

DESA

INTERNATIONAL LABOUR ORGANIZATION (ILO) - COORDINATION OF TECHNICAL ASSISTANCE ACTIVITIES

10 JAN + 30 MAR 1973

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SERIES	<u>S-1915</u>
BOX	<u>27</u>
FILE	<u>2</u>
ACC.	<u>TE 210(2) ILO</u>





## INTERNATIONAL LABOUR OFFICE

RECORDS CONTROL

MAR 30 1973

Mr. Ph. de Seynes,  
Under-Secretary for  
Economic and Social Affairs,  
United Nations,  
866 United Nations Plaza,  
NEW YORK, N. Y. 10017.

(USA)

Adresse postale: CH 1211 GENÈVE 22  
Télégrammes INTERLAB GENÈVE  
Télex 22.271  
Téléphone 31 24 00 & 32 62 00

Réf. n° WEP 86-3-71-3  
WEP 4-012-71

Dear Mr. de Seynes,

I refer to my letter of 8 December 1972 giving advance information regarding the inter-disciplinary mission on employment policy requested by the Government of the Dominican Republic and approved by the UNDP.

The implementation of this project has already received an early start with the preliminary visit to Santo Domingo in January 1973 of Mr. Felipe Pazos, leader of the mission, who discussed the organisation of the mission with the Dominican authorities, the UNDP Resident Representative and the local representatives of various international agencies. As a result of this visit, it has been confirmed that the main mission will visit the Dominican Republic from 23 April to 19 May 1973.

The ILO would like to convene an inter-agency planning meeting, as in the case of previous employment missions, to give an opportunity to the head of the mission and to the representatives of the various agencies concerned to exchange their views on various aspects of the project. This meeting is scheduled to take place on 29 and 30 March 1973 in Washington, D. C. and I would very much appreciate it if your organisation could be represented.

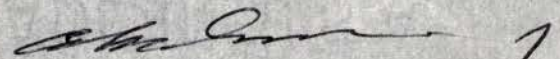
Mr. Pazos would take this opportunity of giving agencies fuller information about the nature of the unemployment problem in the Dominican Republic, the substantive areas which would be given priority treatment by the mission, and the proposed organisation and method of work of the mission. He is preparing a background paper to serve as a basis for the discussions, which I shall address to you as soon as possible, together with all information regarding the place, timing and agenda of the meeting. We would hope that agency representatives might submit to the meeting short briefs covering



technical assistance or other activities relevant to the employment situation in the Dominican Republic, reports or studies relevant to the mission's task, local agency personnel which might be associated in one way or another with the field work of the mission, and other points which it might be useful to cover at the planning meeting.

As comprehensive surveys under the World Employment Programme necessarily encompass a wide range of economic and social fields relevant to employment creation, I attach great importance to the principle of involving the major international and regional organisations fully in the planning and execution of these projects. I therefore hope that you will be able to accept this invitation and designate a senior personal representative to attend the project planning meeting on 29 - 30 March. 11

Yours sincerely,



Abbas Ammar,  
Deputy Director-General.



ORIGINAL DIRECT

IF/lq

Mr. B.A. El-Tawil, Acting Director  
Office of Technical Cooperation

RECORDS CONTROL  
APR 2 - 1973

30 March 1973

TE 210(2) ILO

Mrs. Simos G. Vassiliou, Asst. Director-in-Charge  
Development Planning Advisory Services, CDPFP

Ivan Friscic, Economic Affairs Officer  
DPAS/CDPFP

SOUTH PACIFIC REGIONAL: Hotel and Tourism Training  
(RAS/72/004/A/01/11)

Development opportunities and priorities of the area covered by the project, as witnessed by the specific studies carried out so far and by reports of our own planning experts in the area, undoubtedly justify the suggested training effort. We would, therefore, support the request from our substantive point of view.



UNITED NATIONS



NATIONS UNIES

ECONOMIC COMMISSION FOR ASIA AND THE FAR EAST  
SALA SANTITHAM  
BANGKOK 2, THAILAND.

TELEPHONE : 8 1 3 5 4 4  
CABLE : ECAFE BANGKOK

OES/E/4  
TEC 400/SP

**ACTION**

TO:	Mr. El-Tawil
1	Mr. El-Tawil
2	Mr. El-Tawil
3	Mr. El-Tawil
APR 3 - 1973	
<input type="checkbox"/> - Action Completed	
<input type="checkbox"/> - Acknowledged	
<input type="checkbox"/> - No Action Required	
INITIALS.....	

28 March 1973

Via Pouch

Dear Mr. El-Tawil,

South Pacific Region -  
Hotel and Tourism Training  
-----

As requested in your letter No. TE 210(2) ILO dated 13 March 1973, I have pleasure in sending you enclosed herewith comments of the ECAFE secretariat on the above-mentioned subject.

Yours sincerely,

*Y. C. Suriyakumaran*  
Y C. Suriyakumaran  
Chief, Policy and Co-ordination Office and  
Special Assistant to the Executive Secretary

Mr. Baghat A. El-Tawil  
Acting Director  
Office of Technical Co-operation  
United Nations  
New York

NATIONAL PROGRESS THROUGH REGIONAL CO-OPERATION  
JUNE 1947 - JUNE 1972



28 March 1973

COMMENTS of the ECAFE secretariat on request for UNDP(SF) assistance to the project entitled "Hotel and Tourism Training Scheme" for the South Pacific Region (RAS/72/004/A/01/11)

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We have studied the report of UNDP/ILO Fact-Finding Mission entitled "South Pacific - Hotel and Tourism Training." On the basis of rising figures of visitors in those island countries, it is quite clear that there is an enormous potential for developing these countries into a destination area for international tourism. The main bottleneck for a harmonized growth of the hotel and tourism sectors in these countries is the lack of skilled personnel. On the basis of the objectives well set out by the Fact-Finding Mission, it can be safely stated that if this project can be realized, it will help to the great extent in removing the bottlenecks. This will be a step forward in the right direction to achieve this aim. We fully endorse the work plan, proposed for Western Samoa, Tonga, British Solomon and Cook Islands in terms of UNDP inputs for the services of experts, supplies and equipment. We also share the views expressed in the report of the Fact-Finding Mission on British Solomon Islands Protectorate, New Hebrides, Fiji, Western Samoa, Tahiti, Tonga and American Samoa. The project itself has been carefully prepared and we feel that it covers comprehensively all the aspects including the immediate training requirements of those island countries.

As you are aware, we ourselves have been trying to expand and up-grade training facilities for hotel and tourist personnel. The Commission has already set up a Tourism and Facilitation Sub-Committee under its Transport and Communications Committee of which the first session will be convened in September/October this year. We, therefore, fully support the project.



— 7 Mr. Mosak G.4.73  
cc: Faisal

NATIONS UNIES  
COMMISSION ÉCONOMIQUE  
POUR L'EUROPE

ОБЪЕДИНЕННЫЕ НАЦИИ  
ЭКОНОМИЧЕСКАЯ КОМИССИЯ  
ДЛЯ ЕВРОПЫ

UNITED NATIONS  
ECONOMIC COMMISSION  
FOR EUROPE  
RECORDS CONTROL

Télégrammes: UNATIONS, GENÈVE  
Tél.: 22.212 ou 22.344  
Téléphone: 34 60 11 33 40 00 33 20 00 33 10 00

REF. No.:  
(à rappeler dans la réponse)



JUL 19 1973

Palais des Nations  
CH-1211 GENÈVE 10

TE 210(2)150  
MEMORANDUM

27 March 1973

Seen  
2 April 73

TO: Mr. Philippe de Seynes, Under-Secretary-General  
for Economic and Social Affairs

THROUGH: Mr. Jacob L. Mosak, Director and Deputy to the  
Under-Secretary-General

CC: Mr. J. Stanovnik, Executive Secretary, ECE

FROM: Mr. Henri Durand, CDPFP Principal Officer  
outposted in Geneva

SUBJECT: ILO meeting on Evaluation of Comprehensive Employment Missions

1. As requested in Mr. Mosak's letter dated 27 September 1972, I attended on behalf of the Department the above mentioned meeting which took place at ILO headquarters on 7, 8 and 9 March 1973. A summary record of the meeting will be issued.

2. I am attaching a list of participants (No 1), a list of the documents made available to participants (No 2) and the Agenda (No 3). I sent in advance most of the preparatory material; documents D.3 (21), (22), (23) and (24) which were circulated during the meeting, are also attached to this memo.

3. The participants were:

- a) agencies representatives. All agencies interested were represented with the notable exception of UNIDO, who had sent lengthy comments;
- b) the chiefs of the four missions under evaluation and of the contemplated mission to the Philippines;
- c) representatives of the four governments having so far benefited from WEP missions;
- d) three "independant experts", out of whom two were from the "host countries"; they had also contributed some papers.

Mr. Gamani Corea chaired the meeting.

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4. The purposes of the meeting are set out in the introduction to the paper No D.3(18). They were to some extent further commented upon by the ILO Director-General in his opening statement and by several speakers. They can be briefly described as follows:

- a) What progress in the knowledge and understanding of employment problems in the developing world and in the definition of a comprehensive employment strategy has been achieved by the four comprehensive employment missions so far completed?
- b) Are the comprehensive missions as such an effective instrument in pursuing the objectives of the WEP?
- c) If yes, can they carry on along the same lines or should they be reconceived and what changes should be made in their planning and implementation to improve their "cost/benefit ratio"?

5. Although the ILO Director-General had invited "severe self-criticism" the meeting took the form of the "candid confrontation" of views suggested in the D.3(18) paper and some speakers even complained that the speeches were too diplomatic. In order to summarize the discussion in a not too disorderly way, I shall deal successively with five points:

i) Conception, nature and aims of the missions. ii) Organisation and management. iii) Effectiveness. iv) Contribution of the missions to the philosophy of economic growth. v) Future programme.

6. Throughout the meeting, it was pointed out that the missions had been useful, that they had strengthened the position of the forces which go in the "right direction" both at the country and at the international community level, that they had contributed towards improving the academic knowledge and literature on employment and unemployment, inter alia by distinguishing the different types of employment problems and that they had helped the four governments concerned and maybe others as well to shape their employment policy.

In the meantime, numerous criticisms and suggestions for changes and improvements were expressed.

7. Conception, nature and aim. What Mr. Corea called in his rounding-up speech "a certain uneasiness about the comprehensive approach", was voiced from several parts at several times during the meeting: This type of mission cannot pretend to solve the employment problem (UNCTAD). You cannot solve the employment problem by judging projects by employment standards (IBRD). These missions are not equipped for offering, as some of them attempted to do, an employment-oriented overall development strategy for a country (Iran). They should not try and use sophisticated models (Colombia). Even with a model we cannot say: do A, B, C and D and you will have 8% growth and full employment within 10 years (OECD). The classical controversy about whether the missions should be primarily learning and analytical or operational and action-oriented took place without either standpoint gaining really any advantage over the other.

8. Organisation. There, most of the speakers agreed that the four missions had been too large in number (Sussex University, UNDP. Colombia, Mr. Hirsch), too short in time (same speaker), and too expensive ("the cost could have been maintained at a lower level without any loss in efficiency" - UNDP). There had not been enough preparatory work. The teams

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did not contain enough "practitioners" (UNDP resident representative in Kenya). The agencies would have preferred to be consulted earlier for selection of countries and recruitment of mission members (FAO, WHO, UNESCO). UNDP (Miss Olin) advocated a greater involvement of UN in the WEP.

9. Effectiveness. Some speakers said that it was difficult to evaluate the country impact of the missions at this early stage. Others expressed the following views: the missions were not able to really come to grips with some difficult issues such as definition of middle-level technologies (UNDP); there is nothing new in the reports (FAO); the implementability of the mission's recommendations was questioned: they are too general (Kenya, Colombia), they do not take sufficient account of the political constraints (Ceylon, Kenya).

On this last idea, there began another classical controversy about the attitude of the missions toward the political situation in the country and the degree of involvement with the government services. The question of whether the mission should have or not, contacts with political opposition was discussed at some length. The advantages of "working from outside the established powers" was advocated by representatives of Sussex University. Dr. Ammar said: "If the patient won't take the medicine, let him die", which was refuted by OECD.

10. Contribution of the missions to the philosophy of growth. The ambitious definition of WEP offered by the ILO Director-General in his opening speech: "We are attempting revolution by reason" offered an opportunity for the discussion to rise up to some philosophical issues. The overall growth rate is a red herring (D. Seers). No it is not (Thorbecke). Maybe the developing countries should not alter their long term strategies (industrialisation through the modern sector). There is a difficult transition period during which large masses will remain unemployed, but is there an alternative? (G. Corea). Employment equilibrium at a low level of technology is not the alternative solution (Singer). The technology dilemma is not solvable in the present situation. The sophisticated, highly productive technology which is also labour-intensive does not exist. But the present situation cannot go on as it goes: there will be a political, economic and social collapse. The answer is: a major change in the international relations (Sussex).

The concept of employment and unemployment as it stands is probably not adaptable to the developing world (OECD, UN).

11. Future. « There should not be many more missions of this type. ILO has not the machinery for the management of this type of mission » (Sussex, FAO, IBRD, UN). « The future of WEP in this field should take the form of longer-term technical assistance » (IBRD, UNDP, UN).

FAO stated that they intended to get more involved in attempts at solving the problems of the rural informal sector, the inadequate incomes in agriculture, the working poor. They will make provisions to that effect in their regular budgets. They have undertaken a study on the "adjustment of agriculture". They are revising upwards the DDII targets for agricultural exports.

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12. The ILO stated neither their detailed intentions regarding the future programme of comprehensive missions nor whether they would modify the management and organisation of the missions according to the suggestions made during the meeting. The meeting was, however, given to understand that new missions would be undertaken in the near future.



ORIGINAL DIRECT

N.N.Ceccatto

Cleared : Mr. G. Bernard  
Mr. J. Rapoport

Mr. Simos Vassiliou  
Assistant Director-in-charge  
Development Planning Advisory Services, CDPEP



23 March 1973

Bahgat El-Tawil, Acting Director  
Office of Technical Co-operation

COLOMBIA - New Project - Advisory Services  
to Enterprises - COL-73/002/A/01

.....

.....

Please find attached a copy of the Project Document and  
the Resident Representative Assessment of the Request, for  
a request by the Government of Colombia for assistance in Advis-  
ory Services to Enterprises.

We should appreciate receiving your comments by 9 April.



YZ932 NY 36/34 23 1644Z =

LTF

INTERLAB

GENEVA =

98 ABBASAMMAR REURLET FIRST MARCH AND CABLE ILO 01784 REGARDING  
PLANNING MEETING DOMINICAN REPUBLIC MISSION EYE HAVE ASSIGNED  
IVAN FRISCIC WHO HAS EXPERIENCE PREVIOUS ILO MISSIONS PARTICIPATE  
OUR BEHALF =

DESEYNES+

~~CGL 98 01784+~~

REGISTRY FILE COPY

DR. FTER:

No:

210(2) JTK

TE

UNITED NATIONS  
MAR 23 PM 2:56



ORIGINAL DIRECT

Mr. Paul Faber, Director  
Division of Public Finance and  
Financial Institutions

Bahgat El-Tawil, Acting Director  
Office of Technical Co-operation

COLOMBIA - New Project - Advisory Services  
to Enterprises - COL-73/002/A/01

N. M. Caccatto  
Cleared: Mr. J. Rapoport  
Mr. G. Bernard  
23 March 1973  
RECORDS CONTROL  
APR 11 1973

TE 210(2) 1LO

.....  
.....

Please find attached a copy of the Project Document and  
the Resident Representative Assessment for a request by  
the Government of Colombia for assistance in Advisory  
Services to Enterprises.

We should appreciate receiving your comments by 9 April.



UNITED



NATIONS

OFFICE OF TECHNICAL CO-OPERATION  
Human Resources Section  
Asia and Mid/East Branch

INDONESIA

UNITED NATIONS DEVELOPMENT PROGRAMME  
PROGRAM PEMBANGUNAN PERSERIKATAN BANGSA-BANGSA

TELEPHONE: 47017-47018-53263-53264  
CABLES: UNDEVPRO DJAKARTA  
TELEX: UNDEVPRO 011-4178

Reference: INS/73/006

P.O. BOX 2338, DJAKARTA

21 March 1973

Dear Mr. Radovic,

INS/73/006 - Assistance in establishing a Centre for  
Information Systems and Data Processing Training

..... I have pleasure in enclosing a copy of an advance draft of a project with the above title. The draft was prepared by Mr. B. L. Bowland, Regional Advisor Management Information Systems and Electronic Data Processing ILO Regional Office Bangkok who visited Indonesia in early March at the invitation of Government.

I would be grateful to receive any comments and suggestions concerning the draft, but wish to emphasize that its circulation does not imply any commitments on the part of U.N.D.P. or Government.

