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UNIDO INDUSTRIAL TRAINING OFFER PROGRAMME 1977

Introduction

1. The secretariat of the United Nations Industrial Development Organization (UNIDO) was restructured in early 1976. One result was that the capacity of UNIDO to carry out industrial training was strengthened by concentrating the responsibility for all activities in this area in the new Training Section of the Industrial Operations Division. Thus the Section will be in a better position to fulfil the clear mandate for the "intensification of manpower development programmes and the professional training of management staff" that UNIDO has been given by the Lima Declaration and Plan of Action on Industrial Development and Co-operation.^{1/} The new Training Section of UNIDO consists of three units: (a) the Training Field Operations Unit; (b) the Fellowship Operations Unit; and (c) the Group Training Operations Unit.
2. This bulletin describes the UNIDO Industrial Training Offer Programme for 1977. It is the third in a series of annual bulletins that inform Governments and other possible beneficiaries of training opportunities UNIDO will make available during the next calendar year so as to enable them to co-ordinate as early as possible their training needs with the training offered. Such co-ordination should lead to a better use of existing industrial training possibilities and consequently to an increase in both the number and quality of trained individuals.
3. In principle, the goal of UNIDO training operations is to improve the skills and broaden the experience of high-level technical, managerial or administrative personnel engaged in industry and in agencies, organizations and institutions dealing with its development. Accordingly, the UNIDO Industrial Training Offer Programme addresses itself mainly to personnel at least at engineer level or equivalent. UNIDO does not normally deal with vocational training or with formal education to obtain a degree, fields that lie within the competence of the International Labour Organisation (ILO)

^{1/} Second General Conference of UNIDO, Lima, Peru, 12-26 March 1975, chap. IV, para. 58 (k) (TD/CONF.3/31).

and the United Nations Educational, Scientific and Cultural Organization (UNESCO). In its training operations, UNIDO emphasizes, inter alia, practical training (in-plant or on-the-job); upgrading or updating of professional skills; transfer of technological and managerial know-how, with a view to enlarging the capacity for making the right choice of technology and equipment; co-operation among developing countries in industrial training; and assistance to the least developed among the developing countries.

A. Industrial training field operations

4. UNIDO is prepared to conduct, at the request of Governments, a variety of training projects in developing countries. Such field projects might cover:

(a) Design and development of national and sectoral industrial training institutions. (Example: UNIDO is assisting the Ministry of Industry of a European developing country in the organization and operation of an in-plant training centre for engineers. Training needs of engineers already employed in industry are identified; and short, intensive, specialized training programmes are designed and conducted in the light of such needs).

(b) Design and development of training departments for Governments, holding companies, individual enterprises. (Example: UNIDO is assisting a large semi-governmental holding company in an African country to develop its own central training department and training departments in two or three of its subsidiaries. The project was initially planned for a period of three years. It is jointly financed by an industrialized country and the United Nations Development Programme (UNDP);

(c) Specialized training programmes, including the provision of lectures, trainers or training equipment, for specific groups of industrial personnel. (Example: UNIDO assisted an Asian country in providing local training courses on quality control for export-oriented industries).

(d) Promotion of industry-university linkages. (Example: UNIDO is assisting the engineering faculty of a major university in an Asian country to provide practical in-plant training to both advanced undergraduate engineering students and newly graduated engineers within the country).

5. These field projects have the primary objective of assisting recipient countries to develop their own training capabilities so that they can build up indigenous cadres of capable industrial personnel, a prerequisite for self-sufficiency.

6. Two of the advantages of such industrial training field projects are:

(a) They are designed to meet the special needs and circumstances of the country, industrial branch or enterprise and trainees involved;

(b) They are more economical than other forms of training because more individuals can be trained at less expense.

7. In 1976, 25 such field projects were undertaken.

8 Industrial training field projects are normally financed from UNDP country programme funds. Other financing possibilities are the Special Industrial Services (SIS) fund, the UNIDO General Trust Fund and funds-in-trust.

9 Further and more detailed information on UNIDO industrial training field operations can be requested from the Training Section, Industrial Operations Division. Such projects can be requested by Governments in compliance with the established United Nations rules.

