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UNIDO INDUSTRIAL TRAINING OFFER PROGRAMME 1986

Introduction

1. This bulletin describes the UNIDO Industrial Training Offer Programme for 1986. It includes information on UNIDO services in industrial training and gives advice on how to obtain them. It is addressed, inter alia, to Government authorities, UNDP resident representatives, UNIDO senior industrial development field advisers, UNIDO junior professional officers in the field; to intergovernmental and non-governmental agencies; to other pertinent organizations and institutions; and to numerous industrial firms, industry-related institutions, interested individuals and other possible beneficiaries. It should enable all recipients to co-ordinate their training needs and plans with what UNIDO offers in this field. Such co-ordination may be essential to make best use of industrial training possibilities.

2. In principle, the goal of UNIDO training operations is to improve the skills and broaden the experience of high-level technical, managerial or administrative personnel engaged in industry or in agencies, organizations or institutions related to industry and its development. Accordingly, these operations address themselves to personnel at least at the post-graduate engineer or economist level or equivalent. UNIDO does not deal with vocational training or management development in various sectors, nor with formal education to obtain a degree - fields that lie within the competence of the International Labour Organisation (ILO) and the United Nations Educational, Scientific and Cultural Organization (UNESCO), respectively. In its training operations UNIDO emphasizes, inter alia: practical training (in-plant or on-the-job); the upgrading or updating of professional skills; transfer of technological and industrial management know-how and experience, with a view to enlarging the capacity for making the right choice of both technology and equipment and for developing appropriate indigenous

technologies; co-operation among developing countries in industrial training; assistance to the least developed among the developing countries and special measures within the framework of the Industrial Development Decade for Africa; and greater participation of women and youth in industrial development.

3. UNIDO training operations are in accordance with the pertinent resolutions of the UNIDO General Conferences. The Lima Declaration and Plan of Action on Industrial Development and Co-operation states:

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

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

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

^{1/} Report of the Second General Conference of the United Nations Industrial Development Organization, chapter IV, "The Lima Declaration and Plan of Action on Industrial Development and Co-operation" (PI/38), para. 53

^{2/} Ibid., para. 55

^{3/} Ibid., para. 58 (k).

4. The New Delhi Declaration and Plan of Action on Industrialization of Developing Countries and International Co-operation for their Industrial Development devotes an entire chapter to the development of human resources in which the following areas of action by the UNIDO secretariat are laid down:

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

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

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

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

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

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

5. The Fourth General Conference of UNIDO adopted a resolution on the accelerated development of human resources for industrial development which, inter alia., expresses that the Conference:^{5/}

"Invites developing countries to review and develop, where necessary, their basic education systems so as to make them more responsive to changing industrial manpower needs, and reorientate higher education programmes in their countries so as to place more emphasis on science and technology, taking also into account the importance of high-level technology;

"Recommends that developing countries consider the establishment or strengthening of high-level co-ordinating bodies at the national level for effective planning and implementation of human resources development programmes. The co-ordinating bodies should evolve mechanisms for effective contributions from government, industry and educational/training institutions;

"Invites the developing countries to give special attention to the training of trainers and to the training of women, youth and special groups such as the disabled;

"Stresses that mobilization of financial resources for the accelerated development of human resources for industrialization should be given special attention. Industrial projects should, where appropriate, include training as an integral part of their costs, and co-operation with development finance institutions should be strengthened;

"Recommends that UNIDO should:

"Assist developing countries to determine their requirements for accelerated human resources development in the field of industry and to work out appropriate plans of action to meet those requirements;

^{5/} ID/CONF.5/C.2/L.9, 17 August 1984

"Organize programmes in a number of specialized areas relating to development of human resources for industrialization such as inter alia training for contract negotiators; training for energy management; training of trainers; and elaboration of provisions relating to training to be incorporated in contracts for industrial projects;

"Accord special attention to the problems of maintenance of industrial plants and develop programmes for this purpose;

"Accord particular priority to the special needs of the African countries within the framework of the programme for the Industrial Development Decade for Africa.

6. UNIDO training operations endeavour to promote self-reliance of the developing countries by enabling national industrial personnel to replace, eventually, foreign experts on whose services many of these countries still have to rely. In this connection, it is emphasized that UNIDO training operations are offered to both men and women, and attention is drawn to General Assembly resolution 3342 (XXIX) calling for the full integration of women in the development process. Furthermore, UNIDO complies with Resolution 1985/14 of the United Nations Commission on Human Rights which stresses young people's right of access to training.

