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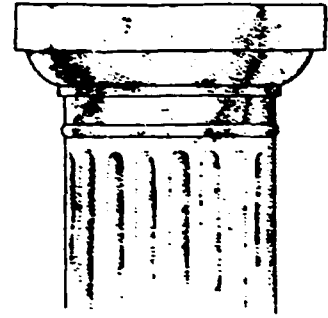
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HURLEY MANTON
PARTNERSHIP

CONSULTANT'S REPORT



1. Client: UNIDO, ODG/Evaluation Staff
2. Consultant: C.L. Manton
3. Dates: 5 to 16 December 1988
4. Work assignment (as in Special Service Agreement)

Carry out in-depth evaluation of the System of Consultations on the Training of Industrial Manpower. Further to the preparatory work carried out by the Evaluation Staff, review selected documentation; interview key staff; assist in the finalization of the evaluation study design and work plan; design questionnaires and select end-users to be contacted.

5. Work undertaken

5.1 Documentation concerning the First and Second Consultations on the Training of Industrial Manpower was reviewed. This included the reports issued by the two Consultations as well as contributory papers and documents prepared in consequence of the Consultations. A number of basic documents concerning Consultations in general and the organization and operation of UNIDO were also reviewed. A full list of documents reviewed is given at Appendix 1. However, it became clear that many other documents will have to be studied during the principal phase of the evaluation.

5.2 In collaboration with the Evaluation Staff discussions were held with a number of UNIDO officials concerned with the First and Second Consultations on the Training of Industrial Manpower, as well as with officials concerned with Consultations in general. In addition, a discussion was held with Mr. M. Liassine, an ILO consultant from Algeria. A full list of meetings with UNIDO officials is given at Appendix 2.

5.3.1 Extensive discussions were held with members of the Evaluation Staff concerning the terms of reference of the in-depth evaluation of the Consultations on the Training of Industrial Manpower. The scope was agreed to be an expansion of the purpose. It was agreed that the issues were all-embracing, and no modifications were proposed. However, at least for his own benefit the consultant proposes to group the issues under four main headings: preparation, implementation, follow-up, and general UNIDO matters.

5.3.2 A number of issues have already emerged as particularly interesting. In the consultant's view they will merit close examination. These issues are listed in Appendix 3.

5.4 Questionnaires were prepared to be used as checklists during interviews and in correspondence with (1) participants in Consultations on the Training of Industrial Manpower, (2) contributors or organizers, (3) UNIDO officials and (4) SIDFAs. Although a number of questions are common to two or all three, separate questionnaires were prepared and are attached in Appendix 4. It was agreed that "end-users" included participants in the Consultations from

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FORUM HOUSE

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industrialized countries, intergovernmental organizations and NGOs as well as those from developing countries. Some non-participants might also be considered as end-users. Importance was attached to the opinions of participants in the two host countries concerned, the Federal Republic of Germany and France. The evaluation team will clearly require to hold discussions with the ILO in Geneva, who were joint organizers of the Second Consultation on the Training of Industrial Manpower; a draft letter to the ILO is in Appendix 4. See also Appendix 5, para.2.

5.5 A work plan, incorporating a travel plan and cost estimate, covering the period Monday, 23 January to Thursday, 23 March 1989 was drafted and is attached at Appendix 5. It is subject to revision within the starting and ending dates. Lists of participants in preparatory meetings and consultations from all the countries proposed to be visited are under preparation.

6. Results

6.1 The assignment served the Consultant as an invaluable introduction to the System of Consultations and to the issues to be addressed during the principal phase of the in-depth evaluation.

6.2 Most of the documentary outputs of the assignment are comprised in the Appendices already mentioned. A number of other papers such as lists of documents and draft letters were prepared.

C.L. Manton
16.12.1988

List of Appendices

- Appendix 1: Documents reviewed
- Appendix 2: Discussions
- Appendix 3: Some issues which are expected to merit closer examination
- Appendix 4: Questionnaires to be used in discussion or correspondence with
- 4.1 Participants in Consultations
 - 4.2 Contributors or organizers
 - 4.3 UNIDO officials
 - 4.4 SIDFAs
 - 4.5 Draft letter to the ILO
- Appendix 5: Work plan, incorporating travel plan and cost estimate

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Abbreviations

- 1 CTIM First Consultation on the Training of Industrial Manpower
- 2 CTIM Second Consultation on the Training of Industrial Manpower
- TIM Training of Industrial Manpower

Appendix 1

Documents reviewed

General

1. 'The System of Consultations', Part I: Principles, objectives and characteristics; Part II: Rules of Procedures
2. Director-General's Bulletin: Reorganization of the Secretariat of UNIDO (UNIDO/DG/B.26, 29 April 1986)
3. Letter of 18 Feb 1988 from the U.S. Ambassador to the U.N. System Organizations in Vienna to the Director-General with attached 'Follow-up Report to the November 1986 Assessment of UNIDO', by Mr. Patrick D. Demongeot
4. Draft Medium-Term Plan 1990-1995. Revised proposals by the Director-General (PBC.4/3, 25 May 1988)
5. Advice given by the Special Advisory Group to the Director-General of UNIDO on specific activities of the organization with the context of the Medium-Term Plan, 14 June 1988