Yours sincerely,

Andrew J. Joseph  
Resident Representative

Mr. Igor D. Radovic  
SAFE, OTC, ESA  
United Nations  
New York

*cc Mr. Robinson  
W.F. General*

*The advance draft of a project  
is attached to Mr. Robinson's copy*

RECEIVED  
APR 1 1973  
*RA*

30 MAR 1973

*Mr. Coleman  
3/3*

*TE 210(2) ILO*



ORIGINAL DIRECT

RECORDS CONTROL

AL/gm

MAR 28 1973

26 March 1973

Mr. B.A. El-Tawil, Acting Director  
Office of Technical Co-operation

TE 210(2) ILO

Mr. Joseph Barnea, Director  
Resources and Transport Division

H.K. Sang, Officer-in-Charge  
Transport Section, RTD

SOUTH PACIFIC REGIONAL: Hotel and Tourism Training  
(RAS/72/004/A/01/11)

.....  
Please refer to your memorandum of 13 March 1973,  
requesting comments on the foregoing subject. Our  
comments were furnished in response to another similar  
request dated 19 March 1973 by Mr. Basu. Attached is a  
copy of our communication to Mr. Basu.



ORIGINAL DIRECT

RECORDS CONTROL

AL/gm

MAR 28 1973

26 March 1973

TE 210(2) ILO

Mr. R.K. Basu, Chief  
Physical Resources Projects Section  
Asia and the Far East Branch, OTC

Mr. Joseph Barnea, Director  
Resources and Transport Division

H.K. Sang, Officer-in-Charge  
Transport Section, RTD

REGIONAL - South Pacific, Hotel and Tourism Training Scheme

Your Request for Comments of 19 March 1973

We have no particular comments on the subject project document. However, we may draw attention, with reference to "Other related activities", page 4, to two other studies that we have heard of, that may be of interest to the project team, particularly in relation to the possible social problems consequent upon tourism development, which is a question that gives rise to a good deal of apprehension among the population of the South Pacific region, and not without cause. One is a study on tourism development problems in the South Pacific region, which is under way at the University of the West Indies (Jamaica? Barbados? - unfortunately, we do not know which University of the West Indies, but Professor Ron Cracombe, University of the South Pacific, Suva, is in touch with those conducting the study, we hear). The other is a study on tourism in Fiji being made by the East-West Centre of the University of Hawaii.





BUREAU INTERNATIONAL DU TRAVAIL  
INTERNATIONAL LABOUR OFFICE  
OFICINA INTERNACIONAL DEL TRABAJO

GENEVE

GENEVA

GINEBRA

RECORDS CONTROL

MAR 23 1973

With the Compliments  
of the  
Director-General

Avec les compliments  
du  
Directeur général

Con los saludos  
del  
Director General

27 FEB 1973

*Handwritten signature*  
27/2/1973





## INTERNATIONAL LABOUR OFFICE

TE 210 (2) ILO  
RECORDS CONTROL

Adresse postale : CH 1211 GENÈVE 22  
Télégrammes INTERLAB GENÈVE  
Télex 22.271  
Téléphone 31 24 00 & 32 62 00

Réf. n°

C.13802  
HQ/FT/72/2

Mr. C. Hart Schaaf, MAR 23 1973  
Resident Representative,  
of the United Nations Development  
Programme in the Republics of  
Sri Lanka (Ceylon) and Maldives,  
204 Baudhalika Mawatha,  
COLOMBO 7  
(Sri Lanka) Ceylon

**ILOGRAM**

27 FEB 1973

MR KATESWARA N. RAO stop MANY THANKS YOUR LETTER 3 JANUARY WITH LETTER  
AND APPLICATION FORM OF CANDIDATE stop HAVE TAKEN DUE NOTE OF YOUR  
FAVORABLE VIEWS ON MR RAO AND PLEASED TO CONFIRM THAT INTEND TO OFFER  
HIM 1 YEAR CONTRACT AS SENIOR RESEARCH ECONOMIST WITHIN ILO WORLD EMPLOYMENT  
PROGRAMME stop ARE ANNEXING HERETO TWO COPIES TERMS OF REFERENCES THIS  
POST IN NAIROBI I.E. WITHIN THE AFRICAN REGIONAL TEAM OF OUR RESEARCH  
AND ACTION PROGRAMME ON POPULATION AND EMPLOYMENT stop AS NOTED THAT IN  
PRINCIPLE MR RAO PRESENT UN/OTC CONTRACT SRI LANKA WAS DUE TO EXPIRE NEXT  
JUNE INTEND OFFER HIM SAID CONTRACT AS OF 1 JULY 1973 WITH AT BEGINNING  
TWO/THREE WEEKS GENEVA FOR BRIEFING BEFORE PRECEEDING TO NAIROBI stop  
PLEASE KINDLY CONFIRM THIS TO MR RAO (TO WHOM A CONCRETE OFFER EMPLOYMENT  
WILL BE SENT TO HIM NEAR FUTURE) ASKING HIM ALSO TO HAVE COPY HIS UN  
MEDICAL EXAMINATIONS SENT TO DR DULAC ILO MEDICAL SERVICES GENEVA stop  
MOST GRATEFUL YOUR KIND ASSISTANCE ON MATTER stop DE CABARRUS  
EMPLOYMENT BRANCH PERSONNEL AND ADMINISTRATIVE SERVICES DEPARTMENT

INTERLAB GENEVA



Mr. B. El-Tawil, Acting Director  
Office of Technical Co-operation

RECORDS CONTROL  
MAR 23 1973

IS/dm  
22 March 1973

Emil J. Sady, Deputy Director  
Public Administration Division

TE 260(2) FLO

Afghanistan - Creation of a Management Centre (AFG/72/004/A/01/11)

We have reviewed the above project summary as requested in Mr. El-Tawil's memorandum of 6 March 1973, and the following are our comments.

From the information on page 2 of the document (I.1 and II.1 and II.2 and II.3), we understand that the project is directed toward improving performance of public enterprises in the industrial sector. We fully support the creation of the management centre which will provide the public enterprises with management consulting services and management supervisory training.

In this connexion, we would like to draw your attention to the fact that there are two United Nations Consultants in Public Administration in Afghanistan. We hope they will closely co-operate with this ILO project.



ORIGINAL DIRECT

*Y. Bouianov*  
Bouianov/myc

19 March 1973

Mr. Zdenek Lastovka  
Chief, Transport Section  
Resources & Transport Division

MAR 9 1973

TE 210(2) ILO

R.K. Basu, Chief  
Physical Resources Projects Section  
Asia and Middle East Branch, OTC

REGIONAL - South Pacific, Hotel and Tourism Training Scheme

..... Please refer to the above-mentioned regional project,  
and find enclosed one copy each of the mission report and the  
project document, <sup>for</sup> which ILO is Executing Agency.

..... We would appreciate if if you would submit your comments  
on the enclosed project document, as early as possible thereby  
enabling us to reply to Mr. Coomaraswamy's memorandum of 7 March  
1973 (copy attached).



TE 210(2) UN-140

ZY932 GENEVA 44/43 15 1500Z

LTF

UNATIONS

NEWYORK

INCOMING	
ACTION	
TO	<i>Mr. Nosak</i>
FILE NO.	
<input checked="" type="checkbox"/> ACTION COMPLETED	
INITIALS	<i>PS</i>
RETURN TO REGISTRY ROOM 2074	

*sent to Mr. Nosak  
on 9/3*

*77  
Rec'd by  
Stamp  
after  
20  
hours*

ILO 01784 FOR DE SEYNES FROM AMMAR REMYLET ONE MARCH INVITING YOU  
PLANNING MEETING EMPLOYMENT MISSION DOMINICAN REPUBLIC STOP  
MEETING POSTPONED ONE WEEK NOW TAKING PLACE 5 AND 6 APRIL S1973  
STOP ANY INCONVENIENCE REGRETTED STOP LETTER FOLLOWS

INTERLAB GENEVA

COL 01784 5 AND 6 APRIL 1973 +

1973 MAR 15 11:10:42



## ROUTING SLIP

## FICHE DE TRANSMISSION

TO:

A:

FOR ACTION

FOR APPROVAL

FOR SIGNATURE

PREPARE DRAFT

FOR COMMENTS

MAY WE CONFER?

YOUR ATTENTION

AS DISCUSSED

AS REQUESTED

NOTE AND FILE

NOTE AND RETURN

FOR INFORMATION

POUR SUITE A DONNER

POUR APPROBATION

POUR SIGNATURE

PROJET A REDIGER

POUR OBSERVATIONS

POURRIONS-NOUS EN PARLER?

VOTRE ATTENTION

COMME CONVENU

SUITE A VOTRE DEMANDE

NOTER ET CLASSER

NOTER ET RETOURNER

POUR INFORMATION

Date:

CR. 13 (11-64)

FROM:

DE:

JACQUES G. RAPOPORT



ORIGINAL DIRECT

C. Zarkow

Cleared: Mr. Shrestha

RECORDS

MAR 16 1973

14 March 1973

Mr. R. Crooks, Director  
Centre for Housing, Building and Planning

TE 210 (2) ILO

B. A. El-Tawil, Acting Director  
Office of Technical Co-operation

SOUTH PACIFIC REGIONAL: Hotel and Tourism Training (RAS/72/004/A/01/11)

.....

Please find attached one copy each of the draft project document and the Report of the UNDP/ILO Fact-Finding Mission on the above-mentioned proposed project.

I should be grateful to receive any comments you may have concerning this request by 28 March for transmittal to the UNDP.



ORIGINAL DIRECT

RECORDS CONTROL  
MAR 1 1973

Cleared: Mr. Zarkow  
Mr. Shrestha

Mr. J. Barnes, Director  
Resources & Transport Division

13 March 1973

Mr. S. Vassiliou, Assistant Director-in-charge  
Development Planning Advisory Services/CDPP

TE 210(2) ILO

Mr. R. Carasso, Chief \*  
Physical Resources Section/Asia & Middle East Branch

D. A. El-Indi, Acting Director  
Office of Technical Co-operation

SOUTH PACIFIC REGIONAL: Hotel and Tourism Training  
(SAS/72/OCM/A/01/11)

...../ Please find attached copies of the draft project document and the Report of the UNDP/ILO Fact-Finding Mission on the above-mentioned proposed project.

I should be grateful to receive any comments you may have concerning this request by 28 March for transmittal to the UNDP.

also circulated to Mr. R. Basu  
Chief, Physical Resources Section/AMEB  
for comment



ORIGINAL DIRECT

C. Zarkow  
Cleared: Mr. Shrestha



TE 210 (2) ILO

Dear Mr. Suriyakumaran,


Subject: South Pacific Regional -  
Hotel and Tourism Training

.....

Please find enclosed one copy each of the draft project document on the above-mentioned subject and the Report of the UNDP/ILO Fact-Finding Mission entitled "South Pacific - Hotel and Tourism Training".

I should be grateful to receive any comments you may have concerning this request by 28 March to provide the basis of an appraisal of the project which we must send to the UNDP.

Yours sincerely,

  
Baghat A. El-Tawil  
Acting Director  
Office of Technical Co-operation

Mr. C. Suriyakumaran  
Special Assistant to the Executive Secretary  
Economic Commission for Asia and the Far East  
Sala Santitham  
Rajadamnern Avenue  
Bangkok, Thailand



UNITED NATIONS  
DEVELOPMENT PROGRAMME



PROGRAMME DES NATIONS UNIES  
POUR LE DEVELOPPEMENT

866 UNITED NATIONS PLAZA  
NEW YORK, N.Y. 10017

INTEROFFICE MEMORANDUM



(E 210/2) I/0

TO: Mr. Abdulrahim Abby Farah  
Commissioner for Technical Co-operation  
Office of Technical Co-operation  
Department of Economic and Social Affairs

FROM: for: *Rajendra Coomaraswamy*  
Assistant Administrator and Director  
Regional Bureau for Asia and the Far East

SUBJECT: INDONESIA - Vocational Training of Hotel and Tourism Personnel, INS/72/020

Date: 12 March 1973  
FILE NO.: DP/INS/72/020  
SENDER'S TELEPHONE EXTENSION: \_\_\_\_\_

Thank you for UNOTC's comments on the draft Project Document for the above project, contained in Mr. EL-Tawil's memorandum of 6 March 1972. These views will be taken into account in the further processing of the project.

cc Mr. Basu  
Mr. Barua  
Mr. Vassilov

copies sent  
15/III  
CZ



UNITED NATIONS  
DEVELOPMENT PROGRAMME



PROGRAMME DES NATIONS UNIES  
POUR LE DEVELOPPEMENT

866 UNITED NATIONS PLAZA  
NEW YORK, N.Y. 10017

MAR 12 1973

INTEROFFICE MEMORANDUM

TE 210(2)  
ILO

TO: Mr. Abdulrahim Abby Farah, Commissioner for  
Technical Co-operation, OTC

For: *[Signature]*

FROM: Rajendra Coomaraswamy, Assistant Administrator  
and Director, Regional Bureau for Asia and the Far East

SUBJECT: REGIONAL - South Pacific, Hotel and Tourism Training Scheme

Date: 7 March 1973  
DP/RAS/72/004  
FILE NO.: \_\_\_\_\_

SENDER'S TELEPHONE EXTENSION: 2900

*Mr. Boniam*  
*DISB*

.....

Please find enclosed one copy each of the mission report and the project document on the above-mentioned proposed project. Your comments on the project document would be appreciated.

The project is generally acceptable and as soon as we received endorsement of at least half of the participating Governments of the South Pacific countries, we shall take steps to authorize preparatory project activities. In this connexion, early receipt of your comments will enable us to incorporate any useful suggestions in the further processing of the project document.

*cc. Mrs. Lastorha (att. Mrs. Seletti)  
for comments with prodoc*

*y Beniam*

*(WF)*

*16/3/73*

*ECAFE*  
*Mr. Barnea*  
*DPAS*  
*Mr. Carasso*



Mr. Emil J. Sady, Acting Director  
Public Administration Division

Bahgat El-Tawil, Acting Director  
Office of Technical Co-operation

AFGHANISTAN - Creation of a Management Centre (AFG/72/004/A/01/11)

Shrestha/pc

RECORDS CONTROL  
MAR 9 - 1973

6 March 1973

R1

TE 210(2) FLO

Attached for your appraisal is the project summary of the above request for UNDP assistance.

I should be grateful to receive any comments you may have concerning this request on or before 13 March 1973, for transmittal to the UNDP.

We have also sent a copy of the summary to ECAFE for their appraisal.



ORIGINAL DIRECT

Drafted: Shreshta/pc  
cc. Mr. Suriyakumaran  
Mr. Joseph  
Miss Albuquerque

6 March 1973

Mr. Rajendra Coomaraswamy, Assistant Administrator  
and Director, Regional Bureau for Asia and the Far  
East, UNDP

Bahgat El-Tawil, Acting Director  
Office of Technical Co-operation

RECORDS CONTROL  
MAR 14 1973

TE 210(2) FLO

INDONESIA - Vocational Training of Hotel and Tourism Personnel  
(INS/72/020)

Please refer to the letter of the Resident Representative, Mr. Joseph, submitting to you the draft project document for the abovementioned project for Indonesia. We regret some delay in forwarding our comments on the project document.

In view of the increasing number of tourists expected to visit the country, we agree that there is an urgent need for additional training facilities for hotel and tourism personnel in Indonesia. We therefore fully endorse the proposed project.

As you are aware, the Country Programme for Indonesia also includes a "Tourist Resource and Market Study" project which is to be executed by the U.N. The need of close co-operation between this project and the ILO project has been well emphasised in the project document. Such co-operation is particularly necessary with regard to matters concerning assessment of the labour resources for tourism. The starting date for this project has not yet been determined. The proposals for the execution of the study have been received from five consultant firms and are now being evaluated. Taking into consideration the time of evaluation of these proposals, negotiation with selected firms to finalize the terms of contract and preparatory work by the firm, this project should be operational by early summer 1973. According to our work plan, the study of Indonesia's human resources in the field of tourism will be carried out nine months after the commencement of the project and will extend over a period of two months. In any case, we will establish contacts with ILO with regard to this project as soon as the date of commencement of the project can be determined.

We may also point out that the assessment of the country's labour resources will be made in the context of the human resource study which includes such other aspects as the impact of the cultural and historical background and social mores of the Indonesian people and the foreign visitors on the life style and human environment in Indonesia as prevailing conditions may change in this country with the development of tourism.

It may also be noted that ECAFE have been trying to expand and upgrade training facilities for hotel and tourist personnel and we understand that Indonesia is one of the countries which has offered facilities for hosting a subregional training centre. The improvement of such facilities in Indonesia could therefore also serve to some extent the needs of other neighbouring countries.