A. Industrial training field operations

7. UNIDO is prepared to conduct, at the request of Governments or regional bodies, a variety of training projects in developing countries. Such activities are strongly emphasized because they contribute directly to improving the industrial training infrastructure, which in turn leads to a rapid increase in the supply of skilled personnel by means of tailored training activities at relatively low cost. There are three major project profiles:^{6/}

^{6/} These project profiles are also reflected in the UNDP Programme Advisory Note on Manufacturing Industries.

(1) Industrial training planning unit at the government level

The process of industrial development calls for well-designed industrial training policies and programmes. Such national policies and programmes have to be developed, set into operation, monitored and adjusted to changing needs at government level. Typical project target: Establishment within a competent government authority (e.g. the Ministry of Industry) of an industrial training planning unit. Major tasks of that unit would be to assess industrial training needs, formulate pertinent policies, identify priority areas, co-ordinate appropriate systems, formulate feasible plans, develop the necessary legislative instruments and contribute to the improvement of the country-wide institutional infrastructure into which industrial training systems are embedded.

(2) Development of industrial training infrastructure

Industrial training policies and programmes can only successfully be implemented if the related socio-economic infrastructure is well developed. This infrastructure includes, inter-alia, governmental and semi-governmental bodies, public holdings, chambers of industry and commerce, employers associations, trade unions, federations of industry, labour administration, education systems at all levels, associations for training and development and engineering associations.

Experience shows that more often than not, well designed and well adjusted industrial training policies and programmes may not yield the expected results if due considerations are not given to demand and supply analyses. Thus for instance modern, well-equipped and well-staffed training centres frequently work only at a part of their capacity, because of lack of qualified candidates; it also happens that graduates of such training centres do not find suitable jobs because their training profile is not sufficiently known on the labour market; industrial enterprises in need of qualified staff may not be aware of idle training capacities elsewhere in the country; both trade unions and employers associations in their policies may underestimate the value of proper industrial training, etc. Typical project target: Development and

co-ordination of the institutional infrastructure as a whole, to ensure the best use of all existing and potential mechanisms and institutions, in-plant training cells included - to the benefit of industrial manpower development.

- (3) Strengthening the training capacity and capability of industrial institutions.

The process of industrial development calls for the active involvement of industrial institutions themselves in the process of industrial training. This means first and foremost building up training centres, which, however, does not exclude other industrial institutions such as standards institutions, research institutions, information centres, and factory-based centres. The involvement of such institutions could be limited to the national level, but due regard should be given to any potential for international co-operation. Typical Project Target: Strengthening of the training capacity of such institutions with a view to practice orientation, high quality, competent, demand-oriented programmes at the national and, where appropriate, at the international level. Within those concepts - national or international - emphasis will be placed on improving the infrastructure of the respective institutes, in particular by target-oriented training of trainers, developing pertinent curricula, introducing appropriate training methodologies and techniques, installing modern training equipment and enhancing the management capacity.

8. It is also possible to apply only part of one of these project profiles (e.g. industrial training adviser attached to institute or company; organization of industry - university linkages with emphasis on practice-oriented training). Furthermore, ad-hoc training programmes at national level can be organized with UNIDO assistance (see paragraphs 18 to 27).

9. Country-based industrial training projects are normally financed from UNDP country programme funds. Other financing possibilities are the Special Industrial Services (SIS) fund (for short-term, small-scale assistance of what may be called the "fire brigade" type), the UNIDO regular programme or

technical assistance (FP), the United Nations Industrial Development Fund (UNIDF), and fund-in-trust arrangements between a developing or a donor country on the one hand and UNIDO on the other.

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

B. Group training programmes

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

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

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

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

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

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

17. The following tentative list shows the UNIDO group training programmes planned to be held in 1986 subject to the availability of funds. Some of these programmes may be repeated in 1987. This list is not complete; it reflects the status of planning as of September 1985.

