost consumer goods will continue in 1972.

Group 2 Metallurgical Industries

14. The scope of assistance will be broadened in 1972 so as to include additional sectors of metallurgical industries. In addition to extractive metallurgy, transformation of metals by second stage metallurgical operations will receive consideration. Certain problems of interest to the metallurgical industry such as fuel economy and production of refractories will also be studied as well as problems of metallurgical know-how, adaptive research and development of local technologies. Attention will be devoted to defining technical assistance areas with greater impact.

15. A number of UNDP/SF projects are expected to become operational in 1972. These will be carried out in co-operation with other United Nations organizations, especially the Resources and Transport Division of the United Nations

and the regional economic commissions. Preparatory work will be started for the third interregional iron and steel symposium, tentatively planned for 1973.

Group 3 Construction and Building Materials Industries

16. The work carried out in 1970 and 1971 by UNIDO will be expanded in 1972 with increasing emphasis on the construction industries. Particular attention will be given to the cement industry where the 1971 seminar is expected to lead to increased technical assistance. The use of plastics in building, which is a relatively new field, will continue to be stressed.

17. In the field of clay building and allied materials, there is scope for increasing the efficiency of existing facilities in developing countries, and attention will be given to the mechanization of the industry. The studies in the building materials industry proposed for 1971 will be applied in 1972 to practical aspects in construction. As an example, prefabrication techniques will receive increasing attention in order to meet the needs for assistance that have been identified. It is also expected that by 1972 a considerable number of technical assistance projects in fibro-cement composites will have developed following the 1969 expert working group meeting.

18. The work in this group will be co-ordinated with the regional economic commissions and the United Nations Centre for Housing, Building and Planning.

Group 4 Chemicals, Pharmaceuticals and Pulp and Paper Industries

19. Emphasis in this sector will continue to be laid on basic chemicals. Particular attention will be paid to chemicals derived from salt, in view of the considerable interest shown by developing countries in work done earlier by UNIDO in this field.

20. In pharmaceuticals, the supporting activities carried out in 1969 are expected to lead to an increasing number of technical assistance projects and, in 1972, the work in this sector will continue to be co-ordinated with WHO and FAO.

21. Activities in the field of pulp and paper are expected to expand in 1972; attention will be given to the use of raw materials other than soft wood, which

is not available in many developing countries. Collaboration with FAO and the regional economic commissions will be maintained.

Group 5 Fertilizers, Pesticides and Petrochemicals Industries

22. The number of countries undertaking indigenous production of fertilizers is increasing. In 1972, UNIDO will continue to provide assistance in feasibility studies, evaluation of tenders and plant and start-up operations. At the same time, attention will be given to transformation of waste and garbage into saleable compost and fertilizer. Priority will be given to projects recommended by the second interregional symposium on the production of fertilizers.

23. In pesticides, the technical assistance operations of UNIDO are expected to increase in setting up pesticide formulation plants in developing countries. Account will be taken of the current efforts to restrict the use of certain pesticides. In petrochemicals, attention will be given to the use of plastics in agriculture and construction and problems of training personnel in plastics fabrication and utilization. Increasing technical assistance is also foreseen in the field of petrochemical complexes, including production of petrochemicals for synthetic fibre manufacture. This assistance would involve the preparation of pre-investment and feasibility studies.

Group 6 Light Industries

24. In the field of light industries, UNIDO will continue to pay attention to the development of modern processes of production. Successful development of these industries is closely connected with the development of home and export markets.

25. This general concept will be followed up in the food processing industry by concentrating on the reorganization of existing plants and establishment of new plants for staple food products: meat and fish processing, grain milling, vegetable oil processing, fruit and vegetable industry etc. Attention will be paid to transfer of know-how for certain processes developed in advanced countries such as meat-like products from soybeans, fish protein concentrate, animal feedstuffs containing urea and fodder yeast from paraffins. Particularly close co-operation will be maintained with FAC in all sectors relating to the development of agro-industries.

