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17th SEMINAR ON UNIDO OPERATIONS,

3-21 May 1976.

REPORT ON VIENNA-BASED PART OF THE PROGRAMME (3-14 MAY 1976).

Introduction

1. The 17th Seminar on UNIDO operations was the last in a series of seminars financed from Voluntary Contributions of the Government of Switzerland to UNIDO. The decision to hold this 17th seminar was made in the spring of 1975 and the invitations to nominate candidates were sent out on 1 October 1975.

Between the time of invitation and the taking place of the seminar the restructuring of UNIDO took place. As a consequence of this fact, the Officer-in-Charge of the Seminars on UNIDO operations was redeployed to the International Centre for Industrial Studies. The responsibility to organise the Seminar was transferred on 10 March 1976 to the Training Section, Industrial Operations Division. Mr. A.W. Sissingh was entrusted to plan and conduct the seminar, while Mrs. Spalt, who had served as Professional Assistant 16 seminars in Vienna was seconded to the Training Section on 31 March. As Mr. Sissingh had to perform this duty in addition to his other group training activities, it was decided that Mr. G. Stevens accompany the participants during the one (last) week visit to Switzerland.

2. The present report describes the Seminar activities from the inception to the conclusion of the Vienna-based part, thus excluding the one week visit in Switzerland. In relevant parts it will make reference to replies to an end-programme evaluation questionnaire completed by 18 of the 19 participants. The compilation of replies is given in Annex III of this report.

Recruitment and Selection of Participants

3. The invitation to nominate participants was sent out on 1 October 1975 to 37 UNDP Resident Representatives in selected developing countries. The deadline date to receive nominations was 1 February 1976. Governments of four countries informed UNIDO that they were not in a position to nominate candidates, while no reply was received from 12 countries.

4. On 17 March 1976 a selection panel was convened with the following members: 1/
Mr. M.A. Siddiqui, Deputy Director, PCD - Chairman
Mr. P. Bertrand, Project Co-ordinator, Training Section
Mr. A. Vassiliev, Acting Head, Training Section
Mr. A.W. Sissingh, Senior Industrial Development Officer, Training Section
Mrs. R. Spalt, Professional Assistant

5. The panel reviewed 30 nominations received from 25 countries and selected 18 participants. The major criteria for selection were: no or little participation in previous seminars, country of origin a LDC, position of the candidate fully related to industrial development and

1/A UNDP representative, who participated in selection panels of previous seminars, was not available at the date of the selection.

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to UNIDO (UN) assistance and the homogeneity of the group of participants at large with respect to responsibilities. Subsequent to the meeting of the Selection panel one participant withdrew his candidature and was replaced by one from another country, one additional candidate was accepted to participate at the expense of his government. A second similar case did not materialize. Ultimately 18 government officials participated at UNIDO's expense.²

One participant informed UNIDO after the starting of the programme that he could only arrive with one week delay and he was then advised that the seminar would have advanced too far to make his participation beneficial. The final list of participants is given in Annex I.

Participants

6. All participants hold a responsible position related to technical assistance given to their countries by UNIDO. There were four female participants, from Lesotho, Mongolia, Singapore and Trinidad and Tobago. Three participants came from countries which had never participated in a Seminar on UNIDO operations, namely Mongolia, Burma and Guyana. Bangladesh, Lesotho, Malawi, Trinidad and Tobago had only participated in Regional Seminars on UNIDO operations.

7. The educational level of the participants was somewhat unequal, but this did not influence the work in the seminar. The participants who completed the end-programme evaluation found that the seminar was conducted on an adequate level while only one considered the level too high (question no. 8 of the evaluation questionnaire). Another indication of the relative homogeneity of the group is that more than half of the participants found that they not only benefitted from the exchange of views with staff members of UNIDO, but also with fellow-participants (question 13).

8. A difference was observed between participants who had visited UNIDO before and those who had never been in direct contact with UNIDO Headquarters. These contacts had been before UNIDO's restructuring, with the exception of the participant from Iraq, who had participated in the Permanent Committee of the Industrial Development Board in April 1976.

Some of the participants had the tendency to monopolize the discussion; in private contacts some of the "silent" participants expressed the view that they did not mind this too much as most questions put forward were of general interest and better formulated than they could do themselves. The monopolization was therefore sometimes felt as an advantage rather than as a drawback. Most participants endeavoured to have their specific questions dealt with in the individual consultations sessions (para. 17 and 19).

