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UNITED NATIONS
INDUSTRIAL DEVELOPMENT ORGANIZATION

QUALITY SYSTEM FOR
UNIDO TECHNICAL SUPPORT SERVICES:
THE BLUEPRINT*

Prepared by
the UNIDO Secretariat

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FOREWORD

The present document illustrates the main components of the Quality System for UNIDO technical support services referred to in IDB.12/8, IDB.12/Dec.5 and in the Medium-term Plan, 1996-2001 (IDB.13/10, paras. 187-190).

Further information on the Quality System and its operation may be obtained from Quality Assurance, CSPD.

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Quality System for UNIDO Services

NOTE ON THE PRESENTATION

The purpose of the Quality System is to ensure that all UNIDO programmes conform with the general orientation of UNIDO: the principles (derived from the UNIDO constitution), policy (set by the PMO and the Director-General) strategy (for the achievement of the 5 development objectives at the country level).

To achieve that purpose, a set of procedures, methods and instruments are available to support and facilitate the work of managers and staff.

Quality System for UNIDO Services

GENERAL
ORIENTATION
OF
UNIDO

1. PRINCIPLES

2. POLICY

3. STRATEGY

PROCESSES

4. PROCEDURES

5. METHODS

6. INSTRUMENTS

PRINCIPLES

[UNIDO CONSTITUTION]

NOTE ON THE PRESENTATION

According to the UNIDO Constitution, UNIDO is responsible for the promotion and acceleration of industrial development in developing countries - who are the masters of their own development process. UNIDO is therefore seen as a Service Organization supporting the efforts of government, institutions (private and public) and enterprises in developing countries.

The purpose of UNIDO technical cooperation is to enable a client to overcome the constraints it may be facing in its efforts to help its target beneficiaries to reach their objective, i.e. their desired improved situation.

PRINCIPLES

MANAGEMENT OF DEVELOPMENT COOPERATION
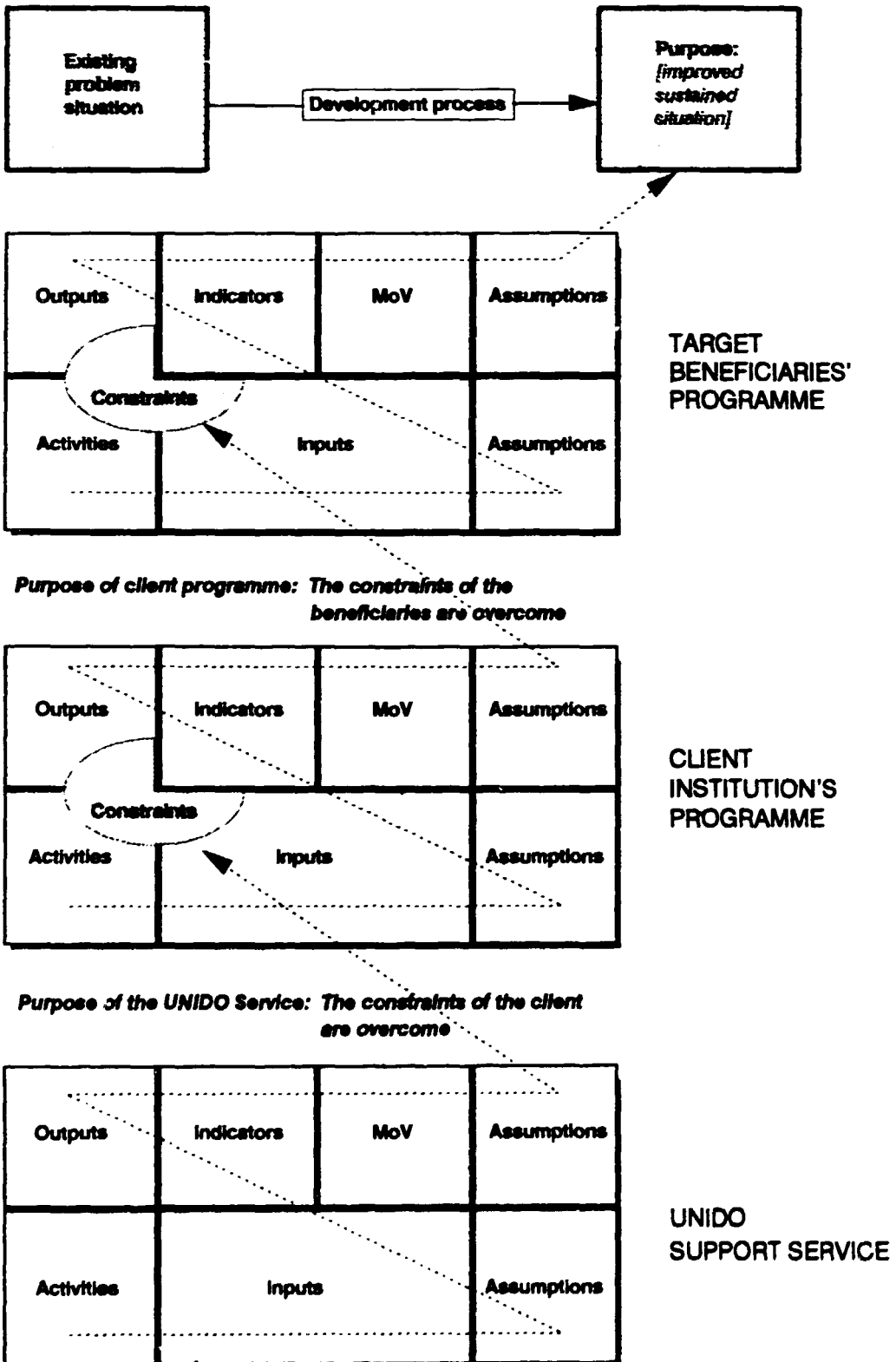
POLICY

