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Meeting of Selected National Committees for UNIDO
Sofia, Bulgaria, 17 - 19 May 1977

CO-OPERATION BETWEEN UNIDO AND
THE NATIONAL COMMITTEES FOR UNIDO

Paper prepared by the UNIDO secretariat

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ADDENDUM

Invitation for suggestions

Against that background, the recommendations and conclusions of the participants are sought on the specific policies or organizational framework which UNIDO will need to establish in order to intensify its relations with National Committees with a view to ensuring a concerted implementation at the national, regional and interregional levels of the Lima Declaration and Plan of Action in matters such as:

The role the National Committees could play as a dynamic instrument for the industrial development of their country;

The specific policies and organizational framework UNIDO will need to establish in its relations with National Committees to develop a continuous dialogue on:

Programming matters;

Mobilization of financial resources;

Augmenting the flow of information from UNIDO to the National Committees and from the National Committees to UNIDO, designing a network of information contacts;

Publicizing the activities of UNIDO at the country level;

Exchange of information among National Committees;

Establishment of a network of contacts through the designation of a focal point for the channelling of communication to and from National Committees;

To the extent possible ensuring that one member of the National Committee participates in the Government delegation to UNIDO's most important meetings;

Mobilization of the support of governmental bodies, public and private institutions, business organizations, to increase the use of capacities available in the developing countries;

Informing UNIDO on the facilities available at the country level for co-operation;

Stimulating the active participation of Governments at the Industrial Development Board consolidating positions taken and in the follow-up of the recommendations of the Industrial Development Board and other UNIDO sponsored meetings;

Participating in special aspects of UNIDO's activities, such as the system of consultations, the Third General Conference, etc.;

Availability to take part in programmes of co-operation among developing countries and devising special measures to assist LDC's etc.;

Briefing visiting UNIDO experts assigned to their countries;

Recruitment services.

INTRODUCTION

1. Paragraph 28 of the Lima Declaration and Plan of Action (A/10112, chapter IV) states that "in view of the low percentage share of the developing countries in total world industrial production, their share should be increased to the maximum possible extent and as far as possible to at least 25 per cent of total world industrial production by the year 2000, while making every endeavour to ensure that the industrial growth so achieved is distributed among developing countries as evenly as possible. This implies that the developing countries should increase their industrial growth at a rate considerably higher than the 8 per cent recommended in the International Development Strategy for the Second United Nations Development Decade".
2. The Lima Declaration and Plan of Action considers the whole range of problems that must be solved to attain this objective. It covers the domestic political, socio-economic and technological aspects of development and also its complicated external aspects. The Declaration and Plan of Action specify the measures to be taken by countries and by the international community within the framework of a new international economic order to transform the present structure of economic relations.
3. Paragraph 23 of the Declaration emphasizes "the role of industry as a dynamic instrument of growth essential to the rapid economic and social development of the developing countries, in particular of the least developed countries".
4. The Plan of Action stipulates that UNIDO should play a central role in the implementation of the Declaration and Plan of Action, by initiating and co-ordinating activities within the United Nations system that fall within the competence of UNIDO. Special attention should be given to such priority sectors as agro-based or agro-related industries, steel, chemicals and petrochemicals, and engineering industries, so as to ensure the establishment of industries based on natural-resources, an effective form of import substitution, and a greater share of world trade.
5. The objectives of the Declaration and Plan of Action have required from UNIDO the introduction of new means for their implementation, intensified operational activities, the establishment of a system of continuing consultations at global, regional and sectoral levels, and the preparation of studies

and formulation of specific measures for the development of different sectors of industry, with heavy emphasis on the development of least developed countries.

6. The part to be played by UNIDO in the implementation of the Lima Declaration and Plan of Action requires not only new approaches to the problems but also new organizational machinery. The necessary machinery was established as a result of the re-organization of the secretariat in 1975 and 1976 on the principle of separating functions of research, implementation and programme development. An intensive campaign was carried out to interest governmental bodies, public and private institutions, business organizations and universities in the activities of UNIDO, so that UNIDO could benefit from the vast experience available and make the best possible use of its financial resources and intellectual capabilities.