Evaluation of the System of Consultations

6. Material for the appraisal of the System of Consultations (ID/B/319, 15 March 1984)
7. Material for appraisal of Consultation on the training of industrial manpower (ID/B/CRP.84-12, 5 April 1984)
8. Direction and guidance given to the secretariat concerning the System of Consultations (ID/B/CRP.84-14, 6 April 1984)
9. The benefits of the System of Consultations. Report by the Executive Director (ID/B/341, 2 April 1985)
10. Outcome of informal open-ended meetings to exchange views on reviewing and appraising the System of Consultations. Report by the President of the 18th session of the IDB (ID/B/349, 10 May 1985)
11. Design and Evaluation. A Manual of Policies, Procedures and Guidelines for UNIDO Projects and Programmes, Vol.II: Programmes and Processes. Draft by the Evaluation Staff, 7 March 1988
12. Proposal for the Evaluation of the System of Consultations. Preparatory Survey and Proposed Evaluation Study Design, prepared by the Evaluation Staff, 28 July 1988

First Consultation on the Training of Industrial Manpower

13. Background paper prepared by the secretariat of UNIDO in collaboration with the secretariats of ILO and UNESCO (ID/WG.381/2, 8 October 1982)
14. Report of the First Consultation on the Training of Industrial Manpower, Stuttgart, 22-26 November 1982 (ID/294)

15. Report to the UNIDO Task Force on the Training of Industrial Manpower, Part I: UNIDO's activities and strategy in the field of training. First provisional draft, 1 February 1984, by the secretary of the Task Force
16. Id., Part II: An attempt to assess the UNIDO training system. First draft 25 May 1984
17. Id., Annexes 1 to 15, excluding 14

Second Consultation on the Training of Industrial Manpower

18. Guidelines for the preparation of national case study on HRD in industrial maintenance. Prepared by Negotiations Branch for the Regional Expert Group Meeting in Nairobi, 23-27 June 1986, 10 May 1986
19. Report of the Regional Expert Group Meeting in Nairobi (UNIDO/PC.146, 16 July 1986)
20. Aide-mémoire
21. Issue paper I: HRD for effective maintenance at enterprise level. Prepared jointly by UNIDO and ILO (ID/WG.469/5 (SPEC.)), 20 July 1987)
22. Issue paper II: National support policies and actions for HRD in industrial maintenance. Prepared jointly by UNIDO and ILO (ID/WG.469/6 (SPEC.)), 20 July 1987)
23. Offers/requests for technical co-operation
24. Report of the Second Consultation on the Training of Industrial Manpower, Paris, 14-19 September 1987 (ID/353)
25. Analysis of participants
26. Questionnaire on the follow-up of Consultations
27. Analysis of questionnaires on follow-up of Consultations (7 October 1988)

Appendix 2

Discussions

Discussions were held with the following officials at UNIDO:

Mr. S. Hable-Selassie	Director	System of Consultations Division Department for Industrial Promotion, Consultations and Technology
Mr. G. Latortue	Director, Officer- in-Charge	Project Review and Appraisal Division Department for Programme and Project Development
Mr. B. Karlsson	Head	Industrial Planning Branch, Industrial Institutions and Services Division Department of Industrial Operations
Mr. M. Delos	Head	Engineering Industries Branch Department of Industrial Operations
Mr. H.K. Rahim	Chief	Global and Incerregional Programmes and Projects Unit, Area Programmes Division Department for Programme and Project Development
Mr. A. de Faria	Officer-in- Charge	Project Appraisal Section, Project Review and Appraisal Division Department for Programme and Project Development
Mr. C. Zimmermann	Chief	Unit for Common Topics, System of Consultations Division Department for Industrial Promotion, Consultations and Technology
Mr. T. Abela		Unit for Common Topics, System of Consultations Division Department for Industrial Promotion, Consultations and Technology
Mr. S.A. Hasnain		Africa Programme, Area Programmes Division Department for Programme and Project Development
Mr. M. El Gailaf		Industrial Training Branch, Industrial Institutions and Services Division Department of Industrial Operations
Mr. A. Nickels		Institutional Infrastructure Branch, Industrial Institutions and Services Division Department of Industrial Operations

Appendix 3

Some issues which are expected to merit close examination

1. Participation

What can be done to augment participation from developing countries? Why did so few Asian participants attend the 2 CTIM? Can developing countries' delegations be made more representative? Should host countries' delegations be limited in number? Why do some industrialized countries send substantial delegations and others not?

2. Implementation of recommendations

To what extent are recommendations binding on the UNIDO Secretariat? Are they effectively disseminated? What impact do Consultations have in developing countries?

