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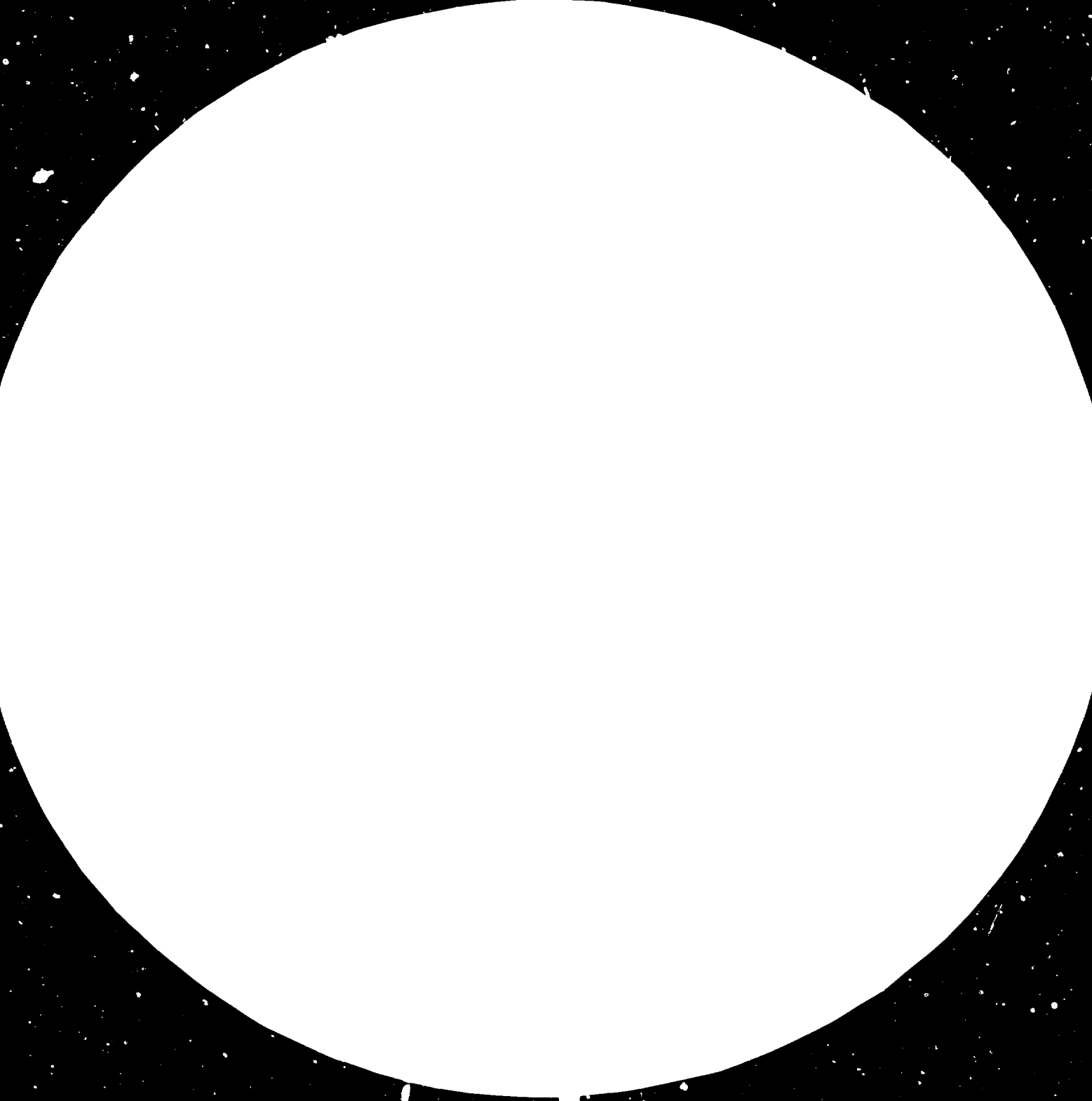
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REPORT*

