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UNIDO INDUSTRIAL TRAINING OFFER PROGRAMME, 1988

Introduction

1. This bulletin describes the UNIDO Industrial Training Offer Programme for 1988. It includes information on the industrial training services of UNIDO and how they may be obtained. It is addressed to government authorities, resident representatives of the United Nations Development Programme (UNDP), senior industrial development field advisers (SIDFAs) and junior professional officers (JPOs) of UNIDO in the field; to intergovernmental and non-governmental agencies; to organizations and institutions; and to industrial firms, industry-related institutions, individuals and other possible beneficiaries. It should enable all recipients to co-ordinate their training requirements and plans with what UNIDO offers so that they can make use of the industrial training opportunities available.

2. The goal of UNIDO training operations is to improve the skills and broaden the experience of high-level technical, managerial or administrative personnel in industry, agencies and organizations, or institutions related to industry and its development, who have a postgraduate degree or its equivalent in engineering or economics. UNIDO does not deal with vocational training or management development, or with formal education to obtain a degree, which are fields that lie within the competence of the International Labour Organisation (ILO) and the United Nations Educational, Scientific and Cultural Organization (UNESCO), respectively.

3. In its training operations, UNIDO emphasizes practical training (in-plant or on-the-job); upgrading or updating of professional skills; and the transfer of technological and industrial management know-how and experience. The aim is to enlarge the capacity for the following:

(a) Making the right choice of both technology and equipment for developing appropriate indigenous technologies;

(b) Increasing co-operation between developing countries in industrial training;

(c) Providing assistance to the least developed of the developing countries;

(d) Implementing special measures within the framework of the Industrial Development Decade for Africa;

(e) Promoting greater participation of women and youth in industrial development.

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4. UNIDO training operations are in accordance with resolutions of the UNIDO general conferences. The Lima Declaration and Plan of Action on Industrial Development and Co-operation 1/ 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" (para. 53);

"That 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" (para. 55);

"... national 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 references to industrial management" (para. 58 (k)).

5. The New Delhi Declaration and Plan of Action on Industrialization of Developing Countries and International Co-operation for their Industrial Development 2/ 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."

6. The Fourth General Conference of UNIDO ^{3/} adopted resolution 1 on the accelerated development of human resources for industrial development, which, inter alia:

"1. 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 developing countries so as to place more emphasis on science and technology, also taking into account the importance of high-level technology;

"2. 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 and training institutions;

"3. 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;

"...

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

"...

"10. Recommends that UNIDO should ...:

"(a) 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;

"(b) Organize programmes in a number of specialized areas relating to development of human resources for industrialization, inter alia, for 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;

"(c) Accord special attention to the problems of maintenance of industrial plants and develop programmes for that purpose;

"...

"(g) Accord particular priority to the special needs of the African countries within the framework of the Programme for the Industrial Development Decade for Africa."

7. After the conversion of UNIDO into a specialized agency in 1986, its Director-General, addressing representatives of Member States, emphasized that industrial training enjoyed a high priority within the framework of his management concept.

8. UNIDO training operations aim at promoting the self-reliance of the developing countries by enabling national industrial personnel to replace, eventually, foreign experts on whose assistance many developing countries still have to rely. In this connection, attention is drawn to General Assembly resolution 3342 (XXIX), calling for the full integration of women in the development process. UNIDO training services are offered to both women and men. Furthermore, UNIDO complies with resolution 1985/14 of the Commission on Human Rights, which stresses the right of access by youth to appropriate technical training, vocational guidance and educational programmes.

A. Industrial training field operations

9. UNIDO, at the request of Governments or regional bodies, conducts a variety of training projects in developing countries. Such activities are important because they contribute directly to improving the infrastructure for industrial training which, in turn, through the provision of tailor-made training activities at a low cost, leads to a rapid increase in the supply of skilled personnel. There are three major areas of activity, 4/ as outlined below.

Planning unit for industrial training at the national level

10. The process of industrial development calls for well-designed, national industrial training policies and programmes. Such policies and programmes have to be developed, put into operation, monitored and adjusted to changing needs. A typical project target would be the 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, to formulate pertinent policies, to identify priority areas, to co-ordinate appropriate systems, to establish feasible plans, to develop the necessary legislative instruments and to contribute to the improvement of the country-wide institutional infrastructure into which industrial training systems fit.

