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CO-OPERATION BETWEEN UNIDO AND THE EUROPEAN FEDERATION OF
MANAGEMENT CONSULTANTS ASSOCIATIONS (FEACO) ^{1/}

by

M. van Dijk*

* Vice President of The European Federation of Management Consultants Associations (FEACO), Brussels.

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FEACO - Fédération Européenne des Associations de Conseils en Organisation - is a Federation of the National Associations of independent management consulting companies in 13 European countries. These countries are : Austria, Belgium, Denmark, Finland, France, Ireland, Italy, Norway, The Netherlands, Sweden, Switzerland, United Kingdom and Western Germany. The number of countries is expected to increase.

The purpose of FEACO is to help promote and develop the profession of Management Consultancy. Its objectives may be summarised as follows :

- . To foster and maintain the highest standards of technical competence and professional practice
- . To create links for the exchange of technical and consultancy experience between members of the profession in different National Associations
- . To establish relations with other international organisations interested in the improvement and development of management practice
- . To study, promote and protect the mutual professional interests of member Associations.

Of special interest in the present connection is the explicit statement in our by-laws that FEACO's role is also to establish relations with the international organisations, and to facilitate cooperation with other European and worldwide consulting organisations.

FEACO appreciates therefore very much the initiative UNIDO has taken to promote the cooperation between UNIDO and the NGO's having consultative status with UNIDO, and take pleasure in submitting its comments on the three items mentioned under section B of UNIDO's Aide-Mémoire for the forthcoming meeting.

1. The contribution of FEACO to UNIDO in relation to the objectives of the Lima Declaration.

As you will know, the management consulting professions field of activity is to facilitate industrialization through :

Feasibility studies for establishing new industries and new plants; through for instance state of the art studies, resource studies, forecasting, product development, project management and manpower planning, training and development.

Design and implementation of managerial systems of new industries in developing countries.

Improvement of the managerial systems of established industries.

To an increasing extent, our profession is also called upon to advice on policies and procedures for governmental schemes for industrialization, public authorities involved in this area and for promotion of industrialization by local governments.

Our profession should therefore be able to offer a direct contribution to the objectives of the Lima declaration, in line with the important role our profession has played in the industrialization of developed countries.

We are aware of the fact that industrialization in developing countries raises a number of problems calling for special experience. We therefore take the liberty to mention that a number of the management consulting firms in FEACO have extensive experience from working in developing countries.

We envisage FEACO's main role in the cooperation with UNIDO to be :

- a. Establish a better understanding in our profession of the type of services needed by the developing countries, particularly in relation to the projects UNIDO promotes.
- b. Familiarize UNIDO with the policies, practises, codes of conduct, and fee structures of the management consulting firms.
- c. Assist in organizing seminars etc. for people from developing countries.
- d. Help to establish contact between UNIDO and our national organizations, which with their broad knowledge of the industries of their own countries can promote contacts etc.
- e. Impress upon the individual member firms the need to keep their data on the UNIDO Roster up to date.

2. The type of cooperation FEACO might want from UNIDO.

From FEACO's viewpoint it would be of great value if :

- a. UNIDO's new section, entitled Non-Governmental Organisations and Business and Industrial Institutions Cooperation Section, could play an active role in establishing a good understanding within UNIDO of the contribution experienced consultants from qualified management consulting firms can offer.

Ad hoc consultations between UNIDO's relevant section and the Executive Committee or Secretariat of FEACO could prove worth'y.

- b. The new section could help to keep the management consulting profession informed about the special problems consultations in developing countries raise.

- c. UNIDO's Roster could be modified, so that it can give a better classification of the type of services the management consulting firms can offer.

Contacts concerning individual projects should also in the future be established with the individual management consulting firms.

3. The form of cooperation between other NGO's and FEACO.

Working relationships ought to be established, through for instance :

- a. Exchange of relevant information on NGO's fields of operation, aims and structure in order to promote a better cooperation.
- b. Meetings of the type FEACO now has been asked to attend. We think that it is valuable that also other types of NGO's attend the same meeting, since we often work together with other categories of professionals on industrialization projects.

A meeting once a year may be sufficient.



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