3. Interest and advice expressed by the IDB and others

The System of Consultations appears to be a matter of continuous and detailed interest. Does this contribute to the effectiveness of the System?

4. Complementarity of the System of Consultations and other UNIDO programmes

5. Relationship of training as a common topic to training as a component of sectoral Consultations

6. The functions of Consultations

What value does a Consultation add to the output of its preparatory meetings? Are the two functions of a Consultation on TIM compatible? Are participants who are interested in person-to-person negotiations also likely to contribute to discussion of the main Consultation issues, and vice versa?

Appendix 4

Questionnaires to be used in discussion or correspondence
and draft letter to the ILO

NOTE: These questions are intended as guides for the evaluation team. Not all questions will necessarily be part to all those contacted. some questions will be followed up with supplementary questions.

4.1 Questions to participants

1. Which of the two Consultation(s) did you attend? Have you attended any others?
2. What was your function at the time? Do you still hold the same position?
3. Did you attend any of the preparatory meetings?
4. Did you contribute a paper or other document?
5. What was your own objective in attending?
6. Did you achieve your objective?
7. What do you think were the immediate objective(s) of the Consultation(s) as a whole?
8. Do you think the immediate objectives were achieved?
9. Did you find the issue papers interesting and/or useful? Did they contain ideas or information new to you?
10. Does the report include a comprehensive summary of the problems facing developing countries in the field of training and/or maintenance?
11. Does the publication of the report by two U.N. agencies give it additional authority?
12. Have you made use of the report? If so, how?
13. Do you think any other publications should have been, or should be issued as a consequence of the Consultation?
14. Have you yourself taken any action or made any proposals as a direct consequence of the recommendations of the Consultations?
15. Do you think the consultations have contributed to training policies and practices or to maintenance policies and practices in developing countries?
16. Do you think another global Consultation should be held under the general heading of 'TIM'? If so, should it have a special theme (such as maintenance or some other subject)? When?
17. Would regional Consultations be useful, instead of or as well as another global Consultation?

18. How do you think UNIDO should best follow up the Consultations, especially in the field of maintenance?
19. In general, have you any advice to UNIDO concerning Consultations?
20. How was your participation financed? (Question to be put and phrased, only as appropriate.)
21. Consultations are intended to provide opportunities for discussions and negotiations outside the meetings. Did you find these opportunities useful? Were your discussions or negotiations primarily official, technical or commercial? Did you hold discussions with UNIDO or ILO officials, or with other participants, or with both? Have the discussions led to material results such as an agreed investment programme, training or other contracts, approved and financed technical co-operation projects?
22. Was the organization of the Consultation satisfactory?

4.2 Questions to contributors or organizers

1. What role did you play in preparation for or as a contribution to either or both Consultations?
2. Do you think that the results of the Consultation(s) merited the resources you devoted to them?
3. Have you followed up the recommendations of the Consultation(s) in any way?
4. What do you think is the most important purpose of UNIDO Consultations? To provide a forum for discussion and definition of problems and solutions? Or to provide the opportunity for bilateral discussions and negotiations? Or some other purpose?
5. Do you think that participation by developing countries should or could be made more extensive and representative? If so, in what ways?
6. Do you think that the number of host country representatives or of any other single delegation should be restricted?
7. If you have taken part in or contributed to a preparatory meeting, what do you see as the relationship between that meeting and the full global Consultation?
8. Do you think that common topics, such as training or maintenance, applicable to a wide range of industrial and service sectors, are suitable subjects for a global Consultation?
9. Do you think another global Consultation should be held under the general heading of 'TIM'? If so, should it have a special theme (such as maintenance or some other subject)? When?
10. Have you any general advice or suggestions for UNIDO concerning Consultations?

4.3 Questions to UNIDO officials

1. Were you particularly concerned with either or both of the TIM Consultations, and if so, how?
2. How were you or are you otherwise involved in the System of Consultations and over what period?
3. What do you think were the immediate objectives of the TIM Consultations?
4. Were the objectives achieved? What were your own expectations at the time?
5. Do you think that the outputs of the Consultations in the form of recommendations are fully disseminated within UNIDO? What use do you make of them?
6. What other outputs are there, or would you like to see?
7. Do TIM Consultations effectively provide opportunities for bilateral negotiations?
8. What impact do you think the TIM Consultations have had in developing countries? Could it be increased?
9. Should a further global Consultation on TIM be held? On a special subject? When?
10. How should UNIDO pursue the question of industrial maintenance?
11. How would the ideal delegation be composed (a) from a developing country, (b) from an industrialized country?
12. Could the agenda or conduct of Consultations be improved?
13. Do you agree with the controversial view that all the useful work is done at preparatory meetings?
14. Do you think 'common topic' Consultations are useful? Is training adequately covered by UNIDO sectoral Consultations and by the ILO between them?
15. Have you any general views or advice to give us about the System of Consultations and its location within UNIDO's operations?
16. Have you any advice or suggestions concerning this evaluation? Particular lines of enquiry? Possible methods of quantifying results? People to see within and outside UNIDO?