B. Fellowships

10. UNIDO fellowships are awarded in accordance with rules established by the United Nations. Since 1963, approximately 4,650 individuals have been awarded fellowships, of whom approximately 4,100 have thus far completed their training programmes. One of the major advantages of individual fellowships is the possibility of designing and implementing a training programme tailored to the training needs and wishes of the candidate. Unfortunately, more and more difficulties have been arising in finding suitable placement facilities for individual fellows in the industries of industrialized countries. At the same time the training and the living costs in most of the traditional host countries have been increasing continuously. Therefore, UNIDO arranges, where feasible, small special group training programmes for fellowship candidates in the same field of training, at a comparable professional level and with a common training language. Such programmes are carefully designed on the basis of information given in the nomination forms. They are implemented and supervised in co-operation with selected enterprises and institutions and may yield better results than the traditional individual training. (These special fellowship group training programmes are not identical with the in-plant group training programmes described in section D.)

11. Furthermore, UNIDO is placing more and more individual fellows in suitable industrial training facilities in advanced developing countries, thus also contributing to a closer technical co-operation between developing countries. To this end, UNIDO is prepared - partly with the support of industrialized countries - to assist potential training host countries among the developing countries in identifying local training facilities suitable for trainees from other developing countries and, if necessary, in adapting such facilities to that purpose.

12. To establish more direct contact between UNIDO headquarters and the fellows in the host countries, in view of the forthcoming conversion of UNIDO into a specialized agency, UNIDO will take over from the United Nations Office in Geneva the responsibility for

placing its fellows in European host countries in 1977. This placement is normally done through the responsible agency in the host country, which as a rule is also responsible for implementing the bilateral fellowship programmes of that country. In this connexion it should be mentioned that placing a fellowship candidate properly is often a cumbersome and time-consuming process. For example, from 1974 through 1976, the average time span between a UNIDO fellowship award and the starting date of the training programme was more than nine months.

13. Nominations of candidates for all types of fellowships within the UNIDO fellowship operations can be made only by Governments through the UNDP resident representatives and must be submitted on official UNIDO fellowship nomination forms. These forms can be obtained in the offices of the UNDP resident representatives.

Fellowships financed from the UNIDO regular programme of technical assistance

14. A total of \$309,000 is earmarked for fellowships within the 1977 UNIDO regular programme of technical assistance (ID/B/167, para. 6). The amount is allocated to the geographical regions as follows:

<u>Region</u>	<u>Cost</u> <u>(thousand dollars)</u>
Africa	90
The Americas	82
Asia and the Pacific	82
Europe and the Middle East	<u>55</u>
Total	309

15. Fellowship posts are not allocated by country. Governments are invited to request fellowship posts from the 1977 regular programme only by submitting a completed nomination form in quadruplicate for each candidate through the UNDP resident representatives. Any announcement of candidates by letters, cables or otherwise cannot be considered. The deadline for submission of such nominations is 31 May 1977. Nominations received after this date cannot be considered for 1977 regular programme fellowships. However, on request of the submitting Governments, they can be brought forward for consideration in the 1978 regular programme.

16. On the basis of the information given in the nomination form and the financial resources available, the UNIDO fellowship selection panel will promptly make recommendations as to the amount of the award, the host country (countries), the duration of the fellowship and the type of implementation (i.e. individual training or participation in a special fellowship group training programme, as mentioned in paragraph

10). The duration of fellowships financed from the regular programme shall not exceed six months. Neither study tours nor academic studies to obtain a degree can be financed from the fellowship component of the regular programme. Furthermore, these funds cannot be used to compensate for a lack of UNDP country programme funds.

Fellowships financed from UNDP country programme funds

17. Fellowships financed from UNDP country programme funds will normally be organized by UNIDO in the form of individual training, as has been the case in the past. However, in the light of the new UNDP "ceiling" exercise and with a view to the possible participation of nominees in a suitable fellowship group training programme as described in paragraph 10, Governments, resident representatives or project managers may consider submitting nominations for such fellowships as early as possible.

18. UNIDO would like to draw the attention of Governments, industrial development field advisers and, in particular, managers of large-scale projects to the possibility of organizing special fellowship group training programmes for teams of counterparts in field projects. Such team training will be designed to meet both the individual needs of the trainees and the needs of the project as a whole, so that the trainees can work together more effectively.

19. Because of the increasing difficulties in placing individual fellows in enterprises in industrialized countries, the number of host countries in which a given fellow will receive his training must often be restricted.