7. It may be of interest to recall here that the seventh special session of the General Assembly approved the recommendation in the Lima Declaration and Plan of Action that UNIDO should be converted into a specialized agency. UNIDO was also given the possibility of intensifying its activities by the establishment of the Industrial Development Fund.

I. NATIONAL COMMITTEES

Establishment of the National Committees

8. A number of the regional and international symposia on industrialization have shown that close contacts have been established between the representatives of public and private institutions interested in the programme of work of UNIDO. During the International Symposium on Industrial Development, held in Athens in 1967, all those concerned acknowledged the desirability of setting up at the national level permanent machinery by which the various public and private bodies interested in industrial development and wishing to co-operate with UNIDO could meet, co-ordinate their activities and give their views to Governments on UNIDO matters.

9. As a result, the Athens Symposium adopted a recommendation that National Committees for UNIDO should be set up. The recommendation is worded as follows:

"It is recommended that Member States consider the establishment of National Committees for UNIDO, composed of representatives of government departments and agencies as well as representatives of academic and research institutions and public and private industrial and business establishments concerned with industrialization. The National Committees would serve in an advisory capacity to the Governments and to the member institutions in regard to all questions related to the activities of UNIDO. Member States might assign the functions of National Committees to already existing organizations in their countries with any additional mandate as may be appropriate to enable them to perform their functions in an adequate manner." 1/

10. The functions of the National Committees were to be:

(a) To strengthen and support the central co-ordinating role assigned to UNIDO by General Assembly resolution 2152 (XXI) of 17 November 1966 for all the activities of the United Nations system relating to industrial development;

(b) To advise their Governments on various aspects of UNIDO's activities;

(c) To promote and facilitate close contacts between UNIDO and the public and private circles of their countries.

11. UNIDO always considered the National Committees to be an important channel of communication at the national level. It endeavoured to involve

1/ Report of the International Symposium on Industrial Development, Athens 1967 (United Nations publication, Sales No. 69.II.B.7), para. 73.

them as closely as possible in its work by periodic consultations, exchanges of information, and other activities.

12. Since the adoption of the recommendation of the Athens Symposium, National Committees or bodies entrusted by Governments with the functions of national committees have been established in 44 countries.

National Committees and their Governments

13. In their advisory capacity, the National Committees:

(a) Advise the Government and UNIDO on matters concerning industrialization and industrial planning and programming in the country, in the light of the provisions of the Lima Declaration and Plan of Action;

(b) Review industrial performance and identify areas where assistance is required;

(c) Advise on industrial legislation, policy, training, research, standardization and areas where co-operation with other countries may be necessary;

(d) Assess assistance required from UNIDO in specific industries or sectors of industries;

(e) Advise on any other matters which are relevant to industrial development and co-operation with UNIDO.

National Committees and UNIDO

14. The activities of the National Committees should from now on be guided by the provisions of the Lima Declaration and Plan of Action. The new dimensions of the objectives set at Lima have highlighted the following aspects of UNIDO's institutional mandate to assist developing countries achieve their national socio-economic objectives related to industrialization:

(a) Co-ordination of policies relating to industrial development;

(b) Arranging consultations and negotiations to foster the dialogue and co-operation between developed and developing countries and between the developing countries themselves;

(c) Global, regional, country and sectoral studies, and the collection and dissemination of industrial information to orient and assess programmes of industrial development and transfer of technologies;

(d) Industrial investment and technical assistance programmes to enhance the industrial, infrastructural and managerial capacity and efficiency of all industrial sectors in the developing countries, in harmony with the objectives of their national development plans.