4.4 Questionnaire to SIDFAs

(to be mailed with a covering letter explaining what is going on and requesting a reply by 30 January 1989)

Evaluation of Consultations on the Training of Industrial Manpower

Participation (to be completed at UNIDO HQ)

1. (name of country) was/was not represented at the First Consultation held in Stuttgart, FRG, in 1982.

The delegation comprised:

2. The following representatives of intergovernmental and/or non-governmental organizations, and/or observers attended the First Consultation:

:

3. (name of country) was/was not represented at the Second Consultation held in Paris, France, in 1987.

The delegation comprised:

4. The following representatives of intergovernmental and/or non-governmental organizations, and/or observers attended the Second Consultation:

Questions

1. Have you ever been directly involved with the System of Consultations in any way? If so, please describe nature and degree of involvement?

2. Do you know/have you met any of the individuals named above? If so, have you seriously discussed the Consultations with them in any way?

3. If so, were you given any views on the potential or actual usefulness of the Consultation(s) to the country or to developing countries in general?

4. In your own view, have either or both of the Consultations had any impact on training or maintenance policies or practices?

5. Have the reports of the Consultations been circulated? Were copies sent to you either for circulation or for your own office? If so, how many? If you circulated some, who to?

6. What is your assessment of awareness of the Consultations and their recommendations in industrial and governmental circles at decision-making level?

7. Do you think UNIDO should have taken or should take further action to disseminate or promote the results of the Consultations? If so, what action?

8. If the ILO is locally represented, are you aware of action taken by them in connection with the Consultations?

9. Do you think UNIDO should organize another global Consultation under the general headings of 'training of industrial manpower', and if so, should it deal with some special subject such as maintenance?

10. Do you think inter-sectoral 'common topics' (training, finance, SME) are useful subjects for global Consultations?

11. Do you think global sectoral Consultations (iron and steel, leather, fertilizers, etc.) are useful?
:

12. Would regional Consultations on common topics be useful? More so than global Consultations?

13. How is the country delegation nominated? Is there some way in which UNIDO could assure or encourage the participation of more representative delegations, which should preferably include key industry decision-makers and related industry associations and practitioners as well as civil servants?

14. Please add any general views or suggestions concerning the System of Consultations.

4.5 Draft letter to the ILO

Dear Mr. Blanchard,

Evaluation of UNIDO Consultations

With the agreement of the Industrial Development Board, I have instructed the Evaluation Staff in my office to undertake an in-depth evaluation of the System of Consultations. In the first instance, we are evaluating one series of sectoral Consultations (leather and leather products industry) and one series of 'common topics' Consultations, namely those on the 'training of industrial manpower'.

Since the Second Consultation on the Training of Industrial Manpower (Paris, September 1987) was organized by UNIDO in association with ILO, I will be most grateful for your assistance with the evaluation of it. Any observations you may have concerning the first Consultation in Stuttgart will also be most welcome, even though it took place over six years ago, in November 1982.

The evaluation will examine, inter alia, the mechanisms within UNIDO for the dissemination of the Consultations' conclusions and recommendations and their integration, if appropriate, into technical co-operation and other activities. I am thus expecting the evaluation team to look into internal linkages between departments and the extent to which they improve or diminish the effectiveness of Consultations. As you will see in the list of questions below I am hoping that you will be able to give the evaluation team the benefit of your advice and assistance on these more general organizational matters.

Our evaluation team comprises one member of UNIDO's Evaluation Staff, Mr. H.H. Heep, and a training consultant with experience of evaluation, Mr. C.L. Manton (formerly of the ILO in Turin and London). They are at present planning the content and schedule of the evaluation, which will be undertaken between 23 January and 23 March 1989. (The leather industry Consultations are under evaluation by a separate team. A general section will be added to the two reports to provide a synthesized overview and I intend to submit the report as a whole to the IDB in June 1989.)

Mr. Heep and Mr. Manton would find it valuable to obtain the ILO's views early in their schedule of work and would like, if convenient, to spend Thursday, 26 and Friday, 27 January at the ILO in Geneva.

Members of the evaluation team will be visiting a number of developing countries, and if you agree, I would suggest that they call at your regional offices in Addis Abeba, Bangkok and Lima.

On the basis of a review of documents and discussions with a number of UNIDO officials, it seems to the evaluation team that the following questions should be examined. Others may emerge as the evaluation progresses, and I would be very pleased if you indicate other points of importance from the ILO's point of view.

Provisional list of enquires

- Action taken by the ILO to follow up the recommendations of the Second Consultation on the Training of Industrial Manpower and/or to promote their adoption in developing countries.