20. Most fellowships (and study tours) financed under the UNDP country programmes and executed by UNIDO are project oriented, that is to say, such training activities form a component of a technical assistance project comprising also other components such as expert services or equipment. It is, however, obvious that in most of the developing countries the actual demand for training in industry goes far beyond what such projects can cover. Therefore, Governments and resident representatives might be willing to consider including a UNIDO-executed project entitled "Industrial Training Abroad" in the second country programming cycle. Such a project could cover the financing of:

- (a) Fellowships (both individual or group);
- (b) Study tours (both individual or group);
- (c) International travel for participants of UNIDO in-plant group training programmes (see section D below) when the cost cannot be financed from other funds;
- (d) Travel of headquarters staff to monitor, evaluate and follow-up training activities as listed under (a) and (b) above;
- (e) Miscellaneous items such as purchase of technical literature.

21. The budget lines of such projects should, at least at the beginning of a country programme cycle, not be further broken down, so that UNIDO, in co-operation with the respective Governments and the UNDP resident representatives, can have the funds available in quick response to existing needs. Such projects for training abroad should not be limited in time. Their size, while taking into account past practice, should correspond to the estimated needs of the recipient countries for industrial training abroad in priority areas not covered by other field projects or by other sources of technical assistance (e.g. bilateral funds).

22. UNIDO is prepared to assist Governments both in drafting projects for industrial training abroad and in carrying them out.

Fellowships financed from the Special Industrial Services fund

23. Fellowships financed from the SIS fund will in general be handled in the same way as those financed from UNDP country programme funds.

Fellowships financed from funds-in-trust

24. UNIDO is prepared to organize fellowship training at the request of Governments of developing countries willing to bear the full cost plus overheads by establishing funds-in-trust with UNIDO earmarked for this purpose. The use of such funds is particularly appropriate for specific fellowship group training programmes as described in paragraph 19, including project-oriented team training as described in paragraph 18.

25. For fellowships financed from funds-in-trust, the United Nations financial and administrative rules established for this purpose will apply.

Use of bilateral resources for fellowships

26. UNIDO has been informed by several host authorities of industrialized countries that, under certain circumstances and within certain limits, UNIDO fellowship candidates can be financed from their bilateral fellowship funds, on recommendation of UNIDO. Particular emphasis is given to training for nationals of least developed countries. The training programme of such fellows will be carried out in the respective donor countries. UNIDO is trying to extend this possibility, which is still very limited.

1. Study tours

27. At the request of Governments, UNIDO can organize study tours for both individuals and groups. Participants in such study tours can include high-ranking government officials responsible for industrial development, top managerial staff from

certain industrial sectors or firms and national directors of or teams of counterpart experts from UNIDO-sponsored projects. Group study tours can also be a component of UNIDO seminars or workshops.

28. The aims of UNIDO-organized study tours are primarily: to enable decision makers from developing countries to exchange views with their peers in other countries; specialists to obtain information on technological developments (e.g. at exhibitions or trade fairs); technologists and managers to study solutions of pertinent problems in existing factories of a certain industrial sector; scientists to compare results of their research; and experts to attend conferences to widen or deepen their professional competence.

29. The duration of UNIDO study tours is, in principle, short, the average tour lasting about two weeks; it normally should not exceed one month. The number of countries to be visited should be limited to five. The tours can be financed from UNDP country programme funds (if the respective project includes a budget line 32 for that purpose), from the SIS fund, from the UNIDO General Trust Fund, or, in exceptional cases, from earmarked funds-in-trust pledged by the recipient countries. They may also form a component of a UNIDO seminar or training workshop. Study tours cannot be financed from the general training component of the UNIDO regular programme of technical assistance; however, special provision is made in the regular programme for study tours for decision makers or government officials from the least developed countries (ID/B/167, paragraphs 17 and 26).

30. To design and organize a successful study tour is, in most cases, a very difficult undertaking, which needs continuous close-co-operation and co-ordination on the part of numerous authorities, institutions and firms in several countries. For this reason, nominations of candidates for study tours should reach UNIDO on the study tour nomination form ("short form") at least three months before the date on which the tour is expected to start. These forms can be obtained at the office of the UNDP resident representative. Nominations can be submitted to the Training Section of UNIDO only by Governments through the UNDP resident representatives.

D In-plant group training programmes

31. UNIDO organizes in-plant group training programmes for engineers and advanced technical and managerial personnel from developing countries in co-operation with the Governments of host countries. These programmes are carried out by industries and institutes that have the relevant specialized know-how and experience.