26. In the textile industry, the work of UNIDO will continue to be related to rehabilitation and development of the industry. The present decade is of special interest to developing countries because of new world-wide trends in textile industry technology. Another important area is the shift in the raw materials used for low-priced mass consumed textiles. Cotton, wool and silk are being increasingly replaced on the home markets of developing countries by imported or locally produced cheaper and more functional man-made fibres. Attention will also be given to the establishment of knitting and garment industries.
27. Projects for technical assistance in the wood processing sector will cover reorganization of existing plants, establishment of industries such as furniture, joinery, prefabricated wooden houses and panels from agricultural wastes, and the match industry. Work will continue on better utilization and preservation of timber as well as on general wood processing techniques.
28. In the leather and leather products sector, projects for technical assistance are expected to cover modernization of the leather industry. Attention will be given to processing of raw and semi-processed hides and skins for export and to problems of integration of all phases from tanning to finished goods (shoes, leather garments, bags). Exotic leathers (e.g. from snakes, reptiles, big cats and lizards) will be included.
29. In the rubber and plastic goods industries, attention will be given to reclaimed rubber and production of technical materials.
30. In the polygraphic industry, UNIDO will develop activity in mechanization of printing and book production, particularly as regards work in non-Latin alphabets.

Group 7 Industrial Legislation, Patents and Licensing

31. As a result of the training workshops for industrial property offices, the expert group meeting on licensing practices, planned for 1971, and the activation of the network of country correspondents in industrial legislation initiated in 1970, it is expected that technical assistance projects in the above mentioned fields will increase in 1972. An industrial legislation series will be completed and cross-referenced so that the requests for information

in this field can be promptly answered. Such requests are expected to increase once the series is completed and disseminated to developing countries.

32. An expert group meeting on licensing practices in the countries of the French legal system and a training workshop for industrial property offices (patent offices) in Asia are foreseen for 1972. Co-operation will continue, as in the past, with the United International Bureaux for the Protection of Intellectual Property (BIRPI), the International Patent Institute (ILB), the International Association for the Protection of Industrial Property (AIPPI), the African and Malagasy Industrial Property Office (OAMPI) as well as with the organizations of the United Nations family interested in this field.

33. As regards field activities, it is expected that about nine experts will be requested in 1972 in the field of industrial legislation, mainly for Africa and Asia. Requests in the field of patents are also foreseen both for short-term assistance in identification of requirements of patent offices and for long-term assistance for periods of twelve to eighteen months for the reorganization and strengthening of patent offices in Asia and Latin America. At least one regional UNDP/SF project in this area will become operational in 1972 to cater to the needs of the French-speaking African countries.

Group 8 Industrial Services and their Administration

34. The activity of this sector covers the following topics: industrial research; industrial standardization, quality control and metrology; administration and organization of industrial services; industrial co-operatives; and industrial promotion within the framework of industrial fairs.

35. As regards industrial research, UNIDO will co-operate with the World Association of Industrial and Technological Research Organizations (WAITRO), which will have its founding conference in 1970 and first general meeting in 1971, to improve co-operation between developing and developed countries in this field. Better servicing of developing countries and definition of their industrial research policies are expected from this co-operation. A workshop will be held in Japan for training senior staff of industrial research institutes in developing countries in administration of research projects and transfer of findings at the laboratory scale through the pilot

plant stage to industrial production. In the field, it is planned to have six short-term missions to countries of Africa and Latin America, and four UNDP/SF projects in addition to the twelve that will become operational in 1971.

36. For standardization, quality control and metrology, two meetings on standardization are planned, one in Asia and one in Africa. One meeting will be held on quality control, jointly with the European Organization for Quality Control (EOQC) and the International Union of Pure and Applied Chemistry (IUPAC). UNIDO will continue to co-operate in these matters with UNESCO, the International Organization for Standardization (ISO), the International Electrotechnical Commission (IEC) and the relevant regional economic commissions. In the field, continued attention will be given to applied metrology, including calibration, repair and maintenance of measuring equipment and devices. Applied metrology goes hand in hand with the development of standardization. At least four expert missions are planned in the field and two to three UNDP/SF projects are expected to develop.

37. In administration and organization of industrial services, a regional workshop for managerial staff of chambers of industry in Latin America will be held as well as a meeting of government officials responsible for industrial development in Africa. Co-operation will continue as in the past with the World Federation of Engineering Organizations (WFEO), with the ultimate aim of having the national member bodies of this organization, originally sponsored by UNESCO, play a more active role in industrial development. In the field, UNIDO expects, as a result of meetings to be held in 1970 and 1971, to strengthen its activities in Latin America, Africa and Asia; six UNDP/TA projects, with a duration of one to two man-years, are planned to become operational in 1972.

38. In the area of industrial co-operatives, UNIDO plans to organize in 1972 regional training programmes as a follow-up of its report prepared at the request of the Industrial Development Board (resolution 21 (III)). The organization of regional workshops for managerial staff of chambers of industry will be continued, and it is planned to organize such a workshop for the Latin American region in 1972. The organization of regional training workshops for industrial administrators will also be continued in 1972. UNIDO plans to organize such a training programme for the Latin American region

in co-operation with the Public Administration Division at United Nations Headquarters and ECLA.