Development of industrial training infrastructure

11. Industrial training policies and programmes can only be implemented successfully if the related socio-economic infrastructure is well developed. This infrastructure includes 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 for engineering.

12. Well-designed and well-adjusted industrial training policies and programmes may not yield the expected results if due consideration is not given to demand and supply analyses, with the following results: modern, well-equipped and well-staffed training centres frequently work at only a part of their capacity because of a lack of qualified candidates; graduates of such training centres sometimes do not find suitable jobs because their qualifications do not correspond to the demands of the labour market; industrial enterprises in need of qualified staff may not be aware of idle training capacities elsewhere in the country; and both trade unions and employers associations may underestimate in their policies the value of proper industrial training. A typical project target would be the 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, for the development of human resources for industry.

Strengthening the training capacity and capability of industrial institutions

13. The process of industrial development calls for the active involvement of industrial institutions themselves in the process of industrial training. This means strengthening training centres, but it does not exclude the strengthening of other industrial institutions, such as standards bureaux, research institutions, information centres and factory-based units. The involvement of such institutions could be limited to the national level, but attention should be paid to the potential for international co-operation. A typical project target would be to strengthen the training capacity of such institutions to provide practical programmes, oriented to demand, of a high quality at the national and, where appropriate, international level. Emphasis should be placed on improving the infrastructure of the institutions, in particular by training of trainers, developing pertinent curricula, introducing appropriate training methodologies and techniques, installing modern training equipment and enhancing the capacity of management.

14. It would be possible to carry out only a part of these activities, for example, to attach an industrial training adviser to an institute or a company to organize industry-university linkages, with emphasis on practice-oriented training and teaching. Also, ad hoc training programmes at the national level could be organized with UNIDO assistance (see paragraphs 24 to 33 below).

15. Country-based industrial training projects are usually financed from UNDP country programme funds. Other sources of finance are the Special Industrial Services (SIS) fund (for short-term, small-scale emergency assistance), the UNIDO regular programme of technical co-operation (code XP), the United Nations Industrial Development Fund (UNIDF), and trust-fund arrangements between a developing or a donor country and UNIDO.

16. Further information on UNIDO industrial training activities in the field, at the national, subregional or regional level, may be obtained from the Industrial Training Branch of UNIDO (see paragraph 52 below). Requests for training projects should be submitted by Governments or regional bodies in compliance with the established United Nations or UNIDO rules (usually through the resident representative or SIDFA).

B. Group-training programmes

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

18. One major type of UNIDO group-training programme consists of in-plant programmes carried out by industrial firms or institutes that have the specialized know-how and experience, adequate equipment and the necessary training infrastructure. The objective is to provide the participants with concentrated practical experience in their fields and an opportunity of upgrading or updating their theoretical knowledge in a short time (from two to five months). The programmes, which are monitored by experts, mostly consist of four major components: theoretical introduction; 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 and its applicability in their home countries.

