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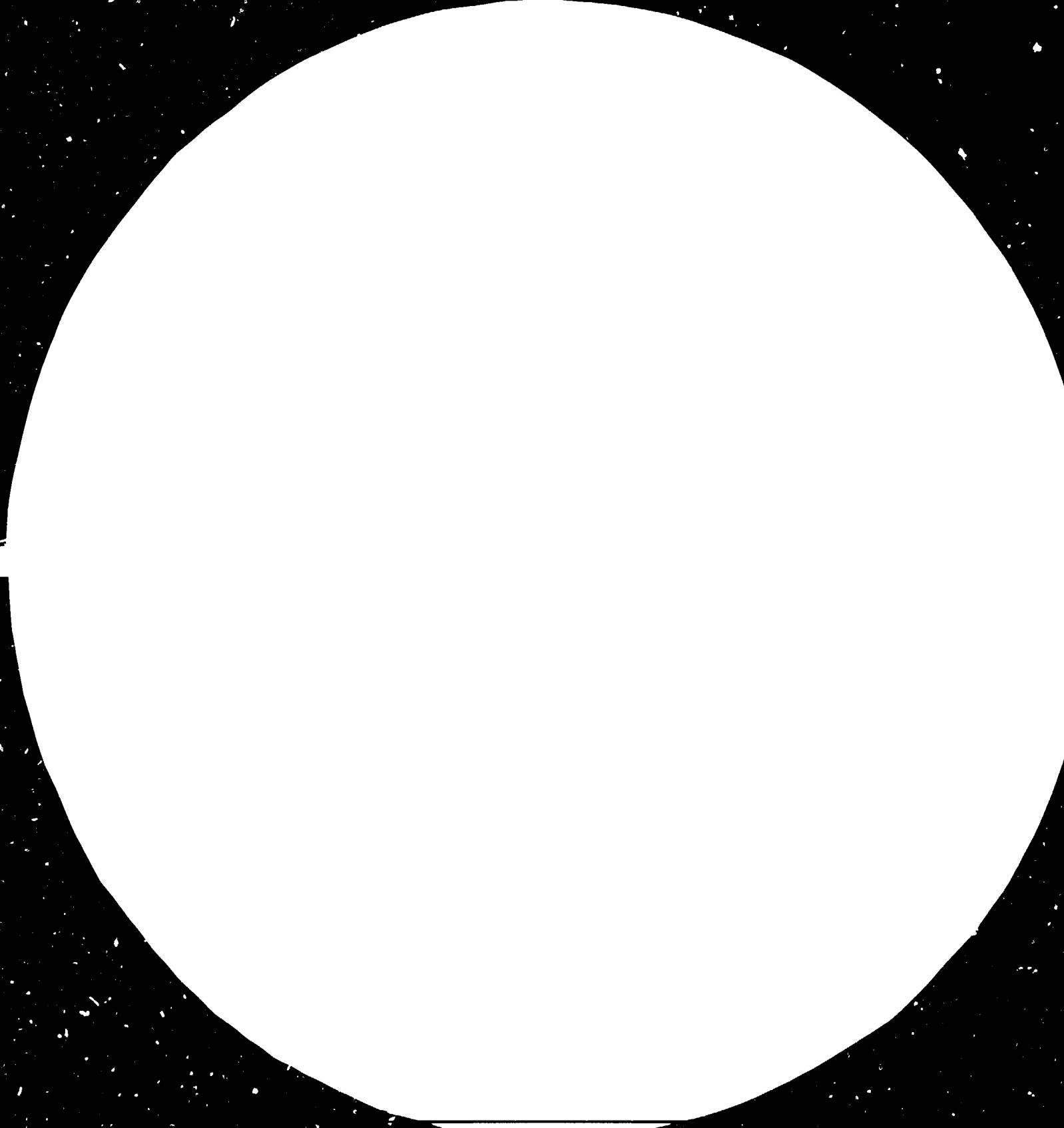
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UNIDO INDUSTRIAL TRAINING OFFER PROGRAMME 1984

Introduction

1. This bulletin describes the UNIDO Industrial Training Offer Programme for 1984. It includes information on UNIDO services in industrial training and gives advice on how to obtain them. It is addressed, inter alia, to Government authorities, UNDP resident representatives, UNIDO senior industrial development field advisers, UNIDO junior professional officers in the field; to intergovernmental and non-governmental agencies; to other pertinent organizations and institutions; and to numerous industrial firms, industry-related institutions, interested individuals and other possible beneficiaries. It should enable all recipients to co-ordinate their training needs and plans with what UNIDO offers in this field. Such co-ordination may be essential to make best use of industrial training possibilities.

