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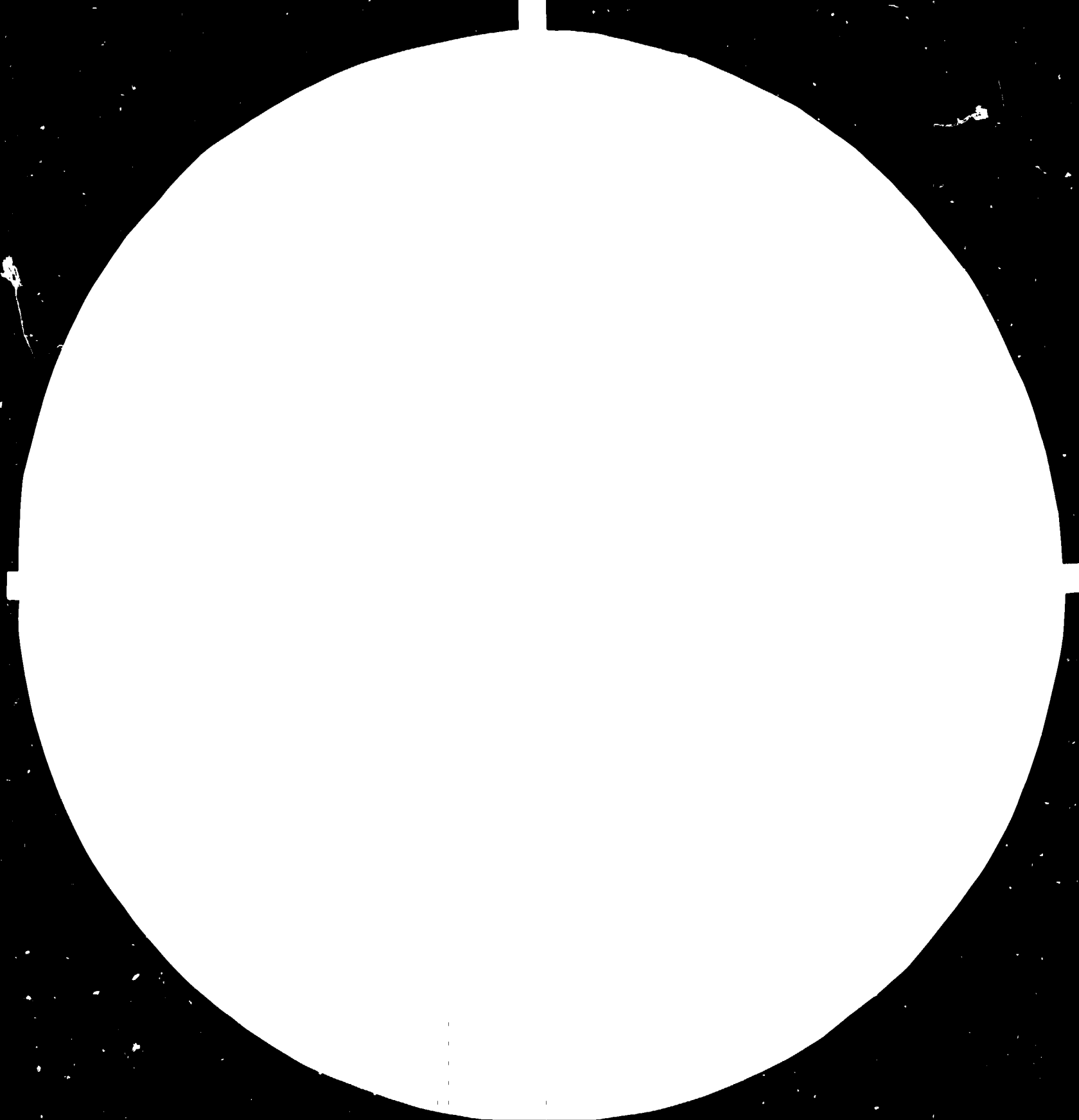
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UNITED NATIONS  
INDUSTRIAL DEVELOPMENT ORGANIZATION

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ENGLISH

REPORT ON THE WORKSHOP ON TECHNICAL APPRAISAL OF PUBLIC  
SECTOR MECHANICAL WOOD PROCESSING INDUSTRIES \*

Ljubljana, Yugoslavia, 11-23 April 1983

prepared by

*Antoine V. Bassili*

The Agro-industries Branch  
Division of Industrial Operations

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1. Purpose of the mission:

A staff member of the Agro-industries Branch of the Division of Industrial Operations, Antoine V. Bassili, was sent to attend and conduct the Workshop on Technical Appraisal of Public Sector Mechanical Wood Processing Industries, which was held, in co-operation with ICPE and UNILES, in Ljubljana from 11 to 23 April 1983.

2. Attendance:

UNIDO had selected 20 participants to attend the Workshop. Nineteen of these (from 16 countries) attended it, all at UNIDO's expense. The candidate nominated by Libya (an Indian national working in Libya) did not attend and only informed UNIDO of his inability to do so by letter, after the Workshop had started. It was thus impossible to notify a standby. The list of participants is given in Annex I.

Seven participants arrived one day earlier than foreseen, a further seven arrived on the day preceding the opening (as foreseen), and four arrived on the evening of the opening day. The participant from India arrived in Ljubljana on the morning of 20 April, i.e. eleven days later than planned, nine full working days after the start of the course, and a mere four working days before its conclusion. This was because, due to local railway strike, the participant could not travel, at his government's cost, to New Delhi. He cabled ICPE on 9 April, and UNIDO authorized UNDP New Delhi to issue the ticket on 11 April. The international ticket was only issued in New Delhi on 18 April, and the participant travelled the next day. The cost benefit value in issuing the ticket so late was questioned by all the organizers of the workshop.

3. Participants:

The group was exceptionally homogeneous. All the participants were of an acceptable technical level. (This opinion was shared by the UNILES Director of the Seminar, Mr. Ladislav Gasparic).

All participants were keen on getting as much information as possible out of the lecturers, visits and demonstrations and did so continuously. Their keen interest can be assessed by the fact that five

participants attended a two and a half hour <sup>1/</sup> visit cum discussion with technical staff of the Industrijski Biro, a consulting engineering firm specializing in the woodworking industries sector. Another informal lecture was arranged at short notice <sup>2/</sup> to describe technical parameters of some woodworking machines made in Yugoslavia which would be suitable for use in developing countries. Eleven of the 19 participants attended this lecture. None of the participants had any difficulty in expressing himself in English.