19. Another type of UNIDO group-training programme follows the pattern of seminars or workshops and is of shorter duration (from two to six weeks). The objective is to give the participants an opportunity of upgrading or updating their professional capability in a highly specialized field. Activities may include lectures, discussions, working groups, simulations, management games, case-studies and visits to plants, institutions, trade fairs or exhibitions.
20. Many of these programmes are repeated annually; others are organized on an ad hoc basis. All of them depend on the availability of funds and suitable host facilities. The requirements for admission are a university degree (or its equivalent) in the particular field of training and several years of experience in a high-level capacity within that field.
21. Once an agreement with the host or donor country has been concluded, funds have been secured and the venue, dates and curriculum of the programme have been fixed, formal invitations to nominate candidates are sent by aide-mémoire from UNIDO to the appropriate governmental authorities of selected developing countries, through the resident representatives. The selection of the participants from the candidates nominated is carried out jointly by UNIDO, the host or donor country and representatives of the executing institution.
22. Official application for participation in UNIDO group-training programmes can be made only by Governments and liberation movements eligible for assistance, after they have received formal invitations from UNIDO, through the resident representatives. Candidates are invited, however, to notify UNIDO as early as possible of their interest in specific programmes. More detailed information, in particular on specific admission requirements and curricula, can be obtained from the Industrial Training Branch of UNIDO.
23. The provisional list in the annex to this bulletin shows the group-training programmes UNIDO plans to hold in 1988, subject to the availability of funds. Some of them may be repeated in 1989.
24. UNIDO is also prepared to develop, on a national, subregional or regional basis, specific group-training programmes in response to demand. Such programmes could be initiated by UNIDO in co-operation with Governments or intergovernmental organizations. The financing could be secured from UNDP country programme funds or from UNIDO, if voluntary contributions were available. Examples of possible training programmes are given below.
25. Production management. One way of increasing the industrial production capacity in developing countries is to make better use of the existing capacity. Systematic national, subregional or regional programmes in production management for specific industrial sectors can be organized, and training institutions and industrial enterprises in developing countries can form the basis for them.
26. Preventive maintenance. Another way of increasing industrial production by better utilization of existing capacity is through preventive maintenance. National, subregional or regional training programmes, providing training in preventive (including predictive) maintenance for specific industrial sectors, can be organized in situ by making use of existing enterprises and institutions. Emphasis may be placed, for example, on preventing corrosion, on increasing the effectiveness of existing power plants or on better utilization of transport equipment.

27. Quality assurance. Quality assurance plays a key role with regard to such vital economic and social factors as job security and an improved balance-of-payments situation. Activities include on-the-spot assessment of the need for quality improvement; national or subregional seminars for engineers responsible for quality control in their enterprises; group-training programmes for high-level quality control engineers and directors; and symposia on quality assurance for decision makers from industry and Government.

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

29. Small- and medium-scale industries. The development of small- and medium-scale industries depends largely on a combination of know-how, skills and motivation. Developing countries could co-operate on a subregional basis by pooling their capacities as follows: one country would maintain a centre that organized training programmes in small- and medium-scale industry management; a second would maintain a centre that organized training programmes for extension workers; a third would maintain a centre for training government or other officials in charge of promoting small- and medium-scale industries; and a fourth would offer training facilities for staff of development banks etc. UNIDO could assist in organizing such training programmes, as well as in co-ordinating them.

30. Project evaluation and feasibility studies. There is a great demand by both industry and Governments of developing countries for experienced staff skilled in evaluating projects and preparing feasibility studies. National or subregional training programmes can be organized, with existing industrial projects serving as case-studies, using the feasibility studies system of UNIDO (including the UNIDO computer model for feasibility analysis and reporting, COMFAR).

31. Transfer and development of appropriate technology. The transfer and the development of appropriate technology are essential to industrial development in developing countries. Subregional or regional training programmes can be developed for specific sectors.

32. Energy management. In numerous industrial enterprises in developing countries, energy consumption is increasingly recognized as a decisive cost factor. On the basis of careful problem analysis, training programmes in energy management can be organized for specific industrial sectors to improve the energy balance of enterprises in those sectors. This type of training includes both technological and economic aspects, and one result is concrete proposals for energy management projects prepared by the participants for their own enterprises.

33. International negotiations. Frequently, developing countries are handicapped in international negotiations on such subjects as the properties of imported goods, transfer of technology, foreign investment and utilization of natural resources because they lack sufficiently trained and experienced negotiators and advisers. UNIDO can organize training programmes in international negotiations on a country or regional basis.

C. Fellowships

34. UNIDO fellowships are awarded in accordance with rules established by the United Nations. Since 1968, approximately 17,100 individuals have been

awarded fellowships (including study tours). One of the major advantages of individual fellowships is the possibility of designing and implementing a training programme for the needs and wishes of the candidates and their employers. In spite of difficulties sometimes encountered in finding suitable facilities in highly industrialized countries for individual fellows, UNIDO, in close co-operation with the national supervising agencies for international fellowships in the host countries, has been highly successful in placing nearly all its fellowship candidates.

