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STRENGTHENING OF THE UNDP, UNIDO SECTORAL SUPPORT  
IN THE INDUSTRIAL FIELD\*

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Abbreviations

CTA	Chief Technical Adviser
DG	Director-General of UNIDO
DIO	Division of Industrial Operations, UNIDO
DIS	Division for Industrial Studies, UNIDO
DPC	Division of Policy Co-ordination, UNIDO
ECOSOC	Economic and Social Council
ED	Executive Director of UNIDO
FRMS	Field Reports Monitoring Section, Division of Policy Co-ordination, UNIDO
GA	General Assembly
IDB	Industrial Development Board
IDDA	Industrial Development Decade for Africa
INTIB	Industrial and Technological Information Bank
IPF	Indicative Planning Figure
IRSI	Industrial Research and Services Institution
JPO	Junior Professional Officer
LDC	Least Developed Country
NGO	Non-Governmental Organization
NPO	National Programme Officer
PAC	Purchase and Contracts Section of UNIDO
PRC	Programme and Budget Committee of UNIDO
RB	Regular Budget
SADCC	Southern African Development Cooperation Conference
SIDFA	Senior Industrial Development Field Adviser
TCDC	Technical Co-operation among Developing Countries
UNDP	United Nations Development Programme
UNIDF	United Nations Industrial Development Fund
UNIDO	United Nations Industrial Development Organization
VC	Voluntary Contributions

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SUMMARY

1. The purpose of this report is to evaluate the effectiveness of the present arrangements concerning the UNIDO field service, and to propose ways to implement the more effective response to the present and likely future requirements of the developing countries for advice and support in the industrialization process. The report is submitted to the Administrator of UNDP and the Director General of UNIDO who will, in their turn, submit their own recommendations to the respective Governing Bodies of their Organizations.
  
2. The consultants reviewed various documents and reports relating to the SIDFA system. They held discussions with UNDP and UNIDO Headquarters staff, Resident Representatives, SIDFAs, and Government officials in six selected developing countries, and solicited the views of Resident Representatives and SIDFAs who were not visited. The consultants talked with 17 of the current SIDFAs.
  
3. Previous evaluations of the SIDFA system were carried out in 1975 and 1979 by senior consultants, and a JPO programme review was prepared by the Field Reports Monitoring Section of UNIDO in 1975. The consultants are in agreement with the main conclusions of the reports, which indicate that SIDFAs provide an effective channel of communication at a senior programming level between UNIDO and Governments, are fully integrated with the field offices of UNDP, and enjoy very good relationships with Resident Representatives and Government officials. They are highly qualified professionals who have had successful careers in high-level managerial and technical positions before taking up their SIDFA posts. They are not specialized technical advisers. UNIDO JPOs are well-appreciated by Resident Representatives and SIDFAs.
  
4. Industrial field advisers were posted from 1967 reaching a total 35 SIDFAs in 1979 and dropping to 27 at present, due to financial constraints. JPOs were fielded as assistants to SIDFAs, reaching a total of 46 at present. SIDFAs and JPOs cover 50 countries. The coverage of 56 countries only through missions of non-resident SIDFAs, and 25 nominally from UNIDO Headquarters is ineffective and should be changed.

5. The target of 60 SIDFAs, endorsed by a General Assembly resolution in 1973, provides for an average of 2.2 countries per SIDFA, agrees with the conclusions of present and previous evaluations, according to which covering two countries should be the maximum consistent with the efficient discharge of the SIDFA function. A suggested distribution of SIDFA posts is given in Annex VIII.

6. The SIDFA performs a role for industry similar to that of other Specialized Agency Representatives. The SIDFA title is inappropriate and should be changed to "UNIDO Field Co-ordinator", having the same status and as other Specialized Agency field representatives. He should, however, remain within the offices of UNDP, working in close co-operation with the UNDP Resident Representative and staff, and sharing common facilities and support services. Since the SIDFA or Field Co-ordinator post is not comparable to expert posts, it should be financed from the Regular Budget of the Organization, rather than voluntary contributions. Financing of Field Co-ordinator posts by Funds-in-Trust arrangements is not considered in the interests of good management principles, and should therefore be looked upon as a temporary, stop-gap measure. In countries where there are no resident Field Co-ordinators, Assistant Field Co-ordinators, UNVs, JPOs or NPOs should be considered.

7. It is recommended to attain the target figure of 60 Field Co-ordinators gradually over two Programme Cycle periods, so that annually two posts would be picked up from UNDP financing by the Regular Budget, and three new posts added. In this pattern, 1997 would see all 60 posts financed from the Regular Budget. During the Fourth Programme Cycle, efforts would concentrate mainly on the restoration of posts which were discontinued, or for which recruitment was suspended due to financial constraints, also placing Field Co-ordinators in countries agreed by UNDP and UNIDO as in greater need of Field Co-ordinator services. This should bring the total of Field Co-ordinators to 42 by 1991.

8. Improved effectiveness of the field service calls for a stronger UNIDO, having the necessary financial resources to respond to the needs of the developing countries, and better able to backstop field activities by recruiting highly qualified experts, handling efficiently orders for equipment, and requests for fellowships, study tours, workshops, seminars, etc.



9. The success of field services depends on the quality of UNIDO Field Co-ordinators, who should be selected carefully on the basis of clearly defined general qualifications for all posts, and additionally specific requirements for each post. Vacancy notices should be widely circulated and selected candidates should be interviewed by Senior UNIDO officials before their submission for final governmental clearance. Initial briefing should be tailored to the needs of each Field Co-ordinator, to acquire the necessary knowledge of UNIDO's capabilities and the needs of the countries he is expected to cover. Communication with UNIDO Headquarters will be improved with the recently proposed restructuring, establishing a strong country focus. Maximum delegation of responsibility and authority to the field should improve the overall performance.

10. UNDP and UNIDO should conclude new agreements defining their co-operative arrangements for the establishment and operation of UNIDO offices in the field. The new agreements would recognize the new status of UNIDO, emphasize the need to strengthen further the existing excellent co-operation between the two Organizations at Headquarters and field levels, establish new guidelines for the administration by UNIDO of its field services, and define the working relationships between UNIDO and UNDP field offices.

## I. INTRODUCTION

### A. Background and purpose of the study

1. The Senior Industrial Development Field Adviser (SIDFA) programme was authorized in UNIDO's first year of operations on 3 October 1967, based on an agreement signed by the Administrator of the United Nations Development Programme (UNDP) and the Executive Director of the United Nations Industrial Development Organization (UNIDO)<sup>1/</sup>. It provided for the establishment of a UNIDO field service at the country-level to be integrated within UNDP field offices. Since then, UNDP played a decisive role by providing the administrative framework within which the advisers could function, and by financing a majority of them.

2. The report of the Administrator of UNDP<sup>2/</sup> submitted to the Governing Council at its thirty-second session in June 1985, dealt with the current and future development of sectoral support pursuant to Governing Council decision 84/41. Future support to the SIDFA programme has been postponed in view of UNIDO's change of status to become a Specialized Agency of the United Nations. In the meantime, the allocation for the SIDFA programme has already been approved for the 1985-1986 biennium at the same level as for 1984, i.e. US\$2,030,500. However, due to cost increases, only 18 SIDFA posts were financed in 1985, compared to 19 posts in 1984.

3. In turn, the General Assembly, by resolution 39/232 II, adopted at its thirty-ninth session, agreed to continue financing nine SIDFA posts for 1985. The Programme and Budget Committee (PBC) of UNIDO, on 11 October 1985, adopted the recommendation for the proposed allocation of US\$2,053,500 for the programme of Senior Industrial Field Advisers (SIDFAs) from the UNIDO Regular Budget for the 1986-1987 biennium<sup>3/</sup>, on the understanding that:

- (a) No regular SIDFA or support posts would be established pending a review by PBC of the report of the United Nations Development Programme (UNDP) on the evaluation of the functions and work of the SIDFAs; and

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<sup>1/</sup> Annex I.A - Memorandum of Agreement concerning the establishment of a UNIDO field service at the country level to be integrated within UNDP field offices.

<sup>2/</sup> DP/1985/63 dated 29 March 1985, item 9(f) of the Provisional Agenda

<sup>3/</sup> UNIDO/IDB.1/14 dated 15 October 1985; Report of the Programme and Budget Committee on the work of its first session.

(b) The SIDFAs would remain in the offices of the UNDP Resident Representatives.

This provision allows for the continuation of the nine SIDFA posts financed in the 1984-1985 biennium from the Regular Budget of the United Nations as indicated above. In addition to the resources from UNDP Sectoral Support and the United Nations Regular Budget, UNIDO had received, during 1984, voluntary contributions from three member countries to finance two SIDFA posts, which were discontinued in 1985. As a result, the total number of SIDFAs now on board amounts to 27.

4. Pursuant to UNDP Governing Council decision No. 85/41 taken at its last session, a policy concerning the future of the SIDFA programme must be developed, taking into account the significant changes in the process of industrialization and the scope of assistance provided by UNDP and UNIDO in the industrial field. It was decided that an objective study should be undertaken by two independent consultants, selected by UNDP and UNIDO respectively, and agreed to by the other Organization, the costs of the study being shared equally. The stated purpose of the study, as given in the terms of reference, copy attached as Annex II is:

(a) To evaluate the effectiveness of the present arrangement, and based on the findings;

(b) To propose ways to implement the more effective response to the present and likely future requirements of the developing countries for overall advice and support in the industrialization process.

It was further stated that the review should also take into account the financial potential for technical assistance during the Fourth Cycle, and the changing role of UNIDO in the execution of its other programmes not directly related to technical assistance by UNDP.

In November 1985, UNDP Pledging Conference has given reason for modest optimism about resource availability. The Director General of UNIDO estimates that 1986 expenditures for field programmes will be US\$105 million. The industrial development support sector is a major UN system activity, and must be organized to act as such in the field in the opinion of the consultants at the close of the study.

B. Programme of work

5. The consultants' programme of work began at UNDP headquarters in New York on 14 October 1985, in three areas:

(i) Reviewing the basic documents relating to the establishment and operation of the SIDFA system which includes the 1967 Memorandum of Agreement between UNDP and UNIDO, relevant sections of the Executive Director's Annual Reports, General Assembly resolutions concerning the SIDFA system, the 1976 joint review of the system of SIDFAs, the 1979 report by Sir Robert Jackson on the reinforcement of the SIDFA programme, and several other documents including those detailing the SIDFA geographical coverage and their curricula vitae, guidelines for reporting by SIDFAs and JPOs, the UNIDO CTA Manual, the job descriptions of SIDFAs, the 1976 UNDP/UNIDO joint review of the system of SIDFAs, reports and recommendations of the most recent regional SIDFA meetings and the unpublished draft report of the Joint Inspection Unit (JIU) on the field representation of Organizations of the United Nations system, dated September 1985.

(ii) Undertaking a programme of meetings and discussions with officials of UNDP, UNIDO, and concerned Government officials in six countries considered to be a fair cross-section of types of situations to solicit their views and experiences relating to the various aspects of the SIDFA system. The programme was:

14 Oct to 25 Oct 1985	:	New York - UNDP Headquarters
28 Oct to 02 Nov 1985	:	Vienna - UNIDO Headquarters
04 Nov to 09 Nov 1985	:	Dhaka, Bangladesh
11 Nov to 15 Nov 1985	:	New Delhi, India
18 Nov to 23 Nov 1985	:	Addis Ababa, Ethiopia
24 Nov to 27 Nov 1985	:	Ouagaçougou, Burkina Faso
28 Nov to 29 Nov 1985	:	Rabat, Morocco
02 Dec to 05 Dec 1985	:	Brasilia & Rio de Janeiro, Brazil
06 Dec 1985 to 10 Jan 1986	:	Vienna - UNIDO Headquarters (report writing)

In addition to a substantial number of Government officials who have had contact with the SIDFA system, the consultants held discussions with UNDP and UNIDO Headquarters staff concerned with the SIDFA system, 17 of the 27 currently serving SIDFAs, 9 former SIDFAs and a number of UNDP Resident Representatives as detailed in Annex III.

(iii) Soliciting the views of Resident Representatives and SIDFAs. Since the consultants were able to visit only six countries, a telex message (Annex IV) was sent to UNDP Resident Representatives and SIDFAs in all duty stations with resident SIDFAs which could not be visited. The telex requested them to express their own views, either separately or jointly, on all matters related to the effectiveness of the SIDFA system. Upon return to Vienna on 6 December 1985 to finalize their findings, the consultants were given the replies received from the field, which were taken into account in formulating their findings and recommendations.

## II. EVOLUTION OF THE SIDFA SYSTEM

### A. Number and distribution of SIDFAs and JPOs

6. The programme became operational in 1967 with the posting of a Field Adviser to cover all Latin American countries, and two others to cover the whole of Asia and the Far East. Coverage for Africa and the Middle East was provided by Ad-hoc arrangements. There was a gradual increase of the number of SIDFA posts up to a maximum of 35 in 1979, when financial constraints forced a decline in the early 1980s, down to the current total of 27 posts, as illustrated in the following table:

Table 1.  
Number of SIDFAs by geographical regions

Region	1970	1973	1976	1979	1982	1985
Arab States	1	3	4	4	2	1
Europe	--	1	1	1	1	--
Africa	3	8	7	13	12	11
Asia and the Pacific	4	4	6	10	10	8
Latin America	6	8	6	7	7	7
TOTAL	14	24	24	35	32	27

A total of 89 SIDFAs have been appointed since inception of the programme, 44 from developing countries, 38 from market economy developed countries, and 7 from centrally planned developed countries, representing 46 nationalities, in 55 duty stations.

7. UNDP and UNIDO have, since 1972, been operating a special Junior Professional Officer programme to provide associate experts (called UNIDO JPOs) to function as assistants to the SIDFAs, dealing primarily with aspects of industrial development<sup>1/</sup>. The number of UNIDO JPOs grew rapidly from eight in 1973 to a total of forty-six by the end of 1984, financed by the countries of origin<sup>2/</sup>, and distributed as follows:

Region	No. of UNIDO JPOs
Europe and Arab States (including three assigned to UNIDO Headquarters).	7
Africa	18
Latin America	15
Asia and the Pacific	<u>6</u>
Total No. of UNIDO JPOs	46

By the end of 1984, one hundred ninety-eight UNIDO JPOs had been appointed, of whom one hundred fifty-two had completed their assignments.

1/ Annex I.B - Memorandum of Agreement between UNDP and UNIDO concerning Junior Professional Officers as Assistants to the Senior Industrial Field Advisers.

2/ Belgium, Denmark, Finland, Federal Republic of Germany, Italy, Japan, Netherlands, Norway, Sweden, and Switzerland.

8. The present SIDFA and JPO coverage is given in Annex V attached and summarized as follows:

Table 2.  
SIDFA and UNIDO JPO country coverage  
by region and by type of coverage (October 1985)

Region Type of coverage	Europe & Arab States	Africa	Latin America	Asia & Pacific	Total	LDC's <sup>4/</sup> / all regions
1. Resident SIDFAs <sup>1/</sup> and JPOs	1	10	7	4	22	7
2. Resident SIDFAs only	--	2	--	5	7	1
3. CTA acting SIDFA	--	--	--	1	1	--
4. Non-resident SIDFA <sup>2/</sup> and resident JPO	1	7	8	2	18	6
5. Non-resident SIDFA only <sup>3/</sup>	1	20	19	16	56	19
6. JPO only	2	1	-	--	3	--
7. From UNIDO Hqrs.	18	2	--	5	25	2
TOTAL countries	23	42	34	33	132	35

<sup>1/</sup> Figures include two vacant SIDFA posts, one in Africa, and one in Asia and the Pacific region.

<sup>2/</sup> Three of these countries are covered on ad-hoc basis only, i.e. the SIDFA visits the country when specifically requested to do so.

<sup>3/</sup> Four of these countries are covered on ad-hoc basis only.

<sup>4/</sup> Only seven of the thirty-five Least Developed Countries are covered by resident SIDFAs and JPOs.

This illustrates that out of a total of 132 developing countries, 81 (more than 60%) are not provided with SIDFA services except through missions of non-resident SIDFAs or by the so-called UNIDO Headquarters coverage.

B. Previous evaluations of system's effectiveness

9. In accordance with the various recommendations of the Governing Council of UNDP and the Industrial Development Board, the SIDFA programme has been the subject of continuous analysis and review. Reports and studies on the subject are included in the Executive Director's Annual Reports, UNDP documents on the re-orientation of the SIDFA programme, and the budgetary, administrative and financial matters related to sectoral support, and various IDB documents including reports on the activities and evaluation of the SIDFA programme, as well as actions taken by UNIDO in respect of strengthening the programme.

10. The first evaluation was undertaken by a senior consultant, Mr. Sergije Makiedo, in 1975 on behalf of UNDP and UNIDO. His report was submitted in early 1976 to the executive heads of the two Organizations. The Executive Director of UNIDO, in his report to the Industrial Development Board at its ninth session<sup>1/</sup> in December 1977 indicated that although no final evaluation report was produced and formally signed on behalf of both Organizations, it was correct to say that both secretariats regarded the review as having fulfilled a worthwhile function in stimulating development in the evolution of the SIDFA programme.

11. The main conclusions of the study are summarized below:

i) The 1967 Memorandum of Agreement establishing the SIDFA programme left some aspects to be defined with greater precision in the light of experience, and that the system has been influenced by the circumstances prevailing in particular countries and UNDP field offices;

ii) More importance should be given to the experience of SIDFA candidates in the field of international technical assistance to industry;

iii) There were complaints about delays in the recruitment of SIDFAs caused by the involvement of both UNDP and UNIDO secretariats in the recruitment process;

iv) Only an average of 10 - 15% of SIDFAs' time was devoted to the provision of specialist advice, due to a number of factors. This was difficult to evaluate because it is a qualitative service, and due to the nature and wide scope of issues relating to industrialization;

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<sup>1/</sup> ID/B/C.3/61; Evaluation of the Industrial Development Field Advisers Programme, Executive Director's report to the Industrial Development Board; ninth session, 17 October 1977.



v) The so-called double loyalty of the field adviser as a member of the office of the Resident Representative while receiving instructions and reporting directly to UNIDO had given concern in the earlier years. However, this had disappeared in the field offices which the consultants visited, as SIDFAs became fully integrated within UNDP offices, when sound personal relationship and modus vivendi developed between Resident Representatives and SIDFAs.

vi) The effective contribution of SIDFAs to industrial projects delivery, monitoring and evaluation, as an essential function of every Resident Representative's office, had obliged them to get involved to a large extent in administrative work although paragraph 7 of the Memorandum of Agreement specifically stated that SIDFAs should, as far as possible, avoid getting involved in administrative work;

vii) SIDFAs have effectively provided a channel of communication between UNIDO and Governments for questions outside the scope of UNDP, and that the potential use of SIDFAs for liaison in this regard and with regional bodies had greatly increased by the provisions of the Lima Declaration and Plan of Action;

viii) Two countries per SIDFA was, in general, the maximum consistent with the efficient discharge of SIDFA system functions;

ix) Government authorities dealing with industry clearly supported the system as providing a continuous link with UNIDO in the field.

12. The second evaluation was undertaken by Sir Robert Jackson in 1979<sup>1/</sup>, in pursuance of resolution 1978/65 adopted by the Economic and Social Council, requesting UNIDO to adopt measures to strengthen the effectiveness of the SIDFA programme. For this purpose, UNIDO was requested, in co-operation with UNDP, to commission an independent and comprehensive appraisal presenting various options, including the possibility of an increase in the number of SIDFAs for the effective provision of advice in the industrial sector to developing countries. The Industrial Development Board endorsed the report in its thirteenth session in April 1979.