<u>Dates</u>	<u>Subject</u>	<u>Host country</u>	<u>Language</u>
<u>January</u>			
04/01 - 28/01	Industrial planning	Kuwait	E and A
06/01 - 21/03	Application of Dies and Chemicals for Textiles	Switzerland	E
08/01 - 26/03	Small Business Consultancy	Philippines	E

<u>Dates</u>	<u>Subject</u>	<u>Host country</u>	<u>Language</u>
<u>January</u>			
17/01 - 12/03	Production Management in Manufacturing Industry	Japan	E
<u>February</u>			
04/02 - 01/06	Metalworking industry	USSR	E
<u>March</u>			
04/03 - 05/04	Financing and Evaluation of Development Projects	France	F
06/03 - 22/05	Management and organization of industrial cooperatives (for SADCC Countries)	Poland/Italy	E
08/03 - 13/06	Repair and Maintenance of diesel engines	China	E
15/03 - 03/07	Technology and equipment in electric welding	Ukrainian Soviet Socialist Republic	E
18/03 - 17/07	Iron and steel industry technology	Ukrainian Soviet Socialist Republic	E
26/03 - 19/07	Grain milling and storage (with aspects of training of trainers)	USSR	E
26/03 - 20/06	Technology and training methodology in diesel engines	Czechoslovakia	E
March-April	Maintenance of gas and oil transportation networks	Hungary	E
March-Sept	Industrial maintenance and repair (regional Africa)	Egypt, Italy	E
<u>April</u>			
04/04 - 23/05	Cement industry technology	Turkey	E
04/04 - 03/07	Technology of mineral fertilizer production	USSR	E
12/04 - 20/07	Documentation and industrial information	USSR	E
April	Production Management (regional Africa)	Tunisia	F
April - May	Industrial planning	German Democratic Republic	E
April - May	Machine tool programming and operation	Bulgaria	E
April - May	Energy management (for LDC)	Philippines	E

May

06/05 - 21/06	Industrial project preparation, evaluation and financing	Poland	E
13/05 - 23/06	Methods and techniques of pesticide production and formulation	German Democratic Republic	E
May-June	Metallurgical industries	Czechoslovakia	E
May-June	Management for medium-sized industrial enterprises	Bulgaria	E
May-July	Maintenance, repair and overhaul of textile machinery	China	E

June

June-July	Industrial utilization of medicinal herbs	Romania	F
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July

11/07 - 17/10	Maintenance and repair of diesel engines	China	F
25/07 - 24/10	Design and manufacturing of agricultural machinery	China	E
July	Leather and leather products industries (regional Africa)	Tunisia	F

August

26/08 - 25/11	Iron and steel industry technology	Ukrainian Soviet Socialist Republic	E
August	Furniture and joinery industries	Finland	E
August-Sept	Environmental assessment and management aspects of air and water pollution from industry	Belgium	E

September

01/09 - 28/11	Iron and steel industry	Turkey	E
04/09 - 20/12	Technology and equipment in electric welding	Ukrainian Soviet Socialist Republic	E
04/09 - 09/11	Repair and maintenance of medium/small ships	Belgium	E

<u>Dates</u>	<u>Subject</u>	<u>Host country</u>	<u>Language</u>
05/09 - 24/10	Cement industry technology	Turkey	F
06/09 - 24/10	Small-scale foundry operations (LDC, land-locked and island countries)	Turkey	E
10/09 - 05/12	Technology and equipment in rice processing industry	USSR	E
23/09 - 12/10	Methods and technology in the printing industry	German Democratic Republic	E
September	Modern foundry technology	Poland	E
September/Oct	Industrial planning and development	Japan	E
September/Oct	Packaging	Italy	E
September/Oct	Management of human resources development for industry	USSR	E
September/Nov	Maintenance of railroad equipment (regional Africa)	Belgium, Ivory Coast, Burkina Faso	F
September/Nov	Maintenance of railroad equipment (regional Africa)	United Kingdom, Africa	E
September/Nov	Maintenance of railroad equipment (Inter-regional Africa/Latin America)	Spain	S
September-Dec	Textile technologies cotton-wool	Belgium	F
<u>October</u>			
October	Energy management in the glass industry	Italy	E
October	Organization and management of agro-industrial enterprises	Yugoslavia	E
October-Nov	Sugar (Beet) production	Turkey	E
October-Dec	Engineering and industrial Design	Egypt	E

Dates not yet specified

Industrial planning	Polanč	F
Training of trainers for public enterprises	Yugoslavia	E
Industrial maintenance	France	F
Training of trainers of development banks and investment institutions	France	F

18. UNIDO is also prepared to develop on a country, subregional or regional basis specific group training programmes in response to existing demands. Such programmes can be initiated by UNIDO in co-operation with Governments or intergovernmental organizations. The financing could be secured from UNDP country programme funds or by UNIDO, if voluntary contributions are available. Some examples of possible training programmes are given below.

