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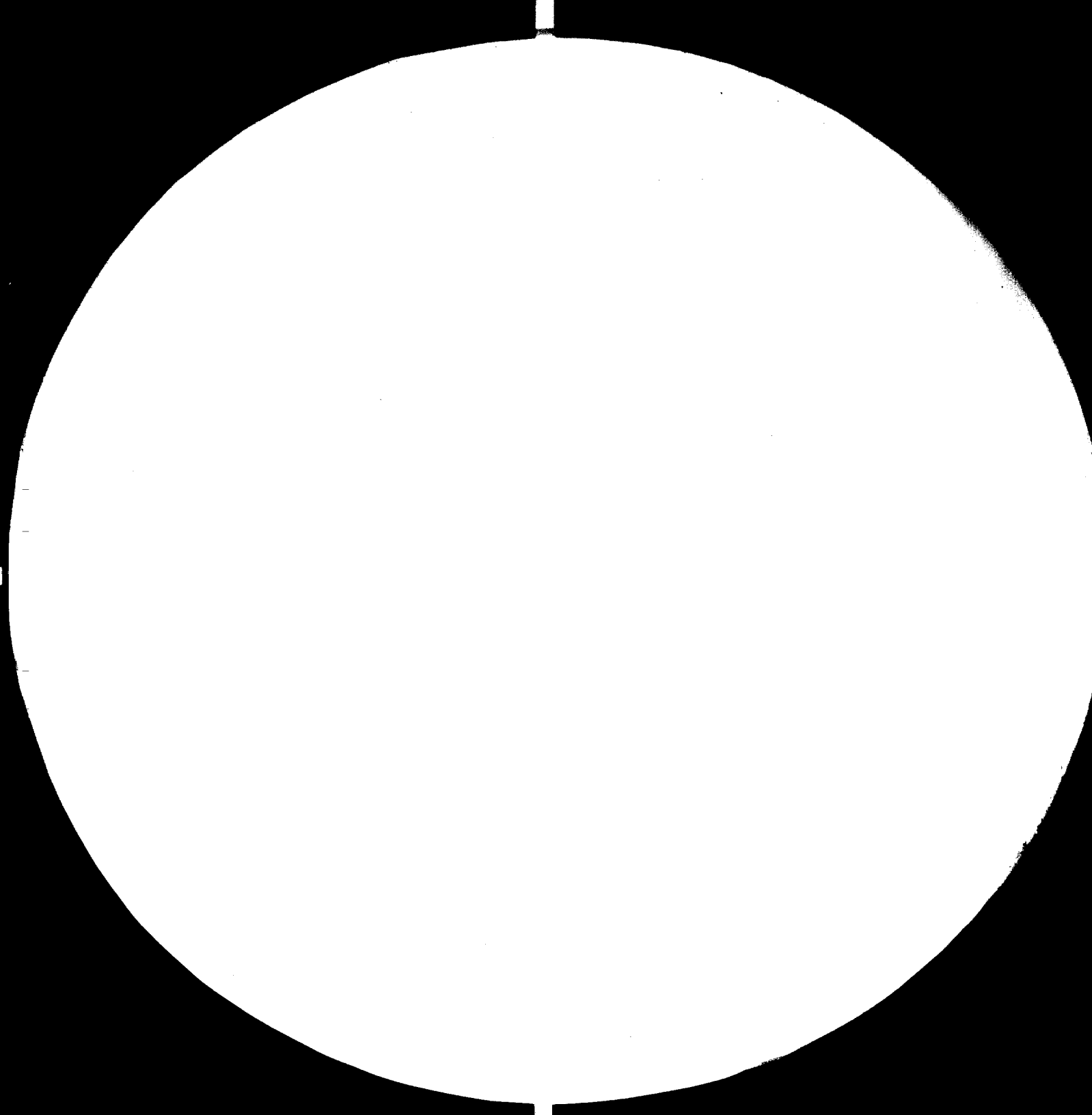