13. The main conclusions of the evaluation are summarized as follows:

i) UNIDO should be transformed, as soon as possible, into an independent Specialized Agency, in order to enable it to face up to the challenges of the new and continuing industrial revolution, as an essential step in strengthening the SIDFA programme;

ii) In recruiting SIDFAs, UNIDO Headquarters should regard the quality (including personality) of the adviser as the paramount consideration, and the decisive factor in the success of the SIDFA programme.

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<sup>1/</sup> IDB/B/228 - Note by the Executive Director to the Industrial Development Board, 13th session, 11 April 1979.

iii) A SIDFA should normally serve in one country. In countries where it may not be appropriate to appoint a full-time SIDFA due to various reasons, several alternative methods could be used for providing the SIDFA service;

iv) A short-term target of fifty thoroughly well-qualified SIDFAs should be realistically achieved by end of 1980, to be reviewed in the light of UNIDO's ability to recruit advisers of the required standard, and of action taken to transform UNIDO into a Specialized Agency;

v) UNDP, subject to the availability of funds, should underwrite the cost of the SIDFA programme as a temporary measure until UNIDO becomes a Specialized Agency, when the total cost of the programme should be charged to the assessed budget, since SIDFAs represent an essential element in the execution of the Organization's constitutional responsibilities. Such an arrangement would conform with the financing of country representation by other Specialized Agencies;

vi) SIDFAs should not be financed from Funds-in-Trust, and the costs of alternative methods of providing "the SIDFA services" should be charged to IPF's.

In addition, the report gave recommendations regarding the various aspects of administering the SIDFA system, and the relation of SIDFAs with UNDP Resident Representatives, and the regional economic commissions.

14. A JPO programme review was undertaken by the Field Reports Monitoring Section<sup>1/</sup>, which concludes that the JPO programme is an integral and vital element of UNIDO's field representation. If they are assigned to a UNDP office with a resident SIDFA, they assist in improving the co-ordination of UNIDO activities at field-level. They also enable the SIDFA to concentrate more on advising the Government, and the Resident Representative. In offices without a resident SIDFA the JPO, guided by the advice of the SIDFA resident in a neighbouring country, strengthens the communication between Government, the UNDP office and UNIDO Headquarters. These views are reflected in the enthusiastic evaluation of UNIDO JPOs by SIDFAs and Resident Representatives, in response to questionnaires addressed to them by UNIDO Headquarters.

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<sup>1/</sup> UNIDO/PC.108 dated 31 January 1985

C. Financing of SIDFA posts

15. Since it was not possible to reach a long-term solution on financing, approvals for SIDFA posts suffered set-backs in times of financial constraints, as may be clearly seen from the following table:

Table 3.  
Approvals for financing of SIDFA posts from all sources of funds

Year	UNDP Sectoral Support	Year	UNDP Sectoral Support	Regular Budget of U.N.	Funds-in-Trust	Total approved posts
1967	3	1976	23	--	--	23
1968	5	1977	30	--	1	31
1969	10	1978	36	--	1	37
1970	20	1979	36	--	2	38
1971	22	1980	40	--	2	42
1972	26	1981	33	--	3	36
1973	30	1982	33	--	3	36
1974	30	1983	26	10	2	38
1975	30	1984	19	9	2	30

16. Because of financial difficulties, UNDP was obliged in early 1976 to impose a moratorium on the recruitment of SIDFAs, the numbers of which had been depleted by staff transfers to UNIDO Headquarters and other forms of alternatives resulting in only 23 posts actually occupied. The Governing Council of UNDP at its twenty-third session, in January 1977, decided to increase again the number of field advisers financed by UNDP to 30 in 1977. At its twenty-fourth session in June 1977, the Governing Council decided to raise the number further to 36 in 1978. The Council, at its twenty-seventh session in 1980, decided to increase the allocation to US\$ 7,962,000 to cover the net additional costs for SIDFA services to finance 40 posts based on an estimate of US\$ 100,000 per year for each post.

17. The Governing Council, by decision 81/39 in 1981, approved US\$8,311,000 to cover the net costs for SIDFA services during the biennium 1982-1983, but the expectations in filling 44 SIDFA posts to be financed by UNDP were not fulfilled, as UNDP imposed a freeze on recruitment at 33 posts actually occupied.

18. Efforts to finance SIDFAs from Funds-in-Trust resulted in the Government of Japan financing one post in 1977, and in later years two more were financed by the Governments of Austria and Finland. In response to the approval of the General Assembly in 1984, Italy announced a contribution, the details of which are under negotiation. Some developing countries have also contributed to the local costs of the SIDFA offices.

19. The General Assembly, in its resolution 38/192, Section I of 20 December 1983, decided that adequate resources should be provided from the United Nations Regular Budget to UNIDO in 1984 to maintain the existing level of appointed SIDFAs, in addition to full utilization of the UNDP allocation and voluntary funding through UNIDO. The General Assembly also appealed to all States, particularly developed countries, to provide voluntary contributions for the SIDFA programme, aiming at maintaining and increasing the number of posts. As a result the General Assembly approved an additional appropriation of US\$1 million for the Regular Budget for the SIDFA programme for the biennium 1984-85<sup>1/</sup>. This enabled the financing of three SIDFAs at the D-1 level, and six at the P-5 level.

20. The Programme and Budget Committee of UNIDO approved US\$2,053,000 as indicated earlier for the SIDFA programme for the biennium 1986-1987 from the UNIDO Regular Budget.

D. Other important reports, decisions or resolutions concerning the SIDFA system<sup>2/</sup>

21. The General Assembly, at its twenty-eighth session<sup>3/</sup> in 1973, endorsed the decision of the Industrial Development Board, recommending the progressive increase of the number of SIDFAs to 40 in 1975, and to 60 in 1977.

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<sup>1/</sup> General Assembly resolution 38/236, Section A.

<sup>2/</sup> Annex VII, list of reports and studies on the SIDFA and JPO programmes.

<sup>3/</sup> General Assembly resolution 3086 (XXVIII)

22. The Administrator of UNDP, in his report to the thirty-first session of the Governing Council<sup>1/</sup>, reviewed the history and rationale of UNDP Sectoral Support, and documented the status of the SIDFA programme. He concluded that the SIDFA programme continued to serve a vital function, and enjoyed broad support in developing countries, but that its financial conditions remained uncertain.

23. In its resolution on UNIDO's co-ordinating role in the United Nations system on industrial development<sup>2/</sup>, the Fourth General Conference of UNIDO recommended that UNIDO "strengthen its field co-ordination in close co-operation with the United Nations Development Programme through the Senior Industrial Development Field Advisers programme, in order to make its operational activities more effective, and continuous negotiations to ensure adequate financing for the programme<sup>3/</sup>".

24. The Industrial Development Board, at its seventeenth session in 1983, examined the Annual Report of the Executive Director, as well as proposals for strengthening the network of SIDFAs and Junior Professional Officers<sup>4/</sup>, and re-emphasized the importance and effectiveness of the SIDFA programme, and the need to strengthen it.

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1/ DP/1984/64

2/ ID/CONF.5/RES.11

3/ ID/CONF.5/46, Chapter II, Section B.

4/ ID/B/300/Add.1: Proposals for strengthening the network of Industrial Development Field Advisers and Junior Professional Officers.

### III. EFFECTIVENESS OF PRESENT ARRANGEMENTS

#### A. The changing needs of technical co-operation in industry

25. The economic situation in the developing countries today is one of pervasive crisis precipitated by the worsening world economy, and aggravated, particularly in many African countries, by drought, growing famine, encroaching desertification and natural disasters. External debts are growing to unmanageable proportions, and the economies of developing countries are plagued with inflation, chronic balance of payments problems, and persistent unemployment.

26. Although the highest priority is appropriately placed on food, agriculture, and emergency relief, it is increasingly recognized that any breakthrough in the agricultural development of a country depends largely on its level of industrialization<sup>1/</sup>, thus the need for an integrated approach to development, if a lasting solution to this crisis is to be achieved. After all, it is industrialization which makes the difference between developed and developing countries.

27. The Lima and New Delhi Declarations and Plan of Action, inter-alia, called for institutional arrangements focussing attention on the conversion of UNIDO into a Specialized Agency, establishment of the System of Consultations, redeployment of industry, the Industrial and Technological Information Bank (INTIB), the Technical Co-operation among Developing Countries (TCDC), and the inadequacy of the United Nations Industrial Development Fund (UNIDF). Emphasis was placed on the need to adopt urgent and special measures to accelerate industrial development in the least developed, land-locked, island and most seriously affected developing countries. The transformation of UNIDO into a Specialized Agency of the United Nations was termed as only a first step towards strengthening its central co-ordinating role in promoting industrial development.

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<sup>1/</sup> V.85.27300; Linkage between industry, agriculture and food production; analysis and proposals for action; 28 May 1985, prepared by the UNIDO secretariat.

28. Since the initial establishment of the SIDFA programme in 1967, there have been significant changes in the structure and trends of development in industry in the developing countries, with direct consequences on the quality and quantity of their technical assistance requirements. While some distinction can be made between the needs of the least developed and the more advanced of the developing countries, there are those countries which lie somewhere between the two ends of the scale.

29. Many of the newly independent least developed countries, in their efforts to promote economic growth, have placed emphasis on the establishment of basic institutional infrastructure as a springboard for the take-off of industrialization, and as a first step towards the achievement of the ultimate objective of self-reliance. The contribution of industry to the national economies is looked upon as aiming at satisfying the basic needs of the population, maximising the use of available natural resources, creating employment opportunities, and improving the balance of payments through import substitution, and exporting locally manufactured products.

30. The needs for technical co-operation in these countries primarily call for the identification of opportunities for resource-based industrial development; undertaking opportunity, market, pre-feasibility, and feasibility studies; industrial planning; the establishment of Industrial Research and Service Institutions (IRSIs), such as standards, consultancies and small-scale industry organizations, research and development institutions, as well as assistance in industrial manpower development and management assistance to enterprises in the various sub-sectors. The know-how in these areas is generally given through long-term experts, who may be assisted by short-term consultants in specific areas of technical competence.

31. On the other hand, there are the more advanced developing countries who have attained a certain level of sophistication in their managerial and technical know-how. In these countries, appropriate intermediate technologies have been successfully developed, while, in some others, there are new ventures into high technology areas. In general, there are highly qualified nationals, some of whom are appointed as national project managers in UN technical assistance programmes, in preference to the use of internationally recruited Chief Technical Advisers (CTAs). The need for assistance is mainly

through the use of highly specialized consultants for short periods of time ranging from one week to six weeks in most cases. Study tours are very effective as they enable national technical personnel to identify sources of technological know-how which suit best their requirements, and familiarize themselves with the status and trends in their particular fields of interest. In addition, as national capabilities develop, there is more tendency towards Government execution of technical assistance projects.

32. During the seventies and early eighties, regional and sub-regional organizations emerged, many of which are currently heavily involved in the industrial development of their particular regions or sub-regions. To mention only a few, the Southern African Development Co-operation Conference (SADCC), the Industrial Development Decade for Africa (IDDA) proclaimed by the OAU Heads of State in their economic summit, and adopted by the United Nations General Assembly in December 1980.

33. Rapid technological change, increasing complexity of problems in industrial development, as well as the emergence of new dimensions in technical co-operation, all call for a strong organization. The new UNIDO should be able to respond effectively to a very wide range of situations in small and large countries, land-locked, and small island countries, as well as the needs of the more advanced of the developing countries. The Organization must be fully aware of the factors of change, and should be able to adjust to changing situations in a timely flexible, and effective manner.

34. Without a strong field presence, the capacity of UNIDO to fulfill its mandate will be severely curtailed, as the UNDP offices in the field are not structured to deal with the technical aspects of industrialization nor to carry out any in-depth analysis of industrial development programmes and projects.

B. Adequacy and type of geographical coverage

35. The actual coverage of developing countries by SIDFAs and UNIDO JPOs has been outlined in section II.A above, and given in detail in Annex V attached to this report. It is observed that only 29 countries are covered by resident SIDFAs (including two vacancies), while the remaining 103 countries have different types of coverage, as illustrated in Table 2, paragraph 8.



36. In certain countries the volume and type of technical co-operation in the field of industry, and the potential for future development of the UNIDO programmes are so great that the work-load of a SIDFA may necessitate having a professional assistant or deputy, in addition to other programme and administrative support personnel. Examples of such situation may be found in China and India. In other countries, as in some of those visited by the consultants team (e.g. Bangladesh, Ethiopia, and Brazil), the SIDFA has a heavy work-load in his country of residence, which makes it extremely difficult to add more countries to his portfolio.

37. In countries where, for various reasons, this could not be justified, there is a general consensus that the coverage should be limited to two, or in extreme cases, a maximum of three countries. Exceptions to this general rule, may be justified where the potential for technical co-operation in industry is rather limited. This could apply to situations as may exist in some small island countries in the Caribbean and the Pacific. In any case, it has been observed that the coverage of three or more countries calls for excessive and frequent travel, as some of the SIDFAs interviewed reported that more than 50% of the time they are away from their duty stations. This disrupts the work of the SIDFA in his country of residence, particularly if he does not have adequate staff of the requisite quality to assist him, and to handle the work during his absence. He<sup>1/</sup> will not be able to keep abreast of developments in all countries covered, a situation which could lead to complaints by Resident Representatives and the Government officials concerned. In such situations, the overall quality of SIDFA services is seriously impaired.

38. The target figure of 60 SIDFAs endorsed by the General Assembly (see paragraph 21 above), is realistic, as it gives an average coverage per SIDFA of 2.2 countries, if 132 countries are to be served by the SIDFA system. Sir Robert Jackson's suggestions of fielding a short-term figure of 50 SIDFAs by end of 1980, which was considered realistic and was endorsed by the Industrial Development Board, is very far from being achieved, due to lack of funds. It is fortunate, however, that UNIDO has been successful in partially compensating for this serious shortfall, by fielding a number of UNIDO JPOs.

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<sup>1/</sup> Whenever reference is made in this report to a "SIDFA", it should be understood that the adviser could be a man or a woman. Thus where "he" is used it implies "he or she" and "him" implies "him" or "her".

39. A study has been conducted in 1982 by a former SIDFA, for the Field Reports Monitoring Section on the UNIDO field network. The study aimed at the introduction of a system of work factors for an even distribution of workloads for the SIDFAs and JPOs in the field. The criteria used in the study included, among others, consideration of the IPFs, the UNIDO percentage share of the IPFs, the volume of technical assistance in the industry sector from other sources of funds, living and working conditions, and the number and type of projects. The report recognized the shortcomings of its conclusions, as it was not feasible to measure the qualitative aspects of the needs for SIDFA services such as those of the LDCs compared to the requirements of the more advanced developing countries.

40. Nevertheless, the consultants consider the study to be a rough model which can be refined and updated continuously, which helps UNIDO and UNDP to take appropriate decisions after consultation with the UNDP field offices and the Governments concerned. The following table gives a summary of the regional distribution of SIDFAs for the various levels of funding from 24 up to 50 posts:

Table 4.  
Proposed regional distribution of SIDFA posts  
based on a 1982 study

Region \ Number of posts	24	30	35	40	45	50
Europe & Arab States	4	5	7	7	8	9
Africa	9	11	12	14	16	18
Latin America	4	6	7	8	9	9
Asia & the Pacific	7	8	9	11	12	14

The allocation of posts to regions and specific countries, as and when funds become available, can be specifically proposed only as decisions on sectoral allocations are made by Governments in their Country Programme requests for the upcoming Cycles.

41. In Europe and the Arab States, only one country is covered by a resident SIDFA and a resident JPO and one country by a non-resident SIDFA and a resident JPO. Eighteen countries are listed as covered from UNIDO Headquarters in Vienna. Having received no indication of how this is done, the consultants could reasonably conclude that this type of coverage is nominal, not real. In this region, six SIDFA posts have been discontinued in the past, due to financial reasons, in addition to inconclusive negotiations between UNDP and UNIDO on whether the region is served better by resident SIDFAs, or regional technical advisers to provide specialized advice in the various industrial sub-sectors. In this context, the Executive Director of UNIDO, in his letter of 13 January 1978 to the Administrator of UNDP, had pointed out: "The demand for advisory visits in the field cannot be adequately met by occasional visits of one or more specialized experts for a few weeks, by specialized short-term consultants from the country or region recruited by UNDP Resident Representatives, or by teams of specialists assigned to the Joint Industry Divisions established by UNIDO and the Regional Commissions. All of these measures, as well as UNIDO Headquarters' backstopping support at policy and technical levels, have been and will be used to complement or supplement the continuing work of the country-level adviser, but they should not be expected to replace the field adviser". The consultants fully agree with this view.

42. In the other regions (Africa, Latin America, and Asia and the Pacific), fifty percent of the countries are covered only by visits on missions of non-resident SIDFAs, with no UNIDO JPOs to assist the SIDFA and to take follow-up actions during periods in between field missions. Resident Representatives, in particular, are very wary about this type of coverage as contacts made by the SIDFAs may create expectations which no officer in the UNDP field office is qualified to pursue and take appropriate actions.

C. Selection and placement of SIDFAs and JPOs

43. The standard, or general, job description (Annex VI) outlines briefly the duties of the SIDFAs under two main headings: those which are directly related to the provision of technical assistance in programme and project support, and those which are not. It specifies staffing of one JPO at P1/P2 level, plus

two GS posts, generally a secretary and a driver. The minimum qualifications indicated therein are actually exceeded by far by most of the incumbent SIDFAs<sup>1/</sup>, and are inadequate as a basis for selection and recruitment.

44. Although this job description may serve the purpose of providing a basis for the general profile and the common duties of all SIDFA posts, it is felt that it is totally inadequate as a description of the duties and working relationships for each SIDFA post, and is far from satisfactory as a basis for the recruitment of qualified candidates for each particular post. In addition to the general duties of a SIDFA, certain duty stations may have special requirements, such as familiarity with high technology areas, experience in national economic planning and/or industrial planning or other industrial sub-sectors of high priority to the countries concerned and specific language requirements. There may also be differences in the SIDFAs status as UNIDO's representatives accredited to regional Organizations. The staffing requirements also quite frequently deviate from the "standard" set-up of a UNIDO JPO, a secretary, and a driver.

45. An effort has already been started at UNIDO Headquarters to delineate more clearly the duties assigned to the SIDFA, and to indicate the specific tasks which are particular to each individual post, in addition to the general duties applicable to all SIDFAs. This exercise, which was initiated for Ethiopia and Sri Lanka, should be continued and extended to all posts which, when completed, will enable more rational selection and placement of SIDFAs to meet the particular needs of the developing countries.

46. When a vacancy occurs, candidates for A posts are generally selected from a special roster file kept by the Field Reports Monitoring Section, which currently contains some 200 applicants, of which about 90 have been evaluated positively by the Section. The panel thus selected is submitted to the Resident Representative of the country of residence for his and the host Government's clearance, after obtaining the Executive Director's approval, and

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<sup>1/</sup> See the SIDFA profile and initial briefing, paragraphs 49 and 50.

after consultation with UNDP Headquarters. Administrative recruitment action is then taken by the Personnel Service of UNDP or UNIDO, depending on the source of funding. An overall improvement of the selection process can be achieved through advertising of vacancies, possible use of the UNIDO expert roster, and exchange of views with the Division of Industrial Operations of UNIDO. The proposed criteria for the selection and placement of SIDFAs will be given in more detail below.

47. UNIDO JPOs are selected at the national level by their sponsoring Governments in accordance with their own criteria and procedures. Candidates are then interviewed by UNIDO, and submitted to UNDP for final recruitment in accordance with the Memorandum of Agreement signed by the Administrator of UNDP and the Executive Director of UNIDO on 5 February 1979<sup>1/</sup>. Since the educational background for JPO candidates is more or less uniform, emphasis is placed in the interviews on the candidate's character, personality, motivation, and language proficiency.