35. For both financial and logistical reasons, UNIDO arranges, where feasible, small, special group-training programmes for fellowship candidates who request training in the same field, who are at a comparable professional level and who have a language in common. (These special fellowship group-training arrangements are not identical with the group-training programmes described in section B above.) The fellowship programmes are carefully designed on the basis of the information supplied in the candidates' nomination forms. The programmes are implemented and supervised in co-operation with selected enterprises and institutions and have been known to yield better results than traditional individual training. Furthermore, it is the policy of UNIDO to place more fellows, either individually or in groups, in suitable industrial training facilities in developing countries, a policy that helps to promote technical and economic co-operation between developing countries. The nature of UNIDO training activities and the high level of the industrial personnel to be trained (see paragraph 2 above) mean that UNIDO fellowships are relatively short (in 1987 the average duration was approximately four months). In planning fellowships, it should be kept in mind that the number of host countries to be included in a programme for training abroad should be limited.

36. The nomination of candidates for UNIDO fellowships can be made only by Governments and liberation movements eligible for assistance. The nominations should be submitted through the resident representatives, on UNIDO fellowship nomination forms (Form/FEL.1/Rev.3(3.79)) accompanied by a complete and duly signed medical report form and a recognized language certificate, when the language of training is not the candidate's mother tongue, study or working language. Cabled nominations for fellowships are not acceptable. UNIDO nomination forms can be obtained from the offices of the resident representatives. UNIDO cannot start any fellowship action before the full documentation has been received.

37. Note: Placing fellowship candidates properly is often time-consuming (as is the organization of study tours, described in section D below). 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 four months. Experience shows that time is needed to arrange 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 relies. After submission of nomination forms to UNIDO, no direct intervention in ongoing fellowship placements should be made by representatives in the field as this can be counter-productive.

Fellowships financed from the UNIDO regular programme of technical co-operation

38. Funds are earmarked for fellowships under the UNIDO regular programme of technical co-operation for 1988. Governments are invited to request fellowship awards from the regular programme for 1988 only, by completing and submitting a nomination form for each candidate, as described in paragraph 36 above. Any announcement of candidates by letter, cable or other means cannot be considered. The deadline for submitting nominations for fellowships funded from the regular

programme for 1988 is 30 April 1988. Nominations received after that date will not be considered. At the request of the submitting Governments, however, such nominations can be brought forward for consideration for implementation under the regular programme for 1989.

39. On the basis of the information supplied in the nomination form and 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 and type of the training programme (e.g. individual training, participation in a special fellowship group-training arrangement or in a 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 shortage of UNDP funds. There is a possibility of organizing fellowships financed from regular programme funds within the framework of economic co-operation among developing countries (ECDC), or as part of the special measures for least developed countries.

Fellowships financed from UNDP country programme funds

40. The majority of UNIDO-executed fellowships are financed from UNDP country programme funds. In many projects financed from such funds, however, an alarming gap has appeared between the established annual budget components earmarked for fellowships (budget line 31) and the number of candidates actually nominated, whose number remains far below that provided for in the budget. In other words, within the same budget provisions, far more individuals from developing countries could have received highly specialized training through fellowships than was the case. Governments, resident representatives, SIDFAs and JPOs, chief technical advisers and national project directors, field experts and others concerned with technical co-operation projects financed under the UNDP country programme and executed by UNIDO should be aware of this problem. One way of reducing this gap would be to start the process of selecting fellowship candidates as soon as, or even before, the pertinent annual budget has been established. It should be borne in mind that an 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 selection of fellowship candidates would also improve the chances of a candidate being placed in a suitable group-training arrangement, as described in paragraph 35 above. The attention of Government authorities, SIDFAs and chief technical advisers, in particular, is drawn to the possibility of UNIDO 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.

Development of fellowship (omnibus) projects

41. Most fellowships (and study tours) financed from UNDP country programme funds and executed by UNIDO are project-oriented, and correspond to the objectives of technical co-operation projects. In most developing countries, however, the demand for training in industry far exceeds what such projects offer. Governments, resident representatives, SIDFAs or JPOs might, therefore, consider including an additional component for a UNIDO-executed project on industrial training abroad in the country programme. Such a project could cover the financing of (a) fellowships (on budget line 31); and (b) study tours (on budget line 32).

42. The projects should be designed in such a way that UNIDO, in co-operation with the Government and the resident representatives, has funds available to respond quickly and flexibly to identified needs. The lifetime of projects for training abroad should not be limited to a country programme cycle. Based on experience, the size of such projects should correspond to the estimated needs for industrial training abroad in priority areas not covered by other projects or other sources of technical co-operation (e.g. bilateral funds).