This was the first such Workshop organized by UNIDO, ICPE and UNILES, and the response was far better than expected. UNIDO received 45 nominations, four of which were cabled nominations with insufficient information for a meaningful evaluation to be made. Details of the response to UNIDO's letter of invitation are given in Annex II. The good response allowed UNIDO, ICPE and UNILES to select, at a meeting in Ljubljana on 28 February, twenty participants and five stand-byes.

4. Programme of the Workshop:

The programme of the Workshop is given in Annex III. It consisted of 47 hours (58%) of lectures and subsequent informal discussions, 23 hours (28%) of plant visits, 6 hours (7%) of background information, opening ceremonies and administrative matters, 6 hours (7%) of presentation of workshop assignments.

The lectures were all of an appropriate standard. Whenever appropriate, they were complemented with audio-visual aids. All the lecturers (except for two) "presented" - as against read - their lectures, and this was appreciated far more by the participants.

Four lectures were interpreted. The level of interpretation was excellent.

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1/ From 1900 to 2130 hours on 18 April 1983.

2/ It was held from 2000 to 2130 hours on 20 April 1983.

5. Documentation:

Fifteen lectures were prepared specially for the workshop and issued by UNIDO prior to the workshop. Additional relevant UNIDO publications, prepared for other meetings, and manuals were also distributed to the participants. The list is given in Annex IV.

6. Workshop assignments:

At the beginning of the workshop, the participants were requested to indicate their interest in any two of the following five fields:

- |   |     |
|---|-----|
| (1) Sustained raw material supply                 | (8) |
| (2) Planning of production in a plywood mill      | (8) |
| (3) Planning of production in a furniture factory | (7) |
| (4) Management of a plywood mill                  | (7) |
| (5) Management of a furniture factory             | (6) |

The numbers in brackets indicate the number of participants in each group and also reflects their relative interest in the various topics. A discussion leader was nominated for each group to co-ordinate the group's work and present the conclusions. Each group was allocated about one and a half hour to do so. Details of the problems set are given in Annex V. (This was only to explain the system - each group leader then received additional detailed information.)

The amount of work put in the preparation of these assignments suffered from the very tight programme, in so far that the participants did not have the time, during the last three days prior to the presentation of these assignments, to do enough work, since they were in Koper and Nova Gorica.

Assessment of the Workshop Assignments:

Group 1: Sustained raw material supply:

Presented by Mr. B. A. Fultang (Cameroon). Good presentation, and in-depth study of the problems set. Good audio-visual presentation.



Group 2: Planning production in a plywood mill:

Presented by Mr. J. B. M. Lubega (Uganda). Presentation of an acceptable quality. The work was not completed, but it was obvious that the group did work on the problems. In the discussion with all the participants, many points were cleared and explained. No audio-visual aids were used.

Group 3: Planning production in a furniture factory:

Presented by Mr. E. Peele (Zambia). Very well presented. The group went to considerable trouble and studied the problem in depth. It was obvious from Mr. Peele's presentation that they had mastered the methodology of production planning for furniture factories. From a technical point of view, they also foresaw a correct flow of the components through the factory. Good audio-visual aids.

Group 4: Management of a plywood mill:

Presented by Mr. Z. Zahid Khan (Pakistan). Very poor presentation. It was obvious that what was presented were conditions in Mr. Zahid Khan's own mill (which were not exemplary) and that he had not consulted members of his group. No audio-visual aids.

Group 5: Management of a furniture factory:

Presented by Mr. G. S. Youssuf (Bangladesh). Well presented. Although some mistakes were made, it was obvious that the group put considerable effort in this assignment. Good audio-visual aids.

7. Administrative Matters:

Local Arrangements:

Both UNILES and ICPE maintained extremely high standards and had thought of everything in advance. Everything was efficiently carried out. Arrangements concerning board and lodging were excellent, as were those relating to re-confirming the participants' return flights.

Financial matters:

The project was originally approved for US\$ 87,129 on 10 June 1982, of which US\$ 45,365 was to be in convertible currency - to pay for air travel on lines other than JAT, and the balance in Yugoslav Dinars.

On 12 August 1983, UNIDO was informed that JAT no longer accepted payment in Dinars for travel of UNIDO fellows and participants to UNIDO meetings and the budget in US\$ was increased accordingly.

Additional funds were also made available for interpretation, travel of a lecturer from Ivory Coast and hospitality. The total amount approved was US\$ 80.555, of which US\$ 59,005 were in convertible currency and US\$ 21.550 in Yugoslav Dinars.

It was not possible to obtain details of the ICPE and UNILES budgets, since so much of their services were provided "in kind", but UNILES paid the lecturers honoraria with a net value of Din. 91.600 (approximately US\$ 1.500). The corresponding gross amount is approximately Din. 117.000 (approximately US\$ 2.000).

Details of the UNIDO budget are given in Annex VI.

Monies were transferred to ICPE in due time, and the balance (for the travel of the lecturer from Ivory Coast and for payment of per diems in lieu of travel expenses) was paid by ICPE who will invoice UNIDO.

Hospitality:

The UNIDO reception was held on Friday, 22 April 1983 at the ICPE Headquarters. It was attended by some 50 persons (lecturers, managers of factories visited, senior ICPE staff, etc.) as well as the participants).

Documentation:

The UNIDO documentation was shipped in time for the Workshop. A revised document, as well as an addendum to a study were issued after the Workshop and sent to all concerned. It was decided not to publish the country papers prepared by the participants and presented on the opening day.

Travel arrangement:

Other than the problems encountered by the Indian participant, referred to above, all the arrangements were well done. ICPE arranged for a representative of a travel agent to visit its headquarters on several occasions to make arrangements for the return flights of the participants.

9. Press coverage:

The Slovenian press covered the Workshop quite thoroughly. A total of seven press clippings were sent to UNIDO by UNILES. Copies of these were made available to UNIDO's Public Information Branch. The local television station also mentioned the closing of the workshop on its evening news.

Articles on the Workshop have also appeared in the House Organ of UNILES and MEBLO (a furniture plant employing more than 3000 persons), and there was to be a subsequent longer article on it.

The Director of the Workshop, the UNIDO representative and several participants were also interviewed by a journalist of the leading newspaper in Ljubljana.

10. Evaluation:

UNIDO's forms for the Evaluation of the Workshop were handed over to 18 participants on 20 April and collected duly filled out on 22 April. The replies were compiled, and the detailed compilation is given in Annex VII. It is quite clear from the replies that the workshop's contents met the needs of the participants, and that the local arrangements were deemed by all to be more than satisfactory. It must be pointed out here that the positive attitude of the management of the factories during the visits was greatly appreciated by all the participants. The only negative comment was that the workshop was too intensive and too short.