D. The SIDFA profile, and initial briefing

48. The curricula vitae of 27 SIDFAs currently on board have been examined with a view to identify qualifications most prevalent among them, and to relate their academic background and experiences to the duties and responsibilities as SIDFAs.

49. The average age of a SIDFA upon initial appointment was found to be around 46 years, with a minimum of 40 and a maximum of 57. He is generally a very highly qualified professional who has had a successful career of 15 to 30 years in responsible technical and managerial positions before becoming a SIDFA, in many cases in both developing and industrialized countries. About 60% of SIDFAs on board are nationals of developing countries.

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<sup>1/</sup> Memorandum of Agreement between UNDP and UNIDO concerning Junior Professional Officers as assistants to the Senior Industrial Development Field Advisers, Annex I.B

50. At least 20 SIDFAs have advanced university degrees (the equivalent of Masters or Doctorate degrees) in some branch of engineering, and, taken together, they cover a very wide range of disciplines including chemical, mechanical, metallurgical, civil, production, and industrial engineering. Some also have specialized in some manufacturing technology, such as ceramics, machine tools, agro-industries, food processing, micro-biology, and ship-building. Many SIDFAs also have degrees or practical knowledge in business or public administration, industrial management, industrial or development economics, finance, marketing, operations research and computer applications.

51. About 50 percent of the SIDFAs have had some previous UN experience, either as experts or Chief Technical Advisers on technical assistance projects executed by UNIDO or other agencies of the UN system, or have been national counterparts or national project managers in UN technical assistance programmes. More recently, some former UNIDO Headquarters staff have taken up SIDFA posts.

52. Based upon the analysis of the curricula vitae of SIDFAs and on the consultants' discussions with concerned officials of Governments, UNDP and UNIDO, it is clear that SIDFAs are highly qualified professionals in dealing with development issues in the industry sector.

53. They thus constitute a very valuable asset within UNDP field offices. They are able to advise the Resident Representatives and Government officials on technical assistance programmes and projects, as well as on various policy issues relating to the acquisition and adaptation of industrial technologies, investment policies and incentives, and other areas of concern to industrial planners in the developing countries.

54. Their technical assessments are particularly important to many Resident Representatives since UNDP field offices are generally staffed with international and national personnel with predominantly economic and administrative backgrounds. The consultants have noticed in a number of cases that Resident Representatives, mindful of making the best possible use of talents available to them, are increasingly using SIDFA services on questions of a technical nature, even in areas not directly related to the work of UNIDO for the mutual benefit of UNDP, and the Governments they serve.

55. The consultants are in full agreement and very strongly support Sir Robert Jackson's insistence on the quality of SIDFA as the key to the success of the entire SIDFA system. Opinions expressed by UNDP officials in Headquarters and in the field are naturally influenced by their own personal experiences. The consultants are happy to record that an overwhelming majority of those interviewed have very positively praised the work of SIDFAs and valued their highly professional advice in industrial and related matters. Some expressed the hope to be able to continue to call upon SIDFAs for advice. All Government officials met during the mission, without exception, expressed their complete satisfaction with the services of SIDFAs, and wished that the system could be strengthened and enhanced through increased delegation of authority to the field, and other measures and means of support.

56. Some of the UNDP officials who criticized the SIDFA system have volunteered information about the very difficult conditions under which certain SIDFAs had to perform their duties and attributed the less than optimal performance to misunderstandings which a SIDFA may face in very exceptional circumstances.

57. Initial briefing of newly recruited SIDFAs usually takes place during four weeks at UNIDO Headquarters, when a programme of meetings is arranged by the Field Reports Monitoring Section with the various divisions and sections of UNIDO, particularly those having operational activities or pipeline projects in the countries to be covered by the SIDFA. This briefing programme is considered by many SIDFAs to be inadequate, particularly by those who did not have any previous UN experience. Lack of familiarity with UNDP policies and procedures, project preparation and evaluation, and the complex relationships prevailing in the UN system, is a major handicap for newcomers, who learn it the hard way during several crucial months up to a year after arriving at their duty stations.

E. The JPO profile and initial briefing

58. The age of a UNIDO JPO upon recruitment varies between 22 and 32 years, and averages about 29 years. Until now, 25 percent of them have been women.

59. More than half of the JPOs are economists, some of them have an engineering background, one quarter have studied business administration and the rest have a university degree in sociology, political science or law.

60. The average JPO has already worked in several jobs in private industry, national administration, or university. Most of them have no experience in developing countries.

61. Resident Representatives and SIDFAs fully support the JPO programme. UNIDO JPOs have performed their duties with willingness and enthusiasm. They have generally adjusted quickly to the work environment and living conditions in their duty stations.

62. The major drawback has been the short duration of a JPO's assignment of usually one or two years, although in some exceptional cases three years. The learning period can take up to one year, after which the JPO can contribute effectively to the work of the SIDFA office, but the JPO is usually pre-occupied with his future plans during the last few months of his contract, so that a duration of three or four years would be required if the JPO is expected to contribute in any significant way to the work of the office. Another serious problem is the long gap of six months or more required to negotiate and field a replacement JPO. These situations provide serious disruptions in the work of SIDFA offices, particularly since the work usually assigned to a JPO is of an on-going day-to-day nature. The performance of a SIDFA, and as a result, his cost-effectiveness is reduced considerably at times when he is deprived of JPO's assistance, or when a new JPO is at the initial stages of learning on-the-job.



63. In addition to an orientation course conducted by some sponsoring Governments, UNIDO JPOs go through a two-week course to prepare them for the work that lies ahead in UNIDO technical assistance programmes. After approximately one year of assignment, JPOs of the "same generation" meet for a five-day review meeting which includes plenary sessions, and individual briefings. Some SIDFAs consider this training programme to be inadequate. It could certainly be improved if the initial appointment were for two years instead of one, as for SIDFA posts.

F. Relations with UNIDO Headquarters

64. The extent to which a SIDFA or a JPO can be successful in dealing with UNIDO operations in the field is obviously linked very closely, and is completely dependant upon, the quality and timeliness of support from UNIDO Headquarters. The transformation of UNIDO into a Specialized Agency is a first major step towards strengthening the Organization to enable it to discharge its constitutional responsibility. Many Government officials expressed the hope that UNIDO will now be in a better position to respond more effectively to the needs of the developing countries in the field of industrial development.

65. However, it remains, to be seen whether a second important step will be taken by allocating adequate financial resources to UNIDO, particularly to the United Nations Industrial Development Fund (UNIDF), which remained far short of achieving the set target of US\$ 50 million annually<sup>1/</sup>. In 1984, the total pledges for UNIDF reached \$15.7 million, of which only \$2.5 million were general purpose convertible contributions. The lack of flexibility of UNIDF funds has resulted in delays or inability to obtain firm approvals for projects financing, with consequent understandable disappointments on the part of recipient Governments.

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<sup>1/</sup> General Assembly resolution 31/202 of 22 December 1976

66. While most of those interviewed assessed the overall quality of UNIDO Headquarters backstopping to be satisfactory, many pointed out weaknesses, where corrective measures and improvements could be adopted and applied. Some backstopping officers may be overloaded with work, or for some other reasons, are not able to react promptly to communications from the field. Questions that arise include many areas such as suggestions for project revisions, submission of candidates for expert posts, clearance of reports, expediting action on equipment orders and placement of fellows. Problems arise where the type of work on the project spreads over the responsibilities of two or more substantive sections within UNIDO. In such cases, reluctance or failure on the part of backstopping officers to consult or associate officers from other sections is detrimental to the overall quality of UNIDO project delivery.

67. The panel of experts submitted to fill a technical assistance vacant post does not always include people of the right quality for the post, particularly in new highly specialized technology areas. There may be a case for seeking other alternative arrangements for UNIDO to gain an easy and quick access to these technologies, possibly through the establishment of special relationships with renowned consultancy and/or research organizations. In a dynamically changing environment of technological development new ways must be sought to supplement the traditional roster file of experts and consultancy firms who have proven records in the implementation of UNIDO technical assistance projects.

68. The handling of equipment orders frequently suffers delays as delivery promises are not kept and other various problems relating to conformity of the equipment received to the required specifications, missing spare parts, and/or operating instructions. This situation calls for closer and better coordination between the CTA in the field, the backstopping officer, and the Purchase and Contracts Section (PAC).

69. There were strong remarks by several Resident Representatives as well as SIDFA on the need to curb the so-called "agency salesmanship" by which project proposals emanating from Headquarters are promoted without giving due consideration to Government priorities for technical assistance. Such proposals should not be pursued, and project formulation field missions by Headquarter's personnel should only be undertaken with the full agreement of the Government, the Resident Representative, and the SIDFA.

70. The focal point in UNIDO for the SIDFA system, the Field Reports Monitoring Section (FRMS), is responsible for the selection, placement and briefing of SIDFAs and JPOs, and the co-ordination of their travel, reports and other administrative aspects relating to their relationships with Headquarters. The Field Reports Monitoring Section organizes a series of global and regional meetings for SIDFAs and JPOs, follows-up on their recommendations, and searches continuously for ways and means to develop and improve the interaction between UNIDO Headquarters and the field. This Section should be placed at a high-level in the hierarchy, to enable it to function efficiently. It should also be strengthened as the number of SIDFAs and JPOs in the field increases.

71. Communication on current matters between SIDFAs and JPOs in the field and UNIDO Directors of Divisions, Heads of Branches and Sections through correspondence, telexes and telephones is conducted on the basis of established guidelines and procedures. There have been complaints, however, that correspondence addressed to the field by UNIDO Headquarters staff are invariably addressed to the Resident Representatives, not to the SIDFA concerned, even on matters totally unrelated to UNDP activities. In order to strengthen the dialogue between the field and Headquarters a reporting system has been in effect for many years. The guidelines for reporting have been the subject of extensive consultations and exchanges of ideas embodied in the current "Guidelines on Reporting for SIDFAs and JPOs"<sup>1/</sup>, which went into effect on 1st January 1985.

72. The aim of the Guidelines is to simplify and achieve greater efficiency in the reporting system, in order to secure a regular and adequate flow of information from the field to UNIDO Headquarters.

73. Quarterly reports are felt by many to be primarily a means of providing information, since the intervals of reporting are too long for an action-oriented approach. SIDFAs and JPOs are required to point out clearly the necessary action needed from Headquarters in the long run, and particularly

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<sup>1/</sup> Publication UNIDO/PC 106 dated 21 November 1984

indicate those actions which Headquarters may have been tardy in taking. In this sense, quarterly reports are designated to be action-oriented, as it is envisaged that a copy be returned to the field with Headquarters comments on the required follow-up action.

74. It is emphasized that these reports serve as recapitulative and complementary, not a substitute, for action-oriented correspondence. It has been observed that the new forms for approved and operational projects have been welcomed by many SIDFAs as a positive innovation, although some others may consider them to be superfluous, as the requests for follow-up action are more often than not overtaken by events. Some may find the forms to be cumbersome, as the space provided for reporting on the progress achieved and problems encountered may be sufficient in some cases, but inadequate in others. This could easily be solved by using an alternative long format of two or more pages.

75. In the new Guidelines, yearly country briefs, designated as information-oriented, have been considerably improved, as an analytical approach is being adopted, concentrating on the industries sector, and an assessment of the UNIDO programme of assistance, examining its relevance to the country's development plans and priorities, with special regard to UNIDO special programmes. This approach is a welcome change from the previous system which required the SIDFA or the JPO to provide macro-economic data which is readily available at UNIDO Headquarters through other sources, e.g., World Bank reports and commercial publications.

76. It has been observed that the SIDFA reports are treated as internal documents solely for the use of UNIDO Headquarters, and the UNDP Resident Representatives concerned. Consideration should be given to making such reports available to interested parties in UNDP Headquarters and host Governments, as useful background information which could stimulate co-ordination and follow-up action by responsible officials.

77. UNIDO JPOs, after adequate on-the-job training, are able to contribute to the preparation of reports, and in countries where there is no resident SIDFA, they are fully responsible for providing the same reports required from SIDFAs on their countries.

78. It is recommended that, after one year of operations based on the new Guidelines for Reporting, a review should be undertaken to consider revisions as may be considered appropriate by the SIDFAs and UNIDO Headquarters.

79. Under the current organization of the UNIDO Secretariat, there are no officers at Headquarters to carry the full responsibility for co-ordinating all UNIDO activities at the country-level, who could act as counterparts to the SIDFAs in the field. It is a well-known fact that up till now, the SIDFA is the only UNIDO official who has full knowledge of his Agency's programmes in the countries of his coverage.

80. The consultants are pleased to note that proposals which, in principle, they strongly support, are under consideration for restructuring the UNIDO secretariat, with the basic purpose of establishing a strong country focus to ensure a consistent and well co-ordinated approach by UNIDO in its co-operation with each developing country. The establishment of sections responsible for UNIDO activities in the geographic regions with country specific designated officers should provide a much more effective channel of communication with the Resident Representatives and the SIDFAs, than does the current industry-specific and analytical organization. This should certainly improve considerably the timely response of Headquarters to requests for information or action arising from the field. This has been the experience in several other Organizations, specifically UNDP.

81. Government officials and SIDFAs interviewed called for maximum delegation of responsibility and authority to the field level, as the only way to achieve optimum operational performance. Detailed proposals in this regard must be worked out carefully, defining the actions on which it is more appropriate to take decisions in the field. These could span over a wide range of activities such as the hiring of local consultants, signing of project documents, authorizing travel of fellows, and clearance of reports for submission to Government officials.

G. Relation with UNDP Resident Representatives

82. All current and former SIDFAs and Resident Representatives who were met by the consultants team have qualified their relationships as "very good" or "excellent". In many cases, they indicated that SIDFAs were delegated the financial authority to certify and/or approve payments on behalf of UNDP, and

some have been appointed officers-in-charge of UNDP in the absence of the Resident Representatives or their deputies. There are examples where the SIDFA and the Resident Representative have developed their working relationships over the years with very beneficial results for the recipient Governments.

83. In the very few cases where reference was made to strained relationships, it was emphasized that these situations arose due to the personality traits of Resident Representatives and/or SIDFAs concerned, worsened by the flaws inherent in the SIDFA system, as it established a dual role for the SIDFA as an industrial development adviser to the Resident Representative and the government, working under the authority of the Resident Representative, and also as a field representative for UNIDO. It is believed that such situations which may have existed in the past have virtually disappeared.

84. Nevertheless, some SIDFAs have indicated that they were restricted in their contacts with the central authorities of the government dealing with external aid<sup>1/</sup>, while the majority of SIDFAs stated they had no restriction whatsoever in their contacts with government officials. There was at least one case where the SIDFA was not allowed to make suggestions on pipeline projects, until specifically requested to do so by the Resident Representative during the country programming exercise<sup>2/</sup>. In a number of cases, it has been observed that all or most of the correspondence and telexes emanating from the SIDFA office had to be signed by the Resident Representative, the deputy or the Officer-in-charge of UNDP, even including those of a routine nature; while in others Resident Representatives have delegated this authority to the SIDFAs on all matters not directly related to policy nor having any financial implications.

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1/ Paragraph 6 of the UNDP/UNIDO Memorandum of Agreement, Annex I, restricts contacts of SIDFAs with the central organs of the recipient Government.

2/ Paragraph 5 of the UNDP/UNIDO Memorandum of Agreement, Annex I stipulates that the Resident Representative may request the SIDFA to suspend action in matters of programming.

H. Status of SIDFAs

85. The 1967 UNDP/UNIDO Memorandum of Agreement concerning the establishment of a UNIDO field service<sup>1/</sup> stipulates that "the internal status of Industrial Development Field Advisers (UNIDO) would be assimilated to that of other international staff of equal grades and, therefore, would normally be assimilated to that of other international staff of equal grades and, therefore, would normally be assimilated to the status of a Deputy Resident Representative". The actual status of a SIDFA within UNDP field office varies depending on the extent to which authority is delegated to him by the Resident Representative, particularly during the absence of the Resident Representative or the deputy, when he has to submit to the authority of an officer-in-charge having a lower grade than his own. The SIDFA's protocol status may also vary from one country to another, but in all cases, he does not have the same status as representatives of other Specialized Agencies.

I. Establishment and organization of SIDFA offices

86. Most SIDFAs who had to establish their offices for the first time have encountered great difficulties, and may have had to struggle for long periods of time of up to one year until they become fully functional. This may be due to one or more of the following reasons:

(i) The SIDFA's experience in the UN system and his knowledge of the relationships between UNDP and UNIDO, and UNDP's policies and procedures, may be rather limited.

(ii) Absence of advance planning in allocating the necessary office space, the supply of furniture, equipment, and other facilities such as transport, telephones, and the inadequacy of the administrative budget needed for efficient operation.

(iii) The lack of support personnel to assist the SIDFA in the difficult task of establishing a new office.

87. This process could be improved considerably through various measures to be adopted by UNDP Resident Representative and UNIDO, so that agreement is reached and appropriate preparations would be made in advance of the arrival of the SIDFA to take up the duties of his post.

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<sup>1/</sup> Annex I, paragraph 9.

J. Relationship with the Regional Economic Commissions

88. The changed status of UNIDO as a Specialized Agency may call for a review of the relationship between the new UNIDO, the Regional Economic Commissions, and the role of the Joint Industry Divisions in the handling of regional and sub-regional activities in the industry sector. The role of SIDFAs, as coordinators of national programmes, calls for close collaboration with the Joint Industry Divisions in order to ensure the desired degree of harmony between national and regional programmes in working towards common development objectives.

89. As recommended in the Jackson report, regional SIDFA meetings should ideally take place at the seats of the Regional Economic Commissions, where fruitful exchange of experience and ideas can be very useful when SIDFAs, Ministers of Industry, as well as officials from the Joint Divisions and UNIDO Headquarters could all get together to discuss specific problems particular to the region.

90. The consultants feel that the relationships between the Joint Industry Divisions and the SIDFAs are best left to the specific needs in the field, but suggest that some guidelines should be established to specify the functional linkages and communication procedures which apply.

K. The role of SIDFAs

91. SIDFAs and the associated UNIDO JPOs are fully integrated with the field offices of UNDP and work closely with UNDP Resident Representatives. They fulfill the dual role of:

a) Providing Resident Representatives with sectoral support and technical advice on programming and monitoring of implementation of UNDP financed technical co-operation projects in the industry sector;

b) As senior officials or field representatives, dealing with all field operations of UNIDO in the countries of their coverage, SIDFAs act as team leaders of UNIDO experts, maintaining liaison with UNIDO Headquarters and Governments in technical as well as policy matters, representing UNIDO in conferences, meetings and seminars, and co-ordinating activities with those of other multilateral, and bilateral organizations.



9.. On the basis of discussions with SIDFAs and Resident Representatives, and seventeen replies received to the telexed request addressed to the SIDFAs who were not visited at their duty stations<sup>1/</sup>, it may be concluded that the efforts made by the SIDFAs in undertaking the various functions varied very considerably between one country and another. Moreover, tasks in each country change with the different phases of the programming cycle. The following figures, the calculated averages were derived from twelve replies, and are roughly indicative of the relative order of magnitude of time spent on these functions<sup>2/</sup>:

(i)	Country programme development and monitoring, including UNDP regional programme	54%
(ii)	Formulation and implementation of technical assistance projects funded from sources other than UNDP.	15%
(iii)	Supporting activities, TCDC, industrial information, system of consultations, UNIDO regular training programmes, technology, industrial studies investment promotion, etc.	10%
(iv)	Representing UNIDO in conferences and meetings and liaising with regional organizations	4%
(v)	Reporting to UNIDO Headquarters and contributing to the internal evaluation system	8%
(vi)	Providing specialized advice on technical and industrial matters	9%

93. The effectiveness of SIDFAs and the quality of their work is best in countries where they are adequately assisted by a UNIDO JPO, and the necessary national programme officers, administrative assistants, and secretaries as may be required. It is in these countries that they have been able to concentrate more on the substantive issues of technical co-operation programmes in industry, without becoming substantially involved in administrative or routine matters. This has also enabled them to allocate more time for visits to other countries to which they are assigned. Through more regular periodic missions they are better able to provide guidance and follow-up on the work of resident JPOs.