2. In principle, the goal of UNIDO training operations is to improve the skills and broaden the experience of high-level technical, managerial or administrative personnel engaged in industry or in agencies, organizations or institutions related to industry and its development. Accordingly, these operations address themselves to personnel at least at the post-graduate engineer or economist level or equivalent. UNIDO does not deal with vocational training or management development in various sectors, nor with formal education to obtain a degree - fields that lie within the competence of the International Labour Organisation (ILO) and the United Nations Educational, Scientific and Cultural Organisation (UNESCO), respectively. In its training operations UNIDO emphasizes, inter alia: practical training (in-plant or on-the-job); the

upgrading or updating of professional skills; transfer of technological and industrial management know-how and experience, with a view to enlarging the capacity for making the right choice of both technology and equipment and for developing appropriate indigenous technologies; co-operation among developing countries in industrial training; assistance to the least developed among the developing countries and special measures within the framework of the Industrial Development Decade for Africa; and greater participation of women in industrial development.

3. UNIDO training operations are in accordance with both the Lima Declaration and Plan of Action on Industrial Development and Co-operation and the New Delhi Declaration and Plan of Action on Industrialization of Developing Countries and International Co-operation for their Industrial Development. The Lima Declaration states:

"The training activities linked with the industrial development must be conceived in such a way that they make possible the processing of natural resources and other raw materials in the country of origin and the establishment of permanent structures for specialized, rapid, large-scale and high-quality training of national labour at all levels and for all professional specializations, whether technical or managerial without discrimination with regard to sex";<sup>1/</sup>

"... appropriate measures should be taken by developing countries to organize research institutions and establish training programmes to cover the needs of their industrial development and make possible progressive mastery of the different production and management techniques and of industrial development, thus facilitating the establishment of structures to absorb modern technologies";<sup>2/</sup>

"... /industrialization policies should lay emphasis on ... / The intensification of manpower development programmes and the professional training of management staff including the effective incorporation of women in order to achieve the fullest possible use of available human resources with particular reference to industrial management".<sup>3/</sup>

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<sup>1/</sup> Lima Declaration and Plan of Action on Industrial Development and Co-operation (PI/j8), para. 53.

<sup>2/</sup> Ibid., para. 55.

<sup>3/</sup> Ibid., para 58 (k).

4. The New Delhi Declaration and Plan of Action devotes an entire chapter to the development of human resources in which the following areas of action by the UNIDO secretariat are laid down:

"Improve identification as an on-going process of priority topics and sectors for industrial training on the basis of the needs of developing countries and structure its training programmes accordingly.

"Promote greater use of the training capabilities of institutions in developing countries in execution of their training programmes.

"Support the strengthening of national, regional and interregional 'Centres of Excellence' of industrial training and skills in developing countries and serve as a platform facilitating their co-operation.

"Prepare adequately for the global Consultation on Training of Industrial Manpower in co-operation with the International Labour Organisation and other concerned United Nations organs and agencies.

"Keep under constant review implementation of the measures relating to development of human resources for industrialization of the Vienna Programme of Action on Science and Technology Development, the decisions of the United Nations Conference on Technical Co-operation among Developing Countries, the First Conference of Ministers of Labour of Non-aligned and other Developing Countries, and other fora, and submit to the competent UNIDO organs concrete proposals and projects for their full implementation".<sup>4/</sup>

5. UNIDO training operations endeavour to promote self-reliance of the developing countries by enabling national industrial personnel to replace, eventually, foreign experts on whose services many of these countries still have to rely. In this connection, it is emphasized that UNIDO training operations are offered to both men and women, and attention is drawn to General Assembly resolution 3342 (XXIX) calling for the full integration of women in the development process.