39. In the field of promotion in connexion with industrial fairs, UNIDO intends to develop a two-fold approach. The first covers the establishment of contacts to promote identification of, and follow-up on, the needs of industrial enterprises in developing countries in technological, financial management, licensing and other aspects. The second is the supply of advice and, where necessary, technical assistance to developing countries in organizing their own industrial fairs. It is envisaged to participate in four to six regional or international fairs which are visited by industrialists and entrepreneurs from developing countries.

Group 9 Industrial Information

40. In 1972, the Industrial Information Centre of UNIDO will develop further the computerization of data used in operating the various components of the service. The work programme will aim at the integration of the service available at headquarters with those of national or regional centres and establish procedures for the collection, retrieval and dissemination of data.

41. UNIDO will continue its efforts to disseminate industrial information through the Industrial Inquiry Service, periodicals and ad hoc publications. The Inquiry Service, which includes the Advisory Service on the Supply of Industrial Equipment and the Roster of Industrial Consultants, will provide assistance to the developing countries on technical problems, equipment and consulting services. UNIDO plans to publish the UNIDO Newsletter and the Industrial Development Abstracts on a monthly basis, and the Industrial Research and Development News on a quarterly basis.

Group 10a Industrial Training

42. In 1972, UNIDO will continue to expand and strengthen its activities in industrial training, as called for in General Assembly resolution 2528 (XXIV). As requested by this resolution, as well as by Industrial Development Board resolution 8 (II), a long-term programme and specific project recommendations for the training of national technical personnel of the developing countries will have been prepared by UNIDO by 1972 in co-operation with ILO, UNESCO and

other organizations concerned. From 1972 onwards, the work of UNIDO in this field will be geared towards the implementation of this programme in close co-operation with the relevant international and regional organizations.

43. The activities under the in-plant training programmes organized by UNIDO for engineers of the developing countries will be increased in 1972. The number of programmes organized in the industrial countries will be increased, and some of these programmes are expected to be established on a long-term basis as UNDP/SF projects. UNIDO also plans to conduct similar programmes in some developing countries. In addition, UNIDO will continue to emphasize the development of basic level (pre-employment) in-plant training programmes to be established as UNDP/SF projects in developing countries. Five such projects are expected to be operational in 1972.

Group 10b Industrial Management and Consulting Services

44. Short and long-term assistance to the managements of manufacturing industries in the developing countries will continue to be increased in 1972. Short-term assistance will be intensified by increasing the number of industrial management clinics to fifteen in 1972. Long-term assistance to manufacturing enterprises will be expanded in 1972 by developing an increasing number of UNDP/SF projects which are expected to become operational in 1972. The programme aims at assisting groups of manufacturing enterprises in establishing their own consulting services and at strengthening existing consulting organizations in the developing countries. UNIDO also plans to extend assistance for more effective organization of industrial branches and individual enterprises in developing countries with the aim of making them more competitive in the domestic and foreign markets.

Group 11 Small-scale Industry, including Industrial Extension Services and Industrial Estates

45. A considerable increase in operational activities is envisaged in this area as a result of exploratory work in the organization of industrial extension services and industrial estates carried out during 1970 and 1971. There will be a further increase in 1972 in the number of UNDP/SF projects and other technical co-operation programmes. Small industry centres, continuing provision of extension services, demonstration of equipment for small

plants, training of personnel and facilities of financing and of subcontracting, will be set up in a number of countries in early stages of industrialization, particularly in Africa.

46. Projects for training extension officers and officials in charge of the organization of industrial extension services will be continued. A meeting on marketing of small industry products and a meeting on subcontracting in Asia and the Far East (in co-operation with ECFAFE) will be organized in 1972.

Group 12 Industrial Programming and Project Planning

47. UNIDO will concentrate its activities in 1972 on the identification of industrial development possibilities and elaboration of long-term industrialization plans. Priority will be given to organization for planning and planning techniques, pre-investment and feasibility studies, and the formulation, evaluation and implementation of industrial projects. The development of national industrial programming data and of systems for planning and implementation will represent the main features of the work in the above areas.

48. In undertaking these activities, advisory missions will be organized at the request of governments. These missions will be combined with training workshops or on-the-job training activities in order to develop national expertise, particularly in the formulation, evaluation and implementation of projects. Direct technical assistance and promotional activities (carried out by staff) are additional instruments which will be increasingly used in 1972.