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1/ Annex IV - Text of telex to Resident Representatives and SIDFAs who were not visited.

2/ The replies from five other SIDFAs did not provide clear information on time spent consistent with the above definition of functions and, therefore, could not be considered in the computations.

#### IV. GENERAL CONCLUSIONS

94. Since the initial establishment of the SIDFA system until today, the SIDFAs and their assistant JPOs have performed very well. They made positive contributions to the achievement of the purposes of the arrangements stipulated in the Memorandum of Agreement concerning the establishment of a UNIDO field service at the country level, signed on 3 October 1967. In the very few cases where the performance may have been sub-optimal, personal relationships of the Resident Representatives and the SIDFAs concerned are thought to be at the root cause of underlying problems.

95. Although the UNDP/UNIDO Agreement left some aspects of the arrangements to be defined at a later date on the basis of experience in implementation, SIDFAs actually became fully integrated in UNDP field offices, as they learned to overcome the initial difficulties arising from the "dual loyalty" situation, as members of the Resident Representative's office, and as UNIDO "field representatives" receiving instructions from, and reporting directly to, UNIDO Headquarters. There has been unanimous agreement between SIDFAs and Resident Representatives that SIDFAs<sup>1/</sup> should remain integrated within UNDP field offices for the mutual benefit of the two organizations, and the Governments whom they serve. This view has also been expressed and emphasized by the Director General of UNIDO, and by UNDP and UNIDO Headquarters staff, as the best way to ensure well-coordinated response to Government's needs at the least possible cost.

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1/ The SIDFA term is used throughout the report to mean the senior UNIDO official responsible for UNIDO field operations at the country level, irrespective of the actual title which may be decided upon in the future.

96. The successful fulfillment of UNIDO's role as the Specialized Agency responsible for promoting industrialization in the developing countries is largely dependant on the strength of its field network. A strong UNIDO field presence is necessary to establish close linkages between UNDP field offices, Governments, and UNIDO Headquarters on all matters regarding programme and project formulation and implementation. Additionally, SIDFAs have responsibilities in varying degrees with other UNIDO activities, such as industrial studies, investment promotion, the System of Consultations, TCDC, INTIB, the technology programme, energy, and the regular training programmes.

97. The status of UNIDO in the developing countries is found to be at a lower level than the other specialized agencies who have their own representatives. Apart from the fact that their protocol status is higher than that of SIDFAs, Agency representatives communicate freely with officials of central and sectoral Government ministries, on all matters of interest to their organizations. They usually enjoy greater functional authority and provide closer field linkage to their headquarters.

98. The improved effectiveness of the field network must be matched by a stronger UNIDO, better able to respond in a more positive and timely manner to the needs of the developing countries in their industrialization efforts. The financial resources available to UNIDO must be commensurate with the responsibilities and the expectations. The quality of technical backstopping needs to be improved. UNIDO must be in a position to recruit suitable highly qualified candidates to fill the experts posts. The handling of equipment orders, requests for fellowships, are areas where improvements can, and should be made. Better ways must be sought for greatly improved co-operation among substantive sections for the optimum use of talents available at UNIDO Headquarters.

99. The SIDFA title is awkwardly long, is misleading, and creates some confusion in the minds of Government officials, who are often at a loss to understand the complex nature of the relationship between UNDP as the central funding and co-ordinating agency for technical co-operation programmes, and UNIDO, as the executing agency for the industry sector. In actual fact, the SIDFA fulfills a role for industry similar to that of other Specialized Agency

representatives, except that the UNDP Resident Representative is the official representative of UNIDO. The SIDFA's role as an adviser to the Governments and to the resident representatives on all matters of industrial policies and planning as well as technical aspects is unrealistic, and should be viewed with caution. No single individual can possibly be proficient in all aspects of industrialization, particularly with fast-changing technologies.

100. The consultants, therefore, consider the title of SIDFA to be no longer appropriate, and that SIDFA posts are not comparable to those of technical assistance experts. They should not, therefore, be financed through voluntary contributions. As field representatives responsible for planning and co-ordinating technical co-operation programmes in the countries of their coverage, they should normally be financed from the assessed budget of UNIDO, as is the case with other Agency field representatives in the UN system.

101. The major problem facing the SIDFA system is the serious paucity of financial resources necessary to provide adequate country coverage. Instead of reaching the target figure of 60 SIDFAs by 1977 as recommended by the Industrial Development Board and endorsed in 1973 by the General Assembly, or even the short term figure of 50 SIDFAs to be attained by the end of 1980, as recommended by the Jackson Report, the number of SIDFAs actually dropped from 35 in 1979 to 27 today. The consultants consider 60 SIDFAs to be a very realistic target for covering 132 countries at an average of 2.2 countries per SIDFA<sup>1/</sup>. A SIDFA will therefore cover one, two or three countries depending on certain criteria related to the workload, and the need for SIDFA services. In countries where there is no resident SIDFA, alternative means of providing SIDFA services should be sought.

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1/ Annex VIII - List indicating tentatively possible coverage if financing for 60 posts was available.

102. A list<sup>1/</sup> tentatively indicating possible country coverage if financing for 60 posts was available is given in Annex VIII. The following table illustrates the resulting improvement:

Table 5.  
SIDFA country coverage by region  
on the basis of 60 posts, compared to the current situation

SIDFA coverage	Europe & Arab States	Africa	Latin America	Asia & the Pacific	Total all regions
<u>On the basis of 60 posts:</u>					
One country	3	7	3	11	24
Two countries	4	7	5	4	20
Three countries	1	7	1	1	10
Four countries	2	-	3	1	6
Total SIDFA posts	10	21	12	17	60
<u>On the basis of current situation:</u>					
One country	-	1	-	2	3
Two countries	-	1	1	3	5
Three countries	1	5	1	2	9
Four countries	-	4	5	1	10
Total SIDFA posts	1	11	7	8	27

103. It has been emphasized over and over again that the quality of SIDFAs determines the success of the whole SIDFA system. For optimum performance, great care must be exercised in the process of selection, placement, and initial briefing. Clear guidelines must be agreed upon to define their working relationships with UNDP field office. It has been observed that the initial establishment of SIDFA/JPO offices in the field often faces difficulties due to the absence of advance planning to provide the necessary office space, furniture, office equipment, administrative budgets, and working relationships. Such budgets must cover adequately the needed programme and administrative personnel, travel, and other services.

<sup>1/</sup> The list is derived from a study undertaken by the Field Reports Monitoring Section of SIDFA posts distribution as financing becomes available for a total of 30, 40, 50 and 60 posts.

V. RECOMMENDATIONS

A. For a stronger UNIDO

104. To consider the conversion of UNIDO into a Specialized Agency having the primary responsibility for the promotion of industrial development co-operation as only one first step towards strengthening the organization. This action must be followed by several other steps which are necessary to enable it to implement its mandate.

105. To allocate adequate financial resources to UNIDO, commensurate with the responsibilities assigned to it. There is an urgent need to increase the contributions to UNIDF from the present level of US\$15 million per annum to the agreed target of US\$50 million, taking into consideration that the value of the fund has declined in real terms since its establishment in 1976. Preference should be given to general purpose convertible contributions.

106. To establish a country focus within the UNIDO secretariat, as suggested in the new restructuring proposals, in order to provide a much more effective channel of communication with Resident Representatives and SIDFAs in the field. Once agreement is reached on the new organization structure, a set of detailed clear guidelines must be established to define the relationships and communication procedures of SIDFAs and JPOs with UNIDO Headquarters staff, and their reporting.

107. To carry out an in-depth, action-oriented, evaluation of the quality of backstopping industrial technical co-operation projects, providing specific recommendations for ways and means to improve UNIDO's performance, and as a consequence, its image in the field. The evaluation should deal in particular with the ability to recruit suitable highly qualified experts and consultants, and to handle efficiently and promptly all requests from the field for equipment purchasing, and/or placement of fellows and participants in seminars, workshops, and study tours. It should also look into the underlying causes

of the so-called "agency salesmanship", and insufficient co-operation among substantive sections, making suggestions for improvement. Most importantly, the study should suggest innovative ways for UNIDO to gain access and keep abreast of the rapidly changing industrial technologies.

108. To strengthen the Field Reports Monitoring Section (FRMS)<sup>1/</sup>, to enable it to cope with the increased work-load as and when the UNIDO field service expands. It should also be placed at a high level in the hierarchy of UNIDO secretariat, in order to enable it to function effectively.

B. The UNIDO field service - basic principles

109. To change, as soon as possible, the SIDFA title to "UNIDO Field Co-ordinator" having the same status and privileges as other representatives of UN Specialized Agencies in the countries of their coverage. The UNIDO Field Co-ordinator will carry the full responsibility of co-ordinating all UNIDO programme activities at the field level. While he corresponds directly with, and receives instructions from, UNIDO, he will remain within the offices of UNDP, working closely with UNDP Resident Representative on all activities funded by the Government, UNDP, UNIDO, and other multi-lateral or bilateral sources. He shares with UNDP the common facilities and services which are usually available in UNDP field offices. The proposed improved status is considered best for optimum performance and harmony in the handling of technical co-operation programmes and projects in the field of industry at the country level. It takes into consideration the increased complexity of the needs for sectoral support the heavy responsibilities of UNDP Resident Representatives as resident co-ordinators of all UN system activities, the growth of UNIDO since the initial establishment of the UNIDO field service in 1967, and its conversion in 1985 into a Specialized Agency.

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<sup>1/</sup> The FRMS term is used throughout the report to mean the Section in UNIDO responsible for administering the UNIDO field services, irrespective of the actual name which may be given to it in the future.

110. To take appropriate measures to improve the cost-effectiveness of UNIDO Field Co-ordinators, enabling them to concentrate more on important substantive issues relating to programme development and monitoring of implementation and to fulfill the most important task of maintaining close liaison at a high-level with Government officials, and UNIDO Headquarters staff. The suggested measures relate mainly to the following:

(a) to provide adequate qualified personnel to assist the Field Co-ordinator. International and/or national programme officers, administrative assistants, secretaries, typists, and drivers should be provided to cope with the work-load for the particular duty station.

(b) to avoid serious disruptions in the normal operations of the office of the Field Co-ordinator as a result of gaps of varying durations in the continued services of JPOs or other personnel. The adoption of effective measures in this respect will permit a slight change in the concept of "one full-time SIDFA for one country", and leads to much more efficient utilization of the Field Co-ordinator's capabilities.

111. To restate the purposes of the arrangements concerning the UNIDO field service as follows:

(a) To assure UNIDO, as the Specialized Agency responsible for promoting industrial development in the developing countries, of an adequate channel of communication at the appropriate levels with member States, UNDP Resident Representatives, as well as with the regional commissions, and other regional and sub-regional organizations.

(b) To achieve, with respect to the UNIDO field staff and activities, a desirable degree of co-ordination with the offices of UNDP Resident Representatives, particularly in respect to efforts aimed at expanding operational activities in the industrial field, and to all industry-related programmes and projects of interest to UNDP and UNIDO.

(c) To delegate the maximum possible responsibility and authority in the handling of UNIDO operations at the country-level to the field, as may be consistent with the principles of efficient management, within the limits of the financial rules and regulations of the Organization.

(d) To provide, to the extent possible, to the authorities of recipient Governments, and to Resident Representatives, advice on matters of technical co-operation in industry. This "on-the-spot" service will be supplemented as required by advice through the use of specialized consultants and/or the system of senior inter-regional advisers.

112. To classify UNIDO Field Co-ordinator posts as either P-5/D-1, or D-1/D-2 levels, depending on the responsibilities and the relative importance of UNIDO programmes and activities in the assigned countries, consistently with the levels of UNDP and other Specialized Agency Representatives in the same country of residence.



113. In countries covered by non-resident UNIDO Field Co-ordinators, it is necessary to use one of the alternative methods for providing a UNIDO field service, such as UNIDO JPOs, UNVs, associate experts, or the appointment of Assistant Field Co-ordinators at the P-3 or P-4 levels. In these cases, the officers responsible for UNIDO operations at the country-level would be working within UNDP field offices under the administrative authority of UNDP Resident Representatives, maintaining close liaison with Government officials, the responsible UNIDO Field Co-ordinator, and UNIDO Headquarters.

114. To determine the appropriate type of country coverage by a resident UNIDO Field Co-ordinator or one of the alternative methods for providing Field Co-ordinator services on the basis of the following criteria:

- (a) The estimated or programmed share of IPF resources for the industry sector to be executed by UNIDO. This exercise should be an up-dating of the study carried out for FRMS by a former SIDFA, taking into account the Fourth Programme Cycle (1987-1991). These figures could be considered as indicative of the basic work-load for the UNIDO Field Co-ordinator.
- (b) The estimated value of technical assistance financed from other sources of funds (UNIDF, RP, SIS, etc.)
- (c) The level of priority placed by the respective Governments on industry is contribution to the national economic development of their countries.
- (d) The prospects for future industrial development, and the need for UNIDO field service as may be expressed by area or country officers of UNDP and UNIDO Headquarters, and UNDP Resident Representatives.
- (e) The seat of regional, sub-regional, inter-governmental, and non-governmental organizations of interest to UNIDO's programmes and activities.
- (f) The equitable regional distribution of Field Co-ordinator posts on the basis of the overall needs for technical co-operation in industry, with special emphasis on the requirements of the least developed, land-locked and small island countries.
- (g) The willingness of host Governments to contribute financially or in-kind, particularly in order to facilitate the initial establishment of field services and to finance the local costs involved in setting-up and operating such services.
- (h) The availability of office space, housing, transport and communication facilities, the suitability of working and living conditions in the proposed duty station.
- (i) The restoration of UNIDO field services in countries where SIDFA posts have been suspended, or cancelled, due to lack of financial resources, or for other reasons which may not be valid today.

C. Placement of UNIDO Field Co-ordinators and JPOs

115. To restore, as a first step, UNIDO Field Co-ordinator posts in the following duty stations, after consultation with the Governments concerned, UNDP Regional Bureaus, and UNDP Resident Representatives, taking into consideration the above suggested criteria for the establishment of UNIDO field services:

<u>Duty station</u>	<u>Previous coverage</u>	<u>Present status of coverage</u>
<u>(a) Europe and Arab States</u>		
Ankara	Turkey	Resident JPO
	Malta	UNIDO Headquarters
Cairo	Egypt	UNIDO Headquarters
	* Sudan	Resident SIDFA and JPO
Damascus	Syria	UNIDO Headquarters
	Cyprus	UNIDO Headquarters
	Iraq	UNIDO Headquarters
	Jordan	UNIDO Headquarters
	Lebanon	UNIDO Headquarters
Rabat	Morocco	UNIDO Headquarters
	Algeria	UNIDO Headquarters
	Libya	UNIDO Headquarters
	Tunisia	Resident JPO
Kuwait	Kuwait	UNIDO Headquarters
	Bahrain	UNIDO Headquarters
	Democratic Yemen	Non-resident SIDFA (ad-hoc)
	Oman	UNIDO Headquarters
	Qatar	UNIDO Headquarters
	Saudi Arabia	UNIDO Headquarters
	United Arab Emirates	UNIDO Headquarters
	* Yemen Arab Republic	Non-resident SIDFA
	* Somalia	UNIDO Headquarters
	* Djibouti	UNIDO Headquarters

\* Least Developed Country (LDC)

<u>Duty station</u>	<u>Previous coverage</u>	<u>Present status of coverage</u>
<u>(b) Africa</u>		
Lagos	Nigeria	Resident JPO
Dar-es-Salaam	* Tanzania	SIDFA (vacant)
	* Malawi	Resident JPO
	Seychelles	Non-resident SIDFA (vacant)
Nairobi	Kenya	UNIDO Headquarters
	* Uganda	UNIDO Headquarters
<u>(c) Asia and the Pacific</u>		
Bangkok	Thailand	SIDFA (vacant); resident JPO
	Brunei	Non-resident SIDFA (vacant)
	Malaysia	Non-resident SIDFA (vacant)
Kabul	* Afghanistan	UNIDO Headquarters
Manila	Philippines	Non-resident SIDFA, resident JPO
	Korea	CTA; Acting SIDFA
Kathmandu	* Nepal	Non-resident SIDFA (ad-hoc); resident JPO
Teheran	Iran	UNIDO Headquarters
<u>(d) The Americas</u>		
Santiago	Chile	Non-resident SIDFA

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\* Least Developed Country (LDC)

116. To replace the nominal coverage of Europe and the Arab States from UNIDO Headquarters by UNIDO Field Co-ordinators, as there is only one SIDFA in the region stationed in Sudan. Special mention was made in the discussions with UNIDO and UNDP Headquarters officials on the need for a SIDFA in Libya, where UNIDO is implementing a very large programme of technical assistance financed from Funds-in-Trust. This programme is now co-ordinated only by a resident JPO. The possibility of a SIDFA in Saudi Arabia was also brought up as UNIDO's industrial technical co-operation activities are increasing, particularly in the fields of gypsum and ceramics, and possibly in petrochemicals. This, in addition to a SIDFA post for Somalia covering also Djibouti, would limit the coverage from Kuwait to the five countries of the Gulf sub-region.

117. As regards Africa, there are no specific suggestions to add to the above, except that the coverage of five countries by a SIDFA stationed in Togo, could be better from the Ivory Coast, where the programme is larger, so that the travel to neighbouring countries would be easier, and less time-consuming.

118. To consider the need for SIDFAs in Asia and the Pacific, as emphasized by UNDP and UNIDO officials, particularly in the Philippines, now covered by a SIDFA resident in Indonesia as an interim measure, Iran, Korea, Nepal, Malaysia, and Vietnam.

119. In Latin America, there may be a justification for a SIDFA in Argentina, currently covered by a SIDFA resident in Bolivia. It is understood that several countries in this region might be willing to contribute financially to the SIDFA system with a view to have their own SIDFAs.

120. It should be pointed out, however, that in the absence of full information on the current situations in all developing countries, it would not be possible for the consultants to make detailed recommendations. It can be generally said, however, that the previous coverage as listed above must be adjusted to suit the current placement of SIDFAs, and to reduce the large number of countries covered by one SIDFA, as is the case in Kuwait, where the SIDFA was requested to cover ten countries. The Bureau for Asia and the Pacific, in particular, has strongly expressed the urgent need to restore the SIDFA posts for the Philippines, Nepal, Iran, and to establish a post in Vietnam.

121. After this exercise is completed, there would be up to about forty-two UNIDO Field Co-ordinator posts, which is considered to be a reasonable target for the Fourth Programming Cycle period up to 1991. It would then be necessary to initiate a detailed in-depth review of the existing arrangements and the needs for field services on a country-by-country basis, with a view to determine those countries where it would be appropriate to appoint a resident Field Co-ordinator, and those where an alternative method of providing UNIDO field service would be more suitable.

D. Selection of UNIDO Field Co-ordinators

122. To develop a detailed job description for each post which would include, in addition to the duties and responsibilities common to all, the specific requirements of the particular post<sup>1/</sup> with regard to the special duties, the supervised staff, the additional qualification and language requirements, and the grade classification for the post.