NOTE ON THE PRESENTATION

Policy on quality-related matters has been the subject of considerable discussions by the policy-making organs.

They have gradually laid the basis for the quality management system (Yaounde, 1993) which is now being further developed and partially implemented.

The policy-making organs and the Director-General have also taken decisions or issued instructions on several industry-related development issues.   These are not included in this presentation.

POLICY

1991	GC.4/28 GC.4/Dec.11	Quality criteria OOPP
1992	IDB.9/Dec.7	Quality criteria Methods, Teamwork
	IDB.10/Dec.9	Quality criteria, Client orientation, Complementarity
1993	IDB.11/Dec.8	Ref. to Project Cycle Management (PCM)
	GC.5/23 GC.5/Res.1	Quality Management Quality of UNIDO progrs.
1994	IDB.12/Dec.5	Further steps to set up the Quality Management System (see also IDB.12/8).

STRATEGIC OBJECTIVES

NOTE ON THE PRESENTATION

Areas of concentration and country support strategies for
selected countries are now in the process of being developed
by UNIDO.

STRATEGIC OBJECTIVES

* **Areas of concentration** of UNIDO services in support of developing countries' efforts to achieve the five development objectives in GC.5/23.

* **Country support strategies** - matching UNIDO supply capacity (areas of concentration) with individual country needs.

PROCEDURES

DG/B.177   **Guidelines for the
             Management of UNIDO
             Services (1994)
             - _includes the quality principles_.**

DG/B.178   **Terms of Reference of the
             Programme and Project
             Review Committee (1994)**

METHODS

PPD.257   **Improved Management of
             Development Cooperation (1993)**

PPD.268   **Introduction to OOPP (1993)**

INSTRUMENTS

**Guiding quality-related Questions
[to be used with DG/B.177].**

**Quality Manual on the 6 elements
of the Quality System
[in the course of preparation]**

Preconditions for Leadership & Management

NOTE ON THE PRESENTATION

The Quality System must be managed effectively by Managers and staff.

Preconditions for Leadership & Management

* **Full understanding and commitment to the general orientation of UNIDO.**

* **Knowledge of all processes.**

combined with :

* **Responsibility / accountability.**

* **Cooperative style of interaction.**

STAFF DEVELOPMENT AND TRAINING

NOTE ON THE PRESENTATION

Another pre-condition is that staff development and training be seen as a management function and an integral part of the Quality Management System.

IDB.12/8 includes, amongst the activities to further develop the quality system, the intensive training of managers and staff.

STAFF DEVELOPMENT AND TRAINING

is :
- a management function; and

- an integral part of the
Quality Management System.

It involves a guided participatory approach by
top management.

Its purpose is a change of attitude and behaviour.

"Cascade" Approach to Staff Development

NOTE ON THE PRESENTATION

The importance of the top-down "cascade" approach { i.e. supervisors train their own staff } :

1. It ensures that supervisors are fully conversant with the general orientation and processes of the UNIDO Quality System.

2. The credibility of the supervisors is enhanced; they are seen by their staff as leaders knowing what is expected from their staff.