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<sup>4/</sup> Report of the Third General Conference of the United Nations Industrial Development Organization (ID/CONF.4/22), paras. 270-274.

A. Industrial training field operations

6. UNIDO is prepared to conduct, at the request of Governments or regional bodies, a variety of training projects in developing countries. Such activities are strongly emphasized because they contribute directly to improving the industrial training infrastructure, which in turn leads to a rapid increase in the supply of skilled personnel by means of tailored training activities at relatively low cost. These activities may cover:

(a) Design and development of new sectoral or functional industrial training institutions or strengthening existing ones;

(b) Development of the training capacity of any type of institution related to industry and its development;

(c) Assessment of specific training needs;

(d) Design and development of training departments for Governments, industrial development organizations, holding companies or individual enterprises, or making available the services of industrial training experts to such bodies;

(e) Assistance, in co-operation with the Governments concerned as well as donor countries where applicable, to pertinent institutions to enable them to become "Centres of Excellence", qualified to provide first-class industrial training not only to their own nationals, but also to nationals of other developing countries;

(f) Specialized training programmes, including the provision of lecturers, trainers and training equipment, for specific groups of industrial personnel;

(g) Organization of industry-university linkages, with emphasis on practice-oriented training.

7. Country-based industrial training projects are normally financed from UNDP country programme funds. Other financing possibilities are the Special Industrial Services (SIS) fund (for short-term, small-scale assistance of what may be called the "fire brigade" type), the UNIDO regular programme of technical assistance (RP), the United Nations Industrial Development Fund (UNIDF), and fund-in-trust arrangements between a developing country on the one hand and UNIDO on the other.

8. Further and more detailed information on country-, subregion- or region-based UNIDO industrial training field operations can be requested from the UNIDO Training Branch (for mailing address, see last page). Projects of this type should be requested by Governments or regional bodies in compliance with the established United Nations rules.

B. Group training programmes

9. In co-operation with Governments and pertinent institutions of host or donor countries, UNIDO has developed a system of group training programmes for advanced technical and managerial personnel engaged in industry or its development in developing countries.

10. One major type of UNIDO group training consists of in-plant programmes carried out by industrial firms or institutes that have the relevant specialized know-how and experience as well as adequate equipment. The objective of these programmes is to provide the participants with concentrated practical experience in their fields and with an opportunity to upgrade and update their theoretical knowledge in a relatively short time (from two to five months). The programmes are monitored by experts, and most of them comprise four major components: a theoretical introduction; actual in-plant training, which may include laboratory or similar work; study visits; and a final evaluation session. During the evaluation session, the participants assess the value of what they have learned with a view to its applicability in their home countries.

11. Another type of UNIDO group training follows the pattern of seminars, workshops etc., of a shorter duration (from two to six weeks). Its objective is to give the participants an opportunity to upgrade or update their professional capability in a highly specialized field. The activities may include lectures, discussions, working groups, simulations, management games, case-studies and visits to plants, institutions, trade fairs or exhibitions.



12. Many of the aforementioned programmes are repeated; others are organized on an ad hoc basis. All of them are carried out subject to the availability of funds and suitable host facilities. The requirements for admission are a university degree (or equivalent) covering the respective field of training, plus several years of experience in a responsible capacity within that field.

13. Formal invitations to nominate candidates are sent by aide-mémoires to the appropriate government authorities of selected developing countries through the UNDP resident representatives once the agreement with the host or donor country has been concluded, funds have been secured, and venue, dates and curriculum of the programme have been fixed. The selection of the participants from among candidates nominated is carried out jointly by UNIDO, the host or donor country authority and, where possible, representatives of the executing institution.

14. Official application for participation in UNIDO group training programmes can be made only by Governments and liberation movements eligible for assistance - after receipt of a formal invitation from UNIDO - through the UNDP resident representatives. However, they are invited to notify UNIDO as early as possible of their interest in specific programmes. More detailed information, in particular about specific admission requirements and curricula, can be obtained from the Training Branch of UNIDO (for the mailing address, see paragraph 47 below).