^{2/} The Seminar was originally budgetted for 15 participants; the Swiss authorities agreed to increase the budget up to 20 participants, provided that the quality be sufficiently high.

9. As this seminar was the first one after the restructuring of UNIDO, the standard programme concept of previous seminars was no longer valid. In designing the programme it was decided that each organizational unit (division) would be provided with the opportunity to present the activities of the unit to the participants. The Division directors were invited to decide on the way they preferred to make this presentation, although a number of suggestions as to time distribution and to themes were made. From the outset it was decided that the subject of "expert recruitment and contracting" and of "training" would be dealt with in a panel discussion, while one morning session was kept in reserve for a subject of special interest as expressed by the participants during the execution of the seminar. It was also decided that the introduction of subjects in plenary session should be of a general nature and that specific subject/projects/ aspects should be discussed in individual consultation meetings, for which five afternoons were reserved.

10. As the planning stage of the seminar coincided with the four-week session of the Permanent Committee and the Industrial Development Board, a confirmation of the time schedule could be obtained before the start of the seminar, but not the list of speakers. It was therefore not possible to send beforehand to the participants the draft programme (see replies on question 1 of the evaluation questionnaire).

Execution of the programme

11. The programme was to a large extent carried out as was planned; as the seminar took place right after the IDB and coincided with meetings on the programme budget, last minute changes were sometimes necessary and in this respect the broad outline of the programme proved to be a "blessing" as the broad lines could be followed throughout the programme. As some small subjects, mainly related to training were kept in reserve, it also proved possible to fill some incidental gaps of 20-30 minutes, when speakers could not arrive in time because of other commitments.

12. While most of the units in UNIDO made their presentation section-wise, the Industrial Operations Division decided to present the Division at large to be followed by a session along thematic lines. As planned, the expert and contracting service was handled in a panel discussion set-up, the reserved morning was at the request of the participants devoted to small-scale industries, while the training aspects were dealt with in several short sessions. The programme set-up in the form of the final list of speakers is given in Annex II.

13. Most of the speakers succeeded in giving a general exposé of the activities of their unit/section avoiding the enumeration of specific projects related to specific countries. Consequently the discussion following the introduction was also of a general nature and of interest to the majority or to all the participants. Specific questions on projects of interest to only one individual participant could most of the time be transferred to the individual consultations sessions.

In presentations, but more particularly in answering questions, several speakers had a tendency not only to refer to their present position, but also to their previous position before the restructuring.

This broadened the discussion when the subject was of a general nature, in other cases, however, the speakers entered territories already covered or planned for others.

14. Because several speakers were appointed at the last moment, co-ordination could only be made in a broad sense and some duplications were unavoidable. The major theme repeated several times was the reasoning why UNIDO was restructured, making reference to the Lima Declaration and Plan of Action and the reference to the target of 25% of industrial production to be reached by the year 2000.

15. The participants were asked to indicate in the end-programme evaluation questionnaire which subjects they considered as the most valuable and which as the least. (question 9 and 10). On purpose they were not asked to rate all subjects, but to give at the end of the seminar, more or less spontaneously, a list of subjects which had remained in their mind as "good" on the one side and "less good" on the other. Consequently some participants mentioned broad aspects (as the presentation of a division at large), while others went into more detail. The individual replies are given in Annex III, a summary by subject is given below (excluding those who answered all):

International Centre for Industrial Studies (at large)	4
- Transfer of technologies	2
- Countries and Regional Studies	1
- Global and Conceptual Studies	1
- Sectoral Studies	1
- Industrial Information	1
Division of Policy Co-ordination (at large)	5
- Least Developed Countries	1
Industrial Operations Division	5
- Training	4
Division of Conference Services and External Relations	1

16. One day of the seminar was preserved for the host country; the morning session for a panel discussion on different aspects of industrialization of Austria and the afternoon session for a study visit. The "Austria day" was generally appreciated, with various opinions on the visit, however. (see question 7).

Individual consultations

17. As stated above, the plenary sessions were primarily devoted to an overall exchange of views, while discussions on specific subjects/projects were referred to the individual consultations sessions. In the past this type of sessions were primarily held with the area officers of TCD, who arranged further meetings with staff members in the substantive sessions. In the case of this seminar, the planning of these meetings were the entire responsibility of the seminar staff.