123. To revise the general qualifications for all Field Co-ordinator posts to require an advanced university degree in engineering or economics/business administration<sup>2/</sup>, with thorough knowledge and understanding of the social, technological, and economic aspects of development problems, particularly in relation to the industrialization efforts in the developing countries. A UNIDO Field Co-ordinator, upon initial appointment, must have a proven successful record in high-level technical or managerial positions in industry of at least 15 years, preferably in both the developed and the developing countries. Previous UN experience, and knowledge of the principles and complexities of the UN system, particularly the role and capabilities of UNIDO, and UNDP policies and procedures, are essential. Preference should be given to candidates who have had experience in industrial planning at the national level as well as project development, implementation, and evaluation. Above all, the Field Co-ordinator should have a pleasant personality and should be an articulate diplomat and a hardworking, highly motivated individual.

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1/ See "Selection and placement of SIDFAs and JPOs" paragraphs 43 to 45.

2/ Preference could be given to predominately technical, or more general economic background, depending on the particular requirements of the post.

124. To circulate widely, all vacancies for the posts of UNIDO Field Co-ordinators and support personnel, similarly to the practice followed in all Headquarters and experts posts. This, in addition to the SIDFA and experts roster file, should provide a much better and wider scope for the selection of highly qualified candidates from the developed, as well as the developing countries.

125. To screen and select a panel of a few candidates for the vacant Field Co-ordinator post in accordance with established recruitment procedures. They should be carefully selected on the basis of the criteria established in the job descriptions for the posts as outlined above, interviewed by senior UNIDO officials, and submitted for a final decision to the UN Resident Co-ordinator and the Governments concerned, after consultation with the Director of Divisions within UNIDO, and the approval of the Director General of UNIDO.

126. To consider the possible outposting of UNIDO Headquarters personnel for filling vacant Field Co-ordinator posts for a number of years, whenever a staff member is found to fulfill the required qualifications for the post, and to have the will to work in the field. Similarly, a Field Co-ordinator, upon terminating successfully a tour of duty in the field, could be reassigned temporarily to Headquarters, pending finalization of procedures for his next tour of duty.

127. To align the duration for a Field Co-ordinator's tour of duty to that of the UNDP Resident Representative in the particular country, and to award contracts of corresponding duration of four or five years, after the successful completion of the initial two year probationary period. As a general rule, a Field Co-ordinator should be transferred to another post after a maximum period of residence of five years, unless there are special exceptional circumstances which necessitate his continuation for a longer period.

128. To design the programme for the initial briefing of UNIDO Field Co-ordinators at UNIDO Headquarters to meet their individual requirements. The programme should aim at supplementing the Field Co-ordinator's knowledge of UNIDO's capabilities to assist the developing countries, and the particular needs for industrial development co-operation of the countries covered by him. If necessary, and possible to arrange, he should attend workshops on project identification, preparation, monitoring and evaluation, and also on

UNDP and UNIDO policies and procedures. Detailed discussions on operational and pipeline projects should be left to a later visit to UNIDO Headquarters, preferably 3 to 6 months after the Field Co-ordinator has taken up his duties in the field. Discussions on the pipeline projects should be strictly limited to those which are relevant to the covered countries needs and priorities. The initial briefing may, therefore, require a two to three weeks period, as may be the case with a UNIDO staff member, and up to six to eight weeks if the Field Co-ordinator's experience in the UN system is inadequate.

E. Organizational arrangements

129. To establish a clear set of guidelines, agreed to by both UNDP and UNIDO, governing the working relationships between UNIDO Headquarters, the Resident Co-ordinator of the UN system and Resident Representative of UNDP, the UNIDO Field Co-ordinator, Assistant Field Co-ordinators and JPOs.

130. To include in the guidelines all aspects necessary to ensure the desired harmony and co-ordination in UN technical co-operation activities together with those of other aid Organizations and Agencies, and to maintain the cost-effectiveness of the UNIDO field service, including, in particular, the following:-

i) Contacts of UNIDO Field Co-ordinators with governmental ministries should not be restricted as they would have an enhanced status similar to that of other Specialized Agency Representatives. The Field Co-ordinators would, nevertheless, use their good judgement in keeping the Resident Representatives informed, especially on matters of importance to UNDP programme activities.

ii) Rules for the addressing and copying of correspondence and reports, as may be required for close co-ordination would be established, and for the necessary consultations between UNIDO Field Co-ordinators offices and UNDP programme staff dealing with UNDP financed, UNIDO executed, activities in the industry sector.

iii) The types of support services provided by UNDP to the UNIDO field office to ensure its efficient operation, including, personnel administration, purchases, handling of shipments, maintenance of assigned vehicles, and miscellaneous supplies and services.

iv) The responsibility for and the preparation of budget estimates for UNIDO field office expenditure, including the UNDP administrative support costs, and the procedures for control and accounting of expenses incurred under the different budget lines.

v) The designation of UNIDO Field Co-ordinator a.i. in the absence from the duty station of the Field Co-ordinator, and the role of the Resident Representative of UNDP as the representative for UNIDO in countries not covered by a UNIDO Field Co-ordinator.

131. To refrain from fielding UNIDO Field Co-ordinators and/or support personnel until full agreement is reached between UNDP and UNIDO on all the minimum necessary preparations for the establishment of new UNIDO offices to enable these officials to function effectively.

132. To follow through the exercise initiated by the Field Reports Monitoring Section towards issuing a "SIDFA Handbook", which would supplement the current "CTA Manual" by providing pertinent information on various aspects of interest to UNIDO Field Co-ordinators and support personnel on all policy issues, administrative instructions and guidelines and information on UNIDO activities. This "Handbook" should provide the kind of information which is not available in the CTA Manual, but would be useful as reference for the day-to-day activities, and should facilitate the initial briefing of UNIDO Field Co-ordinators and JPOs.

133. To include in the "Handbook" the agreed set of guidelines governing the working relationships of the UNIDO Field Co-ordinators and JPOs, their communication and reporting procedures<sup>1/</sup> and the details concerning the responsibility and authority delegated to them for the efficient handling of UNIDO operations at the country level<sup>2/</sup>.

134. To harmonize the administration of the UNIDO field services, currently undertaken partly by UNIDO, and partly by UNDP, depending on the source of financing. The UNIDO field service is mainly the concern of UNIDO, and therefore, should be administered by UNIDO. It is highly recommended that the two Organizations should initiate action towards this end as soon as possible.

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1/ See III.F "Relations with UNIDO Headquarters", paragraphs 71 to 78.

2/ See III.F "Relations with UNIDO Headquarters", paragraphs 81.



F. Financing arrangements

135. There are at present four sources of financing the SIDFA posts: Sectoral support allocation of UNDP; Special contributions by Governments to UNDP; Funds-in-Trust contributions to UNIDO; and the UNIDO Regular Budget<sup>1/</sup>. Additionally, forty-six UNIDO JPOs are currently financed by the participating member Governments. Uncertainties regarding the level of resources which could be available for financing the SIDFA activities have prevailed for a number of years. This situation has had a negative impact on the strength of UNIDO field services, as previously established SIDFA posts remained vacant, and serving SIDFAs could receive only a maximum of one year of contract extension. The problem of funding continues to be the fundamental issue in strengthening the sectoral support in the industrial sector. Without a clear solution to this problem, any other measures to improve the current situation will not produce the desired results.

136. As indicated earlier in the report<sup>2/</sup>, a SIDFA or UNIDO Field Co-ordinator is not comparable to a technical assistance expert post, and should therefore be financed ultimately from the assessed contributions. The present financing arrangements are inherently unsound in terms of good management<sup>3/</sup>, and should be looked upon as temporary. There may, however, be a strong case for continued UNDP sectoral support contribution for industry, as is evident from an examination of the role of SIDFAs within the offices of the Resident Representatives, who have themselves strongly expressed their wish to see the present arrangements continued and strengthened. This would undoubtedly enhance the role of UNDP as the central co-ordinating agency within the UN system for all technical assistance programmes to the developing countries.

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1/ Nineteen posts (including one vacant) are financed by UNDP, and nine posts from the UNIDO Regular Budget. Funds-in-Trust contributions have been made by Japan, Finland, and Austria, but there are no SIDFAs financed from this sources at present. Two posts are to be financed from voluntary contributions.

2/ Section IV - Conclusions, paragraph 100.

3/ ID/B/228 - The Jackson Report, Section X - paragraph 95.

137. The view expressed in the Jackson Report<sup>1/</sup> that the Funds-in-Trust financing of SIDFAs "is essentially recognition of a piecemeal, patchwork, approach, and one that still further complicates the essential requirement of clear accountability", is fully endorsed by the consultants.

138. Recipient developing countries<sup>2/</sup> have contributed in the past to the SIDFA cost offices, and several others have expressed their willingness to contribute substantially to SIDFA posts covering their countries. This source of financing should be encouraged and sought on a continuous basis. Governments should normally contribute to the local costs of the UNIDO Field Co-ordinator offices in much the same way that they contribute presently to the costs of Resident Representative offices, including SIDFAs.

139. The proposed plan towards attaining the target figure of 60 UNIDO Field Co-ordinator posts takes into consideration several factors:

(i) the expected growth in quality and quantity of UNIDO technical assistance programmes to the developing countries.<sup>3/</sup>

(ii) The urgent need to strengthen the UNIDO field service as an essential part of the strengthening of the role of UNIDO, as the UN Specialized Agency responsible for promoting industrial development.

(iii) The overall capacity of UNDP and UNIDO to establish additional UNIDO Field Co-ordinator offices, and UNIDO's ability to select, recruit, and field UNIDO Field Co-ordinators and support personnel of the highest calibre.

(iv) The current general situation of the global economy, and the need to restrict increases in expenditure to the strict minimum necessary.

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<sup>1/</sup> ID/B/228 - The Jackson Report, Section X - paragraph 108.

<sup>2/</sup> Cyprus, Honduras, Indonesia, Jamaica, Uruguay, Zaire, Zambia and Montevideo

<sup>3/</sup> Project expenditures rose from \$43.9 million in 1977 to \$70.5 million in 1979, and \$91.9 million in 1982. The following financial crisis resulted in a decline to \$78.0 million in 1983, rising again to \$87.2 million in 1984, and an estimated \$94.4 million in 1985.

140. The general overall assessment points out to the need for gradual change over the next two programme cycles, so that during the next ten years the nineteen posts financed by UNDP would be picked up by UNIDO Regular Budget at the rate of two per year. It is also necessary to add annually three more posts in order to attain 60 posts by the end of 1996.

141. The following table illustrates the suggested sources of funding for the UNIDO Field Co-ordinator services during this interim period:

Table 6.  
Suggested sources of funding of  
SIDFA/UNIDO Field Co-ordinator posts  
during the interim period (1987-1996)

Year	Source of funds	UNDP	UNIDO RB	VC	Total
<u>(i) Fourth Programme Cycle</u>					
1987		19	9	2	30
1988		17	14	2	33
1989		15	19	2	36
1990		13	24	2	39
1991		11	29	2	42
<u>(ii) Fifth Programme Cycle</u>					
1992		9	35	1	45
1993		7	40	1	48
1994		5	45	1	51
1995		3	50	1	54
1996		1	55	1	57
<u>(iii) 1997 onwards</u>					
		-	60	-	60

142. The actual financial requirements depend on a number of factors, in view of the big differences between the various duty stations in terms of cost of living, type and extent of the support personnel and services required, and other requirements relating to travel, transport, furniture and equipment, and maintenance of premises. Big differences are found to exist between the cost figures of UNDP and UNIDO financed SIDFAs.

143. In order to arrive at a rough estimate for the required financing during the Fourth Programme Cycle, the figure of US\$134,700 per SIDFA post per annum, as given by UNDP<sup>1/</sup> for 1986 is used as a basis. Proforma costs for the following years are figured using an assumed 5.5% annual inflation rate as follows:

Year	Estimated annual proforma cost of of SIDFA post
1987	US\$ 142,110
1988	US\$ 149,920
1989	US\$ 158,160
1990	US\$ 166,860
1991	US\$ 176,040

144. On the basis of the suggested sources of funding during the interim period, the estimated requirements are calculated as follows:-

Table 7.  
Estimated financial requirements of UNIDO Field Co-ordinator posts  
by sources of funds for the Fourth Programme Cycle period  
(in US Dollars)

Year	UNDP	UNIDO RB	VC	Total
1987	2,700,090	1,278,990	284,220	4,263,300
1988	2,548,640	2,098,880	299,840	4,947,360
1989	2,372,400	3,005,040	316,320	5,693,760
1990	2,169,180	4,004,640	333,720	6,507,540
1991	1,936,440	5,105,160	352,080	7,393,680
Total	11,726,750	15,492,710	1,586,180	28,805,640

<sup>1/</sup> Letter dated 20 August 1985 from the Assistant Administrator of UNDP to the Executive Director of UNIDO.

145. The contributions of host (or recipient) Governments are considered to be an important factor in the decision-making process for the placement of UNIDO Field Co-ordinators<sup>1/</sup>. Situations vary from one country to another, both in terms of the ability and willingness of the Governments concerned to support the UNIDO field service financially. Local costs of SIDFA offices may amount to about 40% of the total, and should normally be borne by the host Governments. Since UNIDO Field Co-ordinator offices would remain integrated within the field offices of UNDP, it is suggested to deal with this question in co-operation with UNDP Resident Representatives on a country-by-country basis. Serious consideration should be given to the use of IPF resources allocated to the country to cover part of the costs.

G. The legal framework

146. To formulate and conclude as soon as possible, a new agreement which would supersede and replace the original 1967 UNDP/UNIDO Memorandum of Agreement, establishing the UNIDO field service. The new agreement should:

(a) Recognize the new status of UNIDO as a Specialized Agency, and its new role in promoting industrialization of the developing countries, in an environment of rapidly changing technologies and increasingly complex situations<sup>2/</sup>;

(b) Restate the updated objectives of the establishment of UNIDO field services in the developing countries<sup>3/</sup>;

(c) Emphasize the need to maintain and strengthen further the existing excellent co-operation between UNDP and UNIDO, and reaffirm the intention of the two Organizations to keep the UNIDO field service within the offices of the Resident Representatives in the interest of better co-ordination of technical co-operation activities, at the least possible cost<sup>4/</sup>;

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<sup>1/</sup> Section V.B, paragraph 114 (g)

<sup>2/</sup> Section III.A, paragraph 25 to 34

<sup>3/</sup> Section V.B, paragraph 111.

<sup>4/</sup> Section III.D, paragraph 53 to 56; Section III.F, paragraph 82, 83; Section IV, paragraph 94, 95; Section V.B, paragraph 109, 111 (b).

(d) Establish new guidelines for the administration of the UNIDO field service as mainly the responsibility of UNIDO, and the procedures for consultations between the two Organizations on all matters relating to the initial establishment of UNIDO field services, the placement and selection of UNIDO Field Co-ordinators and support staff, and the administrative budgets<sup>1/</sup>;

(e) Define the working relationships between the Resident Representatives and UNDP personnel in the field, UNIDO Field Co-ordinators and their supporting staff, the Headquarters of the two Organizations, and the Governments concerned<sup>2/</sup>;

(f) Define the administrative and financing actions to be taken by each of the two Organizations during the interim period to ensure a smooth and orderly transition from the present field service arrangements until the new UNIDO Field Co-ordinator system is fully implemented.

147. To formulate and conclude as soon as possible, a new agreement which would supersede and replace the 1979 UNDP/UNIDO Agreement concerning the JPOs as assistants to the SIDFAs. The new agreement should:

(a) Place the full responsibility for administering the UNIDO JPO programme on UNIDO which is the Agency mainly concerned with their activities;

(b) Define more clearly the responsibilities of JPOs who should work under the authority of the UNIDO Field Co-ordinators, unless they are stationed in a country where there is no resident Field Co-ordinator, or his assistant, in which case they will work under the administrative authority of the Resident Representative, with direct supervision over them exercised by the UNIDO Field Co-ordinator covering the particular countries in which they are stationed.

It is preferable to conclude one agreement concerning the establishment of UNIDO field offices, which should cover all the arrangements concerning the UNIDO Field Co-ordinator, Assistant Field Co-ordinators, JPOs, and other supporting personnel and services.

148. To negotiate with donor Governments better terms aimed at increasing the effectiveness of the JPO programme, particularly in relation to the duration of their service, and the arrangements necessary to avoid the disruptions in the work of the UNIDO Field Co-ordinator offices, as a result of big gaps in the continuity of JPC's services.

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<sup>1/</sup> Section III.I, paragraphs 86, 87, Section V.D, paragraphs 125, 134.  
<sup>2/</sup> Section II.E, paragraph 62, 63.

MEMORANDUM OF AGREEMENT CONCERNING THE ESTABLISHMENT  
OF A UNIDO FIELD SERVICE AT THE COUNTRY LEVEL  
TO BE INTEGRATED WITHIN UNDP FIELD OFFICES

1. The purposes of the arrangements described below are:
  - (a) To achieve with respect to the UNIDO field staff and activities a desirable degree of co-ordination with and integration within the offices of UNDP Resident Representatives, particularly in respect to efforts aimed at expanding operational activities in the industrial field.
  - (b) To provide, as required, the services of qualified Industrial Development Field Advisers (UNIDO) on matters of technical co-operation both to the technical authorities of the recipient governments and to the Resident Representatives.
  - (c) To assure UNIDO an adequate channel of communication with Member States on matters outside the scope of UNDP-sponsored activities, as well as with the regional economic commissions and with other regional and sub-regional organizations.
2. It is intended that the above purposes will be gradually met by the appointment of Industrial Development Field Advisers (UNIDO) to be stationed in the respective offices of UNDP Resident Representatives. The Advisers would be selected by UNIDO and agreed to by UNDP; they would serve under a Letter of Appointment issued in the joint names of the Executive Director of UNIDO and the Administrator of UNDP; they would be subject to the rules, regulations and the administrative instructions applicable to UNDP's field staff and their emoluments would be paid within the UNDP Administrative Budget.
3. The Industrial Development Field Adviser (UNIDO) will be asked to service one or several developing countries as may be required in the light of the needs of the industrial development field programmes of the countries concerned. When Industrial Development Field Advisers (UNIDO) are assigned to several UNDP field offices, the provisions of the present Agreement shall apply separately to their relationship with each Resident Representative.

4. The Industrial Development Field Advisers (UNIDO) would carry the main responsibility for industrial development policy aspects under the general administrative authority and policy guidance of the Resident Representative, and in particular for the following functions:

(a) Direct contacts with the technical authorities of the recipient governments in matters of programming, execution and evaluation of UNIDO projects.

(b) Contact with and guidance for UNIDO experts.

The Industrial Development Field Advisers (UNIDO) would receive instructions from UNIDO and would report directly to UNIDO, copying all of their correspondence to the Resident Representative on matters concerning UNDP. On matters not concerning the UNDP they would report to UNIDO, keeping the Resident Representative informed.

5. In matters of programming and especially in all negotiations leading to the initiation of new projects, Industrial Development Field Advisers (UNIDO) would keep in close touch with Resident Representatives. If the Resident Representative deems that such negotiations are inopportune at a given moment, either because of general reasons or because he deems the prospective projects to have a lower order of priority, he may request the Adviser to suspend action. The adviser would, in such a case, be expected to comply with the request, but he may refer the matter to UNIDO, which in turn, may raise the question with the Resident Representative directly, or with UNDP headquarters and such action as appropriate would be taken by the two Organizations.

6. Contacts on matters within the sphere of interest of UNDP with the central organs of the recipient government (Head of State, Prime Minister, Ministry of Foreign Affairs, central co-ordinating authority) would be principally reserved for the Resident Representative. Resident Representatives would associate the Industrial Development Field Adviser (UNIDO) in such contacts when the matter concerns specifically the sphere of activities of UNIDO. The Adviser should, however, not maintain independent contacts with the central organs of the government, except at the request of the Executive Director of UNIDO and for matters outside the sphere of UNDP.