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PREFACE

The System of Consultations

The Second General Conference of the United Nations Industrial Development Organization (UNIDO), held at Lima, Peru, in March 1975, recommended that UNIDO should include among its activities a system of continuing consultations between developed and developing countries with the object of raising the developing countries' share in world industrial output through increased international co-operation.^{1/}

The General Assembly, at its seventh special session in September 1975, in its resolution 3362 (S-VII), decided that the System of Consultations called for by the Lima Declaration and Plan of Action should be established at global, regional, interregional and sectoral levels^{2/} and that UNIDO, at the request of the countries concerned, should provide a forum for the negotiation of agreements in the field of industry between developed and developing countries and among developing countries themselves.

The System of Consultations has been established under the guidance of the Industrial Development Board. At its fourteenth session, the Board decided to establish the System of Consultations on a permanent basis with the following main characteristics, including those described in its past decisions:

(a) The System of Consultations should be an instrument through which the United Nations Industrial Development Organization (UNIDO) would serve as a forum for developed and developing countries in their contacts and consultations directed towards the industrialization of developing countries;^{3/}

^{1/} "Report of the Second General Conference of the United Nations Industrial Development Organization" (ID/CONF.3/31), chapter IV, "The Lima Declaration and Plan of Action on Industrial Development and Co-operation", para.66.

^{2/} Official Records of the General Assembly, Seventh Special Session, Supplement no.1, para.3.

^{3/} Official Records of the General Assembly, Thirty-fifth Session, Supplement no.16, para.151(a).

(b) Consultations would also permit negotiations among interested parties at their request, at the same time as or after consultations;^{4/}

(c) Participants of each member country should include officials of Governments as well as representatives of industry, labour, consumer groups and others, as deemed appropriate by each Government;^{5/}

(d) Final reports of the Consultations should include such conclusions and recommendations as agreed upon by consensus by the participants as well as other significant views expressed during the discussion.^{6/}

Consultation on the Training of Industrial Manpower

The Board, at its thirteenth session, authorized UNIDO to convene in 1981 a First Consultation on the Training of Industrial Manpower. Due to a lack of financial resources this Consultation has had to be postponed to 1982.

In 1978 the Board decided that "an inter-secretariat working group should be established by UNIDO, in collaboration with UNESCO and ILO, with a view to examining the ways of maximizing the use of industrial manpower training facilities existing in developed and developing countries and to exploring their potential for expansion in relation to the needs of developing countries. The Executive Director of UNIDO should report to the Board at its thirteenth session on the results of the group's work, with a view to recommending to the Board, if appropriate, the convening of a Consultation Meeting on the Training of Industrial Manpower".

The UNIDO/ILO/UNESCO Working Group was established in December 1978; it suggested that preparations for the First Consultation should examine the potential for:

(a) Greater use of existing training facilities in the developed countries for the benefit of developing countries;

^{4/} Ibid., para.151(b).

^{5/} Ibid., para.152.

^{6/} Ibid., Thirty-second Session, Supplement no.16, para.163.

(b) Greater use of existing training facilities in the developing countries and the need for their expansion to allow, inter alia, for increased co-operation among developing countries;

(c) Improving contractual arrangements for the acquisition of industrial skills.

UNIDO has carried out work in selected developing countries in order to survey the potential of existing facilities in those countries and to assess the nature of developing countries' short and long-term requirements. This will permit the formulation of suggestions concerning the:

(a) improvement of the organization and co-ordination of training facilities in developed and developing countries;

(b) improvement of modes of co-operation for the acquisition of industrial skills and of the corresponding contractual relations;

(c) identification of additional sources of industrial training for the benefit of developing countries through increased recourse to multilateral training institutions and to co-operation between developing countries.