Production management

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

Preventive maintenance

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

Quality improvement

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

Industrial development banking

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

Small- and medium-scale industries

23. The development of small- and medium-scale industries depends largely on the availability of know-how, skills and motivation. Developing countries could co-operate on a subregional basis by pooling their capacities in this regard as follows: one country would maintain a centre that organizes training programmes in small- and medium-scale industry management; a second would maintain a centre that organizes training programmes for extension workers; a third would do the same for training government or other officials in charge of promoting small- and medium-scale industries; a fourth would offer training services for pertinent staff of development banks etc. UNIDO could assist in organizing such training programmes as well as in co-ordinating such schemes.

Project evaluation and feasibility studies

24. There is a great demand in both industries and Governments in developing countries for experienced staff skilled in evaluating projects and preparing feasibility studies. Country-based or subregional training programmes could be organized in these areas with existing industrial projects serving as case-studies, and under utilization of UNIDO's feasibility studies system (including its computerized version COMPAR).

Transfer and development of appropriate technologies

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

Energy management

26. In numerous industrial enterprises in developing countries energy consumption is increasingly recognized as a decisive cost factor. On the basis of careful problem analyses, training programmes in the field of energy management could be organized according to specific industrial sectors with a view to improving the energy balances of enterprises in these sectors. This type of training would include both technological and economic aspects, and would result, inter alia, in individual, concrete energy management project proposals prepared by the participants for their respective enterprises.

Training in negotiations

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

C. Fellowships

28. UNIDO fellowships are awarded in accordance with rules established by the United Nations. Since the inception of UNIDO, in 1968, approximately 13,800 individuals have been awarded fellowships (including study tours), of whom approximately 13,000 have thus far completed their programmes. One of the major advantages of individual fellowships is the possibility of designing and implementing a training programme tailored to the needs and wishes of the candidates and their respective employers. In spite of difficulties that sometimes have been encountered in finding suitable placement facilities in highly industrialized countries for individual fellows, UNIDO has been most successful in placing practically all its fellowship candidates in close co-operation with the National Supervising Agencies for international fellowships in the various host countries. For both financial and training reasons, UNIDO arranges, where feasible, small special group training programmes for fellowship candidates who request training in the same field, are at a comparable professional level and have a common training language. Such programmes are carefully designed on the basis of information given in the nomination forms of the candidates. They are implemented and supervised in co-operation with selected enterprises and institutions and may yield better results than the traditional individual training. (These special fellowship group training arrangements are not identical with the group training programmes described in section B above). Furthermore, it is the policy of UNIDO to place more fellows - whether individually or grouped - in suitable industrial training facilities in developing countries, a policy that helps to promote closer technical and economic co-operation among developing countries. The nature of UNIDO training activities and the consequently high level of the industrial personnel to be trained (see paragraph 2 above) result in a relatively short duration of UNIDO fellowships (in 1985 the average duration was about 4 months).

Important note

29. In this connection it should be mentioned that placing fellowship candidates properly is often a cumbersome and time-consuming process (which also applies to study tours as described in section D below). Thus, for example, the average handling time of individual fellowships from the receipt of a nomination form at UNIDO headquarters to the beginning of the training programme abroad is approximately 4 months. Experience shows that time is needed for arranging a suitable training programme for a fellowship candidate without jeopardizing the good working relations with the National Supervising Agencies of the host countries on whose co-operation UNIDO has to rely. It should be mentioned that any direct intervention from the part of the field into ongoing fellowship placement operations after submission of nomination forms to UNIDO can be counterproductive and that, therefore, field representatives should refrain from such interventions.

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

Fellowships financed from the UNIDO regular programme of technical assistance

31. A total of \$600,000 is earmarked for fellowships within the UNIDO regular programme of technical assistance for 1986/87 (ID/B/335). Regular programme fellowship funds or fellowship posts are not allocated by country. Governments are invited to request fellowship awards from the regular programme for 1986 only by submitting a completed nomination for each candidate as described in paragraph 30 above. Any announcement of candidates

by letter, cable or otherwise cannot be considered. The deadline for submitting such nominations for fellowships from the regular programme for 1986 is 30 April 1986. Nominations received after that date may not be considered for this year. However, on request of the submitting Governments, such nominations can be brought forward for consideration in the regular programme for 1987 implementation.