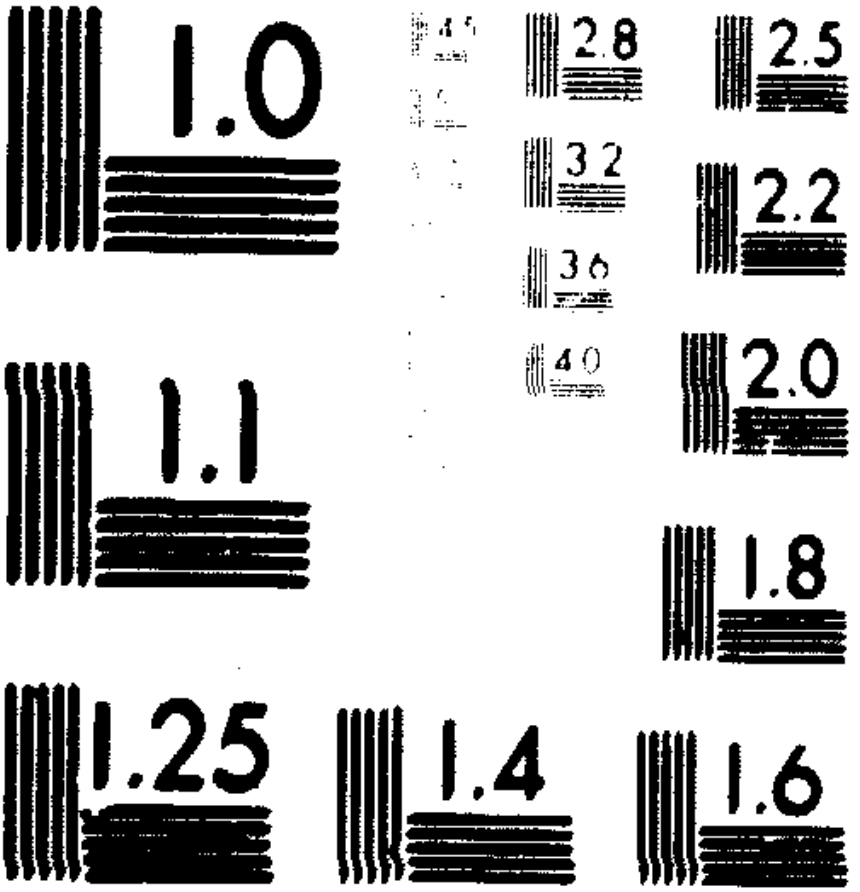

UNITED NATIONS INDUSTRIAL
DEVELOPMENT ORGANIZATION

23 December 1981

11483

Mission to Mexico

of

Frans J. Soede
Senior Industrial Development Officer
Institutional Infrastructure Branch
Division of Industrial Operations

6 - 18 December 1981

PROGRAMME

Sunday, 6 December 1981	Departure for Frankfurt Night stop at airport
Monday, 7 December 1981	Arrive Mexico City at 6.00 pm
Tuesday, 8 December 1981	Discussions with Chief Technical Adviser, Mr J. Gilgun Meeting with SIDFA, Mr F. Fajnzylber Interview with candidate for Chief Technical Adviser (CTA) post, Mr A. Castaños
Wednesday, 9 December 1981	Discussions with CTA, Mr Gilgun Evaluation of results of project DP/MEX/77/008 and review of project DP/MEX/82/008 with Mr Ignacio Gutiérrez Arce and Mr Jaime Parada Avila of CONACYT in the presence of Mr J. Gilgun and Mr A. Castaños
Thursday, 10 December 1981	Participation with INFOTEC Seminar at CONACYT Debriefing of expert, Mr E. Benado (DP/MEX/77/008/11-13/H)
Friday, 11 December 1981	Discussions with expert Mr F.M. Machado (DP/MEX/77/008/11-18) about the work carried out by him Debriefing of expert Mr U. Antinori (DP/MEX/77/008/11-09) Reception at Mr I.G. Arce's house
Monday, 14 December 1981	Roundtable discussion on IRSI's (Mesa Redonda) with about 45 CONACYT staff members attending Discussions with SIDFA Mr F. Fajnzylber Discussions with Mr J. Parada Avila Discussions with CTA Mr J. Gilgun and other experts
Tuesday, 15 December 1981	Visit to the INSTITUTO DE INVESTIGACIONES ELECTRICAS Participation in corrida with Mr J. Parada Avila and his staff Discussions with experts Messrs Castaños and Machado
Wednesday, 16 December 1981	Departure for Vienna with nightstop in Amsterdam on Thursday, 17 December 1981
Friday, 18 December 1981	Arrive Vienna at 1500 hours