In 1979 a report was prepared by UNIDO, in consultation with ILO and UNESCO, entitled "The acquisition and development of industrial skills by developing countries" (ID/CONF.4/8).^{1/} This report was considered by member countries at the Third General Conference of UNIDO (ID/CONF.4/22, paras.202 to 210); the developing countries noted the similarity of their proposals to those contained in the UNIDO document, while all countries generally supported it.

^{1/} This document was made available at the Expert Group Meeting.

I. CONCLUSIONS AND RECOMMENDATIONS

Issue 1: The existing training capacity in developed countries, its potential utilization and adaptation

1. The Meeting recognized that in order to facilitate the access of developing countries to the training facilities in the developed countries, it would be desirable that focal points be created in the supplying country in order to provide appropriate information and contacts on the facilities available therein.
2. A broad consensus emerged that contractual relations related to the supply of training require further examination and discussion in order to find ways in which to overcome the problems identified.

Issue 2: The existing training capacity in developing countries, its potential utilization and need for expansion

3. The Meeting agreed that the prime responsibility for industrial training lies with developing countries themselves; it was also generally agreed that while in the short run operational level skills are required, particularly in connection with investment projects, in the long run it is necessary to strengthen - and if necessary to establish - a national training capacity at all levels for men and women.
4. A consensus emerged as to the fact that existing training capacity in developing countries could be better/more effectively utilized; the Meeting urged that co-ordination at the national level be improved through the establishment of a focal point.
5. The Meeting agreed that there is a considerable potential for increasing co-operation among developing countries; in this connection, further work should be undertaken to elaborate specific proposals for consideration by the Consultation as to the training activities and mechanisms of such co-operation.

Issue 3: The potential role of institutions with international training objectives

- 6. The Meeting was of the opinion that this issue should be tackled from the viewpoint of a total resource system and that further work is required to identify the gaps which could be filled by international, regional and national institutions whose activities are international in scope.
- 7. A consensus emerged as to the need to expand the existing inter-secretariat working group to include a representative of each of the five geographical regions of the world; it should collect and coordinate information relating to the existence of training opportunities provided by the institutions in para.6 above.
- 8. The Meeting suggested that further investigations should be carried out on the proposals made as to the technical assistance which might be provided in the future by international organizations, in such fields as the identification of needs, the creation of the above-mentioned focal points and the negotiation of contracts.
- 9. There should be the closest co-operation between the three United Nations agencies, ILO, UNESCO and UNIDO, in the preparation for the global Consultation and in the ensuing follow-up.

II. SUMMARY OF DISCUSSIONS

Issue 1: The existing training capacity in developed countries, its potential utilization and adaptation

10. The Meeting was of the opinion that existing training facilities in the developed countries could be better utilized by developing countries. In considering how to improve the access of the developing countries to the training facilities of developed countries, the Meeting discussed the desirability of focal points being established in developed countries in order to co-ordinate at the national level the supply of training and training related to equipment; a specific proposal was made by one participant in support of the possible solutions included in ID/WG.341/1, and his paper is annexed as Table 1. Some participants stressed that there is often a multiplicity of suppliers (manufacturers, exporters, training institutions etc.) and that transnational corporations as suppliers of equipment and training should be considered separately.

11. Participants noted that a principal difficulty was the absence of definition of "industrial training". One participant suggested that it might be "action involving communication of knowledge", while another suggested that industrial training was "designed to enable the undertaking of specific tasks". However, it was decided that it was necessary to develop a precise definition which recognizes that the concern was that of training for economic development.

12. In the discussion, many participants noted that Governments have become increasingly involved in promoting exports by supporting their enterprises institutionally and financially. Several participants drew the attention of the Meeting to the role of intergovernmental agreements and pointed out both their advantages and disadvantages. A participant suggested that some sort of "moral guarantee" might be given by Governments with regard to suppliers of training.