18. Before the starting of the seminar, a provisional list of participants was sent to Heads/Chiefs of Sections in IOD and to Directors of ICIS and DPC with the request to indicate whether any staff member of their units would be interested to have individual consultations with participants. In addition, based on the interest expressed by

the participants in a questionnaire sent to them beforehand, section chiefs were approached for appointments. Although the response was somewhat uneven, it proved possible to make approximately 150 individual appointments before the starting of the seminar, which were all confirmed to both participants and staff members before the starting date. In the course of the programme, following introductions on certain subjects, additional appointments were made. Ultimately more than 200 individual appointments were made, excluding those made by participants themselves during the second week, when participants became more familiar with UNIDO's set-up and became acquainted with individual staff members. All in all about 50 different staff members were involved in this exercise. The time allotted to these consultations (one half hour per consultation), was considered as sufficient by most of the participants (question 12) while the benefit derived from it was generally rated as positive (question 13). The opinion of UNIDO staff members on the value of these consultation meetings is also sought; the outcome will be summarized in an addendum to this report.

Duration of the seminar, time schedule, etc.

20. In their evaluation, the majority of the participants agreed with the duration of two weeks (question 3); those who did not agree, suggested only minor changes.

21. Only three days were devoted to full time attendance in plenary session, all other days were scheduled for half days, the other half was scheduled for individual consultations, study-visit, etc. In the morning session a coffee break was scheduled; unfortunately in a few instances time proved to be too tight and the break had to be skipped. Participants were in general punctual with respect to starting times and also if the session went into lunch breaks, no early departures occurred.

That six participants considered the schedule as too tight, is appreciated (question 4). As no previous experience with a seminar in the present set-up was available, some sessions were indeed more tight than others.

22. The individual consultations were felt by some participants as somewhat heavy, by others not. This is not only caused by a difference in the attitude of participants and staff members (e.g. going into details, making notes, etc.) but also that the number of appointments per participants differed. The fact that none of the participants considered the schedule as too tight can be considered as a positive point.

Concluding remarks

23. The participants rate the Viennese part of the seminar as successful, both in the completed questionnaire (question 14) as well as in oral expressions of appreciation during the last session. Also UNIDO staff involved in the seminar has expressed appreciation of it as a contribution to a better mutual understanding. One participant, speaking on behalf of the group stated "This has been the last seminar of a series, but the first one carried out in UNIDO's re-structured set-up. It is hoped that this "first" would not be really the last, as still many colleagues of other countries should benefit of this activity as well".

ANNEX I

17th SEMINAR ON UNIDO OPERATIONS

LIST OF PARTICIPANTS

BANGLADESH: Mr. Zaman Nurussaman M.
Joint Secretary, Ministry of Industry

BURMA: Mr. Maung Maung
Assistant Director
Technical Services Corporation

**DEMOCRATIC
YEMEN:** Mr. Jaffer Hamed M. Jaffer
Director of Industrial Department
Ministry of Planning

EGYPT: Mr. Mohamoud M. Abd El Rahman
Sub-Director General, Foreign Relations Department
Ministry of Industry

GUYANA: Mr. Aurangzeb R.K. Khan
Principal Assistant Secretary, Foreign Aid Unit
Ministry of Economic Development

INDIA: Mr. Puran Chand
Undersecretary, Department of Industrial Development
Ministry of Industry and Civil Supplies

IRAQ: Mr. Yousif M. Al-Khanaty
Director, Guidance and Relations
State Organization for Industrial Development

LESOTHO: Mrs. Mantlihi Pokane
Assistant Secretary
Ministry of Commerce and Industry

MALAWI: Mr. Linnaeus S.K. Msiska
Deputy Commissioner for Industrial Development
Ministry of Trade, Industry and Tourism

MALAYSIA: Mr. Harun Hashim
Economic Planning Unit
Prime Minister's Department

MONGOLIA: Mrs. Tseden-Ish Yangema
Technical Adviser
State Committee for External Economic Relations

NEPAL: Mr. G.L. Rajbhandary
Acting Joint Secretary for Industry
Ministry of Industry and Commerce

- NIGERIA:** Mr. N.A.B. Akpobasa
Chief Planning Officer, Development Aid Division
Federal Ministry for Economic Development
- Mr. G. Ugbohor
Federal Ministry of Industries
- PAPUA/NEW GUINEA:** Mr. A.U. Nou
Acting Secretary
Department of Business Development
- SAUDI ARABIA:** Mr. Omair A. Alomair
Head, Technical Services Department
Industrial Studies and Development Centre
- SINGAPORE:** Mrs. Lim Yong Khoong
Acting Assistant Secretary
Revenue Division, Ministry of Finance
- TRINIDAD AND
TOBAGO:** Miss Rosemary Mathurin
Head, Technical Assistance and Training
Ministry of Finance, Planning and Development
- YEMEN:** Mr. Saad Mahrous Alkhanbashi
Chief of Loans and Technical Assistance Department
Central Planning Organisation