- Action taken by the ILO, by way of technical co-operation, research, publication, training (including training at the Turin Centre) or other means to promote industrial maintenance in developing countries, whether or not this action is related to the Consultation.
- The extent to which the ILO has pursued the recommendations of the First Consultation on the Training of Industrial Manpower (Federal Republic of Germany, 1982) as part of its regular programme of work (even though the recommendations were to be implemented by UNIDO).
- The ILO's view of the possibility of fruitful collaboration between our organizations in the field of industrial maintenance.
- The ILO's view of the respective areas of responsibility of our two organizations in the field of training, taking into consideration the Memorandum of Understanding between you and my predecessor, dated 31 August 1976.
- The ILO's general view of UNIDO's System of Consultations.
- The terms of reference of the ILO's Training Department and its working relationship with other operational departments.
- The ILO's system of Industrial Committees and their possible equivalence to UNIDO's sectoral consultations.

I look forward to hearing from you.

Yours truly,

Domingo L. Siazon, Jr.

Appendix 5

Work plan, incorporating travel plan and cost estimate

A. Provisional programme of interviews and other enquiries

1. UNIDO

1.1 In Vienna

As already indicated some long and profitable discussions were held with key members of the UNIDO Secretariat during the preparatory phase of this evaluation. Further discussions will be required, some with the same officials again, others with officials who were absent or who were not asked for their views for other reasons. The evaluation team will request meetings with the Director-General and with Deputy Directors-General.

1.2 SIDFAs

The evaluation team proposes to elicit the views of all SIDFAs in post by means of a questionnaire. The draft of this questionnaire is attached at Appendix 4.4.

2. ILO

Discussions with the Training Department of ILO, in association with whom the 2 CTIM was organised, will be indispensable. Other departments and regional offices will be consulted, as appropriate and possible. The evaluation team will in particular enquire (1) what action the ILO has taken to follow the recommendations of the consultation and to promote their adoption in developing countries; (2) what action, by way of technical co-operation, research, publication, training (including training at the Turin Centre), the ILO is taking to promote industrial maintenance in developing countries, whether or not this action is related to the consultation; (3) what future collaboration with UNIDO the ILO considers might be fruitful in the specialized area of industrial maintenance; (4) what general views the ILO has about consultations; and (5) whether the ILO system or industry committees has any lessons for UNIDO's System of Consultations. The draft of a letter from the Director-General to the Director-General of ILO is attached at Appendix 4.5.

3. Host countries and other contributors

3.1 The evaluation team will ask the authorities in the Federal Republic of Germany and France, who hosted the first and second TIM Consultations respectively, for their views on the value of these particular consultations and for their suggestions, if any, for the future. (These enquiries are in any case essential as a matter of courtesy.)

3.2 The British authorities who sponsored a preparatory meeting in Nairobi, contributed background papers and have been continuously associated with both consultations - and who are indeed thought to be considering further sponsorship - will also be approached for their opinions.

3.3 The evaluation team has also been advised to get in touch with Mr. José Libert, Secrétaire du Conseil Central de l'Economie in Brussels.

3.4 During the period of discussions in Paris contact will be made with UNESCO (represented at both TIM Consultations) and OECD (represented at the 2nd TIM Consultation).

4. End-users

4.1 Definition

The evaluation team assumes that all participants in Consultations from developing countries are "end-users" for the purpose of these enquiries, including members of national delegations, representatives of intergovernmental and non-governmental organizations, and observers. Participants from industrialized countries may be considered "end-users" if they are consultants, training providers, industrial managers or technical co-operation officials. Members of diplomatic missions who attended the participants are not considered to be "end-users" and are considered separately below. Non-participants who might be end-users are also considered separately.

4.2 End-users from developing countries

4.2.1 It should be noted that all participants in the 2nd TIM Consultation have already received a questionnaire from CONSULT. The information from respondents (33% of the participants) is very useful but does not fully meet the evaluation team's requirements, and of course it provides no information about those who did not respond. It would not be appropriate to send out another questionnaire and in any case some of the issues discussed above can only be explored properly in face-to-face conversations. The evaluation team considers it necessary to conduct personal interviews with as large a number and representative a range of participants as possible. An evaluation which did not include such interviews would indeed lack weight and authority.

4.2.2 The choice of countries to be visited is made difficult by their wide geographical dispersion and by the generally small number of participants (one or two) from each of almost all countries represented.

4.2.3 Although it would be preferable for the two members of the evaluation team to travel together time probably does not allow them to do so to a reasonable representative range of countries; nor does either member of the team speak Spanish. For this latter reason it is hoped that the head of the Evaluation Staff could find the time for a mission to Latin America. In this connection it should be noted that Venezuela fielded a relatively large delegation of nine members to 2 CTIM, including one Vice-Chairman. The evaluation team in any case considers it important that Latin America should not be excluded from this evaluation. In Lima, the ILO Regional Office can also be visited. On the return journey Portuguese participants can be interviewed in Lisbon.