Oral statements were made at the closing ceremony. Here again, many participants felt that the workshop's duration was too short, while some deplored the fact that they did not have time to work for the group assignments. Participants were satisfied with the programme, but it was felt that a lecture on tool maintenance would have benefited all of them.

11. Assessment of the programme:

All lectures (except the one on production planning) were of the expected standard and depth. Considering that this was the first time that UNIDO organized this workshop, they were of an unexpected level. The most popular were those by Prof. S. Mihevc on Quality Control of Furniture and of the author on Selection of Technology and Equipment.

Since the lectures were presented and not read, ample time was left for discussions. These were, for almost all lectures, in-depth discussions by the participants.

If the workshop were to be repeated, all the lectures could - and should - be used again except for the one on production planning.

All the participants were more than satisfied with the visits - the only comment being that they were too short. Except for one case (MEBLO-BOAL Tinovo) they were very well organized and participants had sufficient time to get an overview of the operation and ask specific questions.

The author is of the opinion that UNIDO should approach ICPE and UNILES to ascertain their interest in repeating the workshop in 1984 with 30 participants and a duration of 2 weeks and 3 days.

12. Acknowledgements:

The author hereby wishes to express his gratitude to Mr. Ladislav Gasparic, Director of the Workshop, for the efforts he made to ensure its success and to mobilize and motivate the management of the factories

visited and the lecturers. He also wishes to thank the Executive Director of ICPE, Mr. Ziga Vodusek, for having made the facilities available, and his staff, notably Mr. Vladimir Kreacic and Ms. Majda Fojcar for their devotion and assistance throughout the workshop, as well as Mr. Zdenko Petric for the additional task he took to assist the participants in their group work. Mr. Janez Gril, who gave an interesting lecture at very short notice, and Ms. Mirjana Zejnalegic, the Administrative Assistant from UNILES, should receive here the author's appreciation. Their assistance at all times, to him and the participants was greatly appreciated.

The author wishes to thank specially Ms. Mirjana Popovic for her excellent interpretation. She had to deal with technical matters and was called upon to interpret for long hours.

Last, but by no means least, lecturers and managers of the factories - who opened their doors to the participants, answered their numerous questions and provided excellent hospitality - too numerous to mention here individually, should find in these lines his thanks for the considerable time and effort that they devoted to the workshop and which contributed to its success.

Workshop on Technical Appraisal of Public  
Sector Mechanical Wood Processing Industries  
Ljubljana, Yugoslavia, 11 - 23 April 1983

LIST OF PARTICIPANTS AND LECTURERS

<u>PARTICIPANT</u>	<u>FUNCTION</u>	<u>MAILING ADDRESS</u>
<u>AFGHANISTAN</u>		
Mr. SHANWARI Malki Khan	President Afghan Mobile and Carpentry Enter- prise	Afghan Tarkani Kabul
<u>BANGLADESH</u>		
Mr. SARKER Mukhlesar Rahman	Manager Sangu Valley Timber Indus- try, Ltd. BFIDC.	Arjunchar Monohardi Dist. Dhaka
Mr. YOSSOUF Syed Giasuddin	Manager Planning and Development Division Bangladesh Forest Industries Development Corporation (BFIDC)	186 Circular Road Motijheel Dhaka
<u>CAMEROON</u>		
Mr. FULTANG Akem Benedict	Deputy General Manager National Centre for Forestry Development (CENADEFOR)	B.P. 369 Yaounde
Mr. ZE BEMBE Samuel Laurence	Deputy General Manager Marketing Societe Forestiere et Industrielle de Belabo SOFIBEL	P.O.Box 176? Yaounde
<u>EGYPT</u>		
Mr. HANSSANEIN Mohamed Abdel Aziz	Project Manager Egyptian Woodworking Company	5 Talaat Harb Street Cairo
<u>GHANA</u>		
Mr. AMAH Humphrey Nsiah	Assistant Project Manager State Construction Corpo- ration (Carpentry, Joi- nery & Furniture Division)	P.O.Box 2582 Accra

GUINEA

Mr. KAMANO Eric Fara	Technical Adviser Projects Central Planning Bureau (BCEP)	Presidence Conakry
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GUYANA

Mr. GOMES Neville Stanislaus	Factory Manager Guyana Timbers Limited	Plantation Houston P.O.Box 223 Georgetown
Mr. FIELD-RIDELY Roy George	Contracts/Production Manager; Guyana Builders Consortium; Co-operative Society, Ltd.	Lilien Daal East Coast Demerara

INDIA

Mr. BHAT Ghulamnabi	Deputy General Manager (Joinery and Furniture) J and K Industries, Ltd.	Old Secretariat Srinagar (Kashmir)
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MOZAMBIQUE

Mr. MACHADO-RIBEIRO Antonio Jose Meneses	Production Director MADEMO E.E.	MADEMO E.E. Caixa Postal 1844 Maputo
---	------------------------------------	--

PAKISTAN

Mr. ZAHID KHAN Zahid	Manager (Production) Pakistan Industrial Development Corporation DIR (Forest Industries)	Complex Chakdara Malakand Division N.W.F.P.
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SRI LANKA

Mr. TODD Hope O'Neil	Managing Director BORWOOD Ltd. Sub.Industrial Development Board	181 Sir James Peries Mawatha P.O. Box 1333 Colombo 2
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TANZANIA

Mr. MALWANA Benjamin Luguzyo	Development and Planning Officer Tanzanian Wood Industries Corporation (TWICO)	P.O.Box 9160 Dar es Salaam
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UGANDA

Mr. John Bagenda Masasi LUBEGA	Production Manager KIIRA Sawmill & Plywood Factory	P.O.Box 215 Jinja Uganda
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VIETNAM

Mr. Trinh Van CUONG	Engineer/Technician Wood Processing and Material Supply Company	67 Ngo-Thi-Nham Hanoi
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ZAMBIA

Mr. PEELE Enoch	Product Manager Timber Division Zambia Steel and Building Supplies Ltd.	P.O. Box 31509 Lusaka
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ZIMBABWE

Mr. MAFUDZE Benson Mutasa	Assistant Secretary Ministry of Industry and Energy Development Head of Wood, Paper & Plastics Section	P.O.Box 8434 Causeway Harare
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UNIDO (United Nations Industrial Development Organization)

Mr. Antoine V. Bassili	Senior Industrial Development Officer Agro-industries Branch Division of Industrial Operations	P.O. Box 300 A-1400 Vienna Austria
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UNILES (Association of Woodworking Industry & Trade)

Mr. Ladislav Gasparič	Vice President	Celovška 268, P.P. 35 61001 Ljubljana Yugoslavia
Ms. Mirjana Zejnelagić	Marketing Sector	Celovška 268, P.P. 35 61001 Ljubljana Yugoslavia