1. EVALUATION OF PROJECT DP/MEX/77/008
Centros Regionales de Investigación y Asistencia Técnica para la Industria (Centres for Regional Investigation and Technical Assistance for Industry) - CRIATS

This project became operational with the arrival of the Chief Technical Adviser (CTA), Mr J. Gilgun, in Mexico in June 1979. The project went through two distinct phases with somewhat different objectives agreed upon during the tripartite review meeting (TRM) held in April 1980. The project will terminate on 31 December 1981.

In the first phase, assistance was only provided to the four CRIATS (Centros Regionales de Investigación y Asistencia Técnica para la Industria) in Guadalajara, Leon, Chihuahua and Querétaro with the CTA residing in Guadalajara.

During the second phase, the CTA moved to CONACYT Headquarters in Mexico City and gradually almost all assistance, except for the CRIAT in Querétaro, was re-directed to reinforce CONACYT's ability to support about 20 technology centres located all over Mexico.

The project covered 26 assignments with 20 experts and of which seven assignments were carried out by four local experts (budget line 17). Two, three, five and seven assignments were carried out in the CRIATS in Chihuahua, Leon, Guadalajara and Querétaro respectively, while the remaining assignments were concerned with the reinforcement of CONACYT's operations. It was agreed that about 80% of the assignments have been successful and have had a certain impact either in improving the efficiency or scope of operations of CONACYT itself or the institutes. In addition, the project contributed greatly in helping the learning process of a number of staff members both in the institutions and CONACYT. Direct assistance to industry has been marginal.

An inherent weakness of the project is the lack of counterparts in CONACYT. A general impression is that the experts have not been "squeezed out", neither by CONACYT nor by the institutions' staff. Especially in CONACYT there is the tendency to use the experts for operational tasks instead of training counterparts.

Director Arce underlined that assistance provided by CONACYT to institutions or R + D projects cover only part of their requirements and it

is therefore not right to assume that CONACYT has the overall responsibility for all development of technological institutional infrastructure in Mexico.

Experience indicates that the assignment of short-term experts in engineering fields such as machining, heat treatment and foundries is not effective and the assignments should be of a more long-term nature, probably 12 months. It could also be considered to create expertise of this kind through long-term fellowships, but with a properly prepared programme so that maximum use can be made of the acquired knowledge and skills upon returning to Mexico.

In addition to expertise, the project provided about US$56,000 of equipment: tools for jewellery manufacture, laboratory testing equipment, machinery for dressmaking, and the project car.

Finally, the project covered two short-term fellowships (two weeks chemical laboratory testing in Argentina and a one-month training course in the shoe industry in Brazil), and two study tours for the department chief, Mr J. Parada Avila, to France, Ireland, Italy, Netherlands (TNO), Spain, Sweden, UK, and UNIDO Vienna Headquarters, where councils for science and technology and IRSI's were visited. One of these visits resulted in a twinning arrangement between PIRA (Paper, Printing and Packaging Industries Research Association, UK) and IMCP (Instituto de Madera Celulosa y Papel, Guadalajara). It is expected that more twinning arrangements will be developed as a result of activities of the new project (see item 2).