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

Fellowships financed from UNDP country programme funds

33. Fellowships financed from UNDP country programme funds form by far the majority of UNIDO-sponsored fellowships. However, in prior years in many projects financed under the UNDP country programme an alarming gap appeared between the established annualized budget components earmarked for fellowships (budget line 31) on the one hand and the number of candidates actually nominated on the other, the latter remaining far below what was provided in the former. In other words: Within the same budget provisions far more individuals from developing countries could have received highly qualified training through fellowships than actually was the case. Governments, UNDP resident representatives, UNIDO senior industrial development field advisers and junior professional officers, chief technical advisers and national

project directors, field experts and others concerned with technical assistance projects financed under UNDP country programming and executed by UNIDO should be aware of this problem. One way to contribute to narrowing this gap would be to start the process of selecting fellowship candidates as soon as - or even before - the respective annual budget has been established. It should also be kept in mind that early selection of fellowship candidates can originate only in the field and not, as with expert services or procurement of equipment, at UNIDO Headquarters. An early nomination of fellowship candidates would also leave a better chance for participation in a suitable fellowship group training arrangement as described in paragraph 28 above. UNIDO would like to draw the attention of all concerned, in particular, Government authorities, senior industrial development field advisers and chief technical advisers to the possibility of organizing special fellowship group training arrangements for teams of counterparts from the same field project. Such arrangements are designed to meet both the individual needs of the trainees and the needs of the project as a whole, so that the trainees can work together more effectively after they have returned home.

Fellowship projects (so-called "omnibus" projects)

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

- (a) fellowships (individual or group) on budgetline 31 and
- (b) study tours (individual or group) on budgetline 32.

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

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

Fellowships financed from the Special Industrial Services (SIS) fund

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

Fellowships financed from funds-in-trust

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

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

Use of bilateral resources for fellowships

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

41. When planning fellowships it should also be kept in mind that for both principal and technical reasons the number of host countries to be included in a training-abroad programme is restricted.

D. Study tours

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

43. The aims of UNIDO-organized study tours are primarily to enable decision-makers from developing countries to exchange views with their peers in other countries; specialists to obtain information on technological developments (e.g., at pertinent institutions, firms or trade fairs); technologists and managers to study solutions to problems in existing factories of a certain industrial sector; scientists to compare results of their research; and experts to attend conferences to broaden their professions' competence. The duration of UNIDO study tours is, in principle, short, the average tour lasting about two weeks; it should not normally exceed one month. The maximum number of countries to be visited should not be more than five. A tour can be financed from UNDP country programme funds if the project includes a budget line 32 for that purpose (here in a number of projects the same situation

prevail as outlined in paragraph 33 above); to a very limited extent, if at all, from the SIS fund and UNIDF; or from earmarked funds-in-trust financed by the nominating countries themselves (see also paragraphs 38 and 39 above). Study tours cannot be financed from the fellowship component of the UNIDO regular programme of technical assistance; however, special provision is made within that programme for flexible, innovative and speedy response to requests from least developed countries for training, not excluding study tours. There is also the possibility of organizing study tours within the framework of ECDC, which does not exclude financing from UNIDO regular programme.

Important note

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

E. Information and inquiry service

Guide to training opportunities for industrial development

45. For 1986, UNIDO has prepared the fourteenth issue of its Guide to Training Opportunities for Industrial Development (PI/97), which gives information on about 3,200 training courses in a great variety of industrial fields, courses that will be organized during 1986 all over the world by private, national and international organizations and institutions, including UNIDO. These courses are suitable for and available to industrial and industry related personnel from developing countries. Approximately one third of these courses are offered by institutions in developing countries and are open to participants from other developing countries. The Guide will be mailed free of charge to Governments, UNDP resident representatives, senior industrial development field advisers, junior professional officers, chief technical advisers of UNIDO-executed large-scale field projects, to enterprises, industrial associations and institutions and many others. The total circulation of the Guide is more than 10,000. Request for copies of the Guide should be directed to the Training Branch of UNIDO (address see below). Institutions that believe that they could contribute to the next issue (1987) of the Guide by announcing suitable training courses should feel free to address the Training Branch.

Industrial inquiry service

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

47. For further information on assistance UNIDO provides or can provide in the field of industrial manpower development, correspondence should be addressed to:

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