15. The following tentative list shows the UNIDO group training programmes planned to be held in 1984 subject to the availability of funds. Some of these programmes may be repeated in 1985. This list is not comprehensive; it reflects the status of planning as of October 1983.

<u>Start and duration</u>	<u>Subject</u>	<u>Host country</u>	<u>Language</u>
<u>January</u>			
09/01 - 02/02	Energy management and efficiency	Philippines	E
09/01 - 27/01 20/02 - 03/03	Industrial maintenance	United Republic of Cameroon	F
16/01 - 30/03	Application of dyes and chemicals	Switzerland	E
19/01 - 14/03	Production management in manufacturing industry	Japan	F

<u>Start and duration</u>	<u>Subject</u>	<u>Host country</u>	<u>Language</u>
<u>February</u>			
06/02 - 01/06	Production of machine components in the metalworking industry	Union of Soviet Socialist Republics	E
<u>March</u>			
05/03 - 22/06	Technology and equipment in electric welding	Ukrainian Soviet Socialist Republic	E
13/03 - 07/06	Technology and training methodology in diesel engines	Czechoslovakia	E
14/03 - 10/06	Design and pattern-making techniques in the shoe and leather industries	Italy	F
21/03 - 18/07	Iron and steel industry technology	Ukrainian Soviet Socialist Republic	E
26/03 - 08/06	Repair and maintenance of railroad equipment	United Kingdom of Great Britain and Northern Ireland	E
March	Timber structures	Costa Rica Honduras	S
March - June	Iron and steel industry	Turkey	E
<u>April</u>			
01/04 - 29/06	Technology of mineral fertilizer production	Union of Soviet Socialist Republics	E
02/04 - 30/06	Expansion of small industrial enterprises	United Republic of Tanzania	E
05/04 - 24/05	Cement industry technology	Turkey	F
06/04 - 29/07	Grain milling and storage technology trainers training	Union of Soviet Socialist Republics	E
07/04 - 11/07	Repair and maintenance of diesel engines	China	E
08/04 - 31/05	Modern foundry technology	Poland	E
12/04 - 20/06	Documentation and industrial information	Union of Soviet Socialist Republics	E or F
30/04 - 27/05	Manufacturing industry in management techniques	United Republic of Cameroon	F

<u>Start and duration</u>	<u>Subject</u>	<u>Host country</u>	<u>Language</u>
<u>April (cont'd)</u>			
April	Production management of public sector mechanical wood processing industries	Yugoslavia	E
April - May	Industrial planning	German Democratic Republic	E
<u>May</u>			
12/05 - 29/06	Industrial planning	Poland	F
14/05 - 23/06	Methods and techniques of pesticide production and formulation	German Democratic Republic	E
May	Criteria for the selection of woodworking machines	Italy	Italian (simultaneous interpretation into E/F)
May	Energy saving in cement industry	France	F
May - June	Management of human resources development for industry	Union of Soviet Socialist Republics	E
May - June	Organization and management of agro-industrial enterprises	Yugoslavia	E
May - June	Quality control	France	F
May - June	Small business consultancy	Philippines	E
<u>June</u>			
June	Furniture and joinery industries	Mauritius	E or F
June - July	Project study preparation	Philippines	E
June - July	Methods of extraction and formulation of medicinal plants	Romania	E or F
<u>August</u>			
16/08 - 15/11	Design, manufacturing and operation of agricultural machinery	China	E
23/08 - 17/11	Iron and steel industry technology	Ukrainian Soviet Socialist Republic	E
August - September	Environmental control in chemical and pharmaceutical industries	Belgium	E