32. The objective of these programmes is to provide the participants with concentrated practical experience in their fields of training and an opportunity to upgrade and update their theoretical knowledge in a relatively short time (from two to five months). The programmes are monitored by experts and comprise four major components: a theoretical introduction; actual in-plant training, including laboratory work; study visits; and a final evaluation session. During this evaluation session, the participants can exchange experience and assess the value of what they have learned in terms of the conditions prevailing in their home countries. (These in-plant group training programmes are not identical with the special fellowship group training programmes described in paragraph 10.)

33. Some of these programmes are conducted annually, other biennially or on an ad hoc basis. All of them are carried out subject to the availability of funds and suitable host facilities. The general requirements for admission are a degree in engineering (or equivalent) and several years of experience in a responsible capacity.

34. Invitations to nominate candidates are sent out to the appropriate government authorities of selected developing countries through the UNDP resident representatives once the agreement with the host country has been concluded, funds have been secured and dates and curriculum of the programme established. The selection of the 12-20 participants from among candidates is carried out jointly by UNIDO and the host country as well as UNDP when it is involved.

35. Applications for participation can be made only by Governments, after receipt of a formal invitation - in the form of an aide-memoire - through the UNDP resident representatives. However, Governments are invited to notify UNIDO as early as possible of their interest in specific programmes. More detailed information, in particular about specific admission requirements and curricula, can be obtained from the Training Section of UNIDO.

36. The table below shows the UNIDO in-plant group-training programmes schedules to be carried out in the biennium 1977-1978.

<u>Date</u>	<u>Subject</u>	<u>Host country</u>	<u>Language</u>
February-March	Quality improvement of industrial products	Japan	E
March-May	Food processing	India	E
March-May	Maintenance management	Sweden	E
March-June	Fertilizer industry	USSR	E
March-June	Pulp and paper industry	Sweden	E
March-June	Textile industry	Poland	E

<u>Date</u>	<u>Subject</u>	<u>Host country</u>	<u>Language</u>
March-July	Electric welding	Ukrainian SSR	E
March-July	Integrated management	Italy	S
March-July	Metalworking industry	USSR	E
March-July	Standardization	USSR	E
April-June	Industrial information	USSR	E
May-September	Iron and steel industry	Ukrainian SSR	E
July-September	Industrial co-operatives	Poland	F/E
July-September	Quality control	Sweden	E
August-September	Environmental control	Belgium	E
August-September	Pharmaceutical technology	Belgium	F
August-October	Electrical industry	Sweden	E
August-November	Metrology	USSR	E
September-October	Foundry technology	Poland	E
September-October	Maintenance buses and trucks	Belgium	F
September-October	Maintenance railroad equipment	Belgium	F
September-November	Maintenance of biomedical electronic equipment	Hungary	E
September-November	Petrochemical industry	Romania	E
September-November	Plastic technology	Austria	E
September-December	Diesel engineering	Czechoslovakia	T
September-December	Management of maintenance and repair services	Italy	S
October-November	Management techniques in manufacturing industry with emphasis on export-oriented industries	Belgium	F/F
October-December	Industrial design	Egypt	E
October-December	Production management in mechanical industries	Japan	E

F. Other group training programmes

37. UNIDO also organizes training programmes of a shorter duration (2-6 weeks). The objective of these training programmes is to give the participants an opportunity for upgrading or updating their professional capability. The activities may include lectures, discussions, working groups, simulations, plant visits, study tours and visits to trade fairs or exhibitions.

38. The requirements for admission are a university degree (or equivalent) covering the respective field of study and several years of practical experience in that field. Nominations must be submitted to UNIDO by Governments through the UNDP resident representatives only after receipt of a formal invitation. Invitations to selected developing countries will be sent out to the appropriate government authorities through the UNDP resident representatives once a programme is established.

F. Information and inquiry services

"Guide to Training Opportunities for Industrial Development"


39. For 1977, UNIDO has prepared the fifth issue of its "Guide to Training Opportunities for Industrial Development" (PI/56), which gives information on almost 300 training courses in a great variety of industrial fields, courses that will be organized during 1977 all over the world by private, national and international organizations and institutions, including UNIDO. These courses are suitable for and available to industrial personnel from developing countries. Approximately one third of these courses are offered by institutions in developing countries and open to participants from other developing countries. The Guide will be mailed free of charge to Governments; UNDP resident representatives; UNIDO industrial development field advisers; managers of UNIDO-sponsored, large-scale field projects; enterprises; industrial associations and institutions; and many others. Requests for copies of the Guide (circulation, 4,500), should be directed to the Training Section of UNIDO.