13. Participants noted that there is a lack of information on the capacity of training facilities in developed countries to meet the specific needs of developing countries. The setting-up of a data bank on this subject was suggested by some participants; others, however, considered a data bank not to be sufficiently flexible and up to date to be able to respond to the demand from developing countries.

14. The subject of contractual relations was discussed; participants considered that far greater importance should be paid to the training in contractual relations; these should be more specific as to the obligations of suppliers and buyers and contain a maximum of clarity as to what trainees are able to perform as a result of the training provided. It was suggested that contracts should be drafted on the basis of an analysis of the skills to be transmitted, of the conditions under which training is to be provided, of time limits, of the methods to be utilized. Particular attention was drawn to the need to provide training designed to conceive training programmes to meet specific needs, and to include the transfer of understanding of operative skills.

15. Several participants noted that it is imperative that the developing country acquiring skills from abroad has a well defined policy on industrialization and on the training of the necessary manpower. It was stated that a minimum of education, in addition to motivation, would help in the effective transfer of skills. Guarantees, contracts or good faith did not suffice to ensure that the skills transmitted met the needs expressed.

16. Some participants noted that more attention should be paid to maintenance and not only to training related to the start-up and running of a plant. It was also stressed that co-ordination must be ensured between those responsible for the construction of a plant and those responsible for the corresponding training programmes.

17. The importance of project training as well as individual training was underlined by several participants. It was also suggested that a distinction be made between training related to the operation of a specific machine and that related to a complete technological process.

Issue 2: The existing training capacity in developing countries,
its potential utilization and need for expansion

18. There was general agreement that the responsibility for industrial training lies with developing countries themselves. In the short term, only operational level skills are generally made available through the training facilities existing in the developing countries; in the long run, this national training capacity would have to be developed to cover all levels of skills, particularly at the intermediate level (technicians, supervisors) and to train trainers, including both men and women.

19. A participant noted that least developed countries in particular have very little or no manufacturing industry; yet, in order that manufacturing be developed, it is necessary to provide training linked to infrastructure and service industries.

20. Many participants noted that in general the training capacity in developing countries was not fully utilized; they noted that while existing facilities might need to be expanded or to have their activities reoriented, the establishment of new facilities may not be necessary. It was stressed that the participation of industry in the training process is a critical factor in the effective use of this capacity; furthermore, the lack of co-ordination among the ministries of industry, labour, education, planning hindered the efficient use of training facilities.

21. In this connection, several participants stressed the necessity for focal points to be set up in developing countries to ensure the organization and co-ordination of their training facilities, and to make better use of the technology and skills obtained from abroad.

22. Furthermore, some participants noted that it may be preferable to disaggregate a technological package obtained from abroad in order to ensure that only training which is not available at the national level is obtained from abroad.

23. The importance of co-operation among developing countries was stressed by the participants; a few participants noted how their countries already provide industrial training in specific industrial sectors to trainees from other developing countries and how these programmes are expected to be expanded in the future. One participant suggested how co-operation at the regional level might be institutionalized and circulated a paper which is annexed as Table 2. It was noted that in order to increase the amount of co-operation among developing countries, a mechanism for the placement and supervision of trainees would need to be strengthened or created.

24. Another participant suggested that experience in contractual relations be exchanged among developing countries in order to develop their capacity to negotiate contracts on the transfer of technology and of the related skills and know-how.

25. The representative of the ILO stated that the three regional training centres (in Africa, Asia and Latin America), which it directly or indirectly supports, could be developed to better meet the needs of the countries of those regions. He added that with respect to training of supervisors, the ILO modular training programmes would be published soon. In connection with the links between industry and training systems, the ILO representative noted that the ILO's basic doctrine on vocational training and guidance is contained in Convention 148 on the association of governments, employers and workers in a tripartite system.

26. Several participants stressed the importance of small enterprises and their training needs; it was suggested that these needs could be met through group training.