15. UNIDO is calling on the National Committees to assist it in the implementation of the provisions of the Lima Declaration and Plan of Action and, in particular:

- (a) To strengthen its central co-ordinating role for all the activities of the United Nations system relating to development;
- (b) To constitute an institutional machinery at the national level and advise the Government on UNIDO's potential, programmes and activities;
- (c) To strengthen activities to mobilize financial resources for UNIDO's Industrial Development Fund, from public or private sources, so as to enhance UNIDO's ability to meet the needs of developing countries;
- (d) To facilitate consultations and exchanges of views among representatives of the Government, national institutions, and public and private industrial and intellectual sources leading to the formulation of medium- and long-term plans and strategies;
- (e) To assist the Government in the implementation of the provisions of the Lima Declaration and Plan of Action and suggest practical policy measures based on existing industrialization plans and technical assistance programmes;
- (f) To promote and facilitate joint UNIDO/country activities in various fields of industry by preparing proposals to be submitted to the Government;
- (g) To foster the establishment of machinery to facilitate the examination at the national level of local needs in specific areas such as: training for industry, industrial planning and policies, research, standardization, investment promotion and industrial financing, product adaptation, licensing, acquisition of technology, and special assistance to existing industries and institutions;
- (h) To propose and follow up with the Government specific measures to implement decisions of international meetings or conferences on industrial development and co-operation;
- (i) To publicize the activities of UNIDO at national and regional levels by, for example, publishing articles in the local press and holding UNIDO exhibitions.

16. The approach outlined above will require the establishment by the National Committees of corresponding short-, medium- and long-term work programmes containing specific measures to implement the objectives described.

Means of improving co-operation between UNIDO and the National Committees

17. If the objectives of the Lima Declaration and Plan of Action are to be attained, closer relations must be established between UNIDO and the National Committees and programmes of co-operation on their general policies and

technical assistance programmes must be drawn up. The Secretariat therefore considers that practical working arrangements should be established to intensify UNIDO's relations with the National Committees. These arrangements could include:

- (a) Establishing a yearly calendar of the meetings the National Committees propose to hold at the country level;
- (b) Periodical consultation between the National Committees and the Senior Industrial Development Field Advisers so as to facilitate frequent contact with the technical authorities of the Government;
- (c) Facilitating the co-ordination of UNIDO and government activities by keeping UNIDO fully informed of national, regional and interregional government policies and programmes that might affect industrial development;
- (d) Informing UNIDO of national facilities for possible co-operation;
- (e) Fostering programmes for and agreements on co-operation with Governments, intergovernmental organizations and institutions. These should include programmes for co-operation between developing countries and special measures to benefit the least developed countries;
- (f) Briefing visiting staff members and newly appointed experts in the country;
- (g) A network of contacts at the country level;
- (h) Maintaining under constant review UNIDO's relations with the Government and the institutions located in the country;
- (i) Meetings of National Committees to consider practical aspects of their activities in the light of regional needs;
- (j) Periodic general consultation meetings of selected National Committees for UNIDO to facilitate the exchange of experience among representatives of developing and developed countries on their activities to implement the Lima Declaration and Plan of Action;
- (k) The preparation from time to time, at UNIDO's request, of papers on the experience of individual National Committees for the information of all National Committees;
- (l) The provision of more information to the National Committees on specific aspects of their activities.

II. SPECIAL ASPECTS OF UNIDO'S ACTIVITIES IN WHICH
THE NATIONAL COMMITTEES SHOULD BE INVOLVED

Joint study on international industrial co-operation

18. The General Assembly, in resolution 3362 (S-VII) adopted at its seventh special session, called for a joint study on international co-operation to be undertaken by all Governments, under the auspices of UNIDO and in consultation with the United Nations Conference on Trade and Development (UNCTAD). The joint study should make "full use of the knowledge, experience and capacity existing in the United Nations system of methods and mechanisms for diversified financial and technical co-operation which are geared to the special and changing requirements of international industrial co-operation, as well as of a general set of guidelines for bilateral industrial co-operation. A progress report on this study should be submitted to the General Assembly at its thirty-first session."^{2/}

19. A group of eminent persons has already identified the main issues on which the joint study could focus and has outlined procedures for its conduct.