Drafted: Shrestha/pc

cc. Mr. Suriyakumaran  
Mr. Olsen

Miss Albuquerque 6 March 1973

Mr. Rajendra Coomaraswamy, Assistant  
Administrator and Director, Regional Bureau  
for Asia and the Far East, UNDP

RECORDS CONTROL  
MAR 9 - 1973

Behgat El-Tawil, Acting Director  
Office of Technical Co-operation

RE

TE 210(2) ILO

AFGHANISTAN - Industrial Development Bank (APG/72/007)

The Resident Representative, Mr. Olsen, has forwarded to us for our comments the draft project document and project request summary in respect of the above-mentioned project. Our comments on the project document are as follows:

In view of the lack of organized capital market where prospective industrial investors can borrow funds, there is a long-felt need for an industrial investment bank in Afghanistan, and we had therefore agreed with the inclusion of this project in the Country Programme. The project document as now submitted, however, does not provide information on matters such as proposed organizational structure of the bank, its financial structure and the scope of its operation, and as such we are not able to provide meaningful comments on the nature and scope of technical assistance requested.

We would also point out that while the availability of finance should stimulate investment, we are not at all clear as to the magnitude of investment which would follow as a consequence of such funding availability. Moreover, the lack of funding is not presently the only inhibiting factor as regards investments in industry. The important constraints presently appear to include limited markets, poor infrastructure, inappropriate customs duties (both export and import duties), lack of trained personnel including managers and bureaucratic controls. It may be necessary to take action with regard to removal of these constraints simultaneously with making the finances available.

In view of their common field of operation, namely, the industrial enterprises, we feel that the project should be closely co-ordinated with two other proposed projects: Industrial Services project and the project for Creation of a Management Centre.



ORIGINAL DIRECT

RECORDS CONTROL

C. Reid/pc

MAR 7 1973

1 March 1973

Mr. B. Russell, Assistant Director  
Social Development Division

Mr. Simos G. Vassiliou, Assistant Director-in-  
Charge, Development Planning Advisory Services

Bahgat El-Tawil, Acting Director  
Office of Technical Co-operation

People's Democratic Republic of Yemen 72/005 - Establishing  
Co-operative Education and Training Centre, Daar Sa'ad

TE 210(2)ILO

We have received one copy of the revised version of the Project Document for this project which is being executed by ILO.

Please find attached herewith the Project Document and copy of the Resident Representative's letter of transmittal dated 10 February 1973.

We would appreciate receiving any comments you may have on the revised Project Document.



NATIONS UNIES  
COMMISSION ÉCONOMIQUE  
POUR L'EUROPE

ОБЪЕДИНЕННЫЕ НАЦИИ  
ЭКОНОМИЧЕСКАЯ КОМИССИЯ  
ДЛЯ ЕВРОПЫ

UNITED NATIONS  
ECONOMIC COMMISSION  
FOR EUROPE

RECORDS CONTROL

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Tél.: 22.212 ou 22.344

Téléphone: 34 60 11 33 40 00 33 20 00 33 10 00

RÉF. No:

(à rappeler dans la réponse)



JUL 19 1973

Palais des Nations  
CH-1211 GENÈVE 10

MEMORANDUM

19th February 1973

TO: Mr. Philippe de Seynes, Under-Secretary-General  
for Economic and Social Affairs

THROUGH: Mr. Jacob L. Mosak, Director and Deputy to the  
Under-Secretary-General

FROM: Mr. Henri Durand, CDPPE Principal Officer *HD*  
outposted in Geneva

SUBJECT: ILO Meeting on Evaluation of Comprehensive Employment Missions

Further to my memorandum to you dated 8th February 1973,  
I am now forwarding five more of the papers circulated by ILO to  
participants.\*

*\* Papers not enclosed.*



NATIONS UNIES  
COMMISSION ÉCONOMIQUE  
POUR L'EUROPE

ОБЪЕДИНЕННЫЕ НАЦИИ  
ЭКОНОМИЧЕСКАЯ КОМИССИЯ  
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RECORDS CONTROL

JUL 19 1973

Palais des Nations  
CH-1211 GENÈVE 10

MEMORANDUM

TE 210(2)  
ILO

28th February 1973

TO: Mr. Philippe de Seynes, Under-Secretary-General  
for Economic and Social Affairs

THROUGH: Mr. Jacob L. Mosak, Director and Deputy to the  
Under-Secretary-General

FROM: Mr. Henri Durand, CDPPP Principal Officer  
outposted in Geneva

SUBJECT: ILO Meeting on Evaluation of Comprehensive Employment Missions

not  
attached ←

Further to my memorandum to you dated 19th February 1973,  
I am once again forwarding another four of the papers on the  
Evaluation meeting of Comprehensive Employment Missions, which  
I hope are the last.



NATIONS UNIES

COMMISSION ÉCONOMIQUE  
POUR L'EUROPE

ОБЪЕДИНЕННЫЕ НАЦИИ

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RÉF. No:

(à rappeler dans la réponse)

Palais des Nations  
CH-1211 GENÈVE 10

MEMORANDUM

8th February 1973

*Seen  
19 Feb. 73*

TO: Mr. Philippe de Seynes, Under-Secretary-General  
for Economic and Social Affairs

THROUGH: Mr. Jacob L. Mosak, Director and Deputy to the  
Under-Secretary-General

FROM: Mr. Henri Durand, CDPPP Principal Officer  
outposted in Geneva *HD*

SUBJECT (1): ILO Meeting on Evaluation of Comprehensive Employment Missions

*TE 210(2)  
ILO*

You will receive by pouch a set of the background papers  
circulated to participants by ILO.

The document D3 (11) is the paper I prepared following as closely  
as possible the instructions contained in your letter dated 22 January.

Should there be anything you would like me to amend, correct or  
complement verbally during the meeting, I would appreciate receiving  
instructions to that effect.

SUBJECT (2): New accommodation in the Palais des Nations

Within the framework of general moving in the Palais des Nations,  
we are now accommodated in the following manner: we have three rooms  
in C building, namely C424, C426 and C428. The extension numbers are  
4172 and 4171 and my present secretary is Miss Patricia Simmons.



Meeting on Evaluation of Comprehensive  
Employment Missions

(Geneva, 7-9 March 1973)

To All Participants

1. The evaluation meeting will take place as scheduled on 7-9 March 1973 in the Main Building of the ILO, 154 rue de Lausanne, Geneva. The opening session is set for 10.0 a.m. Wednesday 7 March 1973.

2. I am enclosing (in two copies) a first set of materials which have been assembled in preparation for the evaluation, along with a complete list of the papers which will be made available to participants prior to the meeting. We expect to be able to despatch those documents not enclosed herewith by 15 February.

3. The list of participants enclosed is provisional. I would appreciate it if you would communicate any changes or corrections as soon as possible, so that a final list may be distributed at the opening session.

Abbas Ammar,  
Deputy Director-General.



D.3(11) 1973

*h-3* *C.F.*  
*The underlined phrase*  
*might have been omitted!!*

WORLD EMPLOYMENT PROGRAMME

Meeting on Evaluation of Comprehensive  
Employment Missions

(Geneva, 7-9 March 1973)

PRELIMINARY COMMENTS

by

The United Nations

ILO  
Geneva, 1973



## INTER-AGENCY EMPLOYMENT MISSIONS

This note follows closely the outline suggested by the ILO in the paper entitled "Issues on Which Evaluation of Inter-Agency Employment Missions Should Focus" (11 August 1972).

### Objectives of the Missions

1. Ranked by order of importance, the objectives would be (a), (c), (d) and (e). Objective (f) should probably not be regarded as of primary importance, but rather as a by-product of the missions; the factors to be taken into account in the medium-term country programming of technical assistance are not restricted to employment policy, even in the broader sense. Objective (b) might be reconsidered in the light of the comments made under item 4.

### Design, Organisation and Implementation of Missions

2. The inter-agency and inter-disciplinary approach seems to be the most appropriate and should probably be retained.

3. Despite its efforts, the ILO has not always enjoyed the degree of commitment and participation by all the various agencies that would have been desirable for technical efficiency. One way of strengthening inter-agency co-operation might be to extend it to the organisation and preparation of missions, including the make-up of the team, the choice of its members and its programme of work. The Department of Economic and Social Affairs would prefer the following type of organisation, which it suggests for future missions:



- (a) the head of the team would, for preference, be a practising economist (a senior national or international official with a background of administrative or political responsibility in the economic field, if possible with experience of the developing countries) rather than a person from a university;
- (b) the team would consist of not more than ten to twelve persons (plus the experts working in the field). Its programme of work would consist of four phases:
  - i. The chief of mission would place two persons (including the statistician) on the spot, to collect the documentation on the subjects indicated by the chief of mission and to carry out or begin the preliminary studies. Time involved: two or three months.
  - ii. The entire team, after studying the information, would meet at headquarters and prepare its preliminary analysis, its points for study and its programme of field work. This is when the team would become a unit. Time involved: individual consideration of the documents: three weeks; discussion and programme: one or two weeks.
  - iii. Field work by the full team. Contacts, visits, first drafting of technical chapters and synthesis. Time involved: two-and-a-half to three months.
  - iv. Final drafting of the main report by the chief of mission, assisted by one or two members of the team at headquarters. The other members would be called in or consulted, if necessary, depending on how far away from headquarters they were living.



4. If possible, it would be preferable for the members of the team to know one another already and to have had a previous opportunity of working together. In most cases, however, an inter-disciplinary, inter-agency and, if possible, international team would at the outset have little in common. Hence phase two of the organisation is suggested.

5. It would also be desirable for the skills and experience of the experts working in the field to be put to maximum use for the mission's benefit. Greater participation by the various agencies (to which reference has been made above) and better communications - possibly directly - between the mission and the different headquarters would help in this direction.

6. During the field work the chief of mission would visit many of the political leaders and acquaint them orally with such material as his team had helped him to prepare, which would become more comprehensive and detailed as the visits proceeded. The members of the team would have extensive contacts with senior officials in the ministries concerned and would explore the possibilities of having the embryonic employment policies wholeheartedly accepted and applied with reasonable efficiency.



7. The report would be short, because it would mainly consist of a record of the points on which agreement had been reached as the mission proceeded. It would contain a precise list of recommendations - not too many - some of which should already have been accepted in principle by the government.

Extent to Which the Objectives  
of the Missions Were Achieved

8. From the standpoint of the countries visited, the missions have certainly been remarkably effective in defining the scope, nature and content of the employment problem and in bringing it more clearly home to the political and administrative leadership; they have also helped to define a number of possible employment policies and to suggest the more vigorous pursuit of those already implemented.

9. How far these policies will be applied and how far they will prove successful can only be appreciated fully after a certain time-lag and then only if on-the-spot visits, prepared with the help of the resident representative and the local experts, are organised for the purpose from time to time.

10. The missions have already helped to shape the world development strategy within the framework of the Second Development Decade, and are likely to contribute even more in future.

Extent to Which the Original  
Objectives Remain Valid, and Possible  
Need for Redefinition of Objectives

11. As the ILO has often emphasised, the employment missions undertaken hitherto have been of an experimental nature. The missions, heavy with extremely ambitious objectives, have explored the possible field of action in a preparatory phase.



They can be regarded as having achieved their objective and defined the pattern of the ILO's specific action in this field.

12. The next phase might be concentrated on devising more specific programmes for employment generation, identifying appropriate products and production techniques, giving new life to the informal sector and discovering how it can be made to form part of schemes for creating employment opportunities.

13. In the employment field, missions conceived in this way would probably yield better results. The over-all planning exercises involved in the initial missions are perhaps too general to produce any specific results in terms of jobs created and, at the same time, too rapid and superficial from the standpoint of general economic planning.

Inter-Agency Missions Compared  
with Alternative Methods of  
Helping Countries to Improve  
Their National Employment  
Policy-Making

14. Comments on these matters have already been made under item 2. Fewer missions spending a little more time as a full team in the field would probably have a greater impact on national policies and also provide the research work carried out at headquarters with a better knowledge of local conditions.

15. The missions should obviously be able to count on the co-operation and assistance of the regional teams already in the field (regional employment teams, UNDATS); this again raises the problem of the commitment of the various agencies and the outside contacts of the missions. The relevant country reports drawn up by the missions sent by the Bank, the OECD or other agencies have obviously been taken into account in the work of the employment missions and have in fact proved very useful.



Relationships, Complementary or  
Competitive between Different  
Approaches

16. Comments on this subject have also been made under item 4. The employment mission reports could probably be presented and drafted in such a way as not to give the impression that they are competing with the work done by other agencies in such fields as education and health planning, over-all economic planning, agricultural planning and industrial planning.

Choice of Countries and Timing  
of Employment Missions

17. The most important factor in the success of these missions is probably recognition by government circles, or at least some of them, of the existence and urgency of an employment problem. A second factor would be the ability of the administration to define and apply a vigorous employment policy and its readiness to rid itself of accepted ways of thinking. The other factors mentioned would seem to be less important.

How to Ensure Better Understanding  
of Employment-Oriented Development  
Strategies

18. The exchanges of views already organised on a more or less regular basis and the representation of the various agencies by officials responsible for substantive issues at the various meetings where employment problems are discussed (e.g. the meetings of the CDP) would seem to provide an answer to this question.

Methods of Ensuring Effective  
Follow-Up

19. The methods needed to ensure an effective follow-up have already been mentioned in a previous paragraph. One would probably be to send a very small mission from time to time (once a year) for a short period to the country concerned; the mission might consist of the chief of mission and one or two international officials, who would report on the implementation of the proposed measures.



Meeting on Evaluation of Comprehensive  
Employment Missions

(Geneva, 7-9 March 1973)

GF.  
the division - has for  
enforce the appointment

PROVISIONAL LIST OF PARTICIPANTS

Agencies

FAO	Mr. Eric M. Ojala,* (Assistant Director-General, Economic and Social Policy Department)
IBRD	Mr. Michael L. Hoffman (Director, Department of International Relations) Mr. Edward K. Hawkins, (Economic Advisor, Development Economics Dept.)
IMF	Representative to be designated
OECD-DAC	Ambassador Edwin C. Martin (Chairman, Development Assistance Committee)
UN	Mr. Henri Durand (Liaison Officer between Department of Economic and Social Affairs and the Specialised Agencies in Europe)
UNCTAD	Mr. Jack Stone (Director of Research Division) Mr. Odd Gulbrandsen (Chief of Trade Section, Research Division)
UNDP	Miss Ulla Olin (Programme Policy Branch)
UNESCO	Representative to be designated
UNIDO	Representative to be designated
WHO	Representative to be designated

\* To be confirmed



Chiefs of Mission

Colombia, Sri Lanka	Professor Dudley Seers (Institute of Development Studies, University of Sussex)
Iran	Mr. Etienne Hirsch (former Commissaire Général du Plan with the French Government)
Kenya	Professor Hans Singer Professor Richard Jolly (both with Institute of Development Studies, University of Sussex)
Philippines	Professor Gustav Ranis (Director, Economic Growth Center, Yale University)

Independent Experts

Mr. Godfrey Gunatilaka (Director, Marga Institute, Colombo, Sri Lanka)
Professor Erik Thorbecke (Department of Economics, Iowa State University, USA)
Professor Miguel Urrutia (Professor of Economics, Universidad de los Andes, Bogotá, Colombia)

Host Governments

Colombia	Mr. Evaristo Garzon (Chief of Division, Employment and Human Resources)
Iran	Mr. Khodadad Farman-Farmaian (former Managing Director, Plan Organization)
Kenya	Mr. Harris Mule (Deputy Permanent Secretary, Planning Dept.)
Sri Lanka	Mr. Leelananda de Silva (Senior Assistant Secretary to the Ministry of Planning)



WORLD EMPLOYMENT PROGRAMME

Meeting on Evaluation of Comprehensive  
Employment Missions  
(Geneva, 7-9 March 1973)

LIST OF PREPARATORY MATERIALS

Papers

Professor Erik Thorbecke: The Employment Problem:  
A Critical Evaluation of Four ILO Comprehensive  
Country Reports

Professor Miguel Urrutia: Influence of the Employment  
Mission to Colombia on Economic Policy

Mr. Godfrey Gunatilaka: Influence of the Employment  
Mission to Sri Lanka on Economic Policy

Professors Dudley Seers, Hans Singer and Richard Jolly:  
The Pilot Missions under the World Employment Programme

Mr. Etienne Hirsch: A Few Remarks on Employment Strategy

ILO: The Evaluation of Comprehensive Employment Missions:  
Issues for Discussion

Preliminary Agency Comments

FAO; IBRD; ILO; SIDA; UN; UNCTAD; UNDP Resident  
Representatives (Iran, Kenya); UNESCO; UNIDO; WHO.

Host Government Comments

Colombia; Sri Lanka; Iran; Kenya.



D.3(8) 1973

WORLD EMPLOYMENT PROGRAMME

Meeting on Evaluation of Comprehensive  
Employment Missions

(Geneva, 7-9 March 1973)

PRELIMINARY COMMENTS

by

The United Nations Conference  
on Trade and Development

ILO  
Geneva, 1973



In a letter of 15 August 1972, the Director-General of the ILO asked the Secretary-General of UNCTAD for views to be taken into account in an evaluation of the inter-agency multi-disciplinary employment missions undertaken by the ILO to Colombia, Sri Lanka, Iran and Kenya.