A significant achievement in the field of learning was a package of courses and seminars in "technology administration" (PROAT) which was organized by the expert Mr F.M. Machado and a CONACYT counterpart. There were 16 participants equally divided between industry, universities, government (including CONACYT) and institutions. The total cost of the course was about US$100,000. It included a large number of conference delegates and instructors from abroad. A short summary of the course and its major characteristics is attached (Annex I).

The final report from the CTA will provide more detail in relation to what has been summarized above.

2. REVIEW OF NEW PROJECT DP/MEX/82/008 : $1,728,000
Fortalecimiento a la Infraestructura para el Desarrollo Tecnologico de Mexico (Strengthening of the Infrastructure for the Technological Development of Mexico)

Essentially this project is a continuation of the second phase of the present project discussed above, with a number of new orientations. More use will be made of long-term experts and only 24 man/months are earmarked for short-term missions. It has been agreed that a top-level expert in technology transfer and institutional infrastructure will visit the project from time to time, for two weeks each visit, to provide overall substantive guidance. In accordance with government policy, the project (as all other UNDP-financed projects in Mexico) will not cover administrative support and equipment and this will be provided by CONACYT in this case. The project vehicle (DP/MEX/77/008) will be transferred to this new project.

It was further agreed by all parties that the CTA, Mr Gilgun, will leave this project by the end of March 1982 and will be replaced by Mr A. Castaños, the present expert in administration of projects and programmes (DP/MEX/77/008/11-19). Mr Castaños should come to Vienna for intensive consultations/briefing preferably beginning 11 January 1982.

It is recommended to consider Mr Gilgun for hiatus financing in accordance with PPM Section 4531.

It was pointed out by the SIDFA, Mr F. Fajnzylber, that only during 1982 the implementation of the project will be more-or-less in line with the objectives covered by the Project Document. Starting from 1983, the new administration of CONACYT will be put in place (as is the custom in Mexico every six years), and it could very well be that changes in policies and priorities will be made by the incoming President which may influence the implementation of this project. It is therefore foreseen that a TRM be organized during the second quarter of 1983 to discuss these changes, if required.

3. DEBRIEFING OF EXPERTS

Considerable time was spent in debriefing experts Messrs E. Benado and U. Antinori who have respectively looked into the problems of engineering (metalworking) industries and agro-industries from the CONACYT point of view.

a. The Agro-Industry Sector

Although Mexico was exporting agricultural products before the war, there seems to be a serious lack of agricultural raw materials at present which is of course hampering a rapid development of the agro-industries branch of the Mexican economy. Therefore agriculture in Mexico requires a thorough reorganization and is one of the top priorities of the government. There is also very strong participation of the major multinationals in this branch.

Some work in R + D for the agro-industries branch is carried out by a number of institutions mainly in the universities. There is no national agro-industries IRSI existing at present. Mr Antinori's report recommends setting up such an institute and describes its major characteristics.

b. The Lack of Design Capability for the Capital Goods Industry

As is the case in many other developing countries, there is a definite lack of design capability for the capital goods industry in Mexico (machine tools, industrial plant equipment, power plants of any kind, transportation and agricultural equipment, etc). Also the skill availability for the manufacturing of these goods such as welding, foundry, heat treatment, tool and dye-making, metalworking, NDT, etc, should be very carefully looked into because it seems that there are many deficiencies.

In his report, Mr E. Benado proposes to form nine design teams which will work on 45 items of the capital goods industry with the co-operation of existing institutions. The problem of the weakness of the design capability for the capital goods industry was also confirmed during our visit to the Electrical-Electronics IRSI in Cuernavaca on Tuesday, 15 December 1981. It may be of interest to look into this problem, interdisciplinary, in UNIDO Headquarters using existing documentation and the report by Mr S.M. Patil, "Technological Perspectives in Machine Tool Industry and Their Implications for Developing Countries", which was commissioned by the Technology Group.