20. As UNIDO informed all Governments of the progress of the joint study and requested their participation in its preparation (see document ID/B/181 of 12 April 1977), it is of the opinion that the National Committees might actively collaborate with their Governments in carrying out the joint study.

System of consultation in the field of industry

21. At its seventh special session in September 1975 the General Assembly requested UNIDO to establish a continuing system of consultations in the field of industry as provided for by the Lima Declaration and Plan of Action, which also set a goal of raising the developing countries' share of total world industrial production to 25 per cent by the year 2000. The consultations between developed and developing countries and between developing countries themselves are intended to facilitate the attainment of the industrialization goals of developing countries, including the redeployment of certain existing productive capacity from developed countries and the creation of new capacity in developing countries.

^{2/} Official Records of the General Assembly, Seventh Special Session, Supplement No. 1, chap. IV, para. 7.

22. In 1976 the Industrial Development Board considered proposals by the UNIDO secretariat for establishing regional, interregional, sectoral and global consultations. It decided that consultations should first be organized on an experimental basis in industrial sectors and that participants from government, industry, labour, and consumer groups should be invited to attend. The extension of the system of consultations to include global, regional and interregional consultations will be considered by the Board in May 1977 on the basis of the UNIDO secretariat's original proposals (document ID/B/162) and a review of experience gained from the first two consultation meetings (document ID/B/179).

23. The General Assembly also asked UNIDO to be ready to serve as a forum, when so requested, for the negotiation of agreements in the field of industry between developed and developing countries and between developing countries themselves. The consultations that have now been started are expected to lead to such negotiations.

24. The first two consultation meetings, on the fertilizer industry and the iron and steel industry, were convened in January and February 1977. The reports of these meetings will be made available to participants. Invitations to participate in consultation meetings are extended through Governments. About one third of the participants at the first two consultation meetings came from industry, and they made an important contribution to the practical and realistic discussion that developed. Participants from labour also contributed to the debate. At both consultation meetings, the main goal was to obtain general acceptance of the amount by which the capacity of the respective industry was likely to expand in developing countries and increased awareness of the problems which would be faced in achieving the goals set. The first aim was achieved because the meetings agreed on the need for developing countries to expand their production at a pace fast enough to substantially increase their share of total world production of fertilizers and iron and steel, within the context of the likely growth of the industry throughout the world. The meeting also agreed on the factors that inhibit the development of these two industries in developing countries and recommended that follow-up activities should be concentrated on finding ways and means to overcome the constraints.

25. Each of the first two consultation meetings recommended that a number of specific topics be examined further, if necessary by convening working groups, so that they could be considered at the second round of consultation meetings planned for 1978. The suggested follow-up action will be considered by the Industrial Development Board later in May 1977.

26. Consultation meetings on other industries are planned as follows:

November 1977	Leather and leather products
December 1977	Vegetable oils and fats
May 1978	Agricultural machinery
October 1978	Petrochemicals
December 1978	Agro-based industry
February 1979	Capital goods (selected sub-sectors)
March 1979	Pharmaceuticals
December 1979	Agro-based industry

27. It will be helpful for the preparation of these consultation meetings if National Committees for UNIDO consider the prospects for the development of the sector concerned and the constraints that may be faced, so that the national participants at future consultation meetings come to the meeting with a clear idea of the areas in which there is a need to discuss increased international co-operation.

Promoting the programme of technical co-operation
between developing countries

28. The National Committees for UNIDO could play a vital role in the programme of co-operation between developing countries, and particularly in the initiation of measures at the national level to identify specific areas for and stimulate close technical co-operation, including arrangements for the exchange of technical information and training facilities.