In the following an attempt has been made to summarise the main views held by the officials of UNCTAD who participated in the ILO missions or gave advice on the reports of the missions.

1. In the above-mentioned letter two main questions were put forward on the benefits derived from the missions:

- (a) greater knowledge and understanding of the strategy of promoting an optimum combination of employment and output growth in developing countries;
- (b) effective action in the countries concerned.

The knowledge gathered represents an important capital

2. It can no doubt be said that the knowledge and understanding of an optimal employment strategy have greatly improved within the ILO secretariat as a result of the experience gathered in the course of these missions. This is especially clear when comparing the research plans within the framework of the World Employment Programme three years ago before the missions started and the newly issued document "Scope, Approach and Content of Research-Oriented Activities of the World Employment Programme". The accumulated knowledge gathered through the missions can thus be considered as a capital which it is important to use for the benefit of all developing countries encountering employment problems.



Fruitful experience of inter-agency collaboration

3. The missions have also given experience in inter-agency collaboration to an extent which has not been tried before. The experience shows that the UN agencies are capable of productive collaboration, provided that the organisational arrangements are adequate. This does not mean that the collaboration can be considered as having been perfect in the missions undertaken so far. No mission in fact succeeded in fully integrating the different fields covered by the programmes and assigned to particular organisations. The reason might be the short duration of the missions and the large number of mission members involved. The lack of integration becomes evident when the contents of annexes in special fields and even of specialised chapters are compared with the over-all and summary recommendations. This failure stems from the fact that in the preparation of the final report only a few members of the mission were involved, due to the pressure of time and perhaps also the necessity to come to an over-all conclusion, which might have needed time-consuming negotiations in order to be agreed by all members of the mission. In the organisation of future missions this integration problem should be especially considered and might affect the length of the mission as well as the division of time between work in the field and work at headquarters.

4. In practically all other respects the organisation of the ILO missions has been fully satisfactory, especially as regards the political considerations underlying the choice of countries to be studied, the selection of the members of the mission covering all important fields of economic activity



in the countries, the high quality of the professionals, the administrative support in travel arrangements, secretarial assistance and the performance of the technical work in producing very large reports in an extremely short time.

Policy action - a matter for governments

5. As to the contribution of the missions to effective action in the countries concerned, UNCTAD is not in a position to make any comments. This question should rather be addressed to the governments of the countries which have been studied.

6. With regard to the question concerning the objectives of the missions, only matters concerning fields of interest to UNCTAD will be discussed. In general, the idea of an inter-disciplinary approach is rational. The criticism presented below could, in fact, to some extent have been avoided by fuller participation of UNCTAD itself in the missions. In some cases little influence could be brought to bear on the recommendations of the missions in policy fields of interest to UNCTAD. This holds true especially for the last two missions, to Iran and Kenya, during which pressing obligations of the secretariat to prepare for the Santiago Conference hampered its participation in the ILO missions. Nonetheless the issues which have been overlooked by the missions are so important that they should have been better taken into account, even without the full participation of UNCTAD. The two main issues concerned are the role of the foreign sector in the economic growth and employment policies and the role of domestic and foreign capital.



The foreign trade sector has been overlooked

7. In all of the missions the foreign trade sector has been seriously overlooked, despite the great role it plays in the economy of the countries studied. For example, the proposals of the UNCTAD expert on the Sri Lanka mission were completely disregarded in the final report, although the main problem for that mission was the shortage of foreign exchange earnings due to a weak performance in the export of the principal products.

8. In the first version of the Kenya report there was no chapter at all on the export sector, despite the fact that more than one-third of the GNP originates in this sector.

9. In the case of Iran, the mission took an inward-looking decision with respect to the role of the foreign trade sector. This could be understandable on the ground that the major foreign exchange earnings are provided by the export of petroleum, but on the other hand a number of industries had already been established which needed export markets in order to make full use of their production capacity.

10. Some of the most obvious omissions regarding the role of the foreign sector were corrected in the ILO headquarters preparations of the final report, on advice from the UNCTAD secretariat. It is, however, clear that necessary steps should be taken in the future to avoid such omissions, both through more extensive participation in the missions by the UNCTAD secretariat and by the choice of the economically trained central staff of the missions.



Insufficient attention paid to creating and attracting capital

11. It is at first sight not surprising that the missions, which concentrated on employment problems, tended to overlook the problems of capital. However, the crucial issue in a country with labour in surplus is the lack of capital and the need to provide additional capital to be used to obtain a maximum of new employment. There has been a tendency to discuss mainly the creation of new industries applying a high labour/capital ratio, assuming in some way that the capital supply is given and fixed. Much more effort could have been made to look into the possibility of using very labour-intensive methods to create new capital and to study concrete actions to attract capital from abroad.

12. There was, for example, a short analysis of the possibility of establishing a free-trade zone in Sri Lanka (in one of the annexes to the report), but this way of attracting foreign capital was never taken up seriously in the recommendations for policy actions. Although the typical free-zone arrangement might not have been feasible in Sri Lanka for political reasons, it might have been worth while to investigate further variants of this idea which could have been more attractive to the government.

13. Several of the missions recommended the establishment of labour-intensive rural industries, without going into the question of how to provide the necessary capital for such industries and to promote the infrastructure needed to channel the financing capital in a way and to an extent that could make the rural industrialisation programme feasible.



Follow-up needed both in general and in each case

14. A general evaluation of the missions, although very essential and useful, cannot replace a follow-up of each individual mission. After all, the missions were undertaken primarily not to give the international organisations a certain experience of such activities, but to give real help to developing countries encountering employment problems. The follow-up of an individual mission should therefore not only establish to what extent action has been taken by the individual governments in accordance with the recommendations of the mission, but also find out if these lines of action, if taken, lead to the results which were envisaged. Without such a follow-up the ILO will not be in a position to give further advice to the governments in the countries where missions have taken place or to formulate effective recommendations to any other governments.

15. Further, the general evaluation should not be limited to an inter-agency analysis. It would seem helpful to take stock of the experience of the four missions and the present research-oriented activities of the World Employment Programme and to try to formulate a general framework for analysing the employment problem in any individual country. One way of doing this could be to call an expert group to work out guidelines for establishing optimal employment country programmes. This group should have before it not only the mission reports and the reports on evaluation of the mission, but also contributions from the ILO secretariat and from some of the experts who participated in several missions on the elements to be considered in formulating the analytical framework.



ORIGINAL DIRECT

RECORDS CONTROL

FEB - 8 1973

c.c. Prof. Gustav Ranis  
Mr. de Seynes  
Mr. Kittani  
Mr. Vassiliou  
Mr. Durand

TS210(2)ILO

6 February 1973

Dear Mr. Ammar,

I am replying to your letter of 5 December, 1972, addressed to Mr. de Seynes, concerning the new mission to the Philippines which will be established under the aegis of the ILO World Employment Programme. I have also noted that Professor Gustav Ranis has been appointed Chief of the Mission. For the time being we have no specific suggestions to send to Prof. Ranis, but I have designated Mr. Simon Vassiliou as a focal point of reference within the CDPFP in New York, in addition to Mr. Henri Durand who will serve the same purpose in Geneva. Mr. Durand will attend the ILO employment missions meetings in Geneva on behalf of the Centre.

With very best wishes.

Sincerely yours,

Jacob L. Moock  
Director and Deputy  
to the Under-Secretary-General  
Centre for Development Planning,  
Projections and Policies

Mr. Abbas Ammar  
Deputy Director-General  
International Labour Office  
CH1211, Geneva 22, Switzerland



UNITED NATIONS

INTEROFFICE MEMORANDUM



NATIONS UNIES

MEMORANDUM INTERIEUR

Y. Wade

TO:  
A:

Mr. S. Vassiliou, Assistant Director-in-Charge  
Development Planning Advisory Services, CDP  
Mr. Igor Radovic, Acting Chief  
Section for Asia and the Far East, OTC

DATE: 31 January 1973

THROUGH:  
S/C DE:

REFERENCE:

FROM:  
DE:

Bahgat El-Tawil, Acting Director  
Office of Technical Co-operation

SUBJECT:  
OBJET:

AFGHANISTAN - Creation of a Management Centre  
(APG/72/004)

TE 210(2) FLO

Attached for your appraisal is a summary of the above request for UNDP (SF) assistance. (A copy of the complete request is available for your reference in Registry File EC 132/226 \_\_\_\_\_).

I should be grateful to receive any comments you may have concerning this request, including an assessment of the accuracy of its cost estimates, on or before ~~16 February 1973~~ for transmittal to the UNDP.

The Project Officer in the UNDP to whom this project has been assigned is \_\_\_\_\_, Extension \_\_\_\_\_. You may wish to contact him (her) directly to discuss the request.

We have also sent a copy of this summary to the Economic Commission for ~~Asia and the Far East~~ \_\_\_\_\_ for their appraisal.



UNITED NATIONS



NATIONS UNIES

NEW YORK

Y. Wade

CABLE ADDRESS—ADRESSE TELEGRAPHIQUE: UNATIONS NEWYORK

REFERENCE:

31 January 1973

VIA POUCH

Dear Mr. Suriyakumaran,

.....

Attached herewith for your review are six summaries of the request from the Government/s of Afghanistan for UNDP (SF) assistance in the Creation of a Management Centre (AFG/72/004).

I should be grateful to receive your comments concerning the above request by 16 February 1973 to provide the basis of the appraisal of the project which we must send to the UNDP.

Yours sincerely,

A handwritten signature in dark ink, appearing to read 'Stig Andersen'.

Stig Andersen

Director

Office of Technical Co-operation

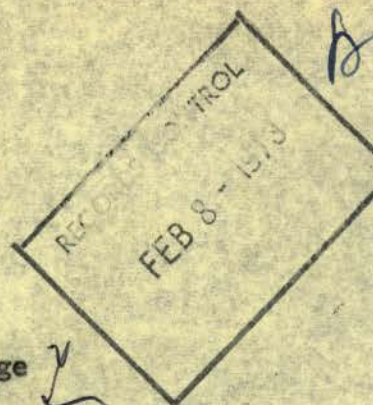
COPY

Mr. C. Suriyakumaran  
Special Assistant to the  
Executive Secretary  
ECAFE  
Sala Santitham  
Bangkok, Thailand



ORIGINAL DIRECT

Mr. B. El-Tawil, Acting Director  
Office of Technical Co-operation



JS/gm

2 February 1973

TE 210(2) UN/INDON

ILO

Zdenek Lastovka, Officer-in-Charge  
Resources and Transport Division

INDONESIA: Vocational Training of Hotel  
and Tourism Personnel (INS/72/020)

1. Please refer to your memorandum of 10 January 1973 to Mr. J. Barnea concerning the subject in reference.
2. We reviewed carefully the project document prepared by ILO and noted its contents for future reference in connexion with the execution of the Tourism and Market Study by UN/OTC.
3. We fully agree with the author of the document regarding his proposal for close co-operation between ILO and UN/OTC on matters of assessment of the country's labour resources for tourism. In this respect, it is our intention to establish contact with ILO as soon as the starting date of the UN/OTC project is known.
4. We presently expect to receive the proposals for the execution of the Tourism Market and Resource Study from five consultant firms by 18 February 1973. Counting the time of evaluation of these proposals, negotiations with the selected firms to finalize the terms of contract and preparatory work by the firm, this project should begin by early summer 1973. According to our work plan bar chart, the study of Indonesia's human resources in the field of tourism will be carried out nine months after the beginning of the project and will extend over a period of two months.
5. It should be noted that the assessment of the country's labour resources will be made in the context of the human resource study which includes such other aspects as the impact of the cultural and historical background and social mores of the Indonesian people and the foreign visitors on the life style and human environment in Indonesia as prevailing conditions may change in this country with the development of tourism.



UNITED NATIONS



NATIONS UNIES

ECONOMIC COMMISSION FOR ASIA AND THE FAR EAST  
SALA SANTITHAM  
BANGKOK 2, THAILAND

OES/E/4  
TEC 400/INS

**ACTION**

*Mr. Andersen*

2 *Mr. C. L. Tani*

3 *Mr. D. W. J.*

**JAN 31 1973**

☒ - Action Completed

☐ - Acknowledged

☒ - No Action Required

INITIALS *J.W.*

TELEPHONE : 8 1 3 5 4 4  
CABLE : ECAFE BANGKOK

31.1.73  
24 January 1973

Via Pouch

Dear Mr. Andersen,

INS/72/020 - Vocational Training  
of Hotel and Tourism Personnel

As requested in your letter TE 210(2) UN-ILO dated 10 January 1973,  
... I have pleasure in sending you enclosed herewith comments of the ECAFE  
secretariat on the above-mentioned subject.

Yours sincerely,

*C. S. S. S. S.*  
C. S. S. S. S.

*Copy made for P & E files  
J.W.*

Mr. Stig Andersen  
Director  
Office of Technical Co-operation  
United Nations  
New York



24 January 1973

COMMENTS of the ECAFE secretariat on the request from the Government of Indonesia for UNDP (SF) assistance for their project entitled "Vocational Training of Hotel and Tourism Personnel" (INS/72/020/B/01/11 dt. 1 Sep 72)

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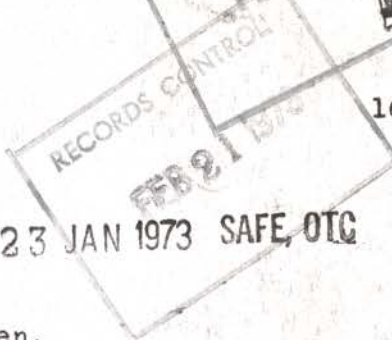
1. From the information given in the letter to Mr. Coomaraswamy from the UNDP Resident Representative in Indonesia and the project details attached thereto, we feel that this project should be strongly supported and UNDP assistance should be extended on a priority basis. As you are aware, we ourselves have been trying to expand and upgrade training facilities for hotel and tourist personnel and Indonesia is one of the countries which had offered facilities for hosting a sub-regional training centre. In fact, if through UNDP assistance, the facilities at the Centre are upgraded and expanded, it could also serve to some extent the needs of other neighbouring countries. A staff member of this ~~division~~<sup>secretariat</sup> had an opportunity to survey the facilities at the Bandung Centre and he was fully impressed of the facilities available.
2. With regard to the UNDP contribution of US\$195,233, the estimate appears to be very reasonable and the phasing of the project follows a proper scale.
3. The project itself has been carefully prepared with the assistance of the ILO expert and appears a good one covering comprehensively all aspects of the training requirements.
4. We therefore fully support the project for UNDP assistance.



UNITED NATIONS  
DEVELOPMENT PROGRAMME

Cable address: UNDEVPRO, Kabul  
Telephone: 21521-22343-24924-20449

Reference: PRO 300 UNDP



پروگرام انکشافی ملل متحد

P.O. Box 5  
Kabul, Afghanistan

16 January 1973

REC'D 23 JAN 1973 SAFE, OTC

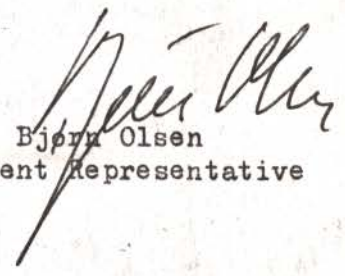
Mrs. Wade  
TE 210(2) ILO

Dear Mr. Andersen,

In accordance with the instructions from UNDP  
Headquarters, I am pleased to enclose fifteen copies  
of the Project Request Summaries in respect of the  
following Projects:

1. Integrated Educational Development Project
- ✓ 2. Creation of a Management Centre
3. Industrial Development Bank

Yours sincerely,

  
Bjørn Olsen  
Resident Representative

Mr. S. Andersen  
Director, OTC  
Department for Economic and Social Affairs  
United Nations  
New York, N.Y.

WJF 22/I-73



RESTRICTED

November 1972

UNITED NATIONS DEVELOPMENT PROGRAMME

Project Summary\*, Government of  
AFGHANISTAN

Project Title : Creation of a Management Centre

Number : AFG/72/004/A/01/11

Date of Submission:

Sector : Labour, Management and  
Employment

Sub-sectors: Management  
training and development

Proposed starting date for full March  
project operations: 1973

Proposed duration: Two years

Proposed Government Co-operating Agency: Ministry of Mines and  
Industries  
Department of Industries

Amount requested from the UNDP: US\$ 303,860

Proposed Government Counterpart  
Contribution:

in cash: NIL

in kind: Afs. 2,699,522 =

US\$ 33,744

Total: US\$ 337,604

\* PLEASE NOTE THAT THIS DOCUMENT IS A SUMMARY OF THE REQUEST  
AS SUBMITTED AND DOES NOT REPRESENT THE VIEW OF THE UNDP  
ON THE MERITS OF THE REQUEST.