<u>Start and duration</u>	<u>Subject</u>	<u>Host country</u>	<u>Language</u>
<u>September</u>			
03/09 - 23/11	Maintenance and repair of railroad equipment	Belgium/Ivory Coast/Upper Volta	F
05/09 - 21/12	Technology and equipment in electrical welding	Ukrainian Soviet Socialist Republic	E
10/09 - 22/12	Wool and cotton textile technology	Belgium	F
14/09 - 09/12	Technology and equipment in the rice-processing industry	Union of Soviet Socialist Republics	E
16/09 - 08/11	Small-scale foundry operations	Turkey	E
23/09 - 31/10	Organization and management of industrial co-operatives	Bulgaria	E
24/09 - 12/10	Methods and technology in the printing industry	German Democratic Republic	E
September - October	Management of industrial training	Austria	E
September - December	Industrial planning and development	Japan	E
September - December	Repair and maintenance of medium and small ships	Belgium	E or F
<u>October</u>			
09/10 - 25/10	Technology in the cement industry	Turkey	E
October	Energy management in the glass industry	Italy	E or F
October - November	Beet sugar production	Turkey	E
October - November	Metallurgical industries: computerized maintenance	Czechoslovakia	E
October - November	Plastics technology	Austria	E
October - November	Production and application of synthetic fibres	Austria	E
October - November	Training of trainers for public enterprises	Yugoslavia	E
October - December	Engineering and industrial design	Egypt	E

<u>Start and duration</u>	<u>Subject</u>	<u>Host country</u>	<u>Language</u>
<u>November</u>			
November	Application of low-cost automation to the wood processing industry sector	Philippines	E
<u>December</u>			
December	State intervention in the national economy	Italy	E
<u>Dates not yet specified</u>			
Exact dates and duration depend on the meeting	Meetings of I.S.O. technical committees		E/F
4 weeks	Industrial maintenance	France	F
6 weeks	Industrial planning	Senegal	F
3 weeks	Information on possibilities and requirements of training	France	F
6 weeks	Maintenance of gas and oil transportation networks	Hungary	E
8 weeks	Petrochemical industry	Romania	E or F

16. UNIDO is also prepared to develop on a country, subregional or regional basis specific group training programmes in response to existing demands. Such programmes can be initiated by UNIDO in co-operation with Governments or intergovernmental organizations. The financing could be secured by UNIDO, partly in co-operation with donor countries or institutions. Some examples of possible training programmes are given below.

#### Production management

17. One way to increase industrial production capacity in developing countries is to make use of existing capacities. To this end systematic subregional or regional programmes in production management for specific industrial sectors could be organized. Training institutions together with industrial enterprises existing in developing countries could form the basis for such training programmes.

#### Preventive maintenance

18. Another approach to increasing industrial production through better utilization of already existing capacities is through preventive maintenance. Subregional or regional training programmes could be organized providing training in preventive maintenance for specific industrial sectors. Such programmes could be organized in developing countries by making use of existing enterprises and institutions. Emphasis should be placed, for example, on preventing corrosion, on increasing effectiveness of existing power plants, or on better utilizing transport equipment.

#### Quality improvement

19. Systematic quality assurance plays a key role with regard to such vital economic and social factors as job security and an improved balance of payments. Quality improvement activities may include on-the-spot assessment of the needs for quality improvement; national or subregional seminars for engineers responsible for quality control in their enterprises; interregional group training programmes for upper-level quality control engineers and directors; regional or subregional quality control symposia for decision-makers from industry and Governments.

#### Industrial development banking

20. Development banks play an increasingly important role in industrial development. Many of these banks are handicapped by the lack of highly skilled personnel at all levels. Regional training programmes covering all essential aspects of industrial development banking could be organized in close co-operation with pertinent national, regional and interregional institutions.

#### Small- and medium-scale industries

21. The development of small- and medium-scale industries depends largely on the availability of know-how, skills and motivation. Developing countries could co-operate on a subregional basis by pooling their capacities in this regard as follows: one country would maintain a centre that organizes training programmes in small- and medium-scale industry management; a second would

maintain a centre that organizes training programmes for extension workers; a third would do the same for training government or other officials in charge of promoting small- and medium-scale industries; a fourth would offer training services for pertinent staff of development banks etc. UNIDO could assist in organizing such training programmes as well as in co-ordinating such schemes.

#### Project evaluation or feasibility studies

22. There is a great demand in industry and Government in developing countries for experienced staff skilled in evaluating projects and preparing feasibility studies. Country-based or subregional training programmes could be organized in these areas with existing industrial projects serving as case-studies.