43. 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

44. Fellowships financed from the SIS fund are generally handled in the same way as those financed from UNDP country programme funds, but such fellowships should respond to urgent, short-term needs and their duration is correspondingly brief.

Fellowships financed from trust funds

45. UNIDO is prepared to organize fellowship training at the request of Governments of developing countries that are willing to bear the full cost, plus overheads, by establishing trust funds with UNIDO earmarked for this purpose. 5/ The use of such funds is particularly appropriate for projects for industrial training abroad and the Government, while paying the total cost, benefits from the substantive and administrative experience of UNIDO.

Fellowships financed from bilateral resources

46. UNIDO has been informed by the Governments of several developed countries that, under certain circumstances and within certain limits, UNIDO fellowship candidates may be financed from their bilateral fellowship funds, on the recommendation of UNIDO. Emphasis is given to training the nationals of the least developed countries. The training programme for such fellows is carried out in the donor countries concerned.

D. Study tours

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

48. The aim of UNIDO-organized study tours is 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 institutions, firms or trade fairs); technologists and managers to study solutions to problems in factories; scientists to compare the results of their research; and experts to attend conferences to broaden their professional knowledge. The duration of UNIDO study tours is short; the average tour lasts approximately two weeks and should not usually exceed one month. The total number of countries to be visited should not be more than five.

49. A tour can be financed from UNDP country programme funds if the project includes a budget line 32 for that purpose (again, in the case of several projects, more study tours could have been financed than was the case, see paragraph 40 above) or from earmarked trust funds donated by the countries

nominating candidates (see paragraph 45) or, in rare cases, from the SIS fund and UNIDF. Study tours cannot be financed from the fellowship component of the UNIDO regular programme of technical co-operation; however, special provision is made within that programme for a flexible, innovative and speedy response to requests from the least developed countries for training, including study tours. There is also the possibility of organizing study tours within the framework of ECDC, which does not exclude financing from the UNIDO regular programme.

50. Note: The organization of a successful study tour is often rather complicated; it needs continuous, close co-ordination on the part of numerous authorities, institutions and firms in several countries. For this reason, the form nominating candidates for study tours should reach UNIDO at least three months before the date on which the tour is to start. The form should include details of the candidate's field(s) of interest and of the firms or institutions he or she wishes to visit. Cabled nominations can be accepted only in exceptional cases and only in advance of the fellowship nomination forms. The above stipulations apply also to study tours where part or all of the arrangements have been prepared by direct contacts between the home country authorities or the management of a field project and the firms or institutions to be visited.

In such cases, UNIDO will issue financial authorization only upon receipt of a confirmation by the resident representative in the candidate's home country of the agreement of the host country (countries) to each proposed visit. In many host countries, clearance by the Government of an intended study tour is necessary, regardless of whether direct arrangements with host institutions or firms have been made. Governments or liberation movements eligible for assistance can submit nominations through the resident representatives, from whose offices the forms can be obtained.

E. Information on training

51. UNIDO has prepared the sixteenth issue of the "Guide to Training Opportunities for Industrial Development", for 1988 (PI/101), which gives information on over 3,000 training courses in a variety of industrial fields that will be organized in 1988 all over the world by international, national and private organizations and institutions, including UNIDO. The Guide is mailed free of charge to Governments, resident representatives, SIDFAs, JPOs, chief technical advisers, enterprises, industrial associations and institutions etc. More than 10,000 copies of the Guide are distributed. Requests for copies should be sent to the Industrial Training Branch of UNIDO. Institutions offering courses that they wish to announce in the next issue (1989) should request the Branch to send them a questionnaire. (The deadline for the submission of completed questionnaires is 31 May 1988.)

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52. Further information on the assistance UNIDO provides in the development of human resources for industry can be obtained from:

Industrial Training Branch
Industrial Institutions and Services Division
Department of Industrial Operations
UNIDO
Vienna International Centre
P.O. Box 300
A-1400 Vienna
Austria

Notes

1/ "Report of the Second General Conference of the United Nations Industrial Development Organization" (ID/CONF.3/31), chap. IV.