4. THE "MESA REDONDA" ON TECHNOLOGICAL INSTITUTIONAL INFRASTRUCTURE AT CONACYT

When visiting the author's office in Vienna on 23 November 1981, Directors Ignacio Gutiérrez Arce and Jaime Parada Avila of CONACYT, and the SIDFA, Mr F. Fajnzylber, suggested that the author would direct a "mesa redonda" on IRSI infrastructure during his forthcoming visit to Mexico. This was realized on the morning of 14 December 1981 with the attendance of about 45 CONACYT staff members and the UNIDO project experts.

The seven themes dealt with during the two-hour session, which was entirely carried out in Spanish, were:

a. The results of the joint UNDP/UNIDO evaluation study of IRSI's (a copy of the "Proposed Programme Advisory Note on IRSI - Draft IV" was distributed to all participants, while one complete set of all IRSI evaluation study papers was left with Mr J. Parada Avila).

b. The dangers of blind application of foreign models for the development of a technological infrastructure in Mexico.

c. The advantages and disadvantages of multi- and mono-branch IRSI's: the TNO and Quebec models; use of IRSI's by small-scale industries.

d. The basic issue whether an IRSI is the proper way of fostering applied R + D for industry and the alternatives ways of carrying out this function by other institutions or industry itself.

e. The crucial importance of senior management and the role of the "gatekeeper" in IRSI's.

f. The work carried out by ESMAN and ILLICH in analysing institutional behaviour.

g. The relationship between "self-reliance" and the creation of technological capability particularly in relation with the author's observations this year in Albania, Bulgaria and China, and applied to the capital goods industry.

A lively discussion developed after the presentation of these themes and the feedback obtained indicated that the dialogue was very much appreciated.

5. VISIT TO THE INSTITUTO DE INVESTIGACIONES ELECTRICAS, CUERNAVACA

This institute was visited on Tuesday, 15 December 1981 in the company of Messrs J. Gilgun and L. Torreblanco of CONACYT. The institute employs about 1,000 people and is considered one of the best technological institutes in Mexico. In comparison with other IRSI's and together with similar institutes in the petroleum and telecommunications branch, this institute has a very solid base as the technological arm of the Federal Electricity Authority. Full literature on the institute is available in the author's office (D1477). The institute was formerly an integral part of the Federal Electricity Authority but has become autonomous for a number of reasons of which one is that it is now also providing services to the electrical and electronic industry in Mexico at large. The activities of the institute are divided over five departments, as follows:

a. Human resources development;

b. Engineering studies (civil, electrical, mechanical instruments) for the power system;

c. Power systems (communication, distribution, analysis, simulation);

d. Sources of energy: nuclear, geothermal, fossil fuels (it seems that not much attention is given to other non-conventional and new sources of energy at present);

e. Development of prototype equipment (mechanical, electrical, electronics) for industry*
Services to industry: information, design, testing, R + D, etc.

For the time being, the institute is <u>not</u> concerned with domestic electronics, telecommunications and computer equipment.

Some of the laboratories of the institute were visited and the team was highly impressed by the level of sophistication and the enthusiasm of the staff. A simulator for the training of power plant operators is under construction.

* Some small series of electronics equipment are assembled at the institute and sold directly to the users.

6. FUTURE PROJECTS

A short review was made with the SIDFA, Mr F. Fajnzylber, on possible additional assistance by IO/INFR to Mexico to be financed from sources other than UNDP/CP.

It was agreed that development of a National Quality Management Scheme may need support as this is one of the problem areas of industrial development in Mexico.

CONACYT, together with four institutes, is also very much interested to participate in the Latin America Regional NDT project, and this interest will be communicated to the UNIFSTD, in due time, through CONACYT.

In general, the SIDFA is of the opinion that any initiative by UNIDO of a substantive nature should wait until the new government has taken over at the beginning of 1983, although it would not harm matters if some groundwork could alrea[illegible] done in Vienna.