Industrial Inquiry service

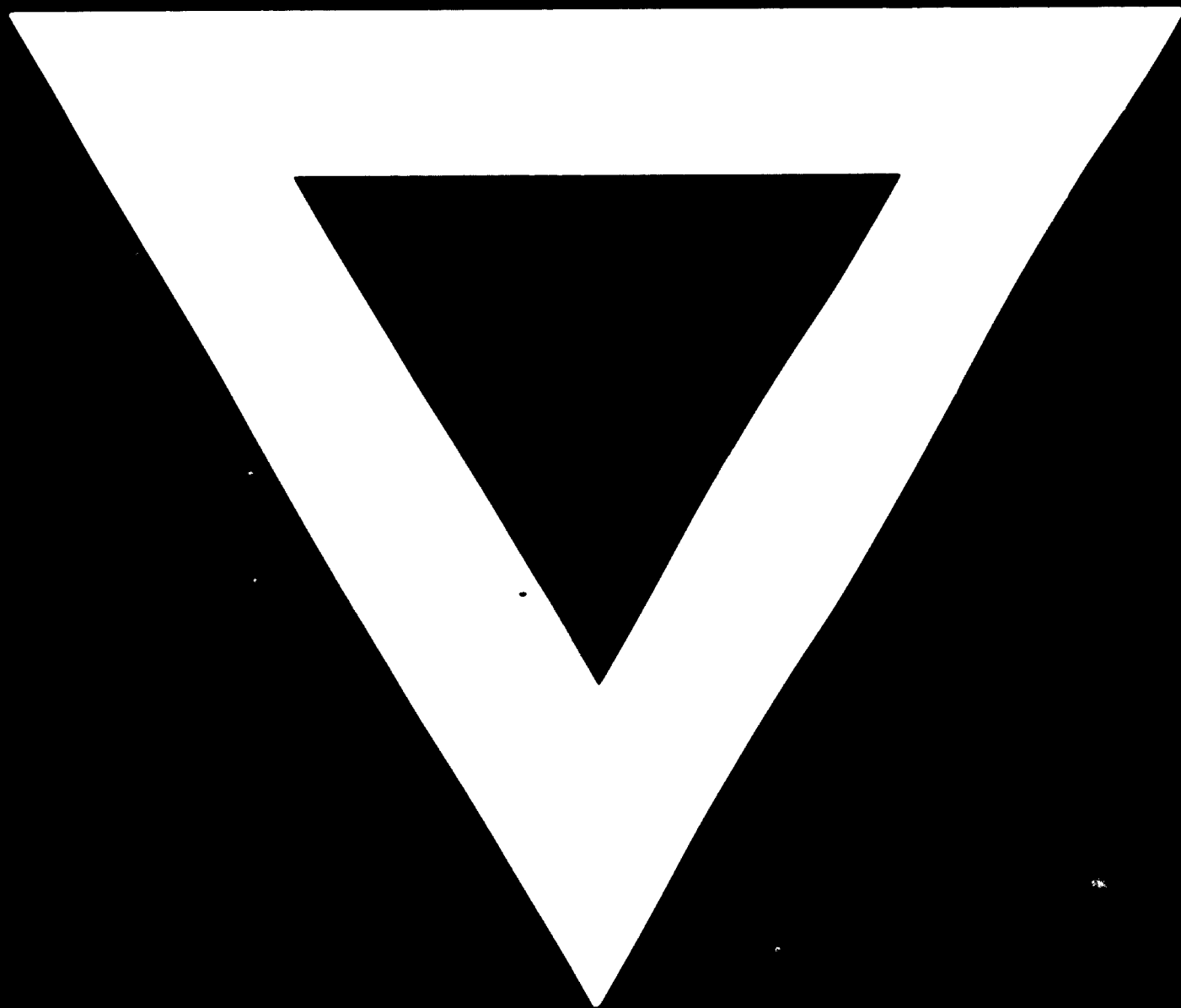
40. The Industrial Inquiry Service is prepared to answer any question related to industrial training. This Service, free of charge, is at the disposal of everyone. Queries should be directed to the Industrial Information Section or the Training Section of UNIDO.

41. For further information on assistance UNIDO provides in training, communication may be addressed to:

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United Nations Industrial Development Organization (UNIDO)
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