7. Any local administrative action which would need to be undertaken as a result of contacts between the Industrial Development Field Advisers (UNIDO) and UNIDO experts would be, as far as feasible, entrusted to the appropriate administrative services of the office of the Resident Representative (for instance, secretarial assistance, transportation, customs clearance, housing, identity cards, all matters pertaining to the expert's formal accreditation and legal status in the country and to his privileges and immunities).

While the Adviser must be concerned with the effective administrative servicing of the UNIDO activities, he should, as far as possible, avoid getting involved in administrative work and should concentrate on questions of programming, execution and evaluation of UNIDO projects in close touch with the Resident Representative and the technical services of the government.

8. While the Industrial Development Field Adviser (UNIDO) would participate in the planning stage of Special Fund sector projects for which UNIDO is to be the executing agency, including the negotiations of plans of operations of such projects, the Project Manager, once he has assumed his duties, will carry the main responsibility for the implementation of the Special Fund projects.

While the Adviser would maintain a general oversight of the projects for the purpose of liaison, reporting and evaluation, he would only intervene directly in questions connected with a project on request of the Project Manager, the Resident Representative, or UNIDO headquarters.

9. The internal status of Industrial Development Field Advisers (UNIDO) in the offices of UNDP Resident Representatives would be assimilated to that of other international staff of equal grades and, therefore, would normally be assimilated to the status of a Deputy Resident Representative. However, in the case of absence of the Resident Representative or during a period before the assignment of a new Resident Representative, the senior non-technical staff member in the office would, for the present, perform the duties of acting Resident Representative.

10. Arrangements will be made to provide Industrial Development Field Advisers (UNIDO) with office space in the offices of the Resident Representatives. These offices will be also responsible for the necessary support of the work of the Adviser (secretarial assistance, local transportation, etc.).

11. Industrial Development Field Advisers (UNIDO) may be entrusted by the Executive Director of UNIDO with certain functions outside the sphere of UNDP sponsored activities; such functions would be defined as precisely as possible in a letter issued by UNIDO to the Adviser prescribing his terms of reference; a copy of such letter would be communicated to UNDP headquarters and to the Resident Representative.

12. It is understood that the Resident Representative would continue to be responsible as regards the activities mentioned in this Agreement for all contacts, communications, reports to UNDP headquarters and to the governments on behalf of the Administrator of UNDP.

13. Subject to approval by the Governing Council of UNDP, the Administrator will include in the UNDP Administrative Budget beginning with the year 1969 allocations required for the financing of the Industrial Development Field Advisers (UNIDO). Since UNIDO does not have other arrangements for outposting field staff, it is considered necessary to proceed early with the initial posting of Industrial Development Field Advisers (UNIDO) and, therefore, appropriate temporary arrangements will be arrived at between UNDP and UNDP for the appointment and financing of a first group of several Industrial Development Field Advisers (UNIDO) in 1967 and 1968.

New York, 3 October 1967

(Signed): Paul Hoffman  
Administrator  
United Nations Development  
Programme

New York, 3 October 1967

(Signed): I.H. Abdel-Rahman  
Executive Director  
United Nations Industrial  
Development Organization.

MEMORANDUM OF AGREEMENT  
BETWEEN  
UNDP AND UNIDO  
CONCERNING  
JUNIOR PROFESSIONAL OFFICERS  
AS ASSISTANTS TO THE SENIOR INDUSTRIAL FIELD ADVISERS

I. Generalities

UNDP and UNIDO have, since 1972, been operating a special Junior Professional Officer programme to provide Associate Experts (hereafter referred to as UNIDO JPOs) to function as "Assistants to the SIDFAs". It has been agreed that, regardless of whether financial contributions to the Junior Professional Officer programme are made to UNDP under its general JPO agreements with donor countries, or directly to UNIDO, the modalities of this programme shall be consistent with those which apply to the collaboration between UNDP and UNIDO with regard to SIDFAs, including the exchange of letters of November 7 and 30, 1977, between the Administrator of UNDP and the Executive Director of UNIDO.

II. Administrative Arrangements

The terms of employment of the assistants to the SIDFAs will be governed by the agreements concluded between UNDP or UNIDO and donor Governments on the provision of Junior Professional Officers. They will be governed by the 200 Series UN Staff Rules. The following arrangements will govern the administration of the UNIDO JPO Programme.

- a) The establishment of posts for UNIDO JPOs will be based on a consensus between UNIDO and UNDP.
- b) UNIDO will keep donor countries abreast of vacancies as they occur.
- c) UNIDO will make the necessary arrangements with the Governments for the selection of potential JPO candidates through interviews.
- d) UNIDO will suggest the candidates for specific openings to UNDP which in its turn will clear these candidates with the Regional Bureaux and the field office concerned.

- e) The appointment of the candidates will be initiated by the Divisions of Personnel of UNDP or of UNIDO, as the case may be, depending on whether the requisite funding is provided by donor countries to UNDP or to UNIDO.
- f) UNDP will be responsible for the personnel administration of the UNIDO JPOs funded by it in the same manner as for other UNDP field staff.
- g) UNIDO will train the JPOs prior to their departure for the designated duty station at UNIDO Headquarters. UNDP will be consulted on this training programme and will be given an opportunity to participate in it (see short description of the Training Course as given in Annex I).
- h) The UNIDO JPOs will be responsible to the UNDP Resident Representative, but direct supervision over them will be exercised by the SIDFA covering the particular countries in which they are stationed.
- i) The JPOs will report periodically to UNIDO Headquarters on their activities and work programme; they will also submit Performance Review Reports to UNDP, in line with the standard practice applicable to all staff in UNDP; copies of these reports will be made available to both UNDP and UNIDO.
- j) Requests for the extension of UNIDO JPO contracts will be submitted to Governments on the basis of a consensus between UNDP and UNIDO.
- k) UNDP or UNIDO, as the case may be, will directly approach donor Governments with a request to deposit the necessary funds into its contributions account for all the administrative expenses, including salaries and remunerations, travel to duty station and home leave, etc., as well as 12% overhead costs.
- l) Overhead costs will be shared by UNDP and UNIDO on the basis of 6% each.
- m) UNIDO will finance the duty travel of JPOs from funds assigned by UNDP to UNIDO on a pool basis from the travel allocations received from each donor country. UNIDO will provide accounting on its utilization. It is of course understood that the ultimate authority for approval of such travel will rest with the UNDP Resident Representative.
- n) Terms of employment for JPOs administered by UNDP are attached as Annex III. Although this document has been specifically prepared for JPOs working directly for UNDP, its provisions, mutatis mutandis, in the light of Annexes I and II, also apply to the UNIDO JPOs.

III. Functions and Activities of the UNIDO JPOs as Assistants to SIDFAs

Based on consultations between UNIDO and donor Governments, it was agreed that the UNIDO JPOs as Assistants to SIDFAs will primarily deal with aspects of Industrial Development.

The functions are described in Annex II (Job Description for the Assistant to the Senior Industrial Development Field Adviser), (SIDFA). In addition, UNIDO may request the JPOs to undertake specific ad-hoc assignments in relation with the activities and work programme of UNIDO.

Signed: B. Morse

Signed: A. Khane

Date: 5-2-79

STRENGTHENING OF THE SECTORAL SUPPORT IN THE INDUSTRIAL FIELD  
TERMS OF REFERENCE

Background

The SIDFA programme was established in 1967 as a joint programme between UNDP and UNIDO and its financing has been secured by UNDP till 1986 with participation of the UN Regular Budget which is approved on a yearly basis, as well as by voluntary contributions from donor countries.

UNIDO has expressed its interest in the continuation of this programme during the 4th Country Programme cycle. A policy concerning the future of the SIDFA programme must be developed, taking into account significant changes in the process of industrialization and the scope of assistance provided by UNDP and UNIDO in the industrial field. Therefore, it is recommended that a review be prepared by independent consultants with the purpose of

- (a) evaluating the effectiveness of the present arrangement, and, based on the findings,
- (b) proposing ways in which to implement the more effective response to the present and likely future requirements of the developing countries for overall advice and support in the industrialization process.

The review should also take into account the financial potential for technical assistance during the 4th cycle and the changing role of UNIDO in the execution of its other programmes not directly related to technical assistance by UNDP.

Specifically the review should include the following aspects:

1. Assessment of the performance of the SIDFA programme and Review of its objectives

Review the objectives of the SIDFA programme and to the extent that they can be discerned and isolated, record and assess the results.

In so doing, the study should recognize that the primary role of SIDFAs is to respond appropriately to the requirements of governments for technical assistance in their industrial development by, inter-alia:

- (i) providing sectoral advice and support to the UNDP Resident Representative in the formulation of policies of the country programmes and in the monitoring of the technical co-operation programmes;
- (ii) maintaining a link between governments and UNIDO to ensure that governments are fully aware of and benefit from UNIDO Technical Assistance Programmes and other support activities;
- (iii) maintaining relations with field personnel of all UN organizations and other multilateral and bilateral programmes, to ensure proper co-ordination at the field level in the preparation and execution of industrial programmes;
- (iv) advising Governments of LDCs specially in relation to the UN activities in Africa and other countries at the initial stages of industrial development;
- (v) promoting TCDC/ECDC activities in countries with high degree of industrialization with other development countries;
- (vi) representing UNIDO at Conferences, Meetings and Seminars;
- (vii) implementing other activities relevant to the SIDFA programme.

The review should give consideration to the criteria established in the Memorandum of Agreement between UNIDO and UNDP and decisions by the governing bodies and such other recommendations as proposed in special studies, e.g., the Jackson report.

## 2. Criteria for placement of SIDFAs

Based on the above evaluation and without prejudice to any eventual decision to pursue the SIDFA programme and also taking into account the following considerations, establish a set of criteria to determine optional placement of SIDFAs in various categories. The considerations are:

- (i) government requirements of T.A. for the implementation of its industrial development plans, institutional set-up in Governments responsible for developing programmes/projects in the industrial sector and the extent to which UNIDO's issues are a factor in the country;
- (ii) the requirements of intergovernmental, subregional and regional organizations located in the countries;

- (iii) the needs of UNIDO's technical assistance in countries, subregions and regions with special emphasis on the extent and potential for technical co-operation programmes and other activities of UNIDO;
- (iv) requirements of UNDP and other agencies for support services in the industrial sector;
- (v) determine alternative methods to SIDFA services.

3. Criteria for organizational arrangements

Review the existing structure of the SIDFA programme including: personal status, relations with UNDP Res Reps and other agencies, administration in relation to the "memorandum of agreement concerning the establishment of a UNIDO field service at the country level to be integrated within UNDP field office dated 3 October 1967".

4. Criteria for selection of SIDFAs

The Review should also establish criteria for selection of SIDFAs by

- (i) reviewing the present selection process and recruitment procedures for SIDFAs;
- (ii) determining candidate qualifications for each SIDFA position as specified above;
- (iii) recommending the grade (level) of posts considering the UNDP set up and the level of other representatives of UN organizations.

5. Criteria for financing a SIDFA programme

Establish criteria for financing a SIDFA programme by

- (i) providing a financial plan for a period of five years based on realistic estimates for SIDFA offices, taking into account the financial needs of different duty stations, based on the recommended number of resident SIDFA posts;
- (ii) examining the various sources for the financing of the SIDFA offices, and recommend contributions to the total net costs of the SIDFA services by host governments as well as UNDP, UNIDO and voluntary contributions.



6. Conclusions and recommendations for action by UNIDO, UNDP and governments on 1 to 4

Consultant Assignment

For the preparation of the study the consultants will receive the necessary staff support and all documentation available in UNDP and UNIDO. They will have to undertake field visits to selected countries in each region with the purpose of seeking views of the Resident Representatives and the concerned government authorities (in four countries currently having resident SIDFAs and two countries in which SIDFAs are not now serving). UNDP and UNIDO headquarter's staff will assist in providing information and support for drawing up their report and recommendations.

Timing

The draft report should be available to both organizations for review latest at the end of December 1985.

LIST OF PERSONNEL MET DURING MISSION<sup>1/</sup>

New York, 16 to 25 October 1985

UNITED NATIONS DEVELOPMENT PROGRAMME (UNDP)

Mr. Horst P. Wiesebach, Assistant Administrator and Director, Bureau for Programme Policy and Evaluation.

Mr. Andrew J. Joseph, Assistant Administrator and Regional Director, Regional Bureau for Asia and the Pacific.

Miss Norma Globerman, Deputy Assistant Administrator, Regional Bureau for Asia and the Pacific.

Mr. Katsuhide Kitatani, Chief, Division I, Regional Bureau for Asia and the Pacific.

Mr. Manzur Zaidi, Chief, Division II, Regional Bureau for Asia and the Pacific.

Mr. Christoph Jaeger, Chief, Division III, Regional Bureau for Asia and the Pacific.

Mr. Ian Mattson, Area Officer for India.

Mr. Garth AP. Rees, Director for Policy Co-ordination and Procedure.

Mr. Dennis J. Halliday, Deputy Director, Division of Personnel, Bureau for Finance and Administration.

Mr. Jehan Raheem, Chief, Central Evaluation Office.

Mr. Roger Maconick, Central Evaluation Office.

Mr. Benbou Ali, Central Evaluation Office.

Mr. Nessim Shallon, Senior Consultant, UNDP

Mr. Rustam Lalkaka, Director, United Nations Financing System for Science and Technology for Development.

Mr. A. Djemba, Area Officer, Regional Bureau for Africa.

Mrs. Emma Torres, Area Officer, Regional Bureau for Latin America.

Mr. Jorge Claro, Area Officer, Latin America.

Mr. G. Capelletti, Deputy Assistant Administrator, Regional Bureau for Arab States.

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<sup>1/</sup> For convenience of reference the list is arranged in largely chronological order of mission discussions.

UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION (UNIDO)

Mr. Domingo L. Siazon, Director General of UNIDO.

Mr. Peter Ryan, SIDFA in Barbados.

Mr. G. Van Doosselaere, Formerly SIDFA in Cameroon.

Mr. W.D. Millager, Director, UNIDO Investment Promotion Service, North America (formerly SIDFA in Kenya, Barbados and Thailand).

Mr. L. Soto-Krebs, SIDFA in Brazil.

Ms. M. Savarain, SIDFA in Honduras.

Mr. V. Veltze-Michel, Acting Head, Field Reports Monitoring Section, UNIDO.

UNITED NATIONS

Sir Robert Jackson, Special Adviser to the Secretary-General.

UNIDO Headquarters, Vienna, Austria, 28 October - 2 November 1985

Mr. E. Becker Boost, Director, Investment Co-operative Programme Branch.

Mr. S. Ndam, Chief, Co-ordination Unit for the Industrial Development Decade for Africa (IDDA).

Division of Policy Co-ordination

Mr. H. May, Deputy Director, Officer-in-Charge, Division of Policy Co-ordination

Mr. A. Zeweri, Officer-in-Charge, Least Developed Countries Section

Mr. M. Janjic, Chief, Non-Governmental Organizations Section

Mr. Z. Song, Chief, Section for Economic Co-operation among Developing Countries

Mr. N. Catipovic, Programme Development and Evaluation Branch

Mr. A. De Groot, Programme Development and Evaluation Branch

Mr. V. Veltze-Michel, Acting Head, Field Reports Monitoring Section (FRMS)

Mr. G. Bauer, Field Reports Monitoring Section (FRMS)

Division of Industrial Operations

Mr. A. Vassiliev, Director, Division of Industrial Operations  
Mr. L. Biritz, Deputy Director, Division of Industrial Operations  
Mr. M. Delos, Head, Engineering Industries Branch  
Mr. W. Behrens, Head, Feasibility Studies Section  
Mr. H. Deimann, Officer-in-Charge, Training Branch  
Mr. C. Newman, Investment Co-operative Programme Branch

Division of Administration

Mr. G. Patterson, Director, Division of Administration  
Mr. H. Pichler, Head, Financial Service  
Mr. S. Haniph, Head, Budget Section

Division for Industrial Studies

Mr. G.S. Gouri, Director, Division for Industrial Studies  
Mr. H.W. Tanaka, Head, Development and Transfer of Technology Branch  
Mr. B.O. Karlsson, Head, Sectoral Studies Branch  
Mr. C.O. Falcke, Sectoral Studies Branch  
Mr. J. Pogany, Sectoral Studies Branch  
Mr. H. Muegge, Acting Head, Regional and Country Studies Branch  
Mr. A. De Faria, Global and Conceptual Studies Branch

Division of Conference Services, Public Administration and External Relations

Mr. H. Khouadja, Acting Head, Governments and Inter-Governmental Organizations Relations Section

SIDFAs and UNIDO Headquarters Staff Formerly SIDFAs

Mr. M. Kocer, Programme Development and Evaluation Branch, DPC, Formerly SIDFA in Dhaka, Bangladesh  
Mr. S.T. Luong, Industrial Planning Section, Division of Industrial Operations, Formerly SIDFA in Senegal.

SIDFAs and UNIDO Headquarters Staff Formerly SIDFAs (cont'd.)

Mr. C. Newman, Investment Co-operative Programme Branch, Division of Industrial Operations, Formerly SIDFA in Thailand.

Mr. N. Ramm-Ericson, Regional and Country Studies Branch, Division for Industrial Studies, Formerly SIDFA in Thailand.

Mr. E. Lethmeyer, Investment Co-operative Programme Branch, Division of Industrial Operations, Formerly SIDFA in Nigeria

Mr. S. Dello Strogolo, SIDFA in Jamaica

Mr. F. Iqbal, SIDFA in Sudan

Dhaka, Bangladesh, 4-9 November 1985

Mr. Nigel Ringrose, Resident Representative a.i. UNDP

Mr. S.K. Malik, Senior Industrial Economist, World Bank

Mr. John R. Bowlin, Operations Officer, World Bank

Mr. Khurshed Alam, Secretary, Ministry of Industries

Mr. M.M. Abdul Matin, Deputy Secretary, ERD, Ministry of Finance

Mr. A.Z.M. Nasiruddin, Director-General, Department of Industries

Mr. Hedayet Hossain, Chairman, Bangladesh Sugar and Food Industries Corporation

Mr. Serajul Huq Khan, Director, Directorate of Inspection for Jute Goods, Ministry of Jute and Textiles

Mr. A.B.M. Zahur, Executive Director, Investment Advisory Centre of Bangladesh

Mr. Nefaur Rahman, Chairman, Bangladesh Steel and Engineering Corporation

Mr. Rashid-ul Hasan, Managing Director, Industrial Promotion and Development Company of Bangladesh Limited (IPDC)

Mr. A.K.M. Mosharraf Hossain, Chairman, Bangladesh Chemical Industries Corporation

Mr. M. Serajul Islam, Director-General, Bangladesh Management Development Centre

Mr. J.M.I. Sait, Chief Technical Adviser, Investment Promotion in Industries Project

Mr. Shah M. Bijli, UNIDO Expert, Investment Promotion in Industries Project.

New Delhi, India, 11-15 November 1985

Mr. Michael E. Smith, Deputy Resident Representative,  
Resident Representative a.i.