7. ACTION TO BE TAKEN

a. Finalization of Project Document for DP/MEX/82/008 by Messrs Gilgun and Fajnzylber.

b. Extension of contracts for Messrs Gilgun and Machado for 3 months each.

c. Preparation of final report of DP/MEX/77/008 by Mr Gilgun in close co-operation with CONACYT. CONACYT will have to approve this report before it is transmitted to Vienna.

d. Preparation by Mr Gilgun of job descriptions for all expert posts covered by DP/MEX/82/008, in close co-operation with CONACYT.

e. Briefing of CTA designate, Mr Castaños, in Vienna for two weeks starting from 11 January 1982.

f. Hiatus financing, if feasible, for Mr Gilgun.

Horario de trabajo:

Sesiones de trabajo de 8 horas/dia efectivas (de 9:30 a 13:30 y de 15:00 a 18:00).

Lugar:

El curso se realizará fundamentalmente en el Centro de Investigación y de Estudios Avanzados del Instituto Politécnico Nacional (CINVESTAV-IPN), Av. Instituto Politécnico Nacional No. 2508 (Esq. Ticomán).

Requisitos de inscripción:

- Desempeñar actualmente funciones a nivel directivo o gerencial relacionadas con el desarrollo o transferencia de tecnología.
- Experiencia previa en actividades relacionadas con desarrollo tecnológico.
- Son deseables estudios profesionales y experiencia significativa en alguna rama técnica.
- Conocimiento del idioma inglés (lectura y comunicación oral).

En caso de que el candidato no reúna algunos de los requisitos y quisiera participar en el curso, se suplica que fundamente brevemente su posición en el cuestionario anexo.

La Administración del Curso se reserva el derecho de admisión de todos los candidatos al mismo.

Registro y colegiatura:

Para registrarse le suplicamos llamar inmediatamente a los teléfonos 586 6813 y 586 2770 y hacernos llegar lo más pronto posible los dos cuestionarios anexos a este folleto, los cuales serán fundamentales para la selección de los aspirantes al curso.

El monto de la colegiatura es de $120 000.00 (ciento veinte mil pesos 00/100 M.N.) por participante, e incluye todo el material de trabajo. Para considerar reservada una plaza es necesario llenar los requisitos de inscripción y haber liquidado por lo menos el 50% de la colegiatura, en el entendido de que antes del inicio del curso debe estar totalmente saldada.

En caso de que la persona registrada no asista al curso se cargará la colegiatura completa. Antes de iniciarse el curso se aceptará sustitución de participantes, siempre que el nuevo candidato sea evaluado y aprobado por la administración del mismo.

Qué es el Programa en Administración de Tecnología (PROAT)

México ha pasado a través de la historia por diferentes etapas en su proceso de industrialización. Se inició con el bien conocido mecanismo de sustitución de importaciones, y pasó posteriormente a impulsar el desarrollo de las industrias de bienes intermedios y de capital. En los últimos años, a raíz de las posibilidades presentadas por los recursos energéticos del pais, se ha decidido enfatizar y acelerar el proceso de desarrollo de tecnología nacional, dentro del objetivo de un crecimiento industrial lo más autosuficiente posible. Sin embargo, el desarrollo tecnológico de México —como el de cualquier país— esta basado primordialmente en la preparación y capacidad de sus recursos humanos.

El Consejo Nacional de Ciencia y Tecnología (CONACYT) y el Centro de Investigación y de Estudios Avanzados del IPN (CINVESTAV-IPN), concientes de esta situación y de sus carencias especificas, han unido sus esfuerzos para iniciar el desarrollo de un programa que se encargue de formar expertos en el área de administración de tecnología (PROAT).

Este se inicia con una serie de cursos, seminarios y conferencias, actividades todas ellas que, con diversa duración, profundidad y periodicidad permitirán hacer llegar a personas con distintos niveles, intereses y disponibilidad de tiempo, los diversos conceptos y herramientas que les permitan administrar de manera eficaz y eficiente los recursos destinados al desarrollo tecnológico del país.

El presente Programa pretende también dentro de sus objetivos integrar a corto plazo un equipo de instructores —fundamentalmente mexicano— que se encarguen del mismo y de analizar y estructurar casos nacionales de desarrollo tecnológico que puedan ser utilizados como material didáctico en el Programa.