ICPE (International Center for Public Enterprises in Developing Countries)

Mr. Ali El Mir	Assistant Director	Titova 104, P.O. Box 92 61109 Ljubljana Yugoslavia
Mr. Vladimir Kreačić	Head of Consultancy Services	Titova 104, P.O. Box 92 61109 Ljubljana Yugoslavia
Ms. Majda Fojkar	Organizational Secretary	Titova 104, P.O. Box 92 61109 Ljubljana Yugoslavia

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LECTURERS

Mr. Igor Pavlin	Project Secretary Human Resources Development International Center for Public Enterprises in Developing Countries	P.O. Box 92 Titova 104 61109 Ljubljana Yugoslavia
Mr. Franc Stele	Manager Technological Preparation of Production STOL Furniture Industry	61240 Kamnik Yugoslavia
Mr. Niko Kralj	Professor of Design Architecture Department Ljubljana University	Jamova 2 61000 Ljubljana Yugoslavia
Mr. Aldo Vuga	Assistant for Marketing MEBLO Industry of Furniture & Furnishing Accessories	65000 Nova Gorica Yugoslavia
Mr. Marjan Gruden	Export Department (White Sawn Softwood) Slovenijales	Titova 52 61000 Ljubljana Yugoslavia
Mr. Aleksander Pauer	Headmaster Jože Srebrnič Education Centre	Cankarjeva 8 65000 Nova Gorica Yugoslavia
Mr. Viktor Klanjšček	Director Atelier de Karanko (ADK-Buyo)	Abidjan Ivory Coast
Mr. Edo Rebec	Technical Adviser Production and Commercial Section JAVOR Woodworking Industry	66257 Pivka Yugoslavia
Mr. Viktor Arh	General Manager Assistant for Production MEBLO Industry of Furniture & Furnishing Accessories	65000 Nova Gorica Yugoslavia
Mr. Zdenko Petrič	Consulting Engineer Industrijski Biro	Titova 118, P.P. 389 61000 Ljubljana Yugoslavia
Mr. Tone Krašovec	President UNILES Association of Woodworking Industry & Trade	Celovška 268 61000 Ljubljana Yugoslavia
Mr. Slavko Mihevc	Professor Department of Woodworking University of Ljubljana	Večna pot 2 61000 Ljubljana Yugoslavia
Mr. Emil Verk	Export Department STOL Furniture Industry	61240 Kamnik Yugoslavia

ANNEX II

List of countries invited and response

Country	Number of candidates nominated	Number of candidates selected (including standbys)	Number of candidates who actually attended
Afghanistan	1	1	1
Algeria	-	-	-
Angola	-	-	-
Bangladesh	3	3	2
Burma	1 + 1*	1 + 1**	-
Central African Republic	-	-	-
China	1	1	-
Congo	-	-	-
Cuba	-	-	-
Democratic Yemen	1 + 1*	1**	-
Egypt	3	2	1
Ethiopia	2	-	-
Ghana	1 + 1*	1	1
Guinea	1	1	1
Guyana	3	2	2
Honduras	-	-	-
India	1	1	1
Indonesia	-	-	-
Iraq	-	-	-
Jamaica	1	1	-
Kenya	3	1	-
Libyan Arab Jamahiryia	1	1	-
Malaysia	2*	-	-
Mozambique	3	2	1
Nicaragua	2*	-	-
Nigeria	-	-	-
Pakistan	2	1	1
Sierra Leone	-	-	-
Singapore	-	-	-
Somalia	-	-	-
Sri Lanka	1	1	1
Sudan	-	-	-
Suriname	-	-	-
Syrian Arab Republic	-	-	-
Thailand	1	1	-
Uganda	1	1	1
United Republic of Cameroon	3	2	2
United Republic of Tanzania	1	1	1
Viet Nam	2	1	1
Zambia	1	1	1
Zimbabwe	1	1	1
Totals	45	29	19

\* Number of cases where information supplied was insufficient for an evaluation to be made.

\*\* Would have been selected had the candidate's nomination reached UNIDO in time.

P R O G R A M M E

Sunday, 10 April 1983

Arrival of participants in Ljubljana  
Accommodation in Hotel LEV

Monday, 11 April 1983

09:00 Registration of participants  
09:30 Opening ceremony  
Opening speech of representatives of  
- ICPE  
- UNIDO  
- UNILES  
10:00 Statements by organizers  
10:30 Introduction of participants  
13:30 Lunch (ICPE)  
14:30 Lecture - T. Krasovec: "Operating Principles of  
Yugoslav Enterprises" (ICPE)  
19:00 Reception organized by ICPE/UNILES (Hotel Bellevue)

Tuesday, 12 April 1983

08:30 Departure of the bus from in front of Hotel LEV for Kamnik  
09:00 STOL Kamnik - visit to sawmill and furniture factory  
11:00 Lecture - E.Verk: "Some Characteristics of Marketing Furniture"  
(STOL Kamnik)  
13:00 Lunch in the restaurant of STOL Kamnik  
14:00 Visit to STOL showrooms  
14.30 Discussion on visit to sawmill. chair factory and lecture on  
marketing  
16:15 Introduction to assignment work and formation of groups  
undertaking individual assignments  
16:30 Departure from Kamnik for Ljubljana

Wednesday, 13 April 1983

- 09:00 Departure of bus from Hotel LEV for Pivka  
10:00 JAVOR Pivka - visit to plywood and block board factory  
12:00 Visit to veneer factory in Prestranek  
13:15 Lunch in JAVOR - Veneer factory in Prestranek  
14:30 Lecture - E.Rebec: "Evaluation of Technological Options-  
Veneer, Plywood and Blockboard" (JAVOR - Prestranek)  
15:45 Discussions on visits to plywood, block board and veneer  
17:00 Visit to Postojna Caves

Thursday, 14 April 1983

- 09:00 Lecture - I. Pavlin: "Non-technical Aspects Affecting Productivity"  
(ICPE)  
13:00 Lunch (ICPE)  
14:30 Lecture - V. Klanjscek: "Raw-material Appraisal for Wood Processing  
Industries in the Tropics" (ICPE)  
16:00 Discussion

Friday, 15 April 1983

- 09:00 Lecture - Niko Kralj:  
1/ The Education of Designers  
2/ Furniture and Housing Customs in the 1980s and 1990s  
10:00 Slide show and discussion : Thonet chairs, 1001 uses of wood,  
innovation design studies, traditional use of wood in rural  
constructions (hay racks)  
13:00 Lunch (ICPE)  
14:30 Departure of the bus from in front of ICPE to Biotechnical  
Faculty of University "Edvard Kardelj", Ljubljana  
14:45 Arrival at the Quality Control Centre (Biotechnical Faculty,  
Department for Woodworking Ljubljana)  
15:00 Lecture - S.Mihevc: "Quality Control of Furniture" (BTF)  
16:30 Visit to the Quality Control Centre and Laboratories  
(17:30)