4.2.4 A provisional itinerary has accordingly been prepared and is attached as part of the work plan below. It will be seen that it covers (1) the three major continents concerned, and (2) LDCs as well as countries which have reached a fairly advanced level of industrial development.

4.2.5 A more restricted itinerary which could be followed by both evaluation team members travelling together is also attached as an alternative proposal; this would have to exclude Asia. (Asian participation is one of the issues which the evaluation team intends to discuss, as noted above.)

4.3 End-users from industrialized countries

4.3.1 Host and sponsor countries

The evaluation team will arrange to meet as many end-users as possible during missions to the authorities in France, Federal Republic of Germany and the United Kingdom.

4.3.2 Switzerland and Austria

If time allows, the team will make contact with members of the Swiss delegation to 2 CTIM but it should be noted that they are not located in Geneva (where the team will have discussions with ILO). During the period of discussions at UNIDO HQ the team will also make enquiries of the Austrian delegations to both TIM Consultations.

4.3.3 Eastern Europe

The evaluation team considers it important to contact the Czechoslovakian delegation to 2 CTIM, which numbered seven, including one Vice-Chairman of the Consultation. To give further weight to CPE opinion meetings are also planned in the German Democratic Republic, where the German-speaking member of the team would travel on his own.

4.4 Non-participants

4.4.1 It is also proposed to make enquiries of non-participating countries by means of correspondence through diplomatic missions in Vienna or, if appropriate, discussions in Vienna or by correspondence with selected organizations especially in developing countries.

4.4.2 It is of course clear that even if a country appears on the list of participants its representation is only in the rarest cases comprehensive. The evaluation team will accordingly make contact, when feasible, with major non-participating organizations (such as industrial federations) in formally participating countries.

B. Work plan

	<u>Team</u>	<u>Mr. Heep</u>	<u>Mr. Manton</u>	<u>Mr. Gonzalez-Hernandez</u>
<u>Week 1</u> from Mon 23 Jan	UK ILO Switzerland			
<u>Week 2</u> from Mon 30 Jan from Thu 2 Feb	Czecholovakia	FRG GDR	France Belgium	
<u>Week 3</u> from Mon 6 Feb	Austria UNIDO			
<u>Week 4</u> from Mon 13 Feb	UNIDO London (17) Algiers (18/19)			
<u>Week 5</u> from Mon 20 Feb	Algiers	Ethiopia	Egypt	Peru Guatemala
<u>Week 6</u> from Mon 27 Feb		Kenya UNIDO	Thailand Bangladesh	Venezuela Portugal

	<u>Team</u>	<u>Mr. Heep</u>	<u>Mr. Manton</u>	<u>Mr. Gonzalez-Hernandez</u>
<u>Week 7</u>				
from Mon 6 Mar	UNIDO			
	report writing			
<u>Week 8</u>				
from Mon 13 Mar	UNIDO			
	report writing			
<u>Week 9</u>				
from Mon 20 Mar	UNIDO			
to Thu 23 Mar	report completion			
	and presentation			
(Fri 24 Mar - Good Friday)				

C. Provisional travel plan outside Europe

Mr. Gonzalez-Hernandez

Sun 19 Feb	dep. Vienna	0705	
	arr. Lima	2205	(via Frankfurt)
Thu 23 Feb	dep. Lima	1130	
	arr. Guatemala City	2000	(via Panama City)
Sat 25 Feb	dep. Guatemala City	1200	
	arr. Caracas	2000	(via Panama City)
Wed 1 Mar	dep. Caracas	2330	
Thu 2 Mar	arr. Lisbon	1110	
Sat 4 Mar	dep. Lisbon	1000	
	arr. Vienna	1540	

Mr. Heep

Fri 17 Feb	dep. Vienna	0755	
	arr. London	0925	
Sat 18 Feb	dep. London	1115	(via Palma)
	arr. Algiers	1820	
Tue 21 Feb	dep. Algiers	1500	
Wed 22 Feb	arr. Addis Ababa	0830	(via Cairo)
Sat 25 Feb	dep. Addis Ababa	1030	
	arr. Nairobi	1215	
Wed 1 Mar	dep. Nairobi	2345	
Thu 2 Mar	arr. Vienna	0845	(via Zurich)

Mr. Manton

Wed 15 Feb*	dep. Vienna	0755	
	arr. London	0925	
Sat 18 Feb	dep. London	1115	
	arr. Algiers	1820	(via Palma)
Tue 21 Feb	dep. Algiers	1500	
	arr. Cairo	2115	
Fri 24 Feb	dep. Cairo	1200	
Sat 25 Feb	arr. Bangkok	0230	
Wed 1 Mar	dep. Bangkok	2030	
	arr. Dhaka	2145	

Mr. Manton (cont'd)

Fri 3 Mar	dep. Dhaka	2105
Sat 4 Mar*	arr. London	0520
Wed 8 Mar*	dep. London	1820
	arr. Vienna	2130

* Preferred dates, if progress of the evaluation permits.