27. A few participants noted the importance of the social aspects of industrial training, of satisfying local community needs, and of maintaining a balanced economic and social structure. In addition, it was suggested that training of urban unemployed and urban migrants posed very considerable problems, including those in the informal sector.

28. Several participants stressed the importance of motivation of trainers and trainees as a key to a successful training programme. It was generally agreed that training facilities in developing countries should develop their capacity to provide intermediate level training

for technicians and supervisors; in addition, greater attention needs to be paid to skill improvement courses.

Issue 3: The potential role of institutions with international training objectives

29. In examining issue 3 of ID/WG.341/1, the participants queried the definition of a multilateral training institution in terms of sources of finance or in terms of their international activities to fulfil the requirements of developing countries. A general consensus emerged that it would be more useful to define these institutions as those having international training objectives.

30. Several participants suggested that this problem be looked at from the point of view of a total resource system. This would imply that information is required as to where spare capacity exists, how it could be used and the activity gaps (notably technician training and training of trainers) that needed to be covered. A consensus emerged that more work needs to be done in order to better define the nature and scope of the activities of institutions functioning at an international level in this area. In this connection the capacity of both regional and national training institutions to meet the needs of other developing countries should be investigated.

31. In the course of the discussions, participants suggested the following:

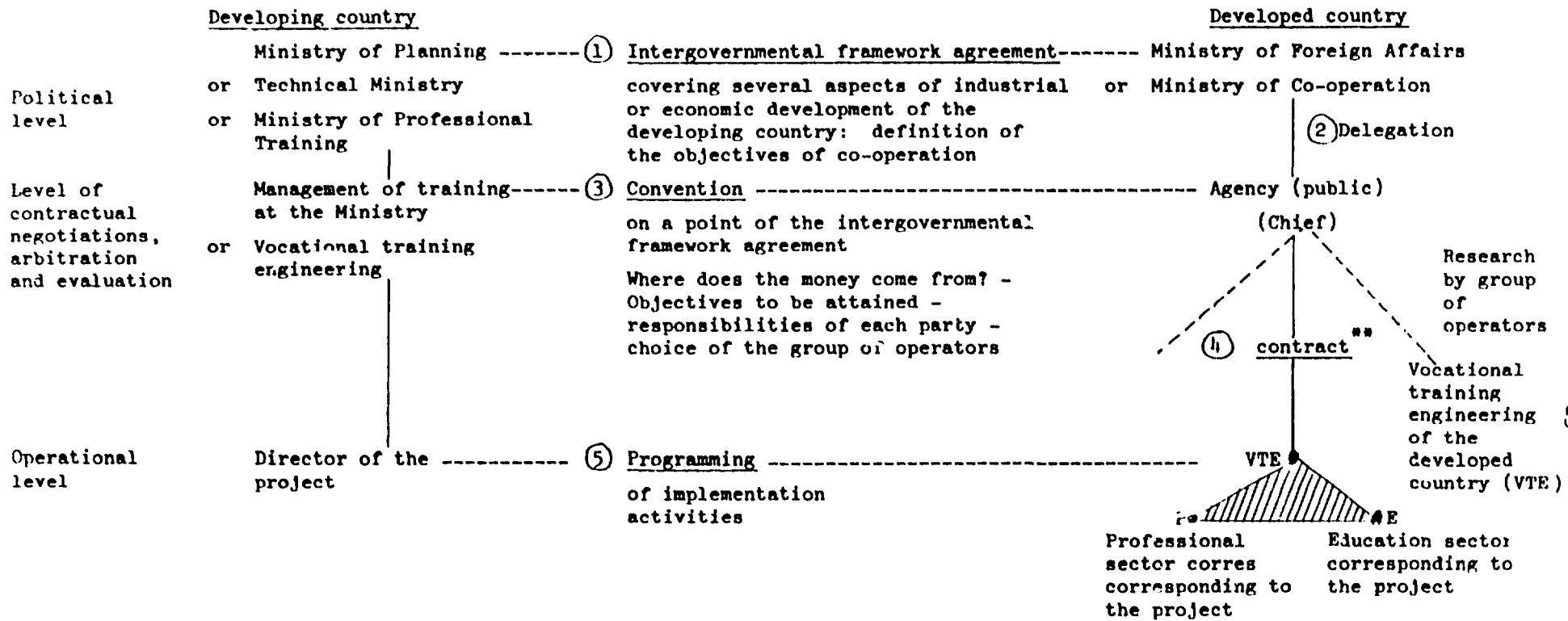
- (a) That focal points at the regional and international levels could act as a clearing house to which developing countries and least developed countries could refer to in order to find training opportunities for particular skills which may exist in various countries, thereby enabling them to meet their objectives. In this connection, a participant noted that there would be a need to obtain the appropriate financing and insurance coverage for the services being delivered. It was also suggested that the existing inter-secretariat working group be expanded to include a representative of each region of the world; such a working group would be required to collate and co-ordinate information relating to the existence of training opportunities in institutions functioning at the national,