Saturday, 16 April 1983

09:00 Lecture - A.V. Bassili: "Selection of Appropriate Technology  
and Equipment" (ICPE)  
Afternoon: free

Sunday, 17 April 1983

09:00 Departure by bus from Hotel LEV for Bled and Pokljuka  
13:00 Lunch at Pokljuka (guesthouse Maria)  
15:30 Departure from Pokljuka for Bohinj and arrival in Ljubljana at 18:45

Monday, 18 April 1983

09:00 Lecture - Z. Petric (ICPE)  
1/ Principles for Planning Investments in the Wood Industry  
2/ Some Considerations for Planning Sawmills for Tropical Logs  
11:30 Discussion  
13:30 Lunch (ICPE)  
14:30 Lecture - F. Stele: "Production Planning in Establishments of  
(17:00) Wood Processing Industry" (ICPE)  
19:00 Optional visit to the industrijski Biro  
(21:15)

Tuesday, 19 April 1983

08:00 Departure by bus from Hotel LEV for Koper  
10:00 Visit to the Port of Koper  
11:00 Visit to SLOVENIJALES TROPLES Koper sawmill  
12:30 Lunch in the Port of Koper restaurant  
13:00 Visit to SLOVENIJALES transshipment depot for  
sawn wood in Koper  
14:30 Lecture - M. Gruden: "Transshipment and Handling of Primary  
Wood Products" (the Port of Koper)  
16:00 Departure from Koper and arrival in Ljubljana at 18:00

Wednesday, 20 April 1983

07:00 Departure by bus from Hotel LEV for Nova Gorica  
10:00 Arrival in MEBLO - BOAL Trnovo, visit to production facilities

- 10:45 Departure from Trnovo
- 11:15 Arrival in Cepovan, visit to MEBLO - BOAL Cepovan factory
- 12:00 Departure from Cepovan
- 12:30 Arrival in Nova Gorica, lunch in MEBLO restaurant
- 14:30 Lecture - V.Arh: "Evaluation of Technological Options in the Production of Furniture and Joinery" (Woodworking Training Centre in Nova Gorica)
- 16:00 Discussion
- 17:45 Reception by the Mayor and Vice Mayor of the town of Nova Gorica
- 20:00 Optional Lecture on Yugoslav Woodworking equipment by J. Gril (WTC)

Thursday, 21 April 1983

- 08:00 Visit to SLOVENIJALES - MIZAR joinery factory in Volcja Draga near Nova Gorica
- 10:00 Visit to "Joze Srebrnic" Training Centre in Nova Gorica  
Lecture -A.Fauer: "Career Education in Woodworking in the Socialist Republic of Slovenia"
- 12:30 Lunch in MEBLO restaurant
- 13:30 Visit to production facilities for particle boards, furniture and spring-mattresses in the MEBLO woodworking complex
- 16:00 Discussion on factory visits (WTC)
- 17:30 Departure from Nova Gorica and arrival in Ljubljana at 19:30

Friday, 22 April 1983

- 09:00 Lecture- A.Vuga: "Transfer of Technology for Furniture Manufacturing" (ICPE)
- 11:30 Discussion
- 12:30 Lunch (ICPE)
- 14:00 - 17:30 Presentation of assignments on primary industries (Topics 1,2 and 4)
- 19:00 Reception given by UNIDO

Saturday, 23 April 1983

- 08:30 Presentation of assignments in secondary industries (Topics 3 and 5)
- 12:00 Closing ceremony

Afternoon (and Sunday, 24 April 1983): Departure of participants

ANNEX IV

Workshop on Technical Appraisal of Public  
Sector Mechanical Wood Processing Industries  
Ljubljana, Yugoslavia, 11 - 23 April 1983

LIST OF DOCUMENTS

Documents specifically prepared for the Workshop:

- |                       |  |
|-----------------------|--|
| ID/WG.390/1           | Non-technical aspects affecting productivity, by I. Pavlin.                                |
| ID/WG.390/2           | Production planning in establishments of the wood processing industry, by F. Stele.        |
| ID/WG.390/3           | The education of designers, by N. Kralj.   |
| ID/WG.390/4           | Transfer of technology for furniture manufacture, by A. Vuga.                              |
| ID/WG.390/5 Rev. 1    | Transshipment and handling of primary wood products, by M. Gruden.                         |
| ID/WG.390/6 + Add.1   | Career education in woodworking in the Socialist Republic of Slovenia, by A. Pauer.        |
| ID/WG.390/7           | Furniture and housing customs in the 1980s and 1990s, by N. Kralj.                         |
| ID/WG.390/8 + Corr.1  | Raw material appraisal for wood processing industries in the tropics, by V. Klajnscek.     |
| ID/WG.390/9           | Evaluation of technological options - veneer, plywood, block-board, by E. Rebec.           |
| ID/WG.390/10          | Evaluation of technological options in the production of furniture and joinery, by V. Arh. |
| ID/WG.390/11          | Principles for planning investments in the wood industry, by Z. Petric.                    |
| ID/WG.390/12 + Corr.1 | Operating principles of Yugoslav public enterprises, by T. Krasovec.                       |
| ID/WG.390/13 + Corr.1 | Some considerations for planning sawmills for tropical logs, by Z. Petric.                 |
| ID/WG.390/14 + Add.1  | Quality control of furniture, by S. Mihevc.  |
| ID/WG.390/15          | Some characteristics of marketing furniture, by E. Verk.                                   |

ID/WG.390/16 List of participants and lecturers.  
ID/WG.390/17 List of documents.

Material prepared for other UNIDO courses used to lecture at the Workshop:

ID/247 Technical criteria for the selection of woodworking machines.  
ID/WG.335/16 Guidelines for the selection of options in establishing wood-based panel industries in developing countries.

Background documentation:

ID/108 Rev.1 + Add.1 Furniture and joinery industries for developing countries.  
ID/133 Selection of woodworking machinery.  
ID/180 Wood processing for developing countries.  
ID/188 Information sources on the furniture and joinery industries.  
ID/214 Information sources on woodworking machinery.  
ID/234 Information sources on the utilization of agricultural residues for the production of panels, pulp and paper.  
ID/265 Manual on jigs for the furniture industry.  
ID/275 Manual on upholstery technology.  
PI/78 UNIDO for industrialization: wood processing and wood products.