29. Technical co-operation between developing countries is a new concept of development in the sense that it is a new dimension of international co-operation. The National Committees for UNIDO could move this concept from the level of resolutions, reports and studies to that of fuller and more dynamic implementation. They could explain to Governments the forms, mechanisms and substance of this type of international co-operation and present a consolidated strategy for initiating, designing, organizing and promoting co-operation between developing countries in selected fields of interest.

30. After identifying a particular sector of industry or a particular industrial activity, National Committees could play a very important role in stimulating co-operation between developing countries.

31. A good example of co-operation is a sugar and sugar derivative industry project that required:

(a) A consultative meeting of producer countries on by-products of the sugar cane industry;

(b) A documentation and information centre for the sugar and sugar by-products industry;

(c) In-plant group training programmes on the sugar by-products industry.

Field research in a number of developing countries showed that sugar production comprises 17 subprocesses, for each of which any of a number of technical approaches may be used, whose investment, skill and operating requirements vary widely.

32. To foster such co-operation among developing countries a twofold approach could be envisaged, namely:

(a) The institutional approach which moves towards regional co-operation schemes;

(b) The single-industry project approach.

33. Provided there is the will to co-operate within groups of developing countries, UNIDO could provide the required forum to intensify co-operation by organizing regional meetings for the harmonization of policies and measures for regional and global negotiations. It could also initiate multi-national consultations with groups of countries on selected multi-national industries that promote specialization and complementary operation in production and exchange. The National Committees for UNIDO could play a very important informative role here by exploring new approaches and strategies for co-operation between developing countries. Developing countries are now moving towards regional institutions and sub-regional arrangements for mutual development and this positive trend should be promoted and assigned due importance in planning new approaches and strategies.

The least developed countries

34. There is now world-wide recognition that the least developed countries have problems that require special measures if those countries are to attain an acceptable level of economic development. General Assembly resolutions 3201 (S-VI) and 3202 (S-VI) of 1 May 1974 on the Declaration and Programme of Action on the Establishment of a New International Economic Order, and the Lima Declaration and Plan of Action on Industrial Development and Co-operation have emphasized that industrialization must proceed faster in those countries than in the average developing country and have recommended concerted action and special measures of assistance from various countries and international organizations to launch innovative projects and to lay a sound basis for more rapid industrialization. The long-range objective of the programme is to promote self-sustaining industrialization in the least developed countries as a key aspect of balanced social and economic development, through the purposeful application of industrial technology appropriate to the resources and aspirations of each country.

35. In pursuance of the Lima Declaration and Plan of Action and with a view to strengthening the sense of urgency and political will to accomplish a more effective and comprehensive programme to help the least developed countries to industrialize, UNIDO is initiating a series of consultations with recipient countries and potential donors, inside and outside the United Nations system, which it is hoped will help in the drawing-up of short-term and long-term action-oriented programmes and the mobilization of additional funds and technical assistance for the benefit of the least developed countries.

36. The intergovernmental expert group meeting on the industrialization of the least developed countries, held in Vienna from 15 to 24 November 1976, was an important step forward in UNIDO's present efforts to define further action and specific programmes to help the least developed countries. The meeting was attended by 26 senior officials from 20 least developed countries, representatives of various United Nations agencies. Its report (ID/WG.234/13) contains an innovative approach and practical recommendations for UNIDO's future work and will be an important guide in UNIDO's work for the next few years in assisting the least developed countries. The meeting was a starting point in the dialogue between the least developed countries and potential donor countries to obtain additional financial or other resources to implement, using chiefly a non-traditional approach, the special programme of assistance being developed by UNIDO to help the least developed countries.

37. The National Committees for UNIDO could play a very important role in strengthening co-operation between UNIDO and their Governments by bringing to the attention of the authorities concerned in their countries the special needs of the least developed countries and by helping in formulating and implementing programmes of assistance to help those countries, either through UNIDO or on a bilateral basis. They could also play a very important role in the dissemination of information on least developed countries and their specific problems.