## I. Background

1. The Government of Afghanistan is deeply concerned with the unsatisfactory performance of Government Enterprises. The Minister and Senior staff of the Ministry of Mines and Industries, have applied themselves to this problem for some two to three years. At the Minister's request, a Consulting Specialist in General Management of the International Labour Organisation of Geneva was assigned, for one year, under the UNDP, to study the problem and propose a solution that would benefit both existing and future Enterprises. As a result of this work, an integrated approach has been proposed under which initially, certain changes in the structure and operation of selected Government Enterprises, is combined with practical help provided by a Management Centre, capable of offering a service of Management Consultancy and Management/ Supervisory training.

## II. The Project

1. This project is included in the draft Country Programming document for Afghanistan (1971 - 75) at present under consideration by the Government.
2. The project is aimed initially at improving the effectiveness of operation of related Government industrial Enterprises in Afghanistan, by the practical application of modern techniques of Management, thereby assisting in the economic growth of the Country and, as a result, improving the well-being of the people, through the more effective use of human, financial and material resources.
3. The project is expected to have a direct bearing upon the current Government activities directed at improving the return obtained from Government investment in industry, increasing the utilisation of plant and equipment already existing and improving employment opportunities.
4. Its immediate objectives are as follows :
  - (a) To demonstrate the practical value of Management Consultancy, and Managerial and Supervisory training, by setting up the nucleus of a Management Centre capable, eventually of undertaking such work;
  - (b) To prove, in practice, the value of certain changes in the structure, distribution of authority and basic operation of Government Enterprises and also in the introduction of systems for additional payment related to results achieved, for Chief, and other, executives;



- (c) To give practical training in Management Consultancy, to selected Afghan Nationals;
- (d) To carry out Management Consultancy assignments and, where appropriate, related in-plant Managerial and Supervisory training;
- (e) To study the requirements with regard to general formal training courses or seminars, to improve the practical ability of Management and Supervision of industry:
- (f) To detail a programme of work required to bring the nucleus of the Management Centre, thus established, upto a full Commerical operation, so that its activity can be extended eventually to other industrial and commerical areas.

### III. Financial Data

#### A. Contribution Requested from the U.N.D.P.

##### Project Personnel Component

##### Experts

General Management (Project Manager)	24 m/m	\$ 60,000
Production Management	24 m/m	\$ 60,000
Financial Management	24 m/m	\$ 60,000
Marketing Management	24 m/m	\$ 60,000
Short Term Consultants	2 m/m	\$ 5,000

##### Administrative Assistance

Secretarial Assistance	48 m/m	\$ 9,600
Driver	48 m/m	\$ 3,360
Component Total :		194 m/m \$257,960

##### Training Component

##### Fellowships

General Management (provided in initial phase)		
Consultancy Practice	36 m/m	\$ 22,200
	36 m/m	\$ 22,200

##### Equipment Component

Expendable equipment	\$	2,000
Non-expendable equipment	\$	7,100
	\$	9,100



Miscellaneous Component

Operation and Maintenance  
of equipment

\$ 3,600

Reporting Costs

\$ 5,000

Sundry

\$ 3,000

Mid-point review

\$ 3,000

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\$14,600

GRAND TOTAL

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\$303,860

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B. Government Contribution

Project Personnel Component

General Director	6 m/m	Afs.	90,000
Trainee Consultants (Senior)	90 m/m	Afs.	1080,000
Trainee Consultants	144 m/m	Afs.	561,600
Counterpart	24 m/m	Afs.	93,600
Secretary (Afghan/English)	24 m/m	Afs.	60,000
Servant	24 m/m	Afs.	14,400

---

Component Total : 312 m/m Afs. 1,899,600

Equipment Component

Expendable Equipment	Afs.	50,000
Non-Expendable Equipment	Afs.	194,922
Premises, Rent, Heat and Light	Afs.	480,000

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Component Total Afs. 724,922

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Miscellaneous Component

Maintenance	Afs.	48,000
Sundry	Afs.	27,000

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Component Total Afs. 75,000

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GRAND TOTAL

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Afs. 2,699,522

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NATIONS UNIES  
COMMISSION ÉCONOMIQUE  
POUR L'EUROPE

ОБЪЕДИНЕННЫЕ НАЦИИ  
ЭКОНОМИЧЕСКАЯ КОМИССИЯ  
ДЛЯ ЕВРОПЫ

UNITED NATIONS  
JAN 22 1973  
ECONOMIC COMMISSION  
ACTION FOR EUROPE

Télégrammes: UNATIONS, GENÈVE

Tél.: 22.212 ou 22.344

Téléphone: 34 60 11 33 40 00 33 20 00 33 10 00

REF. No:

(à rappeler dans la réponse)



TO:	Mr. Mosak
1	
2	
3	Palais des Nations
<input type="checkbox"/>	- Action Complète
<input type="checkbox"/>	- Acknowledged
<input checked="" type="checkbox"/>	- No Action Required
INITIALS	fip

TE 210(2)ILO  
16th January 1973

Dear Mr. Mosak,

I am referring to your letter dated 27th September 1972, concerning my designation as ESA department's representative at the meeting on Evaluation of the ILO Employment Missions (7 - 9 March 1973) and to my answer dated 13th October 1972 sent from Cyprus.

Mr. Franklin from ILO is anxious to receive comments promised in the letter Mr. de Seynes addressed to Mr. Jenks on 18th September 1972. ILO plans are to circulate all comments received to all participating Agencies before the meeting. Apart from the Centre's comments or maybe those of other services of the department, should I try and adapt my own paper for the purpose of the meeting, or is it too far from the position the Department intends to take?

Referring also to my memos dated 20th and 22nd December 1972, about the ACC Functional Group on Employment Policy, I should perhaps recall that the deadline for contributions by Agencies to the Group's report was 15 January 1973. Shall I take it, that we choose not to contribute?

Thanking you in advance for your advice, I remain, Mr. Mosak,

very sincerely yours,

Henri Durand  
CDPPP  
Principal Officer  
outposted in Geneva

Mr. Jacob L. Mosak,  
Director and Deputy to the  
Under-Secretary-General for  
Economic and Social Affairs,  
United Nations  
NEW YORK

matter dealt with on 22/1/73



ORIGINAL DIRECT

RECORDS CONTROL

/11

JAN 17 1973

15 January 1973

Mr. B. El-Tawil, Deputy Director  
for Planning and Evaluation, OTC

TE 210(2) UN-ILO

Mr. S. Vassiliou, Assistant Director-in-Charge  
Development Planning Advisory Services, CDPPP

S. Tanzil, Senior Economic Affairs Officer  
Development Planning Advisory Services, CDPPP

INDONESIA - Vocational Training of Hotel and Tourism Personnel  
(INS/72/020)

There is no doubt that there is an urgent need for additional training facilities for hotel and tourism personnel in Indonesia. We therefore wish to endorse the proposed project which will help the Government achieve its objectives in that direction. In his letter of 22 December 1972 the Resident Representative mentioned that the project document was discussed with BAPPENAS which agreed to its content and timing.



UNITED NATIONS  
DEVELOPMENT PROGRAMME



UNITED NATIONS  
OFFICE OF THE REGIONAL REPRESENTATIVE  
IN THE CARIBBEAN

PROGRAMME DES NATIONS UNIES  
POUR LE DEVELOPPEMENT

JAN 22 1973

POSTAL ADDRESS: P.O. BOX 812  
CABLE ADDRESS: UNDEVPRO  
TELEPHONES: 62-37056, 37057, 37059

19 KEATE STREET  
PORT-OF-SPAIN  
TRINIDAD & TOBAGO

REF: STK/72/005/1-179

15 January 1973

*STK/322/1*

TE 210 (2) UN-IL0

Dear Mrs. Korn,

SUBJECT: Handicrafts Training, Production and  
Marketing Centres - STK/72/005

..... In accordance with present instructions contained in Chapter IV  
..... of the UNDP Operational and Financial Manual, we are pleased to attach one  
..... copy of the Project Document concerning the above-mentioned multi-island  
..... large-scale project proposal to be financed under the UNDP Caribbean  
..... Undistributed IPF.

..... Also attached is one copy of the Project Summary prepared by  
..... this Office.

Yours sincerely,

*Antonio Patriota*  
Antonio Patriota  
Regional Representative

Mrs. Carmen Korn, Chief  
Section for Latin America  
Office of Technical Co-operation  
United Nations, N.Y.

RECEIVED

JAN 18 1973

SLA/OTC



RESTRICTED

Date: 17 April 1972

UNITED NATIONS DEVELOPMENT PROGRAMME

Project Summary<sup>2</sup>, Governments of

ANTIGUA, BRITISH VIRGIN ISLANDS,  
DOMINICA, GRENADA, MONTSERRAT,  
ST. KITTS/NEVIS, ST. LUCIA  
ST. VINCENT, TURKS AND CAICOS ISLANDS.

Project Title: Handicrafts Training, Production and Marketing  
Centres, Basseterre, St. Kitts

Number: STK/72/005/A/01/11

Date of submission: 17 April 1972

Sector: Industry

Subsector: Handicrafts and Small  
Industry

Proposed starting date for  
full project operations:  
1 March 1973

Proposed duration: Three years

Proposed Government Co-  
operating Agency:

Participating Governments Co-ordinating  
Committee

Amount requested from the UNDP:

US \$ 918,850

Proposed Government counterpart  
contribution in kind

\$1,533,870 (local currency EC \$)  
or US \$751,897

I. Background

The expansion or introduction of facilities for handicrafts production and marketing has been given increasing attention by the Governments of the territories concerned in recent years in view of the high levels of unemployment and under-employment especially in the age group from 16 to 25. These levels have tended to increase, partly

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\* PLEASE NOTE THAT THIS DOCUMENT IS A SUMMARY OF THE PROJECT AS  
SUBMITTED AND DOES NOT REPRESENT THE VIEWS OF THE UNDP ON ITS  
MERITS.



because it has not been possible to expand local employment opportunities to keep pace with the increase in the labour force and, partly because possibilities of immigration to neighbouring countries and to North America and the United Kingdom are decreasing as a result of changes in Government policies in these areas.

2. The expansion of the hotel and tourist industry in the territories provides a ready and expanding market for locally made quality craft products and in turn for an increase in remunerative employment.

3. Because of these considerations and, since resources in minerals and power are too limited to permit the establishment of large-scale industries, the Governments of the territories wish to encourage labour intensive projects such as handicrafts production and light assembly which will be both income and employment creating. The presence of a well-educated labour force and plentiful supplies of suitable raw materials such as ceramic clay, many varieties of tropical wood, skins and hides, sea-shells etc. makes feasible the establishment of viable crafts production workshops and marketing facilities in the territories concerned.

4. A start has been made in this direction with limited UNDP/ILO assistance in the following territories where successful Handicrafts Centres have recently been established: Dominica, St. Kitts, St. Lucia and St. Vincent. Significant results have already been achieved by them in terms of volume of craft products made and sold and additional employment created. UNDP/ILO assistance to Montserrat in handicrafts was initiated recently and assistance in ceramics to Grenada is expected to commence shortly while some short-term assistance, mainly in the form of surveys, has been given to other territories in recent years.

## II. The Project

5. The project is intended to provide a fully integrated and co-ordinated approach to the problem of handicraft development in the territories through the provision of experts in various craft technologies who, while based initially in one territory, will work in other territories as required, thus providing a much more extensive coverage than would be possible with a number of individual and independent projects in each territory. Moreover, specialist help in organization, production techniques and marketing will be available to the territories through the Project Manager and two specialist experts based at Project Headquarters, Basseterre, St Kitts. A more economical use of resources will thereby be achieved. The existing projects referred to above will be absorbed into the present project. In addition, one Adviser in the Vocational Rehabilitation of the Disabled will assist Handicrafts Centres for the Blind in seven of the territories covered by the project, while seven fellowships for training of the Managers of the Centres are also provided.



6. The project is primarily production and employment creation oriented. In its early stages it will not have any significant investment potential. As it develops, however, certain products may require the establishment of more extensive and sophisticated production and marketing facilities and may, therefore, attract investment. It is expected that ready sales can be made in the territories to local people and tourists and that thriving export markets can be developed in North America and Europe and possibly other areas. Indeed a start has already been made in the latter direction by the existing projects in St. Lucia and St. Vincent.

7. Although the various Handicraft Centres will have their own workshops, they will also provide assistance in technologies and management to independent producers. They will likewise create local and export marketing facilities which the latter can use if they desire.

8. The immediate objectives of the project are as follows:

- (a) Technical training of, and advisory services to, craftsmen for quality controlled and well-finished high hand-content production in such fields as ceramics, leather goods, costume jewellery, wood products and textile products.
- (b) management training of, and advisory services to, craftsmen in organization, methods of production, budgeting, costing and accounting, entrepreneurship and achievement motivation etc.
- (c) the establishment of production workshops and local and export marketing facilities for craft products.
- (d) training of blind craftsmen.

### III. Financial Data

A. Contribution requested from the UNDP.

	Total	
	m/m	\$
<u>Project Personnel Component</u>		
<u>Experts</u>		
Project Manager	36	90,000
Promotion and Marketing	33	82,500
Production Management	24	60,000
Ceramics I	24	60,000
Ceramics II	24	60,000
Tanning	12	30,000
Leather Goods	12	30,000
Textiles	24	60,000
Jewellery	24	60,000
Woodwork I	12	30,000
Woodwork II	24	60,000
Woodwork III	24	60,000
Short-term Consultants	12	30,000
Vocational Rehabilitation of the Disabled	12	30,000
Administrative Support Personnel		33,600
Component Total		776,100



Training Component  
Fellowships

	Total	
	m/m	\$
Level two fellowships of four months duration each for five counterparts selected from the nine participating territories	20	8,500
Level three fellowships of one month duration each for five counterparts selected from the nine participating territories	5	7,250
Level three fellowships of three months duration each for five counterparts selected from the nine participating territories	15	11,750
Level two fellowships of two months duration each for the Managers of Handicraft Centres for the Blind from seven participating territories	14	3,850
Component Total	54	31,350

Equipment Component

Expendable equipment	11,000 <sup>1/</sup>
Non-expendable equipment	<u>73,000</u>
Component Total	<u>84,000</u>

Miscellaneous Component

Operation and Maintenance of Equipment	3,700
Reporting Costs	5,000
Sundry	9,700
Direct costs	<u>9,000</u>
Component Total	27,400
GRAND TOTAL	<u>918,850</u>

<sup>1/</sup> Does not include \$8,600 - equipment for St Kitts/Nevis, St. Lucia and St. Vincent out of 1971 TA funds.



B. Proposed Government counterpart contribution in kind

<u>Project Personnel Component</u>	<u>Total</u>	
	<u>m/m</u>	<u>EC\$</u>
Country Directors	264	166,320
Production Managers	273	163,800
Managers Handicraft Centres for the Blind	12	7,200
Instructors	1,051	262,750
Sales Clerks	150	15,000
Accountants	215	43,000
Secretary/Typists	204	51,000
Production Assistants	429	42,900
Typists	33	6,600
Office Assistants/Drivers	72	14,400
Maintenance Men	69	6,900
Component Total	2,772	779,870

Training Component

Fellowships - Maintenance of Trainees	19,000
Component Total	19,000

Equipment Component

Expendable Equipment	45,000
Non-expendable equipment	50,000
Premises	600,000
Component Total	695,000

Miscellaneous Component

Operation and maintenance of equipment	25,000
Sundry	15,000
Component Total	40,000

GRAND TOTAL	1,533,870
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UNITED NATIONS DEVELOPMENT PROGRAMME

Project of the Governments of

ANTIGUA, BRITISH VIRGIN ISLANDS, DOMINICA  
GRENADA, MONTserrat, ST. KITTS/NEVIS, ST.  
LUCIA, ST. VINCENT, TURKS AND CAICOS IS.

Title: HANDICRAFTS TRAINING, PRODUCTION AND MARKETING CENTRES

Number: STK/72/005/A/01/11

Duration: Three years

Sector: Industry

Subsector: Handicrafts and small scale

Government Cooperating Agency:  
Participating Governments Co-  
ordinating Committee

Executing Agency:  
International Labour  
Organisation (ILO)

Date of Submission: 17 April 1972

Starting Date: 1 March 1973

Government Contribution: 1,533,870  
(EC Dollars)

UNDP Contribution: 918,850  
(US Dollars)

Approved.....  
On behalf of the Government of  
Antigua

Date.....

.....  
On behalf of the Government of  
the British Virgin Islands

Date.....



Approved.....  
On behalf of the Government  
of Dominica

Date:.....

.....  
On behalf of the Government  
of Grenada

Date:.....

.....  
On behalf of the Government  
of Montserrat

Date:.....

.....  
On behalf of the Government  
of St. Kitts/Nevis

Date:.....

.....  
On behalf of the Government  
of St. Lucia

Date:.....

.....  
On behalf of the Government  
of St. Vincent

Date:.....

.....  
On behalf of the Government  
of Turks and Caicos Islands

Date:.....