PROAT. Centro de Investigación y de Estudios Avanzados-IPN, Av. Instituto Politécnico Nacional No. 2508 (Esq. Ticomán). México 14, D.F., teléfonos 586 6813 y 586 2770.

Introducción:

Mexico ha producido en los últimos años una gran cantidad de profesionistas calificados en áreas técnicas a nivel adecuado para trabajar en investigación y desarrollo tecnológico. Sin embargo, es de especial preocupación la carencia de personal calificado con formación técnica capaz de administrar la generación y transferencia de tecnologia. Asi, es necesario contar con personas que puedan decidir si es conveniente desarrollar tecnologia o adquirirla y asimilarla, que puedan dirigir proyectos o institutos de investigación y desarrollo, etcétera.

Para propiciar el éxito en este tipo de trabajo, el conocimiento de disciplinas o tecnologías particulares debe complementarse con un claro y preciso entendimiento de las necesidades económicas, administrativas y sociales del pais, de la institución y de los proyectos mismos, de la politica empresarial, nacional y local, del manejo eficiente de los distintos recursos involucrados en la actividad tecnológica, de los procedimientos y mecanismos a través de los cuales el desarrollo tecnológico nacional puede ser promovido y apoyado, etcétera.

Objetivo:

La formación y perfeccionamiento de las habilidades gerenciales de las personas que tienen a su cargo la administración de la investigación y desarrollo tecnológico. El curso les proporcionará los conceptos, la información y las herramientas necesarias que les permitan: desarrollar un liderazgo técnico capaz de motivar personal de alto nivel e integrar con eficacia las funciones de producción y mercadotecnia empresarial, formular planes tecnológicos así como administrar adecuadamente organizaciones, programas y proyectos de investigación y desarrollo (*I-D*) con la máxima eficacia y eficiencia.

A quién va dirigido:

- A directivos de investigación tecnológica en empresas y centros oficiales de investigación.
- A responsables de la planificación y fomento de la investigación y del desarrollo tecnológico en organismos nacionales de politica tecnológica.

El concepto de directivo engloba a los niveles más [illegible] (de proyecto).

Contenido y Calendario:

Unidad 1. Conceptos y planeación tecnológica

1a. La innovación tecnológica. Julio 7 y 8 (Mar. y Miér.). Julio 13 y 14 (Lun. y Mar.)

1b. La planificación tecnológica y estrategias para *I-D*. Julio 21 a 23 (Mar. a Juev.). Julio 28 y 29 (Mar. y Miér.)

1c. Macroevaluación, pronóstico tecnológico y sus aplicaciones en la planificación tecnológica. Agosto 4 y 5 (Mar. y Miér.)

1d. Evento integrador. Agosto 6 (Jue.)

Unidad 2. Administración y control de la infraestructura de recursos, programas y proyectos tecnológicos

2a. Estructura, cambios organizacionales y el comportamiento gerencial en la innovación tecnológica. Agosto 10 a 15 (Lun. a Sáb.)

2b. Planificación y control de programas y proyectos. Agosto 25 a 28 (Mar. a Vier.)

2c. El papel de la información en la administración de la *I-D*. Septiembre 8 y 9 (Mar. y Miér.). Septiembre 14 (Lun.)

2d. La administración de los recursos humanos en organizaciones de *I-D*. Septiembre 15 (Mar.) Septiembre 22 (Mar.)

Unidad 3. La mercadotecnia de servicios y proyectos, la transferencia de tecnología

3a. La mercadotecnia en organizaciones involucradas en *I-D*. Septiembre 23 a 25 (Miér. a Vier.)

3b. La transferencia de tecnologia. Octubre 5 a 10 (Lun. a Sáb.)

3c Evento integrador final. Octubre 20 a 22 (Mar. a Jue.)

Unidad 4. El Sistema Nacional de Ciencia y Tecnología y casos comparativos

4a. El sistema mexicano de ciencia y tecnología. Noviembre 3 y 4 (Mar. y Miér.)