#### Transfer and development of appropriate technologies

23. The transfer and the development of appropriate technologies are essential to industrial development in developing countries. Subregional or regional training programmes in this area could be developed for specific technological sectors.

#### Energy management

24. In numerous industrial enterprises in developing countries energy consumption is widely underestimated as a decisive cost factor. On the basis of careful problem analyses, regional or subregional training programmes in the field of energy management could be organized according to specific industrial sectors with a view to improving the energy balances of enterprises in these sectors. This type of training would include both technological and economic aspects. UNIDO, in co-operation with pertinent institutions, could assist in organizing such training programmes.

#### Training in negotiations

25. More often than not developing countries are handicapped in international negotiations on subjects such as transfer of technologies, foreign investment, utilization of natural resources owing to the lack of sufficiently trained and experienced negotiators and advisers on their side. UNIDO could organize training programmes in this important field on a national or regional basis.

C. Fellowships

26. UNIDO fellowships are awarded in accordance with rules established by the United Nations. Since the inception of UNIDO, in 1968, approximately 11,250 individuals have been awarded fellowships (including study tours), of whom approximately 10,300 have thus far completed their programmes. One of the major advantages of individual fellowships is the possibility of designing and implementing a training programme tailored to the needs and wishes of the candidate. In spite of difficulties that sometimes have been encountered in finding suitable placement facilities in the highly industrialized countries for individual fellows, UNIDO has been most successful in placing practically all its fellowship candidates in close co-operation with the National Supervising Agencies for international fellowships in the various host countries. For both financial and training reasons, UNIDO arranges, where feasible, small special group training programmes for fellowship candidates who request training in the same field, are at a comparable professional level and have a common training language. Such programmes are carefully designed on the basis of information given in the nomination forms of the candidates. They are implemented and supervised in co-operation with selected enterprises and institutions and may yield better results than the traditional individual training. (These special fellowship group training programmes are not identical with the group training programmes described in section B.)

27. Furthermore, it is the policy of UNIDO to place more fellows, whether individual or grouped, in suitable industrial training facilities in developing countries, a policy that helps to promote closer economic co-operation among developing countries. As already mentioned, UNIDO is prepared, partly with the support of industrialized donor countries, to assist potential host countries among the developing countries in identifying local industrial training facilities suitable for trainees from other developing countries and, if necessary, in adapting such facilities for that purpose.

28. The nature of UNIDO training activities and the consequently high level of the industrial personnel to be trained (see paragraph 2 above) result in a relatively short duration of UNIDO fellowships (in 1983 the average duration was about 4 months).



Important note

29. In this connection it should be mentioned that placing fellowship candidates properly is often a cumbersome and time-consuming process (which also applies to study tours as described in section D below). Thus, for example, the average handling time of individual fellowships from the receipt of a nomination form at UNIDO headquarters to the beginning of the training programme abroad is approximately 4 months. Experience shows that time is needed for arranging a suitable training programme for a fellowship candidate without spoiling the good working relations with the National Supervising Agencies of the host countries on whose co-operation UNIDO has to rely.

30. Nominations of candidates for all types of UNIDO fellowships can be made only by Governments and liberation movements eligible for assistance through the UNDP resident representatives and must be submitted in triplicate on official UNIDO fellowship nomination forms accompanied by a complete and duly signed medical report form and a recognized language certificate when the training language is not the candidate's mother tongue, study or working language. Cabled nominations for fellowships are not acceptable. UNIDO nomination forms can be obtained in the offices of the UNDP resident representatives. UNIDO can not start any fellowship action before having received the full documentation.

Fellowships financed from the UNIDO regular programme of technical assistance

31. A total of \$600,000 is earmarked for fellowships within the UNIDO regular programme of technical assistance for 1984/85 (IDB/C.3/119). Regular programme fellowship funds or fellowship posts are not allocated by country. Governments are invited to request fellowship awards from the regular programme for 1984 only by submitting a completed nomination for each candidate as described in paragraph 30 above. Any announcement of candidates by letter, cable or otherwise cannot be considered. The deadline for submitting such nominations for fellowships from the regular programme for 1984 is 30 April 1984. Nominations received after that date may not be considered for this year. However, on request of the submitting Governments, such nominations can be brought forward for consideration in the regular programme for 1985 implementation.