ANNEX II

17th SEMINAR ON UNIDO OPERATIONS

LIST OF SPEAKERS

Official opening, 3 May

- Mr. Michael von Schenk, Counsellor, Embassy of Switzerland
Alternate Representative of Switzerland to UNIDO
- Mr. Johannes Manz, Alternate Representative of Switzerland to UNIDO
- Mr. Gyorgy Dobos, Deputy Director, Industrial Operations Division
- Mr. Gangadhar S. Gouri, Deputy Director, Industrial Operations Division

Industrial Centre for Industrial Studies, 4 May

- Mr. Werner Behrens, Industrial Development Officer
Global and Conceptual Studies Section
- Mr. Alexander Foraldis, Industrial Development Officer
Regional and Country Studies Section
- Mr. Alexander E. Andersen, Senior Industrial Development Officer
Sectoral Studies Section
- Mr. Krishnaswamy Venkataraman, Industrial Information Officer
Development and Transfer of Technology Section
- Mr. P. Ghelardoni, Industrial Development Officer
Institutional Infrastructure Section, IOD

Division of Policy Co-ordination, 5 May

- Mr. Mohammed A. Siddiqui, Deputy Director, DPC
Head, Programme Development and Evaluation Section
- Mr. Carlos E. Morida, Associate Industrial Development Officer
Negotiations Section
- Mr. Maurice R. Del Carril, Head
Field Reports Monitoring Section
- Mr. Aksit Kayalar, Industrial Development Officer
N.G.O., Business and Industrial Institutions
Co-operation Section
- Mr. Kamal Ahmed, Acting Chief
Least Developed Countries Section
- Mr. Nikolae Ionoscu, Industrial Development Officer
Least Developed Countries Section

Industrial Operations Division, 6 May, 7 May

- Mr. Gyorgy Dobos, Deputy Director
- Mr. Gangadhar Gouri, Deputy Director
- Mr. Bal R. Nijhawan, Interregional Adviser (Metallurgical Industry)
- Mr. Ajampur Swamy-Rao, Interregional Adviser (Engineering Industries)
- Mr. Gerrit Vorkerk, Special Technical Adviser (Chemical Industry)
- Mr. Lasso Biritz, Senior Industrial Development Officer
Institutional Infrastructure Section
- Mr. Shadrack Ndam, Industrial Development Officer
Office of the Director

Division of Conference Services, Public Information and External Relations, 10 May

- Mr. Arno Maneck, Deputy Director, Head of the Secretariat of the
Industrial Development Board
- Mr. Theodore Trisciuzzi, Chief, Government and Intergovernmental
Organizations Relations Section
- Mr. Richard Wotava, Administrative Officer (Liaison), Government and
Intergovernmental Organizations Relations Sections
- Mr. Siro Paolo Padolecchia, Special Assistant to the Director
- Mr. Dennis A. Lindsey, Industrial Development Officer
Office of the Director

Experts and Consulting Services (Panel) 11 May

- Mr. Lucio L. de Souza Leite, Recruitment Officer
Project Personnel Recruitment Section
- Mr. Dante Gardollin, Contracts Officer
Purchase and Contracts Service Section
- Mr. Souron Soraydarian, Chief, Experts Administration Unit
Personnel Administration Services

Small-scale industries, 12 May

- Mr. Christian Zimmermann, Industrial Development Officer
Institutional Infrastructure Section, IOD
- Mr. William Millager, Senior Industrial Development Officer
Factory Establishment and Management Section, IOD

Investment Co-operative Programme Office, 14 May

Mr. Erich Becker-Boost, Director

Mr. Christian Newman, Industrial Development Officer

Training Section

Mr. Anatoli Vassiliou, Acting Head

Mr. Albertus W. Sissingh, Senior Industrial Development Officer

Mr. Hermann Deimann, Industrial Development Officer (Individual Fellowships)

Mr. Kurt Prousser, Industrial Development Officer (Group Training)

Mr. Gilles Stevens, Industrial Development Officer (Individual Fellowships)

ANNEX III

EVALUATION GOUP-TRAINING PROGRAMMES

Programme: 17th Seminar on UNIDO operations

I. PRE-COURSE INFORMATION:

1. How was the introductory information you received in your home country about:

	<u>Sufficient</u>	<u>Not sufficient</u>	<u>Missing</u>
Aim of training	18	7	-
Content of the programme	11	6	1
Level of the programme	15	2	-

What, if any, other information do you feel should have been included:
Comments:

- More information about host country
- Information about scope of individual consultations so as to be prepared
- Draft programme should have been sent to participants beforehand

2. How many weeks before the beginning of the training programme did you receive the following information:

Information about the programme: from 1 to 24 weeks

Being accepted to the programme: from 1 to 6 weeks

Comments:

- Generally quite on time
- The latter very late
- Information of being accepted or rejected should come in good time.