Joint UNIDO/country activities

38. One important aspect of UNIDO's work programme is the promotion of joint UNIDO/country activities for industrial development, with particular emphasis on agro-industry, the promotion of industrial investment, the transfer of technology and the provision of training facilities to help the developing countries. The purpose of these activities is to develop a mechanism for active co-operation between the developed and developing countries and between the developing countries themselves, with UNIDO acting as a monitor and channel of communication.

39. Joint UNIDO/country activities can take various forms. They range from establishing joint UNIDO/country programmes in specific fields of industry to creating investment promotion offices and joint co-operation centres or committees covering a range of industrial sectors. UNIDO has established joint programmes or centres with a number of countries (Belgium, Bulgaria, Hungary, India, Romania, Yugoslavia) and is examining the possibility of making similar arrangements with a number of other countries. The aim of the joint activity is to initiate and, if necessary, organize contacts between two or more countries that wish to co-operate on specific matters, and to assist them during all the phases of the establishment of joint ventures or the implementation of projects to be carried out with UNIDO participation. Where appropriate, the National Committees should identify fields in which co-operation with UNIDO based on permanent programmes would be beneficial to the developing countries and discuss with the Government the possibilities of concluding with UNIDO an agreement on the establishment of a joint programme.

Third General Conference of UNIDO

40. In accordance with General Assembly resolution 31/164 of 21 December 1976, the Third General Conference of UNIDO will be held in New Delhi in 1979. The UNIDO secretariat has started preparations for the Conference and will require the support and assistance of the National Committees. Suggestions from the National Committees regarding the way in which they might participate in preparatory activities would be of great importance for the secretariat. The secretariat is of the opinion that the National Committees could contribute to the Third General Conference by drawing the attention of their Governments to the need to answer the UNIDO questionnaires on the implementation of the Lima Declaration and Plan of Action at the local level.

United Nations Industrial Development Fund

41. Taking into consideration the institutional arrangements called for by the Lima Declaration and Plan of Action, the General Assembly established at its thirty-first session the Industrial Development Fund (resolution 31/202 of 22 December 1976). The purpose of the Fund is to increase UNIDO's resources and enhance its ability to meet, promptly and flexibly, the needs of the developing countries. The Fund will supplement the assistance provided by the resources of the United Nations and UNDP for the developing countries to achieve accelerated and self-sustained industrial growth.

42. The Lima Declaration and Plan of Action is to be the fundamental guide for the preparation of programmes financed by the Fund, which should enable UNIDO:

(a) To participate in the implementation of the Declaration and the Programme of Action on the Establishment of a New International Economic Order adopted by the General Assembly at its sixth special session, in so far as it relates to industrial development;

(b) To implement the relevant provisions of General Assembly resolution 3362 (S-VII) of 16 September 1975;

(c) To implement the recommendations of the Ad Hoc Committee on a Long-Range Strategy for UNIDO;

(d) To carry out field projects, particularly those of a non-traditional nature;

(e) To intensify its activities in the development and transfer of technology;

(f) To intensify its programmes aimed at establishing or increasing co-operation between developing countries and between developing and developed countries;

(g) To strengthen its promotional activities;

(h) To strengthen its industrial information systems;

(i) To take concerted action and special measures to assist the least developed countries.

43. The Fund is to be financed by voluntary contributions, which may be accepted from Governments, intergovernmental and non-governmental organizations, and other non-governmental sources, in currencies chosen by contributors, for purposes consistent with those of the Fund. The resources placed under the authority of UNIDO from voluntary contributions will become part of the Fund.

44. In order to establish how UNIDO will go about its fund raising activities, the Senior Industrial Development Field Advisers will be requested to maintain close contact with National Committees on the matter of fund raising and seek the advice and support of the Committees on the most effective way to obtain contributions. The help of the National Committees is sought to study their Governments' development policies, measures governing their aid programmes, and institutional machinery for channelling assistance, and the countries' budget cycles. To assist the work of fund raising teams, regional and global information schemes will have to be worked out between UNIDO and the National Committees. National Committees could also examine programmes under which some developing countries might assist other developing countries.