32. On the basis of the information given in the nomination form and within the framework of the financial resources available, the UNIDO fellowship selection panel will promptly make recommendations as to the amount of the award, the host country (countries), the duration of the fellowship and the type of implementation (e.g. individual training, participation in a special fellowship group training programme or participation in a suitable UNIDO group training programme). The duration of fellowships financed from the regular programme should not exceed six months. Neither study tours nor academic studies to obtain a degree can be financed from the fellowship component of the regular programme. Furthermore, these funds cannot be used to compensate for a lack of UNDP funds.

Fellowships financed from UNDP country programme funds

33. Fellowships financed from UNDP country programme funds form by far the majority of UNIDO-sponsored fellowships. However, in prior years in many projects financed under the UNDP country programme an alarming gap appeared between the established annualized budget components earmarked for fellowships (budget line 31) on the one hand and the number of candidates actually nominated on the other, the latter remaining far below what was provided in the former. In other words: Within the same budget provisions far more individuals from developing countries could have received highly qualified training through fellowships than actually was the case. Governments, UNDP resident representatives, UNIDO senior industrial development field advisers and junior professional officers, chief technical advisers and national project directors, field experts and others concerned with technical assistance projects financed under UNDP country programming and executed by UNIDO should be aware of this problem. One way to contribute to narrowing this gap would be to start the process of selecting fellowship candidates as soon as - or even before - the respective annual budget has been established. It should also be kept in mind that early selection of fellowship candidates can originate only in the field and not, as with expert services or with procurement of equipment, at UNIDO Headquarters. An early nomination of fellowship candidates would also leave a better chance for participation in a suitable fellowship group training programme as described in paragraph 26 above. UNIDO would like to draw the attention of all concerned, in particular, Government authorities, senior industrial development field

advisers and chief technical advisers to the possibility of organizing special fellowship group training programmes for teams of counterparts from the same field project. Such team training is designed to meet both the individual needs of the trainees and the needs of the project as a whole, so that the trainees can work together more effectively after they have returned home.

34. When planning fellowships it should also be kept in mind that because of numerous difficulties the number of host countries in which a given fellowship candidate can be placed is restricted.

Fellowship projects (so-called "omnibus" projects)

35. Most fellowships (and study tours) financed under UNDP country programmes and executed by UNIDO are project-oriented, that is to say, such training activities form a component of a technical assistance project comprising also other components. It is, however, obvious that in most of the developing countries the demand for training in industry goes far beyond what such projects offer. Therefore, Governments and resident representatives might consider including a UNIDO-executed project entitled "industrial training abroad" (or similar) in the country programme. Such projects could cover the financing of:

- (a) Fellowships (individual or group);
- (b) Study tours (individual or group);
- (c) Travel of UNIDO headquarters staff to monitor and evaluate group programmes as listed under (a) and (b).

36. The budget lines 31 and 32 of such projects should, at least at the beginning of a country programme cycle, not be further broken down, so that UNIDO, in co-operation with the Government and the UNDP resident representatives, can have funds available in quick response to identified needs. The lifetime of such projects for training abroad should not be limited within a country programme cycle. The size of such projects, while taking into account past practice, should correspond with the estimated needs for industrial training abroad in priority areas not covered by other projects or by other sources of technical assistance (e.g. bilateral funds).

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

Fellowships financed from the Special Industrial Services fund (SIS)

38. Fellowships financed from the SIS fund will in general be handled in the same way as those financed from UNDP country programme funds; but in this connection it should be kept in mind that SIS financing should respond to urgent, short-term needs.

Fellowships financed from funds-in-trust

39. UNIDO is prepared to organize fellowship training at the request of Governments of developing countries willing to bear the full cost plus overheads by establishing funds-in-trust with UNIDO earmarked for this purpose. The use of such funds is particularly appropriate for projects for industrial training abroad as is described above, including the possibility of fellowship group training. Thus the Government, while paying the total cost itself, would benefit from the substantive experience and the administrative capacity of UNIDO in this particular field.