ASSIGNMENT WORK

Objectives

The organizers of the Workshop attach great importance to this component of the programme. They feel that through the preparation and presentation of assignment work, the participants will be able to better benefit of the Workshop since they will participate, in small groups, in the solution of problems according to conditions prevailing in their own countries. Such work will also facilitate the exchange of views and experiences between the participants.

Methodology

Early in the Workshop participants will be asked to indicate their interest in at least two and not more than three of the following topics:

- (1) Sustained raw material supply;
- (2) Planning of production in a Plywood Mill;
- (3) Planning of production in a Furniture Factory;
- (4) Management of a plywood mill;
- (5) Management of a furniture factory.

Groups will be formed and group leaders nominated. On the last two days of the Workshop, each group will be given two hours to present its work.

The UNIDO staff and the UNILES technical specialists will be available throughout the duration of the Workshop to guide the groups in their work. Participants will also have the possibility of discussing technical problems with the various lecturers.

In presenting their group's work, group leaders are encouraged to make full use of audio-visual material.

The tasks expected of each group are:

Topic 1: Sustained Raw Material Supply

Data on a forest inventory will be made available to the group, as well as a map of the area covered, and a specification of the sawn-wood already sold, as well as delivery dates.

The group will have to prepare an exploitation plan to show how this schedule will be met. They should also indicate road construction, surveys, road building and extraction equipment required, size of teams and their qualifications, transport equipment, re-forestration and/or afforestation procedures foreseen, etc.

Topic 2: Planning of Production in a Plywood Mill

Technical data of equipment in an existing plywood mill will be given, together with a specification of plywood already sold. Technological parameters of the species used will also be provided.

The group will have to calculate the delivery date for the plywood, taking into account technological and technical aspects of production and indicate the volume of raw material, by specie, needed.

Topic 3: Production Planning in a Furniture Factory

The group will be given a plant layout of a small furniture factory and technical descriptions of the equipment installed in this plant. They will also be given the designs of two products, a chair and a table and have to calculate: (a) the raw material requirements; (b) the schedules for the operation of the timber drying kilns; (c) the process flow for the production; (d) the time needed to produce 500 tables and 2,000 chairs, and (e) the location of the bottleneck.

Topic 4: Management of a Plywood Mill

The group will be responsible to suggest a management structure

for the plywood mill described in Topic 2. They will have to cover the following aspects:

- (a) Labour requirements (number and qualifications);
- (b) Production planning and control;
- (c) Management of maintenance;
- (d) Costing and cost accounting;
- (e) Purchasing.

Topic 5: Management in a Furniture Factory

The group will be responsible to suggest a management structure for the furniture factory described in Topic 3. They will have to cover the following aspects:

- (a) Labour requirements (number and qualifications):
- (b) Production planning and control;
- (c) Management of maintenance;
- (d) Costing and cost accounting;
- (e) Purchasing;
- (f) Product development;
- (g) Quality control.

Annex VI

WORKSHOP BUDGET

A.	<u>Administration:</u>	<u>US\$</u>
(1)	Travel of UNIDO substantive officer to conduct the workshop (\$ 340 + \$ 45 x 17)	1.105
(2)	Reproduction of documents	800
(3)	Shipment of documents	200
(4)	Sundries	700
B.	<u>Training Costs:</u>	
(1)	Travel of 20 participants	56.200
(2)	DSA of 20 participants (\$ 45 x 20 x 17)	15.300*
(3)	Travel of lecturer from Ivory Coast	1.450*
(4)	Interpretation costs	1.000*
(5)	Local travel	3.000*
(6)	Hospitality	800*
	<b>Total</b>	<u>80.555</u> -----

(of which: US\$ 59.005 in convertible currency  
US\$ 21.550 in Yugoslav Dinars)

\* In Yugoslav Dinars



- Sufficient time should have been given to prepare myself for the collection of updated facts from my organization and travel arrangements made.
- The information was communicated to me appropriately.
- I was not sure I could attend because of long government clearance procedures.
- I was submitted very late.
- Reasonable.

II. PROGRAMME CONTENT AND ORGANIZATION

3. What is your opinion of the total duration of the course:

Too long: 0            Just right: 8            Too short: 10

If not "just right", what, in your opinion, would be the most suitable duration for the course?

$\frac{3 \ 4 \ 6}{7 \ 1 \ 1}$             weeks

Please comment:

- If the duration is too long, then the Organization does not like to send people.
- Time of factory visits very short and lectures were very condensed.
- The programme is very concentrated, strict and severe, leaving too little time for interchange of ideas among participants and lecturers.
- Daily programmes a bit too long leaving no time for participants to refer to notes in our time.
- Time a bit too short to have a good grasp of the subjects.
- One or two free days to prepare the assignments.
- Extend programme to at least three weeks to include mechanical or semi-mechanical pulp production process.
- So as to be less intensive and less timing.
- Just right participants can leave and return with little ill effects at their work places.
- Participants should be able to have enough time for exchanging their experience.
- Two weeks are just right specially when participants are managers and responsible personnel in their countries.
- Time for lectures too short. Lectures too condensed. Factory visits very short.
- We have been able to cover the programme without strain.
- Time for factory visits short.

4. State your opinion about the daily schedule:

Too heavy /10/      Just right /8/      Too light /0/

Comments:

- Right, but one evening should be given after week for free movement.
- A break period should have been allowed between lectures.
- Subjects need a longer time but the daily schedules were condensed.
- No time to compare notes and relax.
- Daily schedule too tight. (2)
- The schedule was so heavy that sometimes you cannot absorb the lecture.
- Affords the necessary seriousness and concentration that the programme deserves.
- On first thought the daily schedule seemed too heavy, but on reviewing the interesting nature of the programme one is satisfied. People from third World countries need time to shop while in Europe.
- The daily schedule was very condensed and the subject of the programme was very important and needed longer time.

5. Would you suggest any changes in the general nature of the training programme?

- It gave us reasonable time for relaxing and reading through the papers which were given to us.
- The training programme was very good and helpful for our future work in our countries.
- Emphasis should be put on visits to projects and on the spot discussions.
- The training programme was nicely arranged and will be helpful to our factories.
- The training programme was very good and helpful for our future activities in our countries.
- The training programme is well balanced, but time should be devoted to craft industries (use of hand and power tools).
- Schedule should be less tight. - Duration should be three weeks.
- A lecture (or discussion panel, multi-disciplinary in nature) should have been included on the future of the furniture industry.
- For participants to benefit and learn more lectures and discussions should end at noon or 1 p.m.
- Need to train also middle level technical management.
- The training programme was very good and useful for our country at present and in the future.