regional or international levels. This suggestion should be developed further and brought to the attention of the First Consultation Meeting on the Training of Industrial Manpower.

- (b) That international organizations should provide technical assistance designed to help developing countries to determine their short and long-term needs in industrial training. Similarly, advice should be given to developing countries regarding the negotiation and drafting of contracts related to industrial training.
- (c) That international organizations should convene seminars or workshops at a regional level in order to discuss contractual arrangements and the drafting of such contracts in order to provide training in this field.

Table 1

Bilateral co-operation for industrial training*

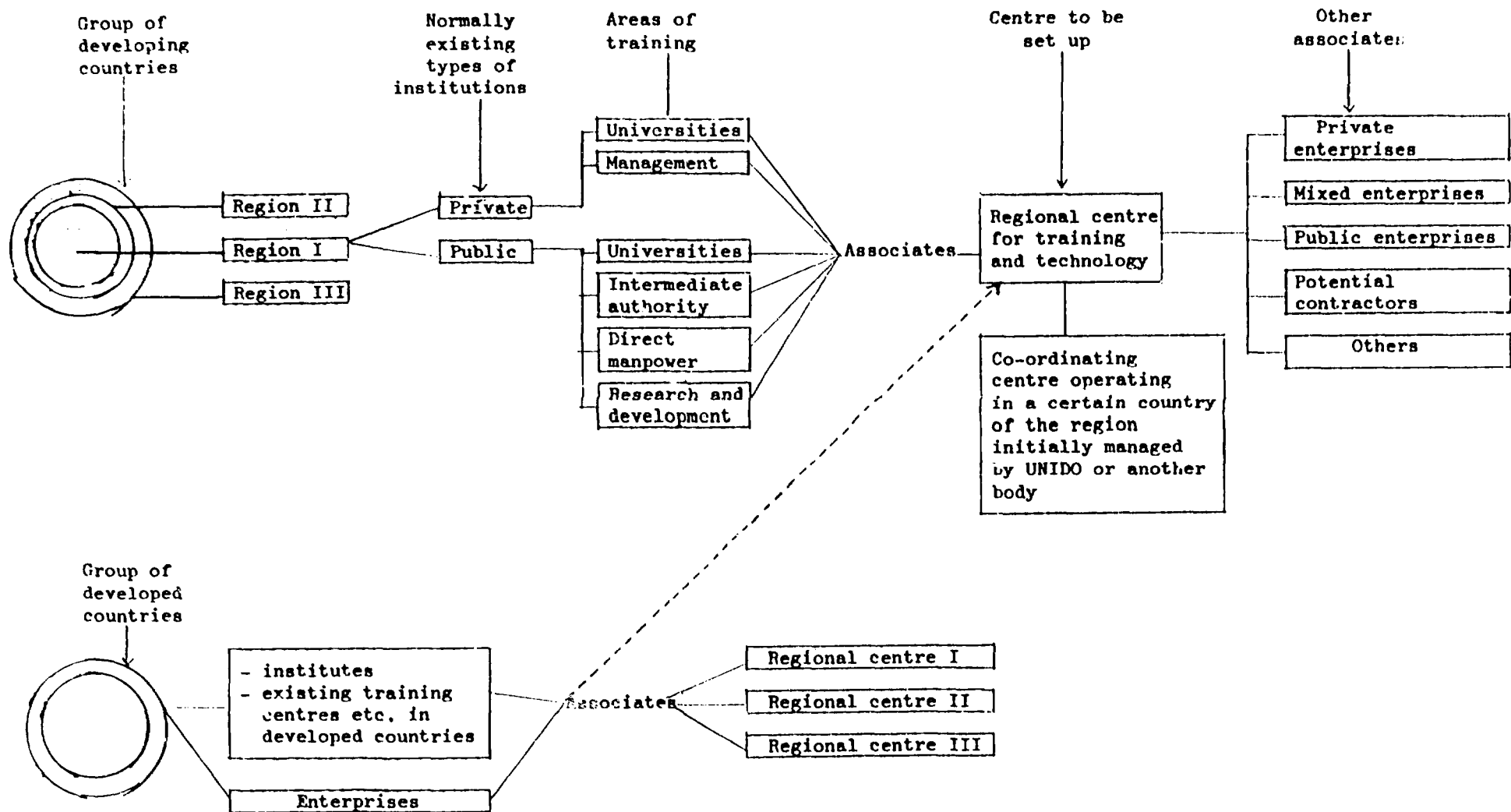


For the developing countries not having chosen a particular developed country, the role of a "Ministry of Foreign Affairs or Ministry of Co-operation" should be covered by UNIDO if it concerns problems of industrial manpower/"Agency" refers to one of the United Nations family.

IDEM if the project is asking a multinational company to intervene.

*/ Diagram on how to best utilize the educational capacities of developed countries for the benefit of developing countries.
 **/ Contract to create a training centre, or to study training needs, or to send trainees to the developed countries, or to train trainers etc.

Table 2: Proposal for the creation of regional training and technology centres in the developing countries



Annex I

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Annex II

LIST OF DOCUMENTS

Information documents

Agenda ID/WG.341/2
List of Participants
List of documents

Issue paper

