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ANALYSIS, CONCLUSIONS AND RECOMMENDATIONS
FOLLOWING THE SURVEY OF TRAINING ORGANIZERS AS REPRESENTED IN THE
UNIDO GUIDE TO TRAINING OPPORTUNITIES FOR INDUSTRIAL DEVELOPMENT

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I. INTRODUCTION

One of the very important activities of the Fellowships Training Unit (FTU) of the IHRD Branch is the annual publication of the "Guide to Training Opportunities for Industrial Development". This publication in the form of a book contains training opportunities offered by UNIDO directly to qualified personnel from developing countries, mostly through group training and in-plant group training programmes, as well as a large number of training opportunities offered by outside sources of training in developed and developing countries. Entries from outside sources are grouped by industrial sectors and functions. To raise entries from outside sources (training institutions, universities, colleges, training centres), questionnaires are circulated annually according to an extensive mailing list, the returns are screened for their applicability before being sent for printing.

The "Guide" has been published annually over the past 10 years and little has been changed in its concept since its first edition. In recent years, interest in subjects such as environmental control and protection, energy conservation and management, the search for new and alternative sources of energy, CAD/CAM, biogenetic engineering, and other advanced areas of industry-related specializations has eminently increased. At the same level, a marked increase in demand for training in industrial functions, such as HRD, industrial planning, production management, small-scale industry promotion, and industrial investment promotion has been noted.

II. SOME APPROACHES TO THE IMPROVEMENT OF ACTIVITIES THROUGH COMPUTERIZATION

In order to keep up with these overtly expressed needs, a general revision and expansion of the traditional setup of this publication, in particular as regards the scope of industrial sectors and functions, contained is needed. In this connection, the following steps are proposed:

- a) the installation of a data-base which will - in the initial phase - be fed all data extracted from the annual questionnaire replies as well as other additional sources available, and which will be able to correlate these data in a number of different combinations thus providing also important statistical information. For all future editions, as is done by many other publishers of similar documents, a yearly computerized survey will be sent to "advertisers" advising them of the contents of their previous entry and requesting them to make changes as necessary. Another important function of such a data-base would be that of establishing and maintaining updated a "roster of training institutions". Similar to the already existing "roster of experts" and "roster of consultants", this listing of training institutions will - at the touch of a button - provide a list of available training institutions, centres, universities, colleges, etc. according to given parameters. This will be of great value to the FTU's role as adviser and intermediary to government authorities in their search for the most appropriate training opportunity available. The installation and operation of such a data-base - which would save time, paper, space, many man-hours of work, and provide quick and easy access to information - depends, however, on the availability and allocation of funds and staff resources for this purpose.
- b) It can be said that the "Guide" provides a good opportunity for many training operators to advertise their sometimes quite costly services free-of-charge. UNIDO provides the funds for the preparation including yearly consultant fees, editing and translation, and the printing and distribution of over 8000 copies of the "Guide" annually. When considering that the annual cost of one edition of the "Guide" amounts to nearly \$ 10,000, it may be worth looking into the possibility of making the "Guide" a sales publication. Specifically, this means that those providers of training, in developed countries wishing to advertise their services in the UNIDO publication should be charged for each entry

in the "Guide", likewise should they and other requestors from developed countries be charged a certain amount for each copy of the publication requested in addition to one free copy. Regular recipients/requestors from developing countries, such as UNDP offices and similar co-operating organizations, however, would continue receiving their copies free-of-charge.

- c) Another idea which should be considered in this connection is that of advertisement in recognized national and international publications. In this way UNIDO could establish new contacts in the field of training and expand its data-base and roster of training institutions continually.

It is important, however, to remember that all the above presented ideas are only general concepts and would first have to be closely examined with regard to legal and other relevant aspects, keeping in mind that also funds, staff and even space will have to be sought for this purpose.

III. CONCLUSIONS AND RECOMMENDATIONS FOLLOWING THE SURVEY OF TRAINING ORGANIZERS

One of the main objectives of the survey was to ensure maximum completeness of information contained in the UNIDO Guide to Training Opportunities for Industrial Development. Entries submitted since 1986 have been listed according to industrial branches and functions, and examined regarding their regularity of submission between 1986 and 1991 with a cross reference to the submitting organizer for each entry. The result of this examination shows which organizer submitted which entries how often, indicating at the same time trends in the various industrial branches and functions. On basis of the results of this survey it can be shown that a large number of training organizers having submitted entries do not belong to a regular stock of customers but can rather be classified as the type of "walk in" customer who submits entries once or twice.

Table I (attached) samples a cross section of industrial branches/functions contained in the "Guide" and shows entries received in these fields between 1986 and 1991 and their frequency of submission by the organizer. It can be concluded from Table I that the majority of the training organizers (60%) submitted replies to the questionnaire only once during the given period. About one third of the organizers submitted information on their training opportunities for inclusion in the "Guide" over a period of two to three years (i.e. two or three times during the given period); and only 2% to 5% of the organizers replied more or less regularly to the questionnaire sent to them (i. e. 4 to 6 times during the given period). The question which clearly needs to be answered here is why each year more than half of the organizers drop out and do not submit further entries for the following year. There might be several reasons for this, for example, an organizer:

- decided not to continue the course;
- did not receive the questionnaire;
- sent the questionnaire but UNIDO did not receive it;
- does not consider the "Guide" an appropriate means for advertising;
- prefers other ways of advertisement;
- acts on a bi-lateral basis due to high demand for the course.