3. A feedback system (bottom-up) ensures continuous review and improvement of the Quality System.

"Cascade" Approach
to Staff Development

Director-General

Managing Directors
+ trainer

Branch Heads
+ trainer

Staff

FEEDBACK
ADJUSTMENTS
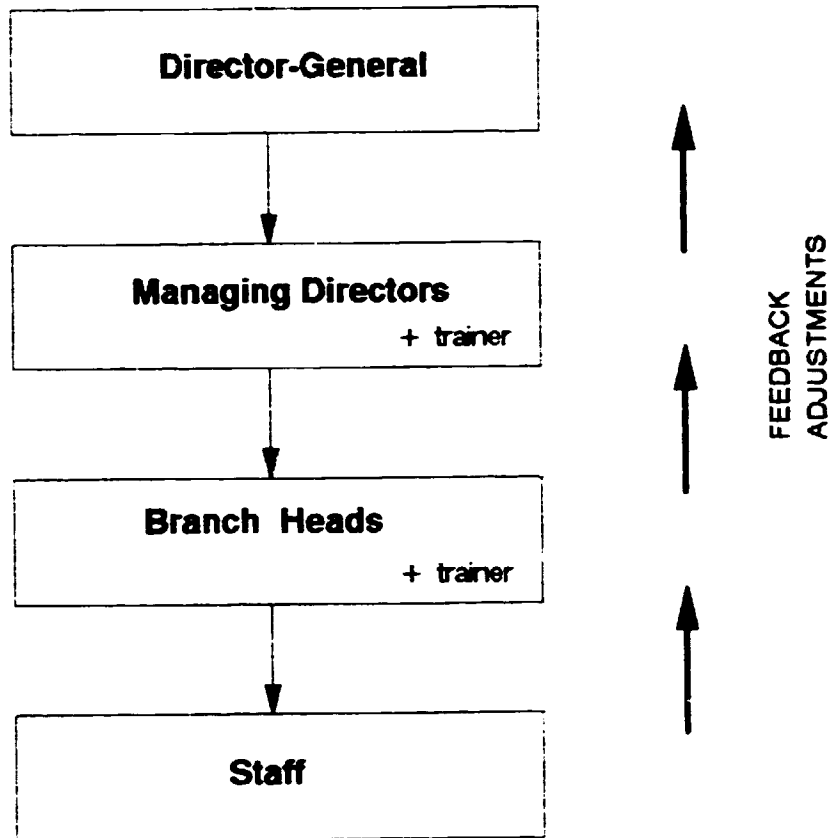
ON   1. General orientation of UNIDO.

        2. Processes

WHAT HAS BEEN DONE ?

NOTE ON THE PRESENTATION

Briefing was organized in 3-hour sessions through a participatory approach.

The case of Agro-based Industries and Engineering & Metallurgical Industries Branches is a first attempt in training of staff conducted by their supervisors (i.e. "cascade" approach).

WHAT HAS BEEN DONE ?

**BRIEFING SESSIONS ON THE
BASIC PRINCIPLES OF QUALITY SYSTEM**
[May-June 1994]

1. **Director-General and Policy & Management Committee**

2. **Programme and Project Review Committee -
Members and alternates**

3. **Mobilization and Management of
Financial Resource Division**

   **Branch Heads and
   senior staff**

4. **Country Strategy and Programme
Development Division**

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and

5. **Agro-based Industries Branch**

   - analysis of problems
     and training needs

   and

   - tailor-made programme

   **Engineering and Metallurgical
Industries Branch**

   - training by Branch Heads,
     with support of Quality
     Assurance, CSPD

Some examples of PCM/OOPP

NOTE ON THE PRESENTATION

Although the Quality System was not yet in place, some programmes
and projects have been developed using the elements of the
Quality System.

Their selection was based on the following criteria:

the problems to be addressed;

the interest of UNIDO technical and country officers in
using PCM/OOPP participatory methods to analyse the problems
and concerned parties and on that basis to select a project strategy
and design/plan the project.

Some examples of PCM/OOPP

| 1992 | **CHINA** | : Design of shallow-water vessels |

1993   **INDIA**   : Lignite Fuel & Energy Research Institute

LAOS : SME Development Support Programme (jointly with GTZ)

1994   **VIETNAM** : SME Development Support Programme

INDONESIA : Transfer of PCM/OOPP for the management of technical cooperation to the Ministry of Industry

INDONESIA : The establishment of a national cleaner production centre (with UNEP)

MEXICO : The establishment of a national cleaner production centre (with UNEP)

ZIMBABWE : The establishment of a national cleaner production centre (with UNEP)

TANZANIA : The establishment of a national cleaner production centre (with UNEP)

SYRIA : The establishment of a Centre for Textile and Garments Industry