4b. La experiencia de otros paises en el área tecnológica. Noviembre 10 y 11 (Mar. y Miér.)

Metodología:

La metodología a seguir en el curso es altamente [illegible] námica y participativa. Se hace énfasis en el uso casos prácticos y ejercicios adaptados a la realid mexicana, con lo cual se intenta lograr cambios en l actitudes y habilidades de los participantes. Todo e se complementa con la realización de eventos integ dores y visitas a empresas y centros de investigaci tecnológica.

Personal docente:

Algunos instructores:

- Bernard Barry (Gran Bretaña)
- Enrique Canales S.
- Alberto Castaño A.
- José A. Esteva M.
- Arturo García T.
- José Geraldo de L. Jr. (Brasil)
- Marcelino Gómez V.
- Jacques Marcovitch (Brasil)
- Joseph H. Mc. Pherson (EE.UU.)
- Allan Pearson (Gran Bretaña)
- José Quevedo P.
- Baruch Raz (Israel)
- Edward B. Roberts (EE.UU.)
- Albert H. Rubinstein (EE.UU.)
- Jorge Sábato (Argentina)
- Abelardo Salazar G.
- Henrique Silveira de A. (Brasil)
- Eduardo Vasconcellos (Brasil)
- Alberto Velázquez H.
- Ricardo Vidal V.

Algunos conferencistas:

- Héctor Alvarez de la C.
- Mauricio de María y C.
- Fernando Fajnzylber (Chile)
- Guillermo Fernández de la G.
- Ignacio Gutiérrez A.
- Fernando Manzanilla S.
- Carlos Martínez V. (Argentina)
- José Mendoza F.
- José Pelucio F. (Brasil)
- Juan Ayzá (Perú)

PROAT-PROGRAMA EN ADMINISTRACION DE TECNOLOGIA
(Curso: Administración de la Investigación y del Desarrollo Tecnológico)

SOLICITUD DE INSCRIPCION

1. NOMBRE: _____
   INSTITUCION: _____
   DIRECCION: _____
   COLONIA: _____ CIUDAD: _____ ESTADO _____
   Z.P.: _____ TELEFONO: _____ EXTENSION: _____
2. CARGO ACTUAL: _____
   AREA Y DEPARTAMENTO: _____
3. BREVE DESCRIPCION DE RESPONSABILIDADES: _____
4. ANTIGUEDAD EN LA INSTITUCION _____ ANTIGUEDAD EN EL CARGO: _____
5. No. DE SUBORDINADOS DIRECTOS: _____ No. TCTAL DE SUBORDINADOS: _____
6. TITULO DEL CARGO INMEDIATAMENTE SUPERIOR: _____
   _____
7. EXPERIENCIA PROFESIONAL EN LOS ULTIMOS 5 AÑOS: _____
   _____
   _____
   _____
   _____
   _____
8. FORMACION ESCOLAR:

	CURSO	INSTITUCION	AÑOS
8.1 Licenciatura			
8.2 Maestría			
8.3 Doctorado			
8.4 Otros			

8. DOMINIO DEL INGLES:

Habla	Escribe	Lee	Entiende
( ) bien	( ) bien	( ) bien	( ) bien
( ) mal	( ) mal	( ) mal	( ) mal

PROAT-PROGRAMA EN ADMINISTRACION DE TECNOLOGIA
(Curso: Administración de la Investigación y del Desarrollo Tecnológico)

CUESTIONARIO DE IDENTIFICACION DE INTERESES

1. ¿Cuáles son los principales problemas administrativos en el área de investigación y desarrollo tecnológico en su institución?

2. ¿Qué espera usted del Programa?

3. ¿Qué tópicos serían para usted de mayor interés?

Distributed to:

Dr A. Khane
Mr F. Carré
Ms J. Bancroft
Mr L. Biritz
Mr D.A. Butaev
Mr P. Cuevas Cancino
Mr M. Delos
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