Mr. M. Kamal Hussein, SIDFA in India

Mr. T. Schroll, SIDFA in Sri Lanka

Mr. Willem Bussink, Principal Economist, World Bank

Mr. V.K. Chanana, Joint Secretary, Department of Industrial Development,  
Ministry of Industry

Mr. M.S. Mukherjee, Joint Secretary, Department of Economic Affairs

Mr. P.P. Khanna, Development Commissioner, Small Scale Industries (Ministry of  
Industry)

Mr. K.N. Johry, Head, International Scientific Collaboration, Council of  
Scientific and Industrial Research

Mr. Amarjit Singh, Chief Project Co-ordinator, Semi-Conductor Devices Project

Mr. T.N. Jaggi, National Project Director

Mr. Ranjit Gupta, Director, Dept. of Public Enterprises, Ministry of Industry

Mr. S. Grover, National Project Co-ordinator, Hosiery and Knitwear

Mr. Lal, Industrial Pollution Project

Dr. I.S. Bhardwaj, Central Institution of Plastics Engineering and Tools,  
Madras

Mr. V. Pathak, Programme Officer (Engineering Industries), UNDP

Mr. Sat Pal, Assistant Programme Officer, Chemical Industries, UNDP

Mr. K. Nayyar, Senior Secretariat Assistant, UNDP

Mr. T. Balwan Singh, Programme Assistant, Agro-industries and Institutional  
Infrastructure, UNDP

Addis Ababa, Ethiopia, 19 - 22 November 1985

Mr. Michael Priestly, Resident Representative and Resident Co-ordinator, UNDP

Mr. Eugene Boelens, Deputy Resident Representative, UNDP

Mr. Jorgen Lissner, Assistant Resident Representative, UNDP

Mr. Kadress Vencatachellum, SIDFA

Addis Ababa, Ethiopia, 19 - 22 November 1985 (cont'd.)

Mr. W. Meyer, JPO, UNDP

Mr. Sergio Piazzi, JPO, UNDP

Mr. John F. Elliott, Officer-in-charge, Industrial Operations Section,  
ECA/UNIDO Joint Industry Division

Mr. Kappepula, UNIDO/ECA, Joint Industry Division

Mr. Pramod Sah, UNIDO Expert on Financial and Economic Analysis at  
International Projects Service

Mr. D. Garga, UNIDO Expert

Mr. Ion Albu, UNIDO Expert, Marble Project

Mr. Michael Payson, World Bank Resident Representative

Ato Tadewos-Haregework, Vice-Minister (Development), Ministry of Industry

Ato Gizachew Shifferaw, Head, Technology Policy and Research Department,  
Ministry of Industry

Ato Bekele Gelatu, Team Leader for Co-operation with UN, Office of National  
Committee for Central Planning

Mr. Ghebru Wolde Georghis, Executive Secretary, National Energy Committee

Ato Akberom Tedla, General Manager, Ethiopian Standard Institution (ESI)

Ato Yohannes Afework, Head of Technical Department, ESI

Ato Bekele Alemu, National Project Officer, Industrial Project Development

Mr. Laiketsion Petros, Deputy General Manager

Mr. Sentayehu Teferra, National Financial Analyst

Ato Bruck Kebede, General Manager, Industrial Projects Service

Ato Shiferaw Demissie, Ethiopian Mineral Resources Development Corporation

Ato Demrew Mekonen, National Project Office, Handicrafts and Small-Scale  
Industry Development Agency

Ato Getachew Minas, Head, Manpower Planning and Labour Department, Office of  
the National Committee for Central Planning

Ouagadougou, Burkina Faso, 24-27 November 1985

Mr. Roger Guarda, Resident Representative and Resident Co-ordinator, UNDP

Mr. Frederick Lyons, Deputy Resident Representative, UNDP

Mr. Djemel Ghozali, SIDFA, (resident in Togo)

Mr. Somda, B. Urbain, Directeur Général, Direction du Développement Industriel et de l'Artisanat (DDIA), Ministère du Commerce, du Développement industriel, et des Mines.

Mr. N. Ouédraogo, Directeur Général, Office de Promotion de l'Entreprise Burkinabé

Mr. Zagré, Pascal, Ministère du Plan et du Développement Populaire

Mr. Sombié, Adama J, Chef de Service de la Promotion Industrielle, Ministère du Commerce, du Développement industriel, et des Mines.

Mr. Sèye, Aly, Chargé d'Etudes, Direction du Développement Industriel et de l'Artisanat (DDIA),

Mr. Zoungrana, Jean Pierre, Ministère du Plan et du Développement Populaire

Rabat, Morocco, 28-29 November 1985

Mr. Emmanuel Dierckx de Casterlé, Deputy Resident Representative, Resident Representative a.i.

Mrs. Yuriko Yamashita, JPO, UNDP

Mr. Mossadeg, Directeur de l'Industrie, Ministère du Commerce et de l'Industrie

Mr. L. Benomar, Ingénieur en Chef, Attaché de Direction, Direction de l'Industrie, Ministère du Commerce et de l'Industrie

Mr. Omar Faraj, Chef du Service Administratif, Direction de l'Industrie, Ministère du Commerce et de l'Industries

Mr. Filali, Inspecteur de l'Industrie, Chargé des dossiers de coopération industrielle, Direction de l'Industrie, Ministère du Commerce et de l'Industries

Mr. A. Belahsen, Secrétaire Général de l'Office pour le développement Industriel (ODI)

Mr. Mohamed El Maaroufi, Chef de Département Relations, Extérieurs et Information de l'Office pour le Développement Industriel (ODI)

Mr. Saïdi Boubker, Attaché due Directeur Général de l'Office pour le développement Industriel (ODI)



Rabat, Morocco, 28-29 November 1985 (cont'd.)

Mr. Ait Hamid, Ministère des Affaires Etrangères et de la Coopération

Mr. Ghannam, Chef de la Division des Industries Métalliques, Division des Industries Métalliques, Mécaniques et Electriques, Ministère du Commerce et de l'Industrie

Mr. Mohammed Krari, Chef de la Division des Industries Textiles et du Cuir, Ministère du Commerce et de l'Industrie

Brasilia, Brazil, 2-5 December 1985

Mr. Peider Koenz, Resident Representative and Resident Co-ordinator, UNDP

Mr. Walter Franco, Deputy Resident Representative, UNDP

Mr. Marcos Borsotti, Assistant Resident Representative, UNDP

Ms. Akiko Murai, UNDP Programme Officer (Industry)

Mr. Luis Soto-Krebs, SIDFA

Mr. Wolfgang Mathis, JPO, UNIDO

Ms. Annamaria Mosella Portella, Acting Head of the Technical Cooperation Department, Ministry of Foreign Affairs

Mr. José Ezil Veiga da Rocha, Executive Secretary, Special Secretariat for Informatics (SEI)

Mr. Garry Soares de Lima, Coordinator of the Technical Cooperation Section, Secretariat for International Economic and Technical Co-operation.

Ms. Alice Pessoa Abreu, Secretariat for International Economic and Technical Co-operation.

Prof. Nagib Leitune Kalil, Director of International Cooperation, Council for International Technical Cooperation (ASCOTI)/National Service of Industrial Apprenticeship (SENAI).

Mr. Lourival do Carmo Mönaco, Secretary, Industrial Technology Secretariat-STI

Mr. Sergio Da Veiga Watson, Head, International Division of Industrial Technology Secretariat-STI

Mr. Juarez Tavora Veado, Chairman of National Institute of Metallurgy Standardization and Quality Control (INMETRO)

Mr. B.S. Krishnamachar, Chief Technical Adviser, Metrology, Standardization and Industrial Quality, UNIDO

Mr. Joao Renato Martins, Project Manager, Materials Division, Centro Tecnico Aeroespacial (Carbon Fibre Project)

Vienna, Austria, 8-31 December 1985

Mr. Domingo L. Siazon, Director General of UNIDO

Mr. Abdalla Hacini, Director, Division of Policy Co-ordination

Mr. A. Sissingh, SIDFA, People's Republic of China, Democratic Republic of Korea (Ad hoc)

Mr. Juan Ayza, SIDFA, Mexico, Cuba, Nicaragua, Venezuela (Ad hoc)

Mr. G.L. Narasimhan, SIDFA, Indonesia, and Philippines

Mr. M. Konaré, SIDFA, Cameroon, Central African Republic, Chad, Gabon, and Equatorial Guinea.

Mr. R. Peñañherra, SIDFA, Bolivia, Argentina, and Uruguay

Mr. G. Bauduy, SIDFA, Zaire, Burundi, Rwanda, and Congo

TEXT OF TELEX SENT TO RESIDENT REPRESENTATIVES AND  
SIDFAs WHO WERE NOT VISITED

VIENNA (UNIDO) 29/10 1656  
86610 RR FOR SIDFA

AAA Following request UNDP Governing Council that Administrator submit recommendation future SIDFA programme view new status UNIDO. UNDP AND UNIDO agreed undertake joint evaluation effectiveness present arrangements industrial sectoral support and propose ways more effective response needs of developing countries for overall advice and support industrialization process. Mission report expected taken into account in Administrator's recommendations next Council session.

BBB Mission to include review of objectives and assessment of performance of SIDFA programme as well as criteria for placement, selection, financing and organizational arrangements.

CCC UNDP Consultant T. Power (USA) and UNIDO Consultant S. Henein (USA) undertaking mission visiting six selected countries upto end November to finalize findings and recommendations in Vienna during December 1985.

DDD Due limited time available, consultants unable visit your duty station but would appreciate receiving your inputs and percentage time spent to be received UNIDO Headquarters by 30 November latest including in country of residence and other covered countries: (one) Country programme development and monitoring of implementation. (two) Technical assistance projects formulation or implementation other sources of funds. (three) supporting activities: TCDC, Industrial Information, System of Consultations, Technology, Industrial Studies. (four) Representing UNIDO in conferences and meetings and liaising with regional organizations. (five) Reporting to UNIDO and contributing to internal evaluation system. (six) Providing specialized advice on industrial or technical matters.

EEE Grateful also comment on administrative arrangements within UNDP field offices, status of SIDFA in relation to other agency representatives and your relations with RRS, DRRS, Government Ministries and other governmental, non-governmental and regional organizations in covered countries. Any suggestions for improving SIDFA system performance highly appreciated  
(Veltze-Michel UNIDO Vienna)

FIELD REPORTS MONITORING SECTION  
DIVISION OF POLICY CO-ORDINATION

October 1985

SENIOR INDUSTRIAL DEVELOPMENT FIELD ADVISERS (SIDFAs)  
AND THEIR ASSISTANTS (JPO)

(Conseiller industriel principal hors siége)  
(Alto Asesor Industrial Extrasede)

EUROPE AND ARAB STATES

A. Countries covered by SIDFA and JPO

<u>Duty Station</u> Countries	<u>SIDFA</u> JPO
<u>Khartoum</u>	<u>F. M. Iqbal</u>
*SUDAN	P. Versteeg
*DEM.YEMEN(ad hoc)	I. Mohamed
*YEMEN AR.REP	--

B. Countries covered only by JPO:

TUNISIA	D. Zarrouk-Hicquet(Ms.)
TURKEY	W. Dreusch

C. Countries covered from Headquarters:

ALGERIA	JORDAN	OMAN
BAHRAIN	KUWAIT	QATAR
CYPRUS	LEBANON	SAUDI ARABIA
*DJIBOUTI	LIBYA	*SOMALIA
EGYPT	MALTA	SYRIA
IRAQ	MOROCCO	UNITED ARAB EMIRATES

JPOs assigned to UNIDO Headquarters:

B. TASSEW (Ms.)  
J. JENSEN (Ms.) (IDDA)  
A. KLOCKE

Note: For countries listed under C contact should be made through the  
UNDP Resident Representative.

\* Indicates Least Developed Countries.

AFRICA

A. Countries covered by SIDFA and JPO

<u>Duty Station</u> Countries	<u>SIDFA</u> JPO
<u>Addis Ababa</u> *ETHIOPIA	<u>M. K. Vencatachellum</u> (also Personal Rep. of S. Piazzì Director General to ECA)
<u>Antananarivo</u> MADAGASCAR *COMOROS MAURITIUS	<u>G. Stevens</u> V. Andersen(Ms.) -- --
<u>Conakry</u> *GUINEA *GUINEA BISSAU *CAPE VERDE	<u>L. Alexandrenne</u> H. Van Oijen(Ms.) -- --
<u>Dakar</u> SENEGAL *MALI MAURITANIA *GAMBIA	<u>D. Mostefai</u> D. Gessler(Ms.) -- -- --
<u>Dar-es-Salaam</u> *TANZANIA *MALAWI SEYCHELLES	<u>Candidate under consideration</u> E. Skjonsberg T. Schmidt --
<u>Freetown</u> *SIERRA LEONE GHANA LIBERIA	<u>M. Alemayehu</u> J. Vestgaard A. Capalbo S. Berthelsen
<u>Kinshasa</u> ZAIRE *BURUNDI *RWANDA CONGO	<u>G. Bauduy</u> P. Dereppe -- M.H. Bollen(Ms) --
<u>Lomé</u> *TCGO *BENIN IVORY COAST *NIGER *BURKINA FASO	<u>D. E. Ghozali</u> A. Mbekek(Ms.) T. Micali-Baratelli -- -- --
<u>Luanda</u> ANGOLA *SAO TOME AND PRINCIPE	<u>A. Milovanov</u> E. Bengtsson --

Lusaka

ZAMBIA  
\*BOTSWANA  
ZIMBABWE

G. Bekele

E. Mustala  
--  
K. Stigen

Maputo

MOZAMBIQUE  
\*LESOTHO  
SWAZILAND

C. Goulart

--  
A. Mlynarczyk  
--

Yaoundé

CAMEROON  
\*CENTRAL AFR. REP.  
\*CHAD  
GABON  
\*EQUATORIAL GUINEA

Mr. M. Konaré

A. Jibidar(Ms.)  
--  
--  
--  
--

B. Countries covered only by JPO:

NIGERIA                      J. Molhoek

C. Countries covered from Headquarters:

\*UGANDA  
KENYA

THE AMERICAS

A. Countries covered by SIDFA and JPO

Duty Station  
Countries

SIDFA  
JPO

Brasilia

BRAZIL  
PARAGUAY

L. Soto-Krebs  
W. Mathis  
--

Bridgetown

BARBADOS  
GUYANA  
ANTIGUA/GRENADA  
BRIT. VIRGIN ISLANDS  
SURINAM/NET.ANTILLES  
TRINIDAD-TOBAGO  
ST.CHRISTOPHER/NEVIS  
ST.LUCIA/ST.VINCENT  
DOMINICA/MONTSERRAT

P. Ryan  
B. van Zwieten  
--  
--  
--  
--  
B. Jaretti Cappellato(Ms.)  
--  
--  
--

<u>Kingston</u> JAMAICA BAHAMAS/BERMUDA CAYMAN ISLANDS *HAITI TURKS AND CAICOS DOMINICAN REP.	<u>S. Dello Strologo</u> A. Von Monbart(Ms) -- -- -- -- I. Barbolani Di Montauto(Ms.)
<u>La Paz</u> BOLIVIA ARGENTINA URUGUAY	<u>R. Pefaherrera</u> S. Korpela-Torres (Ms.) J. Delahaut --
<u>Lima</u> PERU CHILE COLOMBIA ECUADOR	<u>M. Dizy</u> C. Mayer(Ms.) -- -- H. Vadmand(Ms.)
<u>Mexico-City</u> MEXICO CUBA NICARAGUA VENEZUELA(ad hoc)	<u>J. Ayza</u> E. Schumacher-Schubert(Ms.) R. Timmermann E. L. Myllymake(Ms.) W. Kelderhuis
<u>Tegucigalpa</u> HONDURAS BELIZE COSTA RICA EL SALVADOR GUATEMALA PANAMA	<u>M. Savarain(Ms.)</u> A. Hofman -- U. Seiler -- -- --

ASIA AND PACIFIC

A. Countries covered by SIDFA and JPO

<u>Duty Station</u> Countries	<u>SIDFA</u> JPO
<u>Bangkok</u> THAILAND BRUNEI DARUSSALAM MALAYSIA	<u>Vacant</u> K. Kimpara -- --
<u>Beijing</u> CHINA (PEOPLE'S REP.) KOREA DEM. REP.(ad hoc)	<u>A. Sissingh</u> -- --
<u>Colombo</u> SRI LANKA *MALDIVES *NEPAL(ad hoc)	<u>T. Schroll</u> S. Ericsson -- D. Plas





UNITED NATIONS



NATIONS UNIES

## SECRETARIAT - JOB DESCRIPTION

DO NOT WRITE IN THIS SPACE

DATE RECEIVED: \_\_\_\_\_

OFFICERS: \_\_\_\_\_

LEVEL: \_\_\_\_\_

SECTION A: *May be completed by the incumbent of the post*

## 1. IDENTIFICATION of the post:

1.1 Department/Secretariat/Office UNDP Field Office

Division/Centre

Branch/Service

Section

Unit

1.2 Functional Title: Senior Industrial Development Field Post Number: \_\_\_\_\_  
Adviser

Duty Station: to be determined Occupational Code: \_\_\_\_\_

2. ST/SCB/Organization Reference: Memorandum of Agreement concerning the establishment of a UNIDO field service at the country level to be integrated within UNDP Field Offices dated 3 October 1967.

3. ORGANIZATIONAL SETTING: ATTACH A COMPLETE AND CURRENT ORGANIZATION CHART FOR THE ORGANIZATIONAL STRUCTURE OF THE POST BEING DESCRIBED3.1 Professional posts DIRECTLY supervised:

<u>Functional Title</u>	<u>Classification Level</u>	<u>Number of Posts</u>
Junior Professional Officer	P-1/P-2	1

Total number of professional posts supervised directly,  
and through subordinate supervisors:

1

## 3.2 Total number of posts in other categories supervised:

2

3.3 Title and classification of supervisor's post: Executive Director

## 4. Summary of the assigned duties:

Under direct policy guidance from the Executive Director with respect to UNIDO's programmes and overall policy guidance from the UN resident co-ordinator the post is responsible to respond to the needs of Governments for sectoral advice on their industrial development programmes and to provide the UN resident co-ordinator with sectoral support.

<p>5. Describe the main DUTIES AND RESPONSIBILITIES of the post, indicate WHAT is done and HOW it is done. Duties should be presented in order of importance. Please indicate the approximate percentage of time devoted to each duty.</p>	<p>%</p>
<p>In particular the SIDFA should specifically undertake the following duties:</p>	
<p>1. <u>Activities related to direct provision of technical assistance</u></p>	<p>40 %</p>
<p>(a) <u>Programme Support</u></p>	
<ul style="list-style-type: none"> <li>- identification of the technical co-operation requirements of the country to enable it to carry out its industrialization strategy, plans and policies;</li> <li>- formulation of intersectoral and sectoral technical co-operation programmes for financing from external sources based on the requirements of the country;</li> <li>- country-level co-ordination of UNIDO programmes and projects in the industry sector with other industrialization activities;</li> <li>- evaluation of UNIDO projects and programmes, and application of evaluation findings in the design, appraisal and implementation of the projects and programmes;</li> <li>- promotion of economic and technical co-operation activities among developing countries in the industrial sector;</li> <li>- provision of information concerning the country's industrial sector and its plans and strategies for industrialization as well as its political, administrative and institutional infrastructure.</li> </ul>	
<p>(b) <u>Project Support</u></p>	
<ul style="list-style-type: none"> <li>- monitoring of delivery of project inputs, with appropriate follow-up with UNIDO headquarters;</li> <li>- assessment of substantive progress of work, with periodic reporting;</li> <li>- assistance in the preparation for and conduct of tri-partite and other project reviews;</li> <li>- assistance in the preparation of revisions of project documents;</li> <li>- assistance in the selection of candidates for expert posts for submission to the government and in their processing for clearance;</li> <li>- assistance to project expatriate staff, particularly short-term experts or those assigned to projects without an expatriate Chief Technical Adviser, in establishing liaison with the appropriate government authorities;</li> <li>- assistance in appropriate follow-up actions by UNIDO following project completion.</li> </ul>	<p>35 %</p>
<p>2. <u>Activities other than those directly related to technical co-operation field projects:</u></p>	<p>25 %</p>
<ul style="list-style-type: none"> <li>- assist UNIDO Headquarters in the promotion and execution of specific activities such as the System of Consultations, Transfer of Technology, Investment Promotion, etc.;</li> <li>- inform government officials and other concerned persons of the results of relevant research and studies carried out by the Division of Industrial Studies;</li> <li>- facilitate and encourage participation in UNIDO sponsored expert group meetings, seminars, consultations, etc.;</li> <li>- identify research institutions, consulting firms, training institutions and manufacturers who might provide goods and services for UNIDO activities;</li> <li>- establish and maintain contacts with non-governmental organizations as well as with intergovernmental organizations and other UN system organizations active in the country's industrial sector;</li> <li>- assist in the identification and promotion of industrial investment projects;</li> <li>- promote contributions to the United Nations Industrial Development Fund;</li> <li>- represent UNIDO whenever requested in congresses, conferences, meetings,</li> </ul>	
<p>seminars etc. organized by governments, organizations, institutions P.148 (8-81) - Page 2 and where UNIDO has been invited to participate.</p>	

6. Indicate the CONTACTS required with persons outside the immediate work unit:

6.1 Inside the regular Secretariat, including UNIDO, UNCTAD, regional economic commissions, etc.

<u>Functional Title and Classification</u>	<u>Purpose and Frequency</u>
Staff at all levels up to the Executive Director	- to receive guidance and/or to exchange views on priorities and needs of developing countries and the effectiveness of technical assistance activities of UNIDO (as required).
Regional Economic Commissions and other departments of the UN Secretariat.	- to exchange views on priorities and needs of developing countries and the activities of UNIDO. (as required).