Recruitment of experts

45. Recruitment of individual experts for UNIDO technical assistance projects is the responsibility of the Project Personnel Recruitment Section (PPRS) which is part of the Industrial Operations Division (IOD). In searching for candidates, PPRS has recourse to internal sources (mainly the UNIDO computerized roster of some 12,568 consultants in a wide variety of industrial fields, from developed and developing countries) and external sources of which the most important are the national recruitment services established in a number of industrialized countries, particularly in Europe.

National recruitment services in developed countries

46. The national recruitment services are permanent government agencies created to assist the United Nations and its specialized agencies in seeking out and screening experts for the technical assistance programme. The position of these services and the scope of their activities vary from country to country. Some of them are part of the Ministry of Foreign Affairs, others are located in the Ministries of Industry, Planning, or Foreign Trade. Some are authorities independent from any ministries. At least one is a Ministry in itself. Some deal only with the United Nations (multilateral aid) while others are also involved in bilateral aid. The range of responsibilities and the effectiveness of such services depends on such factors as the relative importance of bilateral or multilateral aid to a certain country, the availability of budgetary resources, and the political system of the country; all of which have direct bearing on the size of the contribution made by any national recruitment service to joint recruitment efforts.

47. Although direct contacts between PPRS and candidates is common, experience shows that centralizing contacts through national recruitment services increases the efficiency of the system. The benefits derived from dealing with national recruitment services are normally proportional to the standing of the service within the national government, its network of contacts with the private and public industrial sectors and its keenness to increase the participation of its nationals in the United Nations programme of technical assistance. A first and quite evident advantage of using national recruitment services as channels of communication is the speed with which candidates can be reached. National recruitment services have much greater opportunities for direct personal contacts with candidates or their employers, who often live in the same city

and can be easily reached by a local telephone call or invited for personal interviews without the delays and costs of international contacts.

48. Confidence is an important factor, since nationals of the country will feel more at ease if they know that their assistance to the United Nations has the support of their own Government. The United Nations similarly has preference for candidates endorsed by their Governments.

49. The staff of the national recruitment services, being specialized in United Nations matters, have extensive knowledge of the rules and regulations governing the recruitment of individuals, and of the conditions of employment and other requirements of the United Nations system. They are able to discuss details and clarify most of the points that are important for an individual to decide whether or not to apply for United Nations employment. The staff of the services have a keen interest in finding good job opportunities for their co-nationals but at the same time are extremely careful in selecting the right candidates, both from the personal and professional points of view. They normally go through extensive reference checks, including the verification of academic degrees, and have personal interviews with the applicants both on their own initiative and in co-operation with United Nations interviewing representatives. Some recruitment services go as far as providing pre-mission training for candidates that may include briefing on the country of assignment and language courses.

50. In their efforts to find candidates, the national recruitment services normally circulate the job descriptions widely, either by publishing periodic bulletins that are distributed to all possible sources of expertise or by sending copies of the job descriptions to selected sources.

51. The UNIDO computerized roster is largely made up of names proposed by national recruitment services for specific vacancies or general purposes. Once a candidate is included in the roster, his name will be automatically considered for future vacancies.

Recruitment from developing countries

52. General Assembly resolution 3461 (XXX) of 11 December 1975 called upon the Secretary-General of the United Nations and the Administrator of UNDP to give preferential treatment to developing countries in the area of recruitment of experts, subcontracting, procurement of equipment, and provision of fellowships, with the ultimate objective of promoting self-reliance in developing countries through technical co-operation between them. The developing countries therefore

have a catalytic role to play to assist the United Nations in achieving this objective. In the past there were obvious obstacles that prevented the participation of more experts from developing countries in the United Nations programme. Those obstacles were:

(a) The absence of institutional machinery in developing countries geared to find suitable experts and consultants who could be called upon to serve in the United Nations programme;

(b) The general belief prevailing in developing countries that only experts from highly industrialized societies would have the technological capability and training to provide the expertise needed;

(c) Information on the need for experts and consultants was not properly disseminated to developing countries;

(d) The stationing of United Nations agencies in developed countries gives the latter an advantage because they can obtain information more quickly and establish stronger links and professional contacts with those agencies.