II. PROGRAMME CONTENT AND ORGANIZATION:

3. What is your opinion of the total duration of the course:

Too long 3

Just right 15

Too short -

In not "just right" what, in your opinion, would be the most suitable duration for the course?

Comments:

- 2 weeks
- 1½ week, one in Vienna, 3 days in Switzerland
- More time for host country

4. State your opinion about the daily schedules:

Too heavy	6
Just right	11
Too light	-

Comments:

- Sessions should be only in the morning
- Morning sessions are too heavy without breaks, the afternoon is all-right
- Not enough time for assimilation
- Too many individual appointments, should be breaks in-between to allow for time to make notes
- Consultation time too crowded
- Some days were all-right, some days too light

5. Would you suggest any changes in the general nature of the training programme?

- A few visits to industrial enterprises
- Sessions only in the morning, more about host country, directors of division and chiefs of section should make themselves available
- There is repetition of material, overlapping between division, a central theme is needed.
- Visits in and outside Vienna should be included
- Participants should have a choice of industries to visit

6. Do you feel that the training corresponded to your professional needs?

To a very large extent	5
To a large extent	8
To a sufficient extent	3
To a small extent	2
To a very small extent	-

Comments:

- More information should be received in advance
- It was helpful to know about the assistance UNIDO can offer

7. Please give your opinion about the study visit.

Comments:

- Good
- We learnt many things on production
- Too superficial
- Of no interest
- Relevant and useful
- Very interesting and useful, informative
- Interesting, good and useful. Of value.

Please suggest other study visits that might have been valuable:

- Should visit joint projects UNIDO/ host country
- Pulp and paper industry
- There should be more than one visit to choose from
- Visit to paper recycling and iron and steel complex
- Large scale industry and up-to-date industry
- One or two more visits to plants
- Visits to plants in developing countries
- Visits should be more and related to factories in developing countries
- Visits to industrial consulting organizations

8. What do you think of the general level of the training?

Much too high	-
Too high	1
Adequate	17
Too low	-
Much too low	-

9. Which subjects of the programme did you find most valuable?
(please state reason)

<u>Subject</u>	<u>Reason</u>
- All, to understand the organization of UNIDO	
- Most	
- Policy Co-ordination	Relevant to my work
- Transfer of technology and consultations	Relevant to my work
- Activities of UNIDO's divisions, related to training, fellowships and country programme	
- Feasibility and pre-investment, training	Relevant to my work
- Industrial operations, industrial information transfer of technology	Relevant to my work
- UNIDO operations, ICIS	Relevant to my work
- ICIS, Policy Co-ordination, training, Conference Services	Informative
- ICIS, DPC, Individual consultations	Promote direct contact
- IOD, good presentation	Relevant to my work
- DPC, LDC section	Interesting presentation
- DPC, ICIS	
- Regional and Countries Studies Section	
- Training	Relevant
- Training	Learned about more facilities
- Global and Conceptual studies	New Subject
- Sectoral studies	Relevant

10. Which subjects of the programme did you find least valuable?
State why:

<u>Subject</u>	<u>Reason</u>
- Small-scale industries	Inadequate
- UNIDO's function in the UN system	Boring
- There were many repetitions	
- They were all valuable	

11. Were there in your opinion any relevant subjects that were not adequately covered in the programme?

Yes 2
No 13

If yes, what did you miss?