6.2 Outside the Secretariat, for example, UNDP, UNHCR, specialized agencies, delegations, government officials, etc.

<u>Title and Level</u>	<u>Purpose and Frequency</u>
UN Resident Co-ordinator	to receive guidance and to advice on priorities and needs of developing countries in the industrial (sector, weekly)
Representatives of Specialized Agencies such as PAO, ILO, etc.	- to discuss joint programmes, projects and matters of mutual interest (as required).
Government officials up to Ministerial level and Government Representatives accredited to UNIDO.	- to advice and exchange views on programming and project developments and possibilities of increasing future co-operation (daily/weekly).

(please see continuation - additional page)

7. DECISION MAKING AND CONSEQUENCE OF ERROR

7.1 Describe the type of decisions regularly made and the IMPACT of those decisions.

The incumbent makes decisions with respect to technical advice given to governments on their industrialization strategy; formulation of technical co-operation programmes; evaluation of programmes and projects; promotional activities; and establishing contacts.

The work of the incumbent is essential in fulfilling UNIDO's mandate. It has a direct impact on the effectiveness of the technical assistance activities of UNIDO and contributes to the generation of higher quality projects and to the development of programmes that meet the needs of developing countries.

7.2 Describe the type of recommendations made.

Technically as Adviser the incumbent makes recommendations and proposals which form a major part in the policy decisions of technical assistance offered by UNIDO; main policy lines followed by the Organization in programme and project development on the full range of the UNIDO technical assistance activities.

7.3 Describe the consequence of errors.

Errors would have long term negative consequences for the development of his/her country of coverage and on the quality of UNIDO's technical assistance activities. They would directly affect the Organization's prestige and credibility with recipient countries.

Continuation of 6.2

<u>Title and Level</u>	<u>Purpose and Frequency</u>
Senior officials of Industrial Organizations and Associations, Universities, and other Institutions concerned with UNIDO's work.	- To consult on programmes of mutual interest, obtain their support and co-operation, exchange views and information about recent technological developments and trends in research activities, etc.

- 
8. Indicate the **GUIDELINES** and directives available; describe the **INTERPRETATION OF** and **DEVIATION FROM** existing guidelines, and the authority to establish new guidelines.

Broad guidance for the work of the incumbent is provided by the relevant decisions and resolutions of policy-making bodies such as the United Nations General Assembly, the Industrial Development Board, and the UNDP Governing Council, as well as the Executive Director of UNIDO and the UN Resident Co-ordinator. Administrative instructions, rules and procedures, issued by the UNDP, United Nations, and UNIDO, are used as appropriate for the formulation and implementation of technical assistance projects. Guidance with regard to the overall priorities of the activities of the incumbent are provided by the Executive Director of UNIDO.

The incumbent is entirely responsible for the correct interpret of these guidelines in relation to the performance of his/her duties.

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**SECTION B : To be completed by the SUPERVISOR of the post.**

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1. Describe the type and extent of the supervision given to the post.

Under the overall policy guidance of the UN Resident Co-ordinator and direct instructions from UNIDO, the SIDFAs are responsible for the overall activities of UNIDO in their countries of assignment. They also give technical advice to the government.

(see also additional comments)

2. Define the objectives or goals of the post.

As the UNIDO SIDFA in his/her country of assignment to present, promote and co-ordinate the implementation of UNIDO's programmes in the most accelerated, effective and efficient manner.

3. Indicate the minimum knowledge, abilities and skills required to perform the assigned duties of the post.

- 3.1 Level and **FIELD OF STUDY** of university or equivalent training; and the degree of specialization required:

Advanced degree in engineering, economics or science or the equivalent in training and experience. Specialization in international industrial development issues.

- 3.2 Length and type of practical experience required at the national, and if so required, at the international level:

Eight to ten years experience at the national level and over ten years experience at the international level in international industrial development. A knowledge of the operations and organizational set-up of UNIDO and other UN organizations is desirable.

- 3.3 Language(s) proficiency required:

Fluency in English and French and/or of Spanish. Languages to be determined according to the countries of coverage.

4. If the job description is to be used for requesting a review of the classification level, indicate the changes that have occurred in the duty assignment.

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SECTION C : Signatures

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SIGNATURE OF INCUMBENT: \_\_\_\_\_

DATE: \_\_\_\_\_

NAME: \_\_\_\_\_

SIGNATURE OF SUPERVISOR (Certifi-  
cation of correctness of job description): \_\_\_\_\_

DATE: \_\_\_\_\_

NAME: \_\_\_\_\_

SIGNATURE OF CHIEF OF SECTION / BRANCH  
OR DIRECTOR (Authorization of approval): \_\_\_\_\_

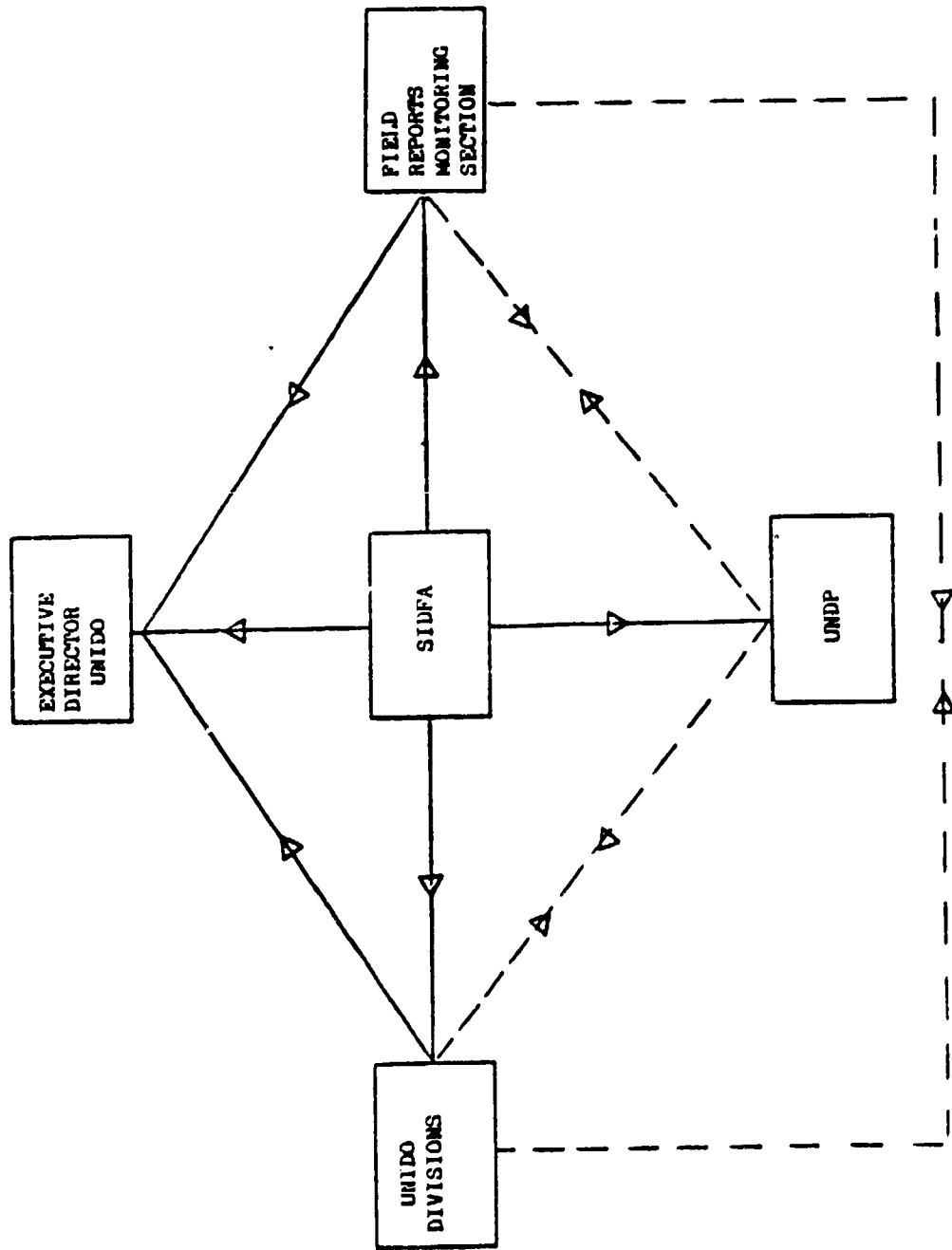
DATE: \_\_\_\_\_

NAME: \_\_\_\_\_

*Additional comments:*

The SIDFAs are appointed in accordance with a UNDP/UNIDO Agreement. They serve in UNDP field offices under the administrative authority of the Resident Co-ordinator and receive direct instructions from UNIDO. Consequently, they report to two different organizations, to the Resident Co-ordinator and to UNIDO, through the Field Reports Monitoring Section, the Section in charge of backstopping the SIDFAs and of co-ordinating their activities. The Section is also responsible for the liaison with UNDP on all matters regarding the SIDFAs.

UNIDO/UNDP SIDFA PROGRAMME



LIST OF REPORTS AND STUDIES ON THE SIDFA AND JPO PROGRAMME

<u>Symbol</u>	<u>Title</u>
<u>General Assembly documents:</u>	
A/39/830	Development and International Economic Co-operation; Industrialization, programme budget for the biennium 1984-1985.
A/RES/37/212	Resolution adopted by the General Assembly 37/212 - Industrial Development Co-operation.
A/RES/38/192	Resolution adopted by the General Assembly 38/192 - Industrial Development Co-operation.
<u>United Nations Development Programme documents containing information about SIDFAs</u>	
DP/GC/XXII/BFC/CRP.2	Re-orientation of the SIDFA programme
DP/GC/XXIV/CRP.3	Budgetary, administrative and financial matters. Administrative budget for 1978.
DP/1983/56	Budgetary, administrative and financial matters - Sectoral support.
DP/1984/64	Financial, budgetary and administrative matters - Sectoral support.
DP/1985/63	Financial, budgetary and administrative matters - Sectoral support.
<u>Industrial Development Board documents containing information about SIDFAs</u>	
ID/B/126	Report on the implementation of the recommendations of the <u>Ad-hoc</u> Committee on Co-operation between UNDP and UNIDO.
ID/B/127	Co-ordination of activities of the United Nations system in the field of industrial development.
ID/B/140	Annual Report of the Executive Director, 1973, chap.VI, paras.722-726
ID/E/150	Annual Report of the Executive Director, 1974, chap.VI, paras.53-60
ID/B/160	Annual Report of the Executive Director, 1975, chap.VI, paras.30-356



<u>Symbol</u>	<u>Title</u>
ID/B/180	Annual Report of the Executive Director, 1976, chap.III, paras.51-57
ID/B/200	Annual Report of the Executive Director, 1977, chap.VI, paras.25-31
ID/B/203	Increasing the effectiveness of the Industrial Development Field Advisers programme. Report by the Executive Director.
ID/B/220	Annual Report of the Executive Director, 1978, chap.V, paras.23-29
ID/B/228	Strengthening the effectiveness of the Industrial Development Field Adviser programme.
ID/B/231	Statement by Sir Robert Jackson at the thirteenth session of the Industrial Development Board (261st plenary meeting, 3 May 1979).
ID/B/240	Annual Report of the Executive Director, 1979, chap.V, paras.11-17
ID/B/260	Annual Report of the Executive Director, 1980, chap.V, paras.62-70
ID/B/280	Annual Report of the Executive Director, 1981, chap.VII, paras.32-41
ID/B/300	Annual Report of the Executive Director, 1982, chap.VII, paras.1-9
ID/B/300/Add.1	Proposals for strengthening the network of Industrial Development Field Advisers and Junior Professional Officers.
ID/B/320	Annual Report of the Executive Director, 1983, chap.VII, paras.45-59
ID/B/340	Annual Report of the Executive Director, 1984, chap.VII, paras.197-200

Permanent Committee documents  
containing information about SIDFAs

ID/B/C.3/15 and Corr.1 & Corr.2	Report on the activities of the Industrial Development Field Advisers.
ID/B/C.3/61	Evaluation of the Industrial Development Field Advisers programme.
ID/B/C.3/75	Industrial Development Field Advisers programme in light of United Nations Development Programme discussions on sectoral support, June-July 1978.

<u>Symbol</u>	<u>Title</u>
ID/B/C.3/75/Add.1	Industrial Development Field Advisers programme: Action taken by UNIDO in response to Economic and Social Council resolution E/RES/1978/65.
ID/B/C.3/93/Rev.1	Industrial Development Field Advisers programme.
<u>Other reports and documents</u>	
10 January 1976	Report of Sergije Makiedo, Senior Consultant to the Administrator of UNDP and the Executive Director of UNIDO for the joint review of the system of SIDFAs.
A.74, Sept. 1985	The Field Representation of Organizations of the United Nations system by the Joint Inspection Unit.
UNIDO/PC.108	JPO programme review, prepared by the Field Reports Monitoring Section.
UNIDO/PC.R8	Summary report and recommendations, second regional SIDFA meeting for Africa, Douala, Cameroon, 7-13 December 1983.
UNIDO/PC.111	Summary report and recommendations, second regional SIDFA meeting for Latin America and the Caribbean, 10-14 December 1984.

List indicating tentatively possible country coverage  
if financing for 60 posts was available

Europe and Arab States	Africa	The Americas	Asia & Pacific
<u>Ankara</u> TURKEY	<u>Addis Ababa</u> * ETHIOPIA	<u>Brasilia</u> BRAZIL PARAGUAY	<u>Bangkok</u> THAILAND HONGKONG
<u>Khartoum</u> * SUDAN * YEMEN AR.REP. * DEM.YEMEN	<u>Antananarivo</u> MADAGASCAR * COMOROS MAURITIUS	<u>Bridgetown</u> BARBADOS GUYANA ANTIGUA/GRENADA BRIT. VIRGIN ISL SURINAM/NET.ANT TRINIDAD-TOBAGO ST.KITTS/NEVIS ST.LUCIA/ST/VINCENT DOMINICA/MONTESERRAT	<u>Kuala Lumpur</u> MALAYSIA BRUNEI DARUSSALAM SINGAPORE
<u>Cairo</u> EGYPT	<u>Conakry</u> * GUINEA * GUINEA BISSAU * CAPE VERDE		<u>Beijing</u> CHINA
<u>Mogadisho</u> * DJIBOUTI * SOMALIA	<u>Dakar</u> SENEGAL MAURITANIA * GAMBIA	<u>Kingston</u> JAMAICA BAHAMAS CAYMAN ISLANDS TURCS AND CAICOS	<u>Pyeong Yang</u> KOREA DEM. REP.
<u>Tunis</u> TUNISIA MALTA LIBYA	<u>Dar-es-Salaam</u> * TANZANIA * MALAWI SEYCHELLES	<u>Port au Prince</u> * HAITI DOMINICAN REP.	<u>Colombo</u> SRI LANKA * MALDIVES
<u>Alger/Rabat</u> ALGERIA MOROCCO	<u>Freetown</u> * SIERRA LEONE LIBERIA		<u>Kathmandu</u> * NEPAL
<u>Riyadh</u> SAUDI ARABIA KUWAIT		<u>La Paz/Quito</u> BOLIVIA ECUADOR	<u>Dhaka</u> * BANGLADESH
<u>Bahrain</u> QATAR BAHRAIN OMAN U.A.E.	<u>Accra</u> GHANA	<u>Buenos Aires</u> ARGENTINA URUGUAY	<u>Islamabad</u> PAKISTAN
<u>Baghdad</u> IRAQ	<u>Kinshasa</u> ZAIRE CONGO	<u>Lima</u> PERU	<u>Jakarta</u> INDONESIA
<u>Damascus/Amman</u> JORDAN LEBANON CYPRUS SYRIA	<u>Kigali</u> * RWANDA * BURUNDI	<u>Santiago</u> CHILE	<u>Manila</u> PHILIPPINES
	<u>Lomé/Abidjan</u> * TOGO * BENIN IVORY COAST	<u>Bogota</u> COLOMBIA VENEZUELA PANAMA	<u>New Delhi</u> INDIA * BHUTAN
			<u>Rangoon</u> BURMA
			<u>Hanoi</u> VIETNAM

1/ Source: Field Reports Monitoring Section, UNIDO.

\*Least Developed Country

Europe and Arab States	Africa	The Americas	Asia & Pacific
	<p><u>Niamy/Ouagadougou</u> * BURKINA FASO * NIGER * MALI</p> <p><u>Luanda</u> ANGOLA * SAO TOME &amp; PRIN</p> <p><u>Lusaka</u> ZAMBIA</p> <p><u>Harare</u> ZIMBABWE * BOTSWANA</p> <p><u>Maputo</u> MOZAMBIQUE * LESOTHO SWAZILAND</p> <p><u>Yaoundé</u> CAMEROON</p> <p><u>Libreville</u> GABON * EQUAT. GUINEA</p> <p><u>Bangui/N'Djamena</u> * CENTRAL AFR. REP. * CHAD</p> <p><u>Lagos</u> NIGERIA</p> <p><u>Nairobi</u> KENYA</p> <p><u>Kampala</u> * UGANDA</p>	<p><u>Mexico-city</u> MEXICO NICARAGUA</p> <p><u>Havana</u> CUBA</p> <p><u>Tegucigalpa</u> HONDURAS BELITZE COSTA RICA EL SALVADOR GUATEMALA</p>	<p><u>Vientiane</u> LAO</p> <p><u>Seoul</u> KOREA</p> <p><u>Suva</u> FIJI KIRIBATI NAURU SOLOMONS TONGA TUVALU &amp; VANUATU * SAMOA PAPUA NEW GUINEA COOK ISLS NIUE TRUST TERR PAC. (Ponape, Kosrae, Truk)</p> <p><u>Teheran</u> IRAN * AFGHANISTAN</p>

\* Least Developed Country

ACKNOWLEDGEMENT

The consultants are deeply grateful to all UNDP and UNIDO Headquarters staff, present and former Resident Representatives and SIDFAs, and government officials, whom they had the opportunity to meet during their travel.

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