This list could be continued, however the actual reason for discontinuing sending entries might lie in a combination of the above factors. It will be, in any case, rather difficult to explain the reasons for the "behaviour" of an organizer. The relevant question here, however, is whether it is really necessary to analyze these reasons. Is it really necessary to retain information on former clients although they do no longer show any interest and do not reply to the questionnaire? Trying to keep in the field of vision all its former and potential clients, several mailing list have already been created by the FTU, covering the following:

- training organizers who contributed to the 1992 "Guide";
- training organizers who have been contacted but who have not submitted questionnaires for the 1992 "Guide";

- training organizers who submitted entries for the 1992 "Guide" but who, for any reason, were not included in the 1992 "Guide";
- training organizers who will receive the questionnaires for the first time in 1992 for eventual entry in the 1993 "Guide".

These mailing lists cover every aspect and approach to the different kinds of training organizers. At the same time, however, a logical further development of this approach will result in a more and more complicated system and accordingly larger amount of staff time and resources required. It is therefore suggested to:

- establish a unified mailing list containing comprehensive information on training opportunities using a computerized information system;
- design suitable software for establishing this mailing list;
- establish a rule whereby a training organizer, who does not respond after the initial submission of entry during the following three years, will automatically be excluded from the mailing list. This entails an additional point to be added to the questionnaire asking the organizer, whether he wishes to be included on our roster of training organizers and informing him that inclusion on this roster will be valid for three years after which time he will be automatically excluded unless a reply to our questionnaire is received from him again during that period. This course of action will not only ensure an up-to-date mailing list and streamlined operations preventing the inclusion of "historical" data, but will also motivate organizers to regularly reply to the questionnaire in order to remain on the roster of training organizers. It needs to be emphasized once more that approximately 90% of the organizers contacted by UNIDO submitted their entries for no more than three years in a row (please refer also to Table 1).

contact the Industrial Information Section of UNIDO in order to establish ways of co-operation as regards the provision of worldwide information on training organizers from various sources throughout the

world available in that Section. This co-operation should be established on a long-term basis to ensure a continuous flow of information between the two sections. Through the information gained from their sources, the Unit will be able to ensure a larger distribution of the Guide and complete and accurate information on the training sources. Through the co-operation with the Industrial Information Section, contacts can also be established with other UN agencies who have activities related to training.

The background documentation and detailed survey materials can be found in the office of Mr. K. Hanselmann, Acting Chief, Fellowships Training Unit, which serve to illustrate some aspects as well as present and historic trends as regards replies to the annual questionnaire and the mailing list.

Concluding, I should like to mention that due to time constraints imposed by the short duration of my consultancy contract (10 days) the above presented conclusions and recommendations should only be considered as a first step, in particular in view of the fact that the deadline for submission of questionnaires in 1992 is 29 February, while my contract terminates on 14 February. Many more improvements could be made to the operation of the mailing list and the "Guide" itself, if given sufficient time for study of the material available as well as information to be as yet received. It should also be mentioned that the consolidation of efforts and comments expected from the UNIDO consultant who is regularly entrusted with the codification of the inputs to the "Guide" and whose arrival is due in March 1992 could therefore not be taken into consideration.

TABLE I

Selected examples (by industrial branch/function)
of organizers having submitted entries between 1986 and 1991
and regularity of submission during that period

Industrial branch/function	Total no. of organ. %	Number of organizers who participated over a period of					
		6 yrs.	5 yrs.	4 yrs.	3 yrs.	2 yrs.	1 yr.
		%	%	%	%	%	%
Food processing industr.	59	4	1	1	8	13	32
	100%	6.7%	1.7%	1.7%	13.6%	22%	54.3%
Electrical/electronic ind.	30	0	0	0	3	4	23
	100%	0%	0%	0%	10%	13.3%	76.7%
Chemical industries	50	3	1	1	8	5	32
	100%	6%	2%	2%	16%	10%	64%
Automation/data proc. ind.	74	1	1	6	9	14	43
	100%	1.3%	1.3%	8.1%	12.1%	19%	58.2%
Textile industries	25	3	1	4	1	6	10
	100%	12%	4%	16%	4%	24%	40%
Metallurgical industr.	30	0	0	0	5	6	19
	100%	0%	0%	0%	16.7%	20%	63.3%
Environment	20	1	1	3	2	3	10
	100%	5%	5%	15%	10%	15%	50%
Mechanical and metalw.ind.	69	1	1	1	3	12	51
	100%	1.4%	1.4%	1.4%	5.2%	17.4%	74.2%
Average percentage:		4.0%	2.0%	5.5%	10.9%	17.6%	60%