.....  
On behalf of Executing Agency

Date:.....

.....  
On behalf of UNDP

Date:.....



## I. BACKGROUND AND SUPPORTING INFORMATION

### Justification for the Project

1. The development of handicraft production and of handicraft skills in the territories concerned (Antigua, British Virgin Islands, Dominica, Grenada, Montserrat, St. Kitts/Nevis, St. Lucia, St. Vincent, Turks and Caicos Islands) has, in recent years, been given increasing attention by their Governments. A major factor has been the expansion of the hotel and tourist industry in the area, which provides a ready market for all kinds of craft products. Consequently, it has been agreed by those responsible for policy that high priority should be accorded the development of such handicrafts production and skills, in view of the limited possibilities for most other forms of economic development of the islands. At present the employment opportunities available are, as a result, limited. Moreover there are relatively substantial levels of unemployment and underemployment. The creation of substantially more employment opportunities has, therefore, become the corner-stone of Governments' policy. Additional considerations have been that craft products could be made from readily available local raw materials and provide as well opportunities for import substitution, since at the present time significant quantities of craft products are imported for sale mainly to tourists from as far away as Japan and Hong Kong, for example.

2. The territories concerned have in the past, therefore, accorded a high measure of priority to handicrafts development in their requests for technical assistance from the United Nations Development Programme during the last few years. It is now considered that a more effective and economical use of Government and UNDP inputs can be secured by a joint handicrafts development and training programme for the territories in the Eastern Caribbean.

3. The territories in question are characterised for the most part by a significantly high level of unemployment and of obvious underemployment. While no reliable statistics are available, unemployment is at present estimated at between 10 and 20 per cent in most of them and is

../..



much higher in the 16 to 25 age group. Moreover, it continues to increase partly as a result of the movement away from traditional agricultural employment, for example, on sugar plantations, and self-employment on the land, and partly because of the ever-decreasing opportunities for immigration to neighbouring countries and to North America and the United Kingdom because of changes in Governments' policy towards immigration in the latter. The abandonment of agricultural work, especially by young people, is the result of current social and economic adjustments evident on a worldwide basis. Employment on the land has been rejected by them as an acceptable activity. In the territories concerned alternative employment opportunities for the persons not willing to work on the land scarcely exist since secondary and tertiary employment has not developed as it has in many other countries. For one thing, mineral and power resources on which it would be possible to base industrial development are limited and the service industries are confined mainly to the hotel and tourist industry and commerce. Despite these difficulties, the territories concerned are determined to try to generate the kind of economic activity which is acceptable to the communities and which can absorb as many as possible of the available unutilised and under-utilised labour force under appropriate social conditions.

4. With reference to raw materials available for crafts development, several of the countries in the area, notably Antigua, Grenada, Dominica and St. Vincent, have high-grade clay deposits on which a substantial ceramics crafts production programme could be based. A variety of tropical woods, in particular in Dominica and St. Lucia, provide another major developmental possibility. Substantial quantities of raw materials are also available for crafts products based on bamboo, coconut, calabash, tortoise shell and straw. In many of the countries concerned, tanning and curing of local hides and skins and the production of crafts items based on them could be substituted for present export or disposal as waste of such skins. These are some indications of the opportunities that exist for the building up of a range of distinctive products from this area.



5. At present for the most part, ceramic household goods, furniture, clothing and a wide range of tourist souvenirs, especially jewellery, are imported as finished goods. Production of more of these items locally would create additional employment opportunities, save foreign exchange and retain a larger proportion of the tourist dollar in the islands.

6. Expansion of tourism is expected to continue in all the territories to be covered by the present project. Increasing national income through new hotels, services and transportation is only one aspect of the development of tourism; the visitor, whether overnight or from cruise ships, seeks tangible evidence of his visit. He looks for interesting, locally made products which he can purchase and with which he can later identify his visit to a specific locality. Such unique quality items, distinctly different from island to island, do not at present exist, with rare exceptions.

Previous UNDP/ILO Assistance to Individual Territories

7. In response to requests made by Governments, the ILO has carried out a series of missions from 1966 to the present aimed at studying the feasibility of the development of a handicraft sector in the context of overall economic development and at initiating craft production activities. Most of these missions were financed under UNDP/TA, the others from the ILO's Regular Budget. Such missions have been completed in the following countries for the periods indicated:

1. Grenada	6 m/m in 1966 and 3 m/m in 1968
2. St. Vincent	2 m/m in 1967 and 2 m/m in 1969
3. St. Lucia	4 m/m in 1967 and 3 m/m in 1968
4. Dominica	2 m/m in 1968 and 1 m/m in 1968
5. St. Kitts/Nevis	1 m/m in 1969 and 6 m/m in 1971/72
6. British Virgin Islands	6 m/m in 1970
7. Turks & Caicos Islands	3 m/m in 1970.

The total approved UNDP/ILO assistance up to 30 June 1972 to the individual territories is set out in the table overleaf.



Total UNDP/ILO Assistance to Individual Territories 1966-1972

	<u>Expert m/m</u>			<u>Fellowship m/m</u>			<u>Equipment US \$</u>		
	<u>a</u>	<u>b</u>	<u>c</u>	<u>a</u>	<u>b</u>	<u>c</u>	<u>a</u>	<u>b</u>	<u>c</u>
Antigua	-	-	-	-	-	-	-	-	-
British Virgin Islands	6	-	6	-	14	14	-	-	-
Dominica	19	8	27	-	12	12	-	4,000	4,000
Grenada	9	6	15	-	-	-	-	4,000	4,000
Montserrat	-	6	6	-	6	6	-	1,500	1,500
St. Kitts/Nevis	11	14	25	-	12	12	500	5,000	5,500
St. Lucia	24	1	25	-	8	8	5,900	100	6,000
St. Vincent	23	5	28	4	4	8	2,200	300	2,500
Turks and Caicos Islands	3	-	3	-	-	-	-	-	-
Total	95	40	135	4	56	60	8,600	14,900	23,500

a approved and utilised before 30.6.72

b approved and not utilised at 30.6.72

c total approved at 30.6.72



8. While the conclusions and recommendations of the advisers who conducted these missions are of course concerned with the particular conditions in the particular territory, there were, nevertheless, some general overall findings common to all. These are summarised below:

- (a) In all territories surveyed, the development of handicrafts for the local market (including the local tourist market), is economically viable and socially necessary as the possibilities of other employment opportunities are limited. In some territories locally available raw materials, such as ceramic clay, hides and quality wood, shells, etc., can form the base for a viable export industry in addition to serving the local market.
- (b) In all territories surveyed, artistic talent capable of development is available. There is, however, no tradition of craftsmanship, and technical skills tend to be of a very low level, which limits the range and quality of products made by most craftsmen.
- (c) In all territories the knowledge of craft technology, appropriate tools and their use, new and old materials for craft production, is rather limited.
- (d) Handicraft work is commonly considered to be only a hobby. The income potential of crafts production requiring a professional and commercial approach is rarely appreciated. Entrepreneurship and achievement motivation need to be developed. Essential services such as production workshops, sources of tools, and financial and marketing advice are widely lacking.
- (e) The establishment and strengthening of craft centres on a national basis as the focal point for production, co-operation, training and supporting services to existing independent craftsmen is strongly recommended.

Implementation of Recommendations Made as a Result of Previous UNDP/ILO Assistance on a Territorial Level

9. Several territories are actively engaged in implementing the recommendations made in the individual surveys and some have made



requests and received further UNDP/ILO assistance to this end. The following is a summary of achievements to date in the four territories which are implementing such assistance in chronological order.

10. In St. Vincent, an ILO adviser in Handicraft Marketing and Production has been in post since December 1970 on an assignment of two years duration financed under UNDP/TA. With full support and co-operation from the Government, and further financial assistance from UNDP and from bilateral sources in the form of fellowships and equipment, the project is making good progress. Marketing has been organised mainly through local merchants. Recently a workshop and showroom was completed in a renovated historic building which has become a major tourist attraction. Some 50 new products have been developed and production in a limited range of crafts - such as doll and banner making, straw work and costume jewellery - has been organised in the central workshop in the capital and in nine small outposted workshops scattered over the island. Training in technological skills and basic economics for craftsmen is provided through courses and individual instruction mainly by the adviser and his principal counterpart.

11. In order for the project to become self-sufficient and more profitable it is felt that additional assistance will be needed in widening the range of craft products, disseminating managerial information related to small business operations, initiating a programme in achievement motivation, and in the promotion of handicrafts in schools.

12. In St. Lucia, an ILO adviser in Handicrafts Design, who also assists in production and marketing, has been in post since February 1971. His assignment has been extended to a total duration of eighteen months. Progress of the project, which received full support from the Government, is very satisfactory. A modern Handicraft Centre has been constructed and fully equipped workshops for clay work, woodworking, sewing, fabric and straw, as well as a photo darkroom, are in full operation.



Approximately 100 craftsmen have so far undergone training at the Centre with special emphasis on precision and quality. Five local counterparts have recently been hired as instructors as well as two senior counterparts and two shop assistants. Most craftsmen, after completion of on-the-job training continue to supply the Centre with their products which are marketed with the support of local businessmen. It is planned for this activity of the Centre to be undertaken by a craftsmen's co-operative.

13. During the coming months, the project will intensify on-the-job training for craftsmen. It will also be necessary to consolidate the organisation of the Centre and additional external assistance, which has already been requested by the Government, will be necessary before the Centre can stand completely on its own feet.

14. In Dominica, an ILO Handicrafts Development Adviser has been working since March 1971 in the field of handicrafts development. The initial emphasis has been on design and on teaching of instructors for work in institutions - such as schools, the Regional Youth Camp, homes, and in the Carib Reservation. Plans to start production on a larger scale for a variety of articles have been completed and a considerable number of prototypes has been produced by local craftsmen under the guidance of the expert. In all the fields mentioned progress has been satisfactory and support from the Government encouraging. The project has now entered into its second phase where the emphasis is on the organisation of production and marketing of handicraft goods.

15. Substantial assistance will still be needed by the territory in the development of managerial and technical skills, in marketing and craft organisation, in order to establish handicrafts as a major industry. The pre-requisites for such a development are particularly auspicious in Dominica which has confirmed deposits of quality clay and a wide range of tropical woods.

16. In St. Kitts, an ILO Handicrafts Development Adviser started in



September 1971. His assignment was envisaged initially as a survey cum training exercise of six months' duration. With exceptional support from the Government, the project has moved right into the implementation phase. The services of the expert have been extended for a further twelve months. A temporary workshop has been constructed and equipped and the production of prototypes in coconut, bamboo, candlewax, needle craft, pottery and weaving has begun. At the same time, a site has been selected and designs have been completed for a new building facility to house workshops, a display room and offices for a territorial handicraft centre. While this project has made a most encouraging start, continued assistance in all aspects of handicrafts development is needed over a much longer period if the project is to show fully the expected results.

17. In the light of recommendations of an earlier ILO mission, the Government of Grenada had requested early in 1971 assistance from UNDP/ILO for the training of craftsmen in the production of ceramics and pottery and in the setting up of a production workshop. Implementation of this project has been delayed for various reasons but it is now expected to become operational by about the end of 1972. A Handicrafts Centre with a very limited range of products has been operating for several years. Its annual sales have now reached about EC \$8,500.

18. Sales of craft products to April 1972 by the Handicrafts Centres in St. Lucia and St. Vincent totalled EC \$14,000 and \$24,000 respectively. Selling has just recently begun in St. Kitts.

The Advantages and Need for a Joint Regional Approach to Handicrafts Training

19. The existing individual territory approach to handicraft training in the smaller Caribbean islands was adequate for the identification of training needs and development possibilities and effective in establishing, in some countries, basic training and production facilities. The more progress is made, however, towards the creation of a viable and profitable handicraft sector in the economy, the greater the tendency becomes to make



similar efforts in neighbouring territories. It is also at this stage of the progressive implementation of production and marketing programmes that additional technological and management advice is urgently needed if these programmes are to be fully successful.

20. The project described in this document is designed to complement the individual projects already being implemented and in various advanced stages of planning and to absorb them as soon as the present project becomes fully operational. The main features of this project would be the sharing between a number of territories of a variety of specialist technological and management services which could not normally be provided except at substantially higher cost through a territory by territory approach. The regional approach would also have the decisive advantage of making possible a regionally coordinated marketing and product development plan which avoids the multiplication of identical product lines in many islands, ensures high professional standards of design and finish, and assists in creating a distinctly different image for craft products for each of the territories participating in the project.

21. The project will provide assistance leading to the establishment of production and marketing facilities in specified crafts through nine resident advisers who will remain in a given territory until a level of production to ensure acceptable standards of quality has been reached. These advisers will be specialists in five major crafts - ceramics, leather goods, textiles, wood-working and jewellery. In the course of their assignment to a specific territory, these specialists will also be available for short-term consultancy missions in their fields to other participating territories as required. One adviser in Vocational Rehabilitation of the Disabled will also be made available for a period of twelve months to assist the institutions for the blind listed in this document. The selection of crafts in which technological assistance will be provided in specific territories will be made by the Project Manager in consultation with the Governments concerned having regard to



the available counterparts, general level of skills, and locally available raw materials such as clay, hides and skins, cotton, wood, etc. Assistance in manual skills and techniques will also be provided by short-term technical consultants for crafts, such as doll-making, silver and copper jewellery, glass blowing, enamelling, etc. It is expected that, in this way, one to three major crafts can be firmly established and that, in addition, some assistance in minor crafts can be provided in each participating territory.

22. The project will also provide assistance in marketing/promotion and production management for craftsmen and their organisations through the Project Manager and the two advisers who will provide consultancy services in each participating territory and develop a suitable pattern for the organisation of craftsmen for product development and marketing, for costing and accounting, and for general craft promotion. This assistance by the Project Manager and the two advisers will be supplemented by short-term consultants who will provide expertise as indicated by developing technical requirements.

23. The Caribbean Council for the Blind is also anxious to develop and improve the level of management and handicraft production and introduce new trades in the Blind Handicraft Centres in the region. (See Annex II). At the present time, these Handicraft Centres are concentrating on traditional blind craft work which is difficult to market and there is little opportunity for the blind workers to graduate from the centres and take up "open" employment. There is a real need for reorganisation of the Centres and their marketing system and for the training of their Managers and Craftsmen; with the assistance of a vocational rehabilitation adviser, these objectives could be achieved within the broad framework of this project.

24. Several instances are known of bilateral and private assistance to handicraft projects in the Caribbean. It would be reasonable to



expect therefore that a sound subregional project would attract additional external assistance from sources outside of the UNDP system. It is suggested that such assistance might take the form of buildings and equipment, or of associate experts, volunteers and fellowships. Consultations with prospective donors will be started as appropriate.

#### Institutional Framework

25. The Governments of the participating territories shall establish a Participating Governments Co-ordinating Committee to act as the Governments Cooperating Agency consisting of the Council of Ministers of the West Indies Associated States (WISA) together with representatives of the Governments of the non-WISA territories participating in the project. The Co-ordinating Committee will assume responsibility and exercise overall supervision of the project on behalf of the participating territories and, specifically, will provide policy guidance on the work plan implementation.

26. The Co-ordinating Committee (Governments Cooperation Agency) will establish an Advisory Committee consisting of a representative of the individual ministries of each participating territory responsible for small-scale industries (handicraft development).

27. To ensure regional coordination of the work plan between participating territories, the Governments Advisory Committee should meet with the Project Manager preferably once every three months.

#### Provisions for Government follow-up

28. Beyond the commitments which have been made in respect of the present project, the Governments have not made as yet budgetary or other provision for future costs or initiated any long-term legislation or administrative reorganisation. However, it is expected, on the basis of experience in similar projects, that the production and marketing of craft products will be so successful that the various Centres under the project will progressively become self-supporting.



Other related activities

29. The project will co-operate closely with such related projects as the UNICEF Youth Camp project in Dominica.

Future UNDP assistance

30. Some further assistance may be required after the end of the third-year period to those territories which have not advanced as far as the others and in specific additional technologies, such as glass-blowing, and especially in marketing through the provision of a limited amount of advisory services. Some additional fellowships and equipment may also be required. The duration of the above future assistance should not exceed two years.