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

Use of bilateral resources for fellowships

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

D. Study tours

42. At the request of Governments, UNIDO can organize study tours for both individuals and groups. Participants in such study tours can be, inter alia, high-ranking Government officials responsible for industrial development, top managerial staff from certain industrial firms or institutions, or national directors or teams of counterpart experts from UNIDO-executed projects.

43. The aims of UNIDO-organized study tours are primarily to enable decision makers from developing countries to exchange views with their peers in other countries; specialists to obtain information on technological developments (e.g., at pertinent institutions, firms or trade fairs); technologists and managers to study solutions to problems in existing factories of a certain industrial sector; scientists to compare results of their research; and specialists to attend conferences to broaden their professional competence. The duration of UNIDO study tours is, in principle, short, the average tour lasting about two weeks; it should not normally exceed one month. The maximum number of countries to be visited is five. A tour can be financed from UNDP country programme funds if the project includes a budget line 32 for that purpose (here in a number of projects the same situation exists as outlined in paragraph 33 above); to a very limited extent, if at all, from the SIS fund and UNIDF; or from earmarked funds-in-trust financed by the nominating countries themselves (see also paragraphs 39 and 40 above). Study tours cannot be financed from the fellowship component of the UNIDO regular programme of technical assistance; however, special provision is made for flexible, innovative and speedy response to requests from least developed countries for training, not excluding study tours. There is also the possibility of organizing study tours in the framework of Economic Co-operation Among Developing Countries (ECA).

Important note

44. To organize a successful study tour is, in most cases, a rather complicated undertaking; it needs continuous close co-ordination on the part of numerous authorities, institutions and firms in several countries. For this reason, the nomination of candidates for study tours should reach UNIDO on the study tour nomination form ("short form") with an as detailed as possible description of the field or fields of interest and of firms or institutions or types thereof desired to be visited at least 3 months before the date on which the tour is expected to start. Cabled nominations can be accepted only in exceptional cases. The above applies also to study tours where part or all of the arrangements have been prepared through direct contacts between the home country authorities or the management of a field project on the one hand and the firms or institutions to be visited on the other. In such cases UNIDO can issue financial authorization only upon receipt of a confirmation of the candidate's home country UNDP resident representative stating the confirmed acceptance of each intended visit. In this connection it should be kept in mind that in many host countries Government clearance of an intended study tour is necessary regardless of whether direct arrangements with host institutions or firms have been made or not. The aforementioned nomination form can be obtained at the office of the UNDP resident representative. Nominations can be submitted by Governments or liberation movements eligible for assistance through the UNDP resident representatives.

E. Information and inquiry service

Guide to training opportunities for industrial development

45. For 1984, UNIDO has prepared the twelfth issue of its "Guide to Training Opportunities for Industrial Development" (PI/90), which gives information on about 3,000 training courses in a great variety of industrial fields, courses that will be organized during 1984 all over the world by private, national and international organizations and institutions, including UNIDO. These courses are suitable for and available to industrial and industry related personnel from developing countries. Approximately one third of these courses are offered by institutions in developing countries and are open to participants from other

developing countries. The Guide will be mailed free of charge to Governments, UNDP resident representatives, senior industrial development field advisers, chief technical advisers of UNIDO-executed large-scale field projects, to enterprises, industrial associations and institutions and many others. The total circulation of the Guide is more than 10,000. Request for copies of the Guide should be directed to the Training Branch of UNIDO. Institutions that believe that they could contribute to the next issue (1985) of the Guide by announcing suitable training courses should feel free to address the Training Branch.

Industrial inquiry service

46. The UNIDO Industrial Inquiry Service is prepared, inter alia, to answer any questions related to industrial training. This service, free of charge, is at the disposal of everyone.

47. For further information on assistance UNIDO provides or can provide in training, correspondence should be addressed to:

Training Branch  
Division of Industrial Operations  
United Nations Industrial Development Organization (UNIDO)  
P.O. Box 300  
A-1400 Vienna  
Austria