Alternative travel plan outside Europe
Mr. Heep and Mr. Manton

Sat 18 Feb	dep. Vienna	1525
	arr. Cairo	1950
Wed 22 Feb	dep. Cairo	0230
	arr. Addis Ababa	0830
Sat 25 Feb	dep. Addis Ababa	1030
	arr. Nairobi	1215
Wed 1 Mar	dep. Nairobi	0830
	arr. Accra	1635 (via Addis Ababa)
Thu 2 Mar	dep. Accra	1830
	arr. Lomé	1900
Sat 4 Mar	dep. Lomé	1620
Sun 5 Mar	arr. Algiers	0645
Wed 8 Mar	dep. Algiers	1555
	arr. Vienna	2135 (via Zurich)

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Provisional work plan

II. Keep

1	Mon	23	JAN	LONDON (ODA, COMMONWEALTH SEC'T)
2	Tue	24		LONDON (ICI OR OTHER INDUSTRY)
3	Wed	25		TRAVEL TO GENEVA
4	Thu	26		GENEVA (ILO)
5	Fri	27		GENEVA (ILO) OR POSSIBLY SWISS INDUSTRY ELSEWHERE. TRAVEL TO FRANKFURT
6	SAT	28		
7	SUN	29		
8	Mon	30		FRG
9	Tue	31		FRG
10	Wed	1	FEB	FRG
11	Thu	2		PRAGUE (GOVT AND INDUSTRY)
12	Fri	3		PRAGUE (DITTO). TRAVEL TO VIENNA
13	SAT	4		
14	SUN	5		
15	Mon	6		VIENNA (FURTHER INTERVIEWS WITH UNIDO STAFF
16	Tue	7		
17	Wed	8		INCL. DG AND DDES. INTERVIEWS WITH ARABIAN
18	Thu	9		INDUSTRY. MEETING WITH SOME REPRESENTATIVES
19	Fri	10		OF DIPLOMATIC MISSIONS TO U.N.)
20	SAT	11		(REPORT STRUCTURE AND OUTLINES)
21	SUN	12		
22	Mon	13		
23	Tue	14		
24	Wed	15		
25	Thu	16		
26	Fri	17		TRAVEL TO LONDON (TETOC - KEMP/CROFTON)
27	SAT	18		TRAVEL TO ALGIERS
28	SUN	19		ALGIERS
29	Mon	20		ALGIERS
30	Tue	21		TRAVEL TO ADDIS ABABA VIA CAIRO
31	Wed	22		ARR. ADDIS ABABA 0830
32	Thu	23		ETHIOPIA
33	Fri	24		ETHIOPIA
34	SAT	25		TRAVEL TO NAIROBI
35	SUN	26		
36	Mon	27		KENYA
37	Tue	28		KENYA
38	Wed	1	MAR	KENYA. LEAVE FOR VIENNA
39	Thu	2		ARR. VIENNA 0845
40	Fri	3		VIENNA
41	SAT	4		
42	SUN	5		
43	Mon	6		
44	Tue	7		
45	Wed	8		
46	Thu	9		
47	Fri	10		
48	SAT	11		REPORT COMPLETION
49	SUN	12		
50	Mon	13		
51	Tue	14		
52	Wed	15		
53	Thu	16		
54	Fri	17		
55	SAT	18		
56	SUN	19		
57	Mon	20		
58	Tue	21		
59	Wed	22		
60	Thu	23		REPORT PRESENTATION
61	Fri	24	GOOD FRIDAY	

(IN ALGERIA, ETHIOPIA AND KENYA. MEETINGS WITH UNDP/UNIDO/ILO; GOVT OFFICIALS; PARTICIPANTS IN THE CONSULTATIONS UNDER EVALUATION)