## II. OBJECTIVES OF THE PROJECT

### A. Long-Range Objectives

1. The present regional handicraft project of three years duration has, in consideration of the high unemployment in the territories concerned, as its principal objective the immediate development of craft goods production for these territories. Such development will help provide an increase in individual community incomes and employment opportunities through handicraft production. Of further significance is the establishment of a manual skills base upon which additional "payroll" industries may be created. The project will permit a technically adequate and co-ordinated effort leading, finally, to the successful production and marketing of handicrafts, both within the region and abroad, and the wide development of those labour skills and habits requisite to the attraction of other desirable labour-intensive industries.
2. The project is designed to promote the utilisation of locally available raw materials such as ceramic clay, tropical wood, skins and hides, cotton, bamboo, coconut, calabash, tortoise shell - for the local production of household articles and tourist souvenirs. These articles are, to date, mostly imported as finished goods and their purchase abroad constitutes an important drain on foreign exchange. A further objective will be the early marketing abroad of suitable products.
3. The project should provide a fresh impetus and urgently needed additional services to those handicraft projects in the area that are already being implemented. The individual projects in St. Vincent, Dominica, St. Lucia, St. Kitts and Grenada will be integrated into the new joint project at an early stage. For the other territories which the project will cover - i.e. Antigua, British Virgin Islands, Montserrat, Turks and Caicos Islands - a diversified range of training expertise, management and production services will be made available for the development and implementation of integrated craft production programmes.



B. Immediate Objectives

4. The immediate objectives of the project are to provide in each participating territory assistance in -

- (a) technical training of, and advisory services to, craftsmen for quality controlled and well-finished high hand-content production in such fields as ceramics, leather goods, costume jewellery, wood products and textile products. <sup>1</sup>
- (b) management training of, and advisory services to, craftsmen in organisation, methods of production, budgeting, costing and accounting, entrepreneurship and achievement motivation, etc.
- (c) the establishment of production workshops and local and export marketing facilities for craft products.

These objectives can be achieved effectively and economically by a combination of nine basically resident technological specialists with three highly mobile management advisers, including the Project Manager, an Adviser in Vocational Rehabilitation of the Disabled, and several short-term specialists in both technological and management skills for assignments of a limited duration.

5. Although the project is primarily concerned with the creation of additional employment opportunities through the establishment of production workshops in each of the territories, its immediate investment potential is limited. Nevertheless, in a number of cases levels of production of handicrafts items may reach the small-scale industry level and attract investment. The project should also result in developing skills which the Governments concerned may use as a basis for attracting external capital for investment in labour intensive industries which also in turn alleviate the unemployment situation.

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<sup>1</sup> See table on page 3<sup>A</sup> for estimates of numbers to be trained annually in each craft.



### III. WORK PLAN

Project Activities	Location	Starting Date and Proposed Duration
1. Preparatory activities to be carried out by the Governments to ensure the timely implementation of the project:		
(a) <u>Project Headquarters</u>	Basseterre (St.Kitts)	Dec.1972 - May 1973
Host Government to provide:		
(i) Suitable office accommodation for ten persons with adequate telephone and electrical facilities, covering 3000 sq. ft.		
(ii) Workshop and lecture rooms covering 3000 sq. ft.		
(b) <u>Participating Governments in other existing IA projects</u>		
Provision of suitable office accommodation, workshops and lecture rooms including industrial electrical wiring and telephone, covering 3000 sq. ft.	Dominica	Dec.1972 - May 1973
	St. Lucia <sup>1</sup>	March 1973
	St. Vincent <sup>1</sup>	March 1973.
2. Surveys, as appropriate in each territory, of material and labour resources.	In the territories where this has not already been done with existing UNDP assistance.	March to May 1973.
3. Identify workshop equipment and raw materials needed.	"	"
4. Promotion of concepts of craft development among Government officials and the communities generally.	"	March 1973 (continuous activity)

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<sup>1</sup>No starting date indicates that the accommodations already exist and will be transferred to the present project on 1 March 1973.



Project Activities	Location	Starting Date and Proposed Duration
5. Prepare tentative work plan including preliminary development of prototypes.	In the territories where this has not already been done with existing UNDP assistance.	1 - 30 June 1973.
6. Technical training of craftsmen and advisory services:		
(i) Prepare training programmes including further development of prototypes and selection of trainees.	In all territories.	1 July - 31 August 1973 (recurrent activities thereafter).
(ii) Implement training programmes. <sup>1</sup>	Antigua B.V.I. Dominica Grenada Montserrat St. Kitts St. Lucia St. Vincent Turks and Caicos Is.	March 1974 December 1973 December 1973 March 1974 December 1973 March 1973 March 1973 March 1973 December 1974 (continuous activity).
(iii) Give advisory services to craftsmen and small industries.	In all territories.	1 September 1973 (continuous activity)
7. Training of craftsmen and advisory services in selected management techniques.		
(i) Short seminars and on-the-job training	In all territories.	1 September 1973 (continuous activity)

<sup>1</sup> The number of craftsmen who are estimated to take part in training courses each year is shown on page 33.



Project Activities	Location	Starting Date and Proposed Duration
(ii) Management Advisory services to craftsmen and small industries.		1 September 1973 (continuous activity)
8. Production workshops operating	Antigua B.V.I. Dominica Grenada Montserrat St. Kitts St. Lucia St. Vincent Turks and Caicos Is.	March 1974 December 1973 December 1973 March 1974 December 1973 March 1973 March 1973 March 1973 December 1974 (continuous activity).
9. Marketing facilities functioning	Antigua B.V.I. Dominica Grenada Montserrat St. Kitts St. Lucia St. Vincent Turks and Caicos Is.	June 1974 March 1974 March 1974 June 1974 March 1974 March 1973 March 1973 March 1973 March 1976 (continuous activity)
10. Preparation of draft Technical Report on project activities by Project Manager	Basseterre	Aug/Sept. 1974
11. Preparation of draft Terminal Report by Project Manager.	Basseterre	Aug/Sept 1975

The Bar Chart shown on page 34 sets out the tentative activities in the different craft technologies and timing in the various territories. This Chart does not show the dates when the contracts of existing experts end. These are as follows:

Dominica: 7 March 1973, St. Kitts: 9 March 1973, St. Lucia: 8 February 1973 and St. Vincent: 28 February 1972. No decisions



have been taken as yet regarding their possible extension and phasing into the present project through a bridging operation where necessary under existing small-scale projects. It is assumed that some such arrangement will be followed.

The table on page 3<sup>A</sup> above shows total UNDP/ILO assistance to the territories in handicrafts from 1966 to June 1972. On pp. 35 & 36 is a Bar Chart showing all project activities.

## B. DESCRIPTION OF UNDP INPUTS

### 1. Assignment of International Staff

<u>Location</u>	<u>Starting Date</u>	<u>Duration</u>
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#### (a) Project Manager

Job requirements: All-round knowledge of craft development (design, product development, production, promotion) and successful experience in the implementation and management of craft development programmes. Will be responsible for co-ordinating the work of the international experts and the national staff of the project headquarters in accordance with the timing and responsibilities detailed in the Work Plan. He will also be responsible for:

In all territories but will be based on Project Headquarters at Basseterre.	March 1973 (continuing activity)	36 m/m
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- (a) co-ordinating project activities with the different participating Government Ministries concerned;
- (b) maintaining sound relationship with them; and
- (c) promoting craft teaching in schools and related institutions.

To carry out all the above tasks he will be required to make frequent visits to the Ministries and project personnel in the various territories.



(b) Specialist experts

The following experts will be attached to Project Headquarters at Basseterre but will visit the other territories in accordance with work requirements:

(i) Promotion and Marketing Expert

Will be primarily responsible for activities 2, 4, 5, 7(i) and (ii) and 9 of the Work Plan above. He should have had extensive experience in the promotion of craft development activities and in the marketing of a wide range of products.

In all terri- April 1973 33 m/m  
tories. (continuing activity)

(ii) Production Management Expert

Will be primarily responsible for activities 5, 7(i) and (ii) and 9 of the Work Plan above. He should have had extensive practical mechanical engineering workshop experience and experience in applying industrial engineering and cost accounting techniques in small businesses.

In all terri- Dec.1973 24 m/m  
tories.

(iii) Vocational Rehabilitation Expert

Will be responsible (in close consultation with experts (i) and (ii)) for activities 2, 4, 5, 7(i) and (ii) and 9 of the Work Plan above in so far as the Blind Handicraft Centres are concerned. He should have had extensive experience in the management and organisation of workshops and handicraft centres for the blind, as well as vocational assessment, training and placement programmes for blind persons.

In all terri- July 1973 12 m/m  
tories.



(c) Resident Experts

Although these experts will be based at a particular location in accordance with the timing below, they will be available to assist other territories as needed by work requirements in them. In addition to giving assistance in their craft specialty, they will be required:

- (a) to develop other crafts as appropriate; and
- (b) to maintain an effective working liaison with the Government officials concerned in the particular territory as representative on the spot of Project Headquarters.

For these reasons they will all be craft generalists with, however, a specific craft technology as a specialty.

(i) Ceramics (I)

Will be primarily responsible for activities 2, 3, 5, 6(i), (ii) and (iii), 8 and 9 of the Work Plan above. He should have a broad knowledge of ceramic technology and practical experience in producing ceramics and other related crafts on a commercial basis.

In all territories but initially based in St. Vincent.      Sept.1973      24 m/m

(ii) Ceramics (II)

(as above)

In all territories but initially based in Antigua.      Dec.1973      24 m/m

(iii) Leather-work

Will be primarily responsible for activities 2, 3, 5, 6(i), (ii) and (iii), 8 and 9 of the Work Plan above. He should have extensive practical experience in production techniques, care and

In all territories but initially based in Montserrat.      Sept.1973      12 m/m



	<u>Location</u>	<u>Starting Date</u>	<u>Duration</u>
maintenance of specialty equipment and experience in product development with other materials.			
(iv) <u>Textiles</u>	In all territories but initially based in St. Lucia.	Dec. 1973	24 m/m
Will be primarily responsible for activities 2, 3, 5, 6(i), (ii) & (iii), 8 and 9 of the Work Plan above. He should be of high professional competence in the following media: silk screen, block printing, fabric dyeing and batik, with a working knowledge of fibre plaiting and weaving. General background should include commercial experience in the field.			
(v) <u>Woodwork (I)</u>	In all territories but initially based in Dominica.	Sept. 1973	12 m/m
Will be primarily responsible for activities 2, 3, 5, 6(i) and (iii), 8 and 9 of the Work Plan above. He should have professional experience in the production of wood products, on a small industry scale, practical knowledge of care and maintenance of tools and equipment.			
(vi) <u>Woodwork (II)</u> (as above)	In all territories but initially based in Grenada.	Dec. 1973	24 m/m
(vii) <u>Woodwork (III)</u> (as above)	In all territories but initially based in St. Kitts	Sept. 1973	24 m/m
(viii) <u>Jewellery</u>	In all territories but initially based in the British Virgin Is.	Sept. 1973	24 m/m
Will be primarily responsible for activities 2, 3, 5, 6(i), (ii) & (iii), 8 and 9 of the Work Plan above. He should be a highly			



skilled craftsmen in the semi-industrial production of hand-finished jewellery. Professional experience in silver-work, non-precious metals and casting. General knowledge of related materials in ornamental products development.

(ix) Tanning

Will be primarily responsible for activities 2,3,5,6(i), (ii), (iii), 8 and 9 of the Work Plan above. He should be a highly qualified practical technician with experience in producing finished leather from raw, untreated hides and skins.

<u>Location</u>	<u>Starting Date</u>	<u>Duration</u>
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In all territories but initially based in St. Kitts.	Sept. 1973	12 m/m
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2. Training Provisions

22 fellowships will be provided (two groups of five in craft development and one of seven in craft development and management techniques and five individual fellowships).

(a) Group 1 (Managers of Centres)

The purpose of the fellowships in craft development is to give the fellows a concept of - (i) how a crafts industry can be developed; (ii) the variety of crafts existing around the Caribbean Area; (iii) the importance of the tourist market for craft development; and (iv) the quality of existing products.

Mexico City <sup>1</sup> Guadalajara Taxco (Mexico) Kingston, Jamaica (Things Jamaica Ltd. a formerly assisted UNDP/ILO Project)	March 1973	1 m/m
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(b) Group 2 (Managers of Centres)

The purpose of the fellowships in management techniques is to give the fellows practical training in such techniques as organisation, work study, maintenance, budgeting and costing, marketing, safety, etc., at the UNDP/ILO assisted Management Development and Business Consultancy Centre

Port of Spain (Trinidad and Tobago)	Dec. 1974	4 m/m
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<sup>1</sup> School of Art and Design and the Co-operative Crafts Bank.



project in Trinidad and Tobago. Before proceeding on fellowship the fellows should have received some training from the Promotion and Marketing and Production Management experts.

(c) Five individual fellowships for courses in craft technologies

Canada, USA,  
Mexico or UK.

To be de- 3 m/m  
termined  
later in  
light of  
workloads  
but  
probably  
in 1974.

(Particular course, institution, country and starting date to be proposed by the Project Manager in the light of the needs of the selected fellows).

(d) Seven fellowships for Managers of Blind Handicraft Centres

The purpose of the fellowships is to give the fellows a practical insight (through a 2-month training course) into blind workshop management organisation, assessment and training of blind workers, work study, budgeting, marketing, safety, etc. The Trinidad and Tobago Blind Welfare Association has offered to organise the training course. The UNDP/ILO assisted Management Development and Business Consultancy Centre Project is also expected to be associated with the course.

Port of Spain  
(Trinidad &  
Tobago)

Nov.-  
Dec.  
1973

2 m/m  
each



### 3. UNDP PROVIDED

#### Supplies and Equipment

A. Expendable Equipment	Location	Delivery Date	Cost US\$	
(a) Office Supplies (general)	Project Headquarters (St. Kitts)	March 1973	1000	1000
Supplies				
(b)	St. Vincent	Sept. 1973		
i. chemicals/glazes (ceramics)			500	
ii. refractory clays			100	
iii. abrasives, plaster, pyrm.cones			100	
iv. fuels, etc.			100	800
v. chemicals, electrolytes			100	
vi. abrasives, polishing materials			100	
vii. metals, wire, findings			500	
viii. gas			100	800
(c)	Grenada	Dec. 1973		
i. chemicals/glazes (ceramics)			500	
ii. refractory clays			100	
iii. abrasives, plaster, pyrm.cones			100	
iv. fuels			100	800
v. bits, sand papers, abrasives, paints, glue, varnish, stains			300	300
(d)	B.V.I.	Sept. 1973		
i. chemicals, electrolytes (Jewelry)			100	
ii. abrasives, polishing material			100	
iii. metals, wire findings			500	
iv. gas		Dec. 1974	100	800
v. dyes, inks, chemicals, waxes			300	
vi. screens, photo-chemicals			200	
vii. fabric			200	700
(e)	Montserrat	Sept. 1973		
i. dyes, oils, finishing materials (Tanning)			300	
ii. leather samples (leather)			500	
iii. rivets, findings, threads		Sept. 1973	200	
iv. blades, sandpaper, drill bits (general)			100	
v. chemicals (Tanning)			100	1200



A. Expendable Equipment	Location	Delivery Date	Cost US\$	
(f)	St. Lucia	Dec. 1973		
i. dyes, inks, chemicals, waxes (Textiles)			500	
ii. screens, photo-materials			200	
iii. fabric			<u>200</u>	900
(g)	St. Kitts	Sept. 1973		
i. chemicals (Tanning)			500	
ii. dyes, oils			<u>100</u>	600
iii. sand paper, drill bits, blades varnishes, paints (general & wood)			100	100
iv. chemicals		Dec. 1974	<u>500</u>	
v. refractory clays			100	
vi. plaster cones			100	
vii. fuels			<u>100</u>	800
(h)	Antigua	Sept. 1973		
i. chemicals, oils (Tanning)			<u>200</u>	200
ii. sand paper, drill bits, blades, varnishes, paints (general)			<u>500</u>	500
(i)	Turks/Caicos	Sept. 1974		
i. sand paper, glues, paints, varnishes, stains, bits, blades, wood stocks			<u>500</u>	500
(j)	Dominica	Sept. 1973		
i. sand paper, glues, paints, varnishes, stains, blades, wood stocks			<u>500</u>	500
				<u>10500</u>



B. Non-Expendable Equipment	Location	Delivery Date	Cost US\$
(a)	Project Headquarters (St. Kitts)	March 1973	
i. furniture - chairs, desks, drafting table			1200
ii. air conditioners (6)			2000
iii. filing cabinets (5)			500
iv. office copy machines - (1) thermofax			400
(1) verifax - AV type			600
v. project vehicle			3000
vi. adding machines (2)			300
vii. A-V equipment			1500
viii. multilith			<u>500</u>
			10000
(b)	St. Vincent	Sept. 1973	
i. test kiln with pyrometer and thermocouple			1000
ii. kiln furniture & plaster lab			800
iii. potters wheel (power) jigger attachment			600
iv. glazes/chemicals			400
v. oil burners (2) forced air			200
vi. fire brick			500
vii. tubing, pipe, channel iron			200
viii. hand tools			<u>200</u>
ix. basic bench tools			500
casting box			400
kiln/forge			400
compressor-torch-tanks			300
grinder buffer			<u>100</u>
			3900
		Sept. 1974	
(c)	Grenada		
i. ceramic kiln, pyrometer			4000
ii. ceramic tools & plaster equipment			1300
iii. potters wheel (1)			<u>3300</u>
iv. chemicals, glazes, etc.			5300
v. woodworking machinery			400
vi. hand tools			<u>100</u>
vii. drafting equipment			3800