6. Do you feel that the training corresponded to your professional needs?

To a very large extent 74

To a large extent 19

To a sufficient extent 6

To a small extent 0

To a very small extent 0

Please comment:

- We are looking out for as much value added as possible to improve recovery and viability.
- As a technical adviser the training will be of great help in analysing and studying investment projects.
- My current task involves overall reorganization of 5 existing furniture and joinery workshops to redirect production from craft to as far as possible on an industrial level.
- I have got good knowledge in most of my work in my factory.
- The training covered all the operations which we do at home except parquet production.
- I acquired useful knowledge for me in my work and for the wood-working industry of our country.

7. Please give your opinion about the study visits (if any):

- I acquired good practical knowledge from study visits.
- Study visits were well organized and were most beneficial. No amount of theoretical discussions could replace seeing an equipment in operation.
- The study visits have been very useful because they showed me the insight of new technology in the developed countries which the developing countries should aim at.
- This has given us a fair idea regarding our shortcomings and acquired a good deal of knowledge which will allow me to persuade the introduction of a system in my area of activities since we visited high activity areas.
- The study visits were excellent but include also craft operation.
- Very instructive: good performance of the Slovene industry.
- The visits were of a high calibre, qualified lectures and guides.
- the study visits showed me the high level of the woodworking industry. I got many new ideas that I will try to apply in my country.
- The study visits we had made to many woodworking factories showed me the kind of levels of woodworking activities achieved. I got many ideas to apply in my company.



- Very helpful, gave practical experience.
- Study visits appropriate and quite educative.
- Satisfactory - Duration of factory visit too short, should be increased.
- Very relevant
- Highly educative
- Satisfactory

Please suggest other study visits that might have been valuable.

- Manufacturers of machinery (2) and tools and semi automation.
- Marles Prefab houses (we can use more species and export houses)
- A logging sits.
- Mechanical or semi mechanical pulp plant.
- Factory for furniture hardware
- More visits to factories
- All relevant subjects were seen.

8. What do you think of the general level of the training ?

Much too high /0/      too high /1/      Adequate /17/

Too low /0/      Much too low /0/

Comments:

- Homogeneous group
- The programme was too tight, the general level was adequate in nature.
- It helped acquire knowledge in all directions of wood based industries.
- Well suited for project managers.
- Programme time was very condensed.
- It was generally felt that all participants understood and benefitted from the programme.

9. Which subjects of the programme did you find most valuable?  
(please state reason; for example new subject, speciality, relevant to my work, new information, etc.)

<u>Subject</u>	<u>Reason</u>
Operating Principles of Yugoslav Enterprises (T. Krasovec)	New Information (2)
Education of Designers (N.Kralj)	New Information (1) Relevant to my work (2) Directly relevant to development of industry in our countries (1)

Selection of appropriate technology and Equipment (A.V.Bassili)	New Information (2) Relevant to my work (8)
Transshipment and Handling of primary Wood products (M.Gruden)	New Information (1)
Career Education for Woodworking Industries (A.Pauer)	New information (2) Relevant to my work (3) Directly relevant to development of industry in our countries (1)
Evaluation of technological options in production of furniture (V.Arh)	New information (3) Relevant to my work (2) Directly relevant to the development of industries in our countries (2)
Louvered windows and doors (visit)	New information (1)
Logging and Exploitation of forest (visit)	My own weakness in this field (1)
Quality Control of Furniture (Mihevc)	New information (5) Relevant to my work (3) My own weakness in this field (1) Directly relevant to the development of industries in our countries (1)
Production planning in Woodworking Plants (Stele)	New information (1) My own weakness in this field (1)
Principles for planning investments in the Wood industry (Petric)	Relevant to my work (5) My speciality (1)
Some considerations for planning sawmills for tropical logs (Petric)	New information (1) Relevant to my work (4) My speciality (1)
Raw materials appraisal for wood processing industries in the Tropics (Klejnscek)	Relevant to my work (4) My speciality (1)
Evaluation of Technological options in production of veneer, plywood and Blockboard (Rebec)	New information (1) Relevant to my work (2)
Transfer of Technology for furniture manufacture (Vuga)	New information (1)

10. Which subjects of the programme did you find least valuable?  
State why (for example too elementary, inadequate instruction,  
irrelevant to my work, etc.)

<u>Subject</u>	<u>Reason</u>
None (5)	
All were valuable (1)	
All were good (1)	
The programme was balanced (1)	
Visit to mattress plant	Irrelevant to my work (1)
Visit to upholstered furniture plant	Irrelevant to my work (1)
Production planning in establishments of the wood processing industries (Stele)	Too elementary (1) Inadequate instruction (1) Inadequate illustrations (1)
Operating principles of Yugoslav enterprises (Krasovec)	Irrelevant to my work (1)

11. Were there in your opinion any relevant subjects that were not adequately covered in the programme?

Yes 7 No 9 If yes, what did you miss ?

- Use of hand and power tools
- Prefabricated houses
- Supply or manufacture of furniture fittings
- Planning
- More on particle board
- Production planning and control
- Reproduction and regeneration of forests to guarantee forest raw materials

12. Which changes would you have preferred in the methods of instructions?

	<u>no changes</u>	<u>more</u>	<u>less</u>
a) lectures	<u>15</u>	<u>2</u>	<u>0</u>
b) group work	<u>8</u>	<u>8</u>	<u>0</u>
c) demonstrations	<u>6</u>	<u>10</u>	<u>0</u>

Comments:

- The time was short so the training programme was condensed. No time for group work.
- Select some lecturers from reputed institutions in order to cover more deeply the transfer of technology (different levels in developed and developing countries).
- People should only belong to one group.
- Constitution of the groups as soon as the workshop starts.
- Methods of instruction just right.
- The workshop programme was very right and for a short period it was not possible to have more group work and demonstrations.
- More project or plant demonstrations (if convenient).
- The time was very short and we had no time for group work. Time for demonstrations too short.
- Information is hammered home sufficiently after the lectures and followed by demonstrations.

13. How did you find the general standard of the instructor with respect to:

	i) <u>command of</u> <u>English</u>	ii) <u>method of</u> <u>instruction</u>
Very good	<u>6</u>	<u>9</u>
Rather good	<u>5</u>	<u>7</u>
Fair	<u>6</u>	<u>0</u>
Poor	<u>1</u>	<u>0</u>
Very poor	<u>0</u>	<u>0</u>

Please comment:

- English is not the mother tongue, but the interpreter was excellent.
- Lecturers answered all questions very elaboratedly and sufficiently.
- Every question to the lecturers was answered very elaboratedly.
- Everybody possessed good practical and theoretical knowledge.
- Renowned specialists should be contacted rather than rely only on the host country.
- The standard of instruction in English was fair, but the translation was very good.