Group 13 Industrial Policies and Financing

49. Assistance in formulation of a consistent set of policies and measures for achieving the objectives of the industrialization plans of the developing countries will continue to be stressed in 1972.

50. In industrial financing, the work of UNIDO will continue to aim at mobilizing domestic financial resources and at stimulating the inflow of capital into industry. Assistance will be extended to industrial financing institutions in the formulation and implementation of their lending policies

and loan appraisal methods; in promoting the financial infrastructure of the countries; and in techniques of financial planning and analysis at the project and plant levels.

51. Work on the promotion of specific industrial projects, launched in the years 1969 to 1971, will be expanded further in 1972 by improving the quality of the portfolio projects and by further strengthening the network of channels and contacts with prospective investors and financiers. Regional meetings on investment promotion will be held on a regular basis jointly with the regional economic commissions and the developing banks, in the three major developing regions. Co-operation with other finance institutions will be strengthened.

Group 14 Promotion of Export-oriented Industries

52. The examination of policies related to export-oriented industries as well as the investigation of a few selected problems will continue in 1972. An evaluation will be made of exports of manufactures in relation to industrialization policies, the structure of the industrial sector and the economic aspects of production for exports.

53. In its work, UNIDO will take into account the guidelines established by the United Nations Combined Programme for Promotion of Exports and will work in collaboration with UNCTAD/GATT/ITC and the regional economic commissions.

54. As the need for promoting the export of manufactured goods continues to be stressed by the developing countries, technical assistance activities in this area are expected to increase in 1972. Pragmatic ad hoc assistance to individual export industries will continue. At the same time, a more systematic and selective approach will be followed by means of team projects dealing with the entire problem of production for exports at both government and enterprise levels. Exploratory missions, which have proved useful for identifying problems and for working out programmes of assistance, will be continued.

Group 15 Industrial Reviews and Surveys

General reviews (15a)

55. The work of UNIDO in this area consists of: preparation of world industrial development surveys; special studies on selected aspects and problems

of industrial development; industrial survey missions to individual developing countries; and advising governments on establishing machinery for surveys in their respective countries.

56. Following the four annual surveys, which will be completed by 1972, a comprehensive survey of world industrial development will be prepared in that year. Emphasis will be given to studies aiming at a systematic analysis of major problems of industrial development within the framework of the Second United Nations Development Decade. A country file system, initiated in 1970, will be expanded in 1972 and will serve for an analysis in depth of specific problems of industrialization in individual countries and for the long-range programming of technical assistance.

57. Country survey missions will play an increasing role in this connexion. In addition to providing UNIDO with a basis for developing its technical assistance programme for the countries concerned, these missions will assist the countries in examining their industrial structure and in determining the direction which industrial development should take. The work of the survey missions will be supplemented by training courses in methods of industrial surveys.

Individual sectoral studies (15b)

58. The survey of major industrial branches, as well as the analysis of their expected development in the 1970s, will continue in 1972. The elaboration of trends and the analysis of their impact on industrial development will be carried out as part of the programme of UNIDO for the Second United Nations Development Decade and will provide background information for identification of areas for technical assistance.

59. Among the activities related to different industrial branches, packaging will be given special attention owing to its connexion with user and supplier industries as well as with the export trade. Material handling problems will also be included as an important major activity.

Concluding remarks on Groups 12 to 15

60. In conclusion, it might be added that the programmes of activities described under Groups 12 to 15 reflect an integrated approach. In fact, all

these fields are linked: survey of past performance, establishment of long-term strategies and medium-term plans of industrial development, consulting on industrial policies, assistance at the project level and at all subsequent stages, promotion of export industries and promotion of industrial projects in general.

61. Different methods of action may be applied according to the needs of the various countries. Survey missions will assist countries in examining their present industrial structure and in pin-pointing directions in which industrial development is likely to be more beneficial. Short-term advisory missions will advise governments on the strategy and medium-term plans of industrial development and policy measures aimed at achieving the goals of the strategies. The Second Development Decade programme of UNIDO will be carried out, in co-operation with governments at country level, emphasizing implementation and follow-up.

62. Attention will be given to promoting the establishment of regional industrial co-operation programmes and schemes and to appropriate policies and machinery needed for their implementation in co-operation with other United Nations agencies.

63. The training activities under the four Groups will take the form of training seminars for top-level officials, using case studies and simulation methods to raise the qualifications of these officials and, at the same time, to solve the industrial problems of the countries. A number of field assignments will be carried out by staff members, particularly when confidentiality and quick response are involved.





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