2/ "Report of the Third General Conference of the United Nations Industrial Development Organization" (ID/CONF.4/22), chap. VI, paras. 270-274.

3/ "Report of the Fourth General Conference of the United Nations Industrial Development Organization" (ID/CONF.5/46), chap. II, sect. B.

4/ These areas of activity are also reflected in "PPM sections 8910-8926: Programme advisory note on programming and formulation of technical co-operation projects in manufacturing industry" (UNDP/PPM/TL/42), 8 January 1985, PPM section 8923.

5/ For further information on trust fund procedures, see Director-General's bulletin UNIDO/DG/B.18 of 28 February 1986 entitled "Non-Industrial Development Fund (IDF) trust fund procedures".

Annex

<u>Dates</u>	<u>Subject</u>	<u>Host country/region</u>	<u>Language</u>
11.1-4.3	Maintenance of bio-medical and laboratory equipment	Hungary	English
15.1-29.1	Training of trainers in small- and medium-scale enterprises	Chad	French
19.1-8.3	Production management in the manufacturing industry	Japan	English
9.3-24.6	Iron and steel industry technology	Ukrainian Soviet Socialist Republic	English
10.3-17.6	Grain milling and storage (with aspects of training of trainers)	Union of Soviet Socialist Republics	English
16.3-1.7	Technology and equipment in electric welding	Ukrainian Soviet Socialist Republic	English
24.3-21.4	Technology and training methodology in diesel engines	Czechoslovakia	English
March-June	Management and organization of industrial co-operatives	Poland and Italy	English
5.4-3.7	Technology of mineral fertilizer production	USSR	English
18.4-21.5	Industrial planning	German Democratic Republic	English
April-May	Management of medium-sized industrial enterprises	Bulgaria	English

<u>Dates</u>	<u>Subject</u>	<u>Host country/region</u>	<u>Language</u>
April-May	Cement industry technology	Turkey	English
April-July	Design and manufacture of agricultural machinery	China	English
April-July	Repair and maintenance of diesel engines	China	English
April-July	Maintenance and repair of railroad equipment	United Kingdom and Africa	English
16.5-24.6	Methods and techniques of pesticide production and formulation	German Democratic Republic	English
May-June	Modern foundry technology in the production of spare parts	Poland	English
May-June	Marketing and development of wood-based panels	Yugoslavia	English
21.6-29.7	Management of human resource development	USSR	English
June-July	Industrial utilization of medicinal herbs	Romania	French
August-September	Environmental assessment and management aspects of air and water pollution from industry	Belgium	English
1.9-16.12	Technology and equipment in electric welding	Ukrainian SSR	English
5.9-23.12	Metalworking industry	USSR	English
6.9-25.10	Documentation and industrial information	USSR	French
7.9-7.12	Iron and steel industry technology	Ukrainian SSR	English
21.9-8.12	Technology and equipment in the rice-processing industry	USSR	English
26.9-15.10	Methods and technology in the printing industry	German Democratic Republic	English
September-October	Cement industry technology	Turkey	French
September-October	Fruit- and vegetable-processing operations (for least developed countries)	Turkey	English
September-October	Small-scale foundry operations (for least developed countries)	Turkey	English

<u>Dates</u>	<u>Subject</u>	<u>Host country/region</u>	<u>Language</u>
September- October	Industrial planning and development	Japan	English
September- November	Maintenance of railroad equipment	Belgium and Africa	French
September- December	Technology and equipment in electric welding	Ukrainian SSR	English
September- December	Iron and steel industry technology	Ukrainian SSR	English
September- December	Textile technologies: cotton wool	Belgium	French
October- November	Organization and management of agro-industrial enterprises	Yugoslavia	English
October- November	Sugar (sugar-beet) production	Turkey	English
October- November	Design, operation and maintenance of small-scale power plants	Philippines	English
October- December	Small-scale industry consultancy	Philippines	English
October- January	Repair and maintenance of small and medium-sized ships	Belgium	English or French
Unspecified	Maintenance of gas and oil transportation networks	Hungary	English
Unspecified	Organization of industrial maintenance systems	Zimbabwe	English
Unspecified	Reconditioning of spare parts and components for agricultural machinery	Romania	English