- More information about UNIDO as a whole
- Recreation and tours

12. Did you have sufficient time for professional exchange of views with:

	i) <u>UNIDO staff</u>	ii) <u>fellow participants</u>
Yes	16	14
No	2	3

13. How much did you benefit from these exchanges of views with:

	i) <u>UNIDO staff</u>	ii) <u>fellow participants</u>
A great deal	8	3
Much	5	7
Somewhat	4	5
Little	1	1
Not at all	-	1

Comments:

- Participants' views on the experience in their own countries is quite interesting
- Not all UNIDO staff members were prepared for individual consultations

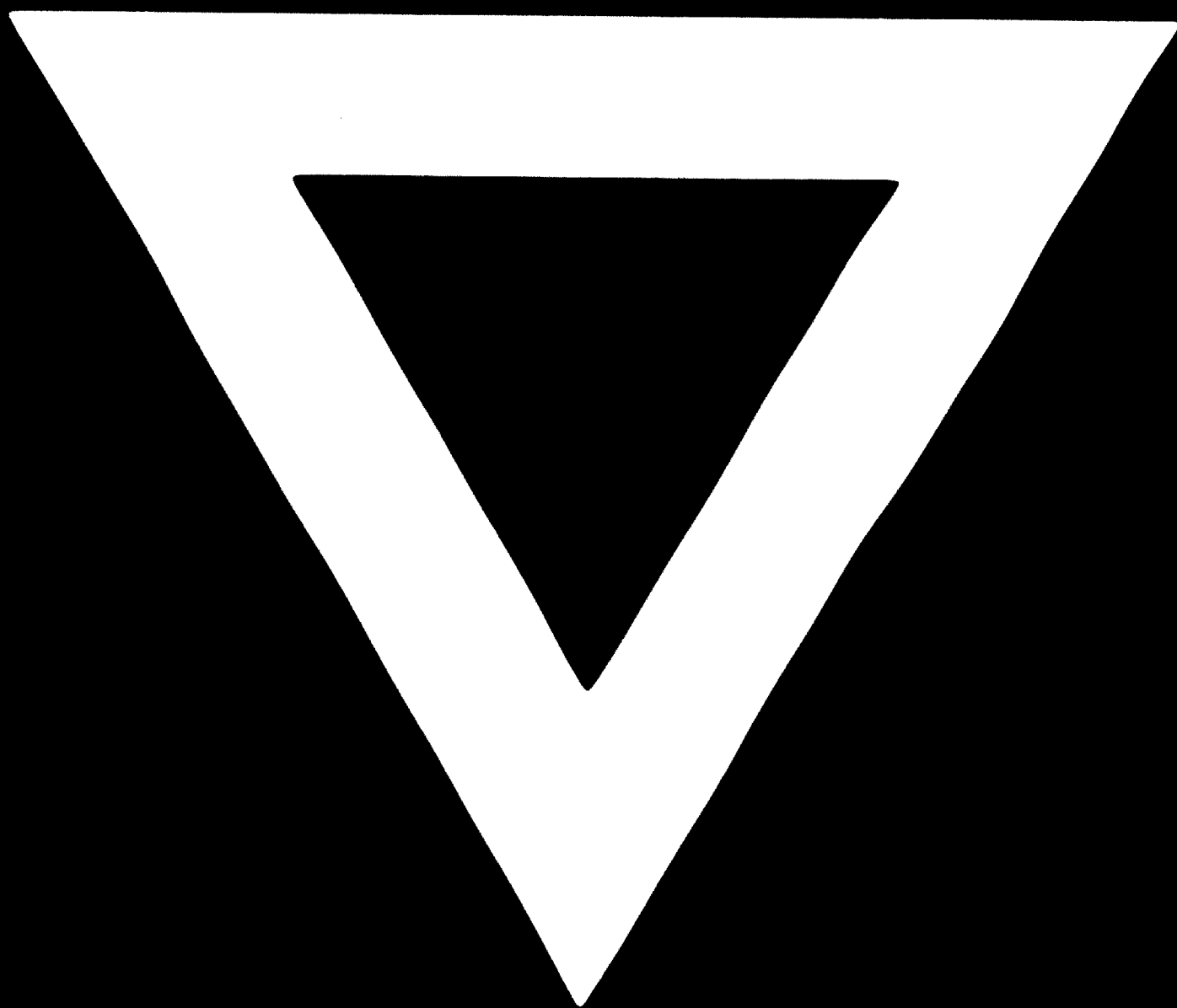
14. Please give any comments you choose on aspects not adequately covered by this questionnaire:

Comments:

- Participants should be received at airport
- Seminar adequately organized, excellent, extremely useful
- It would be beneficial to repeat seminar, but one should inject social activities
- Seminars should be continued for countries that never participated. Others should come back after two or three years.
- UNIDO should continue the Seminars, they are successful (4x)
- A ten day programme is more than enough to give the idea of UNIDO
- Group discussions among participants might be useful and helpful



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