14. Did you have sufficient time for professional exchange of views with:

	i) <u>the programme staff</u>	ii) <u>fellow participants</u>
Yes	<u>12</u>	<u>11</u>
No	<u>7</u>	<u>6</u>

Comments:

- The shortage of free time made it difficult to have sufficient time with the staff and the fellow participants.
- Programme and lectures too intensive.
- Daily programme very tight and duration too short.
- Duration too small.
- The programme was too tight we could not find sufficient time to exchange views with fellow participants, but the programme staff always was available and very helpful.
- Everywhere we got time to exchange views.
- The programme was tight and we could not exchange views.
- Not sufficient time to exchange views with fellow participants. Too short.

15. How much did you benefit from these exchanges of views with:

	i) <u>the programme staff</u>	ii) <u>fellow participants</u>
A great deal	<u>2</u>	<u>4</u>
Much	<u>13</u>	<u>4</u>
Somewhat	<u>2</u>	<u>8</u>
Little	<u>0</u>	<u>2</u>
Not at all		

Please comment:

- Programme staff very approachable and helpful.
- We did not find time between the programme to discuss with fellow participants.
- Programme and lectures too intensive.

- The free time was so short that we had no time to discuss with other fellow participants.
- I got to know how the participants operate in their countries.
- I had not sufficient time to exchange views with fellow participants because of the short duration of the workshop.

III. RELEVANCE AND APPLICABILITY:

16. Did you find the contents of the programme relevant to conditions in your company (institute)?

To a very great extent 6 To a great extent 7  
To a sufficient extent 7 To a small extent 0

Please state why:

- Most of the subjects of the programme are very useful and needed in our countries.
- What is done is the same in theory, although it differs practically in standards, utilization of waste and speed.
- Most of the subjects of the programme are of great importance for my work in my company.
- The programme was based on conditions in developing countries and frequent reference to Africa and conditions very relevant to my home.
- I got shortcomings from the subjects.
- The programme covered aspects of management, labour and machines and, to a small extent, organization.
- Course useful as we are trying to increase value added.
- My ministry is responsible for the country's manufacturing industry. The department I am heading is directly responsible in assessing requirements of this sector. The programme was an eye opener in assessing appropriate technology.
- Not directly, but by way of transfer of new techniques.
- The subjects pinpointed our shortcomings.

17. Do you feel that by participating in this training programme you have benefitted professionally?

To a very great extent	<u>6</u>	To a great extent	<u>7</u>
To a sufficient extent	<u>6</u>	To a small extent	<u>0</u>
To a very small extent	<u>0</u>		

Please state why:

- An evaluation of one's own project in respect to development in a developing country on the brink of development.
- We live in a closed atmosphere (to new ideas). Exposure absolutely necessary.
- Participation reviews areas needing development in the wood processing industry in developing countries.
- As a person involved in the formulation of policies for the wood processing industries it is quite necessary to have inside knowledge of the industry. This course equipped me with this information.
- Because exchange of views were technical.
- Knowledge of the Yugoslav performances.
- New ideas on possibilities for extension of a woodworking enterprise.
- Because the programme was greatly related to our factory.
- Most of the subjects in the programme were new to me.
- By visiting industries and exchanging views with participants and experts of the factory.
- I got a lot of relevant knowledge on aspects of my work for which I did not have a formal training.
- Most of the subjects of the programme were new knowledge for me.
- I acquired new knowledge.
- I learnt about technology and management and many methods that I can apply in my country.

18. Do you think you will have an opportunity to apply your newly acquired knowledge and experience in your present job ?

To a very great extent 6 To a great extent 6  
To a sufficient extent 5 To a small extent 1  
To a very small extent 1

Please state the difficulties that you expect to meet if any:

- None (2)
- Investment capital - limitations of overall energy in view of high costs.
- Adaptations and innovations no problem. Long range suggestions call for foreign exchange which is problematic. Joint ventures potential and worthy of foreign investigations.
- To influence our companies to use less sophisticated machinery and for our people to be trained in woodworking subjects.
- Lack of funds and not sufficient understanding of the complexity of the industry.
- Labour problems.
- Smallness of local market for furniture.
- Since I am responsible for the preparation of plans under a Director of the company and vis à vis the Government, it may not be possible to introduce the knowledge that I acquired.
- It will be a little difficult to transfer, at the beginning, the knowledge I have got during this workshop.
- We do not have the new technology, but to a small extent I will correct what we do wrong.

19. Will you be in a position to transfer your acquired knowledge to others in your home country ?

To a very great extent 4 To a great extent 6  
To a sufficient extent 5 To a small extent 3  
To a very small extent 0



20. How will this transfer be done ?

- a) In day-to-day work with colleagues and subordinates 14
- b) In specific training activities inside present employment 5
- c) In specific training activities outside present employment 1

What difficulties, if any, would you expect to meet ? None (2)

- It will be a little difficult at the beginning to transfer the knowledge I have got at the Seminar.
- Since I am responsible for the preparation of plans under a Director of the company and vis à vis the Government, it may not be possible to introduce the knowledge acquired by me.
- Getting the floor workers to have a general understanding of the technological change in the existing process.
- Unavailability of machinery and equipment.
- Scepticism of some personnel.
- Resistance by some colleagues and subordinates ( they are conservative).

IV. SOCIAL ASPECTS OF THE PROGRAMME:

21. Please state your opinion about the leisure time activities organized by the programme staff:

- The Sunday visit was delightful and nice. ICPE and UNILES are very good.
- The ICPE staff was very good and gave us a very nice time on Sunday.
- Just sufficient for the spare time that was available.
- Just right - I enjoyed most the leisure time in Bled.
- People at ICPE/UNILES were very good. We had a good activity in Pokljuka.
- Excellent - Very excellent - Satisfactory - Good
- Sunday excursion and cave visit welcome.
- Participants were not guided to recommended leisure spots.
- Everything was to my convenience.
- They were not enough to ease the mental fatigue.
- Very little time for relaxation.

What additional activities would you have appreciated ?

- None (1)
- This was enough
  
- Visits to museums, zoos national parks, etc.
- A guide to leisure places where foreigners mix easily.
- Touristic tours.
- More information about the host country.
- Sports

22. Please give any comments you choose on aspects not adequately covered by this questionnaire:

- There is a need for after-seminar follow-up on progress of participant by the organizer to facilitate updating of technological development and future similar workshops.
- Very good impressions about UNILES and ICPE. In our report on the workshop to our authorities we will do our best to insist on real co-operation with these 2 organizations. Much gratitude for the well organized hospitality.
- I acquired as far as possible knowledge from all the topics.