53. A recent survey has shown that about 35 per cent of the experts serving in technical assistance projects of the United Nations and the specialized agencies are from developing countries. UNIDO is interested in raising this figure to 50 per cent as quickly as possible and also in improving the distribution of nationalities, since at present almost all candidates come from only three or four countries. In view of the positive results obtained from co-operation with national recruitment services from industrialized countries, UNIDO believes that the best way to attain this objective would be to establish similar agencies in the developing countries. This will obviously take some time because of the need for proper planning and negotiation with interested developing countries. Since a number of countries have already created National Committees to deal with UNIDO matters, however, it is felt that the assistance of the Committees in recruiting experts could be enlisted at least for the time being.

54. From the point of view of supplying candidates for posts under recruitment, the points of contact between National Committees and PPRS are quite obvious, and the role of National Committees could be similar to that of national recruitment services from developed countries. The National Committees would, however, have to establish their own rosters of experts so that they could supply candidates for UNIDO vacancies or for the UNIDO roster. Since most developing countries, because of their stage of development, would not be in a position to supply expertise in all industrial fields, the attention of National Committees might most usefully be concentrated on the specialized fields that

are really strongly represented in the country. Careful research in such specialized fields would certainly produce candidates who could compete with experts from industrialized countries.

55. Once such candidates have been found, the National Committees could help them to fill out personal history forms and could possibly conduct personal interviews to assess their personalities, their knowledge of foreign languages, the extent of their professional experience, and the like. UNIDO or United Nations experts available in the country and, where possible, specialized in the same industrial field as the candidate could be brought in to help with the interviews. Reference checks, verification of academic degrees and other investigations would complete the files of the candidates.

56. As the National Committees would be kept informed of UNIDO vacancies, once sources of candidates are found and a roster of names established, the National Committee would be able to match candidates to job descriptions and nominate individuals who would compete on an equal footing with experts from other countries.

57. In their contacts with candidates, the staff of National Committees would undoubtedly be confronted with questions about contractual conditions, personal and professional status, UNIDO's organization and objectives, and other matters. In order to be able to deal with these questions, staff would have to be fully familiar with UNIDO and with such things as the United Nations Staff Rules and Regulations and conditions of employment. Complete efficiency could be achieved only if the officials concerned, who would be permanently assigned to work in the National Committee, trained for a period at UNIDO headquarters and, where possible, also at a national recruitment service in an industrialized country.

58. Since developing countries can be recipients as well as suppliers of technical assistance, their National Committees can play a more extensive role than their counterparts in industrialized countries, which normally concern themselves only with the supply of assistance. The Committees could be quite active in assisting their Governments to decide on experts submitted for UNIDO projects. One of the reasons for delays in recruitment is the excessive time taken by some Governments to reach a decision, often with the result that the candidates become unavailable. This is a source of disappointment to all concerned, and efficient assistance in expediting recruitment could be a very useful function of National Committees.

59. A National Committee could also act as the central point of contact for questions concerning UNIDO experts serving in the country that would be of interest to PPRS. It could, for instance, co-ordinate the opinions of national counterparts on the work of UNIDO experts and, by providing a consolidated report to Senior Industrial Development Field Advisers and Resident Representatives, could act as intermediary for the temporary release of UNIDO experts to serve in other countries. National Committees could keep up to date information on living conditions in their countries (housing, educational and medical facilities, emergency conditions): such information is extremely useful to experts being appointed for UNIDO assignments.



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