Issues for possible consideration by the First Consultation
on the Training of Industrial Manpower ID/WG.341/1

Background documents

General

Lima Declaration and Plan of Action on Industrial
Development and Co-operation PI/38
New Delhi Declaration and Plan of Action on
Industrialization of Developing Countries and
International Co-operation for their Industrial
Development PI/72
The acquisition and development of industrial skills
by developing countries ID/CONF.4/8

Agenda item 1

L'acquisition de compétences industrielles dans les pays
en voie de développement et la situation française de
l'offre de formation, CESI/SICOPEP

Potential for increasing utilization of training
institutions in the United Kingdom for the benefit of
developing countries, TETOC

Legal aspects of industrial training, M. Salem

USSR's experience in the area of training of local
specialists for the developing countries, I.A. Egorov

Agenda item 2

The potential for more effective use of existing training facilities in developing countries, TETOC

Study of industrial training in Kenya, TETOC

Study of industrial training in Peru, TETOC

Existing education and training facilities for industrial manpower, manpower planning and practices in industrial training, S. Sediono

An assessment of industrial training opportunities in India, K.L.K. Rao

Etude de cas de coopération en matière de formation - l'expérience algérienne de l'acquisition de savoir-faire technologique par le biais de la formation industrielle, Z. Fares

Agenda item 3

Réflexions sur le rôle des institutions multilatérales de formation industrielles pour réduire la dépendance des pays en développement à l'égard des pays industrialisés, F. Viallet

A UNIDO strategy for the training of industrial manpower in the third world, M. Blaug