Provisional work plan

C.L. Manton

1	Mon	23	JAN	LONDON (ODA) (COMMISSION WORKING GROUP)
2	Tue	24		LONDON (ICI OR OTHER INDUSTRY)
3	Wed	25		TRAVEL TO GENEVA
4	Thu	26		GENEVA (ILO)
5	Fri	27		GENEVA (ILO) OR POSSIBLY SWISS INDUSTRY ELSEWHERE
6	SAT	28		TRAVEL TO PARIS
7	SUN	29		
8	Mon	30		PARIS (FRENCH GOVT, INDUSTRY)
9	Tue	31		PARIS (DITCO PLUS UNESCO & OECD). TRAVEL TO BRUSSELS
10	Wed	1	FEB	BRUSSELS (TWO INDIVIDUAL MEETINGS). TRAVEL TO PRAQUE
11	Thu	2		PRAQUE (GOVT AND INDUSTRY)
12	Fri	3		PRAQUE (DITCO)
13	SAT	4		TRAVEL TO VIENNA
14	SUN	5		
15	Mon	6		VIENNA (FURTHER INTERVIEWS WITH UNIDO STAFF
16	Tue	7		INCL. DG AND DEFS. INTERVIEWS WITH AUSTRIAN
17	Wed	8		INDUSTRY. MEETING WITH SOME REPRESENTATIVES
18	Thu	9		OF DIPLOMATIC MISSIONS TO U.N.)
19	Fri	10		(REPORT STRUCTURE AND OUTLINES)
20	SAT	11		
21	SUN	12		
22	Mon	13		
23	Tue	14		
24	Wed	15		TRAVEL TO BRISTOL
25	Thu	16		DAY OFF!
26	Fri	17		TRAVEL TO LONDON (TETAC - KEMP/CARTON)
27	SAT	18		TRAVEL TO ALGIERS
28	SUN	19		ALGIERS
29	Mon	20		ALGIERS
30	Tue	21		TRAVEL TO CAIRO
31	Wed	22		CAIRO
32	Thu	23		CAIRO
33	Fri	24		TRAVEL TO BANGKOK
34	SAT	25		ARR. BANGKOK 0030
35	SUN	26		
36	Mon	27		BANGKOK
37	Tue	28		BANGKOK
38	Wed	1	MAR	TRAVEL TO DHAKA
39	Thu	2		DHAKA
40	Fri	3		DHAKA. LEAVE FOR LONDON
41	SAT	4		ARR LONDON 0520. CONTINUE TO BRISTOL
42	SUN	5		
43	Mon	6		FREE
44	Tue	7		FREE
45	Wed	8		TRAVEL TO VIENNA
46	Thu	9		VIENNA
47	Fri	10		
48	SAT	11		
49	SUN	12		
50	Mon	13		
51	Tue	14		
52	Wed	15		
53	Thu	16		REPORT COMPLETION
54	Fri	17		
55	SAT	18		
56	SUN	19		
57	Mon	20		
58	Tue	21		
59	Wed	22		
60	Thu	23		REPORT PRESENTATION
61	Fri	24		GOOD FRIDAY TRAVEL TO BRISTOL

D. Cost estimate

1. The following travel costs were estimated for a previous version of the work plan, and have not yet been recalculated. The new plan is expected to incur lower travel costs at least for Mr. Heep.

2. It is understood that Mr. Heep's travel costs will not in any case be charged to the Dutch contribution to the evaluation of about \$50,000. The remaining costs chargeable to the Dutch contribution may be tentatively summarized as follows:

(i) Travel as listed, items 1, 3 and 6	\$ 13,326
(ii) UK Consultant's fee (60 days)	" 15,000
(iii) UK Consultant's DSA in Vienna (28 days)	" 3,752
(iv) Dutch Consultant's fee (30 days)	" 7,500
(v) Dutch Consultant's DSA in Vienna (30 days)	" 4,020
(vi) Dutch Consultant's travel (say)	" 1,000
	<hr/>
	\$ 44,598
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Evaluation of the System of Consultations - cost estimate for travel

1. Mr. Gonzalez-Hernandez: Vienna - Lima - Guatemala City - Caracas - Lisbon -
- Vienna (12-25 Feb. 1989)

Travel	\$ 3,600
DSA (4x121, 2x70, 4x82, 2x97)	" 1,146
Terminals	" 180
	<u>\$ 4,926</u>

2. Mr. Heep: Vienna - Nairobi - Addis Ababa - Accra - Lomé - Algiers - Vienna
(11 Feb.-1 Mar. 1989)

Travel	\$ 4,300
DSA (3x56, 3x91, 4x62, 3x131, 3x98)"	1,376
Terminals	" 216
	<u>\$ 5,892</u>

3. Mr. Manton: Vienna - Cairo - Dhaka - Bangkok - Istanbul - Ankara - Vienna
(11 Feb.-1 Mar. 1989)

Travel	\$ 3,400
DSA (4x60, 3x63, 3x79, 3x108, 3x108)	" 1,334
Terminals	" 216
	<u>\$ 4,950</u>

4. Alternative Mr. Heep and Mr. Manton: Vienna - Cairo - Addis Ababa - Nairobi -
- Accra - Lomé - Algiers - Vienna (11 Feb.-1 Mar. 1989)

Travel	\$ 4,300
DSA (4x60, 3x91, 4x56, 1x62, 2x131, 3x98)	" 1,355
Terminals	" 252
	<u>\$ 5,907</u>

5. Mr. Heep: Vienna - London - Geneva - Bonn - Frankfurt - E. Berlin - Prague -
- Vienna (2 weeks)

Travel	\$ 1,600
DSA (2x173, 3x123, 3x119, 2x119, 2x155, 2x91)	" 1,921
Terminals	" 252
	<u>\$ 3,773</u>

6. Mr. Manton: Bristol - London (train) - Geneva - Paris - Brussels - Prague -
Vienna - Bristol (2 weeks)

Travel	\$ 1,500
DSA (2x173, 3x123, 3x124, 2x175, 2x91, 3x134)	" 1,698
Terminals	" 252
	<u>\$ 3,450</u>