B. Non-Expendable Equipment	Location	Delivery Date	Cost US\$	
(d)	B.V.I.	Sept. 1973	500	
i. basic bench tools			400	
ii. casting box			400	
iii. kiln-forg			300	
iv. compressor-torch-tanks			100	1700
v. grinder-buffer			400	
vi. silk screen equipment		Dec. 1974	400	
vii. photo equipment			300	
viii. (1) handloom (6 harness)			400	
ix. (2) handlooms (4 harness)			200	1700
x. furniture - tables				
xi. basic shop equipment (saws, drills, hand tools)		Sept. 1973	1300	1300
(e)	Montserrat	Sept. 1973	200	
i. flaying tables, vats			200	
ii. chemicals - tools			200	600
iii. drying racks			300	
iv. basic leather tools		Sept. 1973	1200	
v. sewing machines (2)			1000	
vi. clicker			300	
vii. skiving machines			100	
viii. buffer			200	
ix. cutting table			100	3200
x. rivetter				
(f)	St. Lucia	Dec. 1973	400	
i. silk screen equipment			400	
ii. photo equipment			300	
iii. (1) handloom (6 harness)			400	
iv. (2) handlooms (4 harness)			200	1700
v. furniture - tables				
(g)	St. Kitts	Sept. 1973	3000	
i. bath drum-tumbler			600	
ii. flaying racks (4)			400	
iii. buffer/polisher			400	
iv. hand tools (Tanning)			200	
v. vats			200	
vi. spray booth (chroming)			200	
vii. drying stand			200	
viii. stretcher			200	5200
ix. woodworking machinery, basic tools			5000	5000



B. Non-Expendable Equipment	Location	Delivery Date	Cost US\$
(g) (cont'd.)			
x. kiln, pyrometer, thermocouple		Dec. 1974	3600
xi. kiln, furniture			300
xii. potters wheel with jigger (electric)			600
xiii. potters wheel/non-power			300
xiv. oil burners (2) forced air			200
xv. refractory brick			500
xvi. tubing, pipe, channel iron			200
xvii. hand tools			<u>200</u>
			5900
(h)			
	Antigua	Sept. 1974	
i. kiln, pyrometer, thermocouple			3700
ii. kiln furniture			300
iii. potters wheel (electric) with jigger			600
iv. potters wheel (manual)			300
v. oil burner (2) forced air			200
vi. refractory brick			500
vii. tubing, channel iron, pipe			200
viii. hand tools			<u>200</u>
ix. woodworking machinery		Dec. 1973	3300
x. hand tools			400
xi. drafting equipment			<u>100</u>
xii. flaying tables			200
xiii. vats			200
xiv. drying racks			300
xv. chemicals			<u>100</u>
			6000
			3800
			800
(i)			
	Turks/Caicos	Sept. 1974	
i. woodworking machinery			3300
ii. hand tools			400
iii. drafting equipment			<u>100</u>
			3800
(j)			
	Dominica	Sept. 1973	
i. woodworking machinery			3300
ii. hand tools			400
iii. drafting equipment			<u>100</u>
			3800
TOTAL			<u>68700</u>



G. Government Inputs

1. Assignment of National Staff	Location	Starting Date	Until
<hr/>			
(a) <u>Project Headquarters</u>	St. Kitts		
- Secretary		March 1973	28 Feb 1976
- Typist		June 1973	"
- Office Assistant/Driver		March 1973	"
- Maintenance man		June 1973	"

The following is the staffing for three existing projects:

(b) St. Kitts:

- Director (Director Craft Production Centre) (Overall responsibility for national craft development scheme as pertains to training, production, marketing and promotion)	Basseterre	Oct. 1973	28 Feb 1976
- Production Manager* (A. George)		March 1973	"
- Instructors (2)		Oct 1973	"
- Production Assistants V. Browne & B. Daniels		March 1973	"
- Sales Clerk		Dec 1973	"
- Accounting Services		Feb 1973	"
- Secretary		March 1973	"

\* National staff presently in post under small-scale project.

(c) St. Lucia:\*

- Director (J. Elias, Director, Craft Development Centre) (Overall responsibility for national craft development scheme as pertains to training, production and marketing promotion)	Choiseul	March 1973	28 Feb 1976
- Production Manager (J. Mathurin)		March 1973	"
- Instructors (K. Pierre, V. Eudovic, V. Charles, L. Fish, M. Jacobs)		March 1973	"



1. Assignment of National Staff	Location	Starting Date	Until
- Production Assistants (K. Alcee, L. James, G. Phillips)		March 1973	28 Feb 1976
- Maintenance Man (G. Phillips)		March 1973	"
- Sales Clerk/Secretary (J. Jean-Baptiste)		March 1973	"

\* All national staff are presently in post under the small-scale project.

(d) St. Vincent

- Director (St. Vincent Craftsmen) (Overall responsibility for National Craft Development Scheme as pertains to training, production, marketing and promotion)	Kingstown	March 1973	28 Feb 1976
- Marketing/Accounting		"	"
- Production-Training Manager (L. Hunte)*		"	"
- Ceramics Instructor		"	"
- Jewelry Instructor		"	"
- Crafts Instructors (general)(9)			
J. Providence*	Troumaca	"	"
R. Crozier*	Georgetown	"	"
I. Isles*	Chauncey	"	"
J. Bueke*	Stubbs/Diabou	"	"
C. Jackson*	New Grounds	"	"
E. O'Garro*	Barroa	"	"
L. Quoq*	Coulls Hill	"	"
R. Gould*	Chateaubelair	"	"
A. Prince*	Kingstown	"	"
- Sales Clerk/Secretary		March 1973	28 Feb 1976
- Office Assistant		"	"

\* National staff presently in post under small-scale project.

In the case of territories where no national staff has been assigned at present, it is expected that the following will be on post in accordance with the targets indicated below.

(e) Antigua

- Director (Craft Development Centre) (Overall responsibility for National Craft Development Scheme as pertaining to training, production, marketing and promotion)	St. John's	Nov 1973	28 Feb 1976
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1. Assignment of National Staff	Location	Starting Date	Until
- Production Manager - primarily responsible for training of craftsmen		Dec. 1973	28 Feb 1976
- Instructor, wood work ceramics (2)		Dec. 1973	"
- Production Assistants (2)		Sept. 1974	"
- Accountant (Part time)		Dec. 1973	"
- Secretary (Part time)		Dec. 1973	"
(f) <u>British Virgin Islands</u>			
- Director	Road Town	Sept. 1973	28 Feb 1976
- Production Manager		Sept. 1973	"
- Instructor (Jewelry)(1)		Sept. 1973	"
- Instructor (Textiles)(1)		Dec. 1974	"
- Production Assistants (2)		Dec. 1974	"
- Accountant (Part time)		Nov. 1973	"
- Secretary (Part time)		Sept. 1973	"
- Sales Clerk		Dec. 1973	"
(g) <u>Montserrat</u>			
- Director	Plymouth	Sept. 1973	28 Feb 1976
- Production Manager		Dec. 1973	"
- Instructors (full time)(2)		Dec. 1973	"
- Production Assistants		Dec. 1973	"
- Accountant (Part time)		Dec. 1973	"
- Secretary (Part time)		Sept. 1973	"
(h) <u>Turks and Caicos Islands</u>			
- Director	Grand Turk	Sept. 1974	28 Feb 1976
- Production Manager		"	"
- Instructors (full time)(2)		"	"
- Production Assistants (2)		"	"
- Secretary (Part time)		"	"
(i) <u>Dominica</u>			
- Director	Roseau	Sept. 1973	28 Feb 1976
- Production Manager		March 1973	"
- Instructors (5)		"	"
- Production Assistants (2)		"	"
- Accountant (Part time)		"	"
- Secretary (Part time)		"	"



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1. Assignment of National Staff	Location	Starting Date	Until
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(j) Grenada

- Executive Manager	St. George's	Dec. 1973	28 Feb 1976
- Production Manager		Dec. 1973	"
- Instructors (full time (2) )			
Messrs. Peterson/Joseph		March 1974	"
- Production Assistants (2)		March 1974	"
- Accountant (part time (supplied by Ministry of Social Affairs)		March 1974	"
- Secretary (part time)		Dec. 1973	"
- Sales Clerk (part time)		March 1974	"

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2. <u>Training Provisions</u>	<u>Location</u>	<u>Delivery Date</u>	<u>Cost</u> <u>(ECF)</u>
Maintenance of trainees			19,000
3. <u>Government provided buildings, equipment and supplies</u>			
(a) <u>Buildings</u>			
(Converted or new buildings providing suitable office accommodation, workshops and lecture rooms, including telephone and industrial electrical wiring, covering 3,000 sq. ft. Conversion or new construction to be done in consultation with Project Manager.)	Antigua B.V.I. Dominica Grenada Montserrat St. Kitts St. Lucia <sup>1</sup> St. Vincent <sup>1</sup> Turks and Caicos Is.	Dec. 1973 Sept. 1973 Sept. 1973 Dec. 1973 Sept. 1973 May 1973   Sept. 1974	60,000 60,000 60,000 60,000 60,000 60,000 60,000 60,000
(b) <u>Supplies and Equipment</u>			
(for each territory)			
(i) <u>Expendable</u>			
Office supplies Display materials Drafting supplies Working materials (i.e. wood, cement, glues, etc.)	At all territories	In accordance with arrival date of individual advisers.	4,500
(ii) <u>Non-expendable</u>			
Office furniture Filing Cabinet Work tables/benches Drafting lights Duplicating machine	At all territories	In accordance with arrival date of individual advisers.	5,000
4. <u>Miscellaneous</u>			
(for each territory)			
(a) Operation and maintenance of equipment			250
(b) Sundry, e.g. transport and handling of equipment, water supply, electricity, telephones, travelling contingencies.			1,500

<sup>1</sup> Existing suitable facilities to be transferred from present project on 1 March 1973.



CRAFTSMEN ESTIMATED TO BE TRAINED PER YEAR

Training	C O U N T R Y									Total Trained
	Antigua	British Virgin Islands	Dominica	Grenada	Montserrat	St. Kitts/ Nevis	St. Lucia	St. Vincent	Turks & Caicos Islands	
Ceramics	20		20	40		20	60	20		180
Jewellery	15	15	20			60		25	15	150
Leatherwork	20				12	40				72
Textiles		30	20	20		30	60		15	175
Woodwork			40	40	10	40	50	20	10	210
Tanning	8				6	8				22
Miscellaneous	5		30	5	5	25	25	115		210
	68	45	130	105	33	223	195	180	40	1,019



Activity	Total m/m	1973			1974			1975			1976		
Project Manager	36	(March											
Promotion & Marketing	33	(April											
Production Management	24			(									
Vocational Rehabilitation	12	(May											
Ceramics I	24		(S.V.		ANT.								
Ceramics II	24			(ANT.			(S.K.						
Jewellery	24		(B.V.I.			(S.V.							
Leatherwork	12		(MON.										
Textiles	24		(S.L.				(B.V.I.						
Tanning	12		(S.K.										
Woodwork I	12		(DOM.										
Woodwork II	24		(GR.										
Woodwork III	24		(S.K.				(T.C.						
Short-term Consultants	285												
	12												
	TOTAL m/m												
	297												

S.V. - St. Vincent

ANT. - Antigua

GR. - Grenada

S.K. - St. Kitts

B.V.I. - British Virgin Islands

MON. - Montserrat

S.L. - St. Lucia

DOM. - Dominica

T.C. - Turks &amp; Caicos Islands.



OPERATIONAL WORK PLAN/BAR CHART

	1972	1973	1974	1975	1976
Project Headquarters Basseterre, St. Kitts		(DEC. ---)			
Participating Government Office Accommodations - Dominica St. Lucia St. Vincent		(DEC. ---) (---) (---)			
Materials and Labour Surveys where needed		(MAR. ---)			
Workshop/Equipment/ New Materials Identifica- tion		(MAR. ---)			
Workplan/Preliminary Prototype Development		(JUNE ---)			
Training Programme Prepa- ration and Further Proto- type Development		(JULY ---)			
Training Programmes		(MAR. - St. Kitts, St. Lucia, St. Vincent)	(DEC. - B.V.I., Dominica, Montserrat)	(MAR. - Antigua, Grenada)	(DEC. - Turks & Caicos)
Advisory Services to Craftsmen and Small Industries		(SEPT. ---)			







Project Budget Covering UNDP Contribution - (In US Dollars)

Country: Antigua, British Virgin Islands, Dominica, Grenada, Montserrat, St. Kitts/Nevis, St. Lucia, St. Vincent, Turks & Caicos Islands

Project No: STK/72/005/A/01/11

Title: Handicrafts Training, Production and Marketing Centres

		<u>Total</u>		<u>1973</u>		<u>1974</u>		<u>1975</u>		<u>1976</u>	
		m/m	\$	m/m	\$	m/m	\$	m/m	\$	m/m	\$
10.	<u>PROJECT PERSONNEL COMPONENT</u>										
11.	<u>Experts</u>										
11-01	Project Manager	36	90.000	10	25.000	12	30.000	12	30.000	2	5.000
02	Promotion and Marketing	33	82.500	9	22.500	12	30.000	12	30.000	-	-
03	Production Management	24	60.000	1	2.500	12	30.000	11	27.500	-	-
04	Ceramics I	24	60.000	4	10.000	12	30.000	8	20.000	-	-
05	Ceramics II	24	60.000	1	2.500	12	30.000	11	27.500	-	-
06	Tanning	12	30.000	4	10.000	8	20.000	-	-	-	-
07	Leather Goods	12	30.000	4	10.000	8	20.000	-	-	-	-
08	Textiles	24	60.000	1	2.500	12	30.000	11	27.500	-	-
09	Jewellery	24	60.000	4	10.000	12	30.000	8	20.000	-	-
10	Woodwork I	12	30.000	4	10.000	8	20.000	-	-	-	-
11	Woodwork II	24	60.000	1	2.500	12	30.000	11	27.500	-	-
12	Woodwork III	24	60.000	4	10.000	12	30.000	8	20.000	-	-
13	Short-term Consultants	12	30.000	4	10.000	4	10.000	4	10.000	-	-
14	Vocational Rehabilitation of the Disabled	12	30.000	6	15.000	6	15.000	-	-	-	-
15	Administrative Support Personnel (Semi-local or local)		33.600		9.300		11.200		11.200		1.900
Component Total			<u>776.100</u>		<u>151.800</u>		<u>366.200</u>		<u>251.200</u>		<u>6.900</u>



I: 150/m + 250  
 II: 300/m + 500  
 III: 450/m + 1,000

		<u>Total</u>		<u>1973</u>		<u>1974</u>	
		<u>m/m</u>	<u>\$</u>	<u>m/m</u>	<u>\$</u>	<u>m/m</u>	<u>\$</u>
30.	<u>TRAINING COMPONENT</u>						
31.	<u>Fellowships</u>						
31.1	Counterpart (Level II)	1/4	1.700	-	-	1/4	1.700
2	Counterpart (Level II)	1/4	1.700	-	-	1/4	1.700
3	Counterpart (Level II)	1/4	1.700	-	-	1/4	1.700
4	Counterpart (Level II)	1/4	1.700	-	-	1/4	1.700
5	Counterpart (Level II)	1/4	1.700	-	-	1/4	1.700
6	Counterpart (Level III)	1/1	1.450	1/1	1.450	-	-
7	Counterpart (Level III)	1/1	1.450	1/1	1.450	-	-
8	Counterpart (Level III)	1/1	1.450	1/1	1.450	-	-
9	Counterpart (Level III)	1/1	1.450	1/1	1.450	-	-
10	Counterpart (Level III)	1/1	1.450	1/1	1.450	-	-
11	Counterpart (Level III)	1/3	2.350	-	-	1/3	2.350
12	Counterpart (Level III)	1/3	2.350	-	-	1/3	2.350
13	Counterpart (Level III)	1/3	2.350	-	-	1/3	2.350
14	Counterpart (Level III)	1/3	2.350	-	-	1/3	2.350
15	Counterpart (Level III)	1/3	2.350	-	-	1/3	2.350
16	Manager Blind Handicraft Centre (Level I)	1/2	550	1/2	550	-	-
17	Manager Blind Handicraft Centre (Level I)	1/2	550	1/2	550	-	-
18	Manager Blind Handicraft Centre (Level I)	1/2	550	1/2	550	-	-
19	Manager Blind Handicraft Centre (Level I)	1/2	550	1/2	550	-	-
20	Manager Blind Handicraft Centre (Level I)	1/2	550	1/2	550	-	-
21	Manager Blind Handicraft Centre (Level I)	1/2	550	1/2	550	-	-
22	Manager Blind Handicraft Centre (Level I)	1/2	550	1/2	550	-	-
39.	Component Total	<u>22/54</u>	<u>31.350</u>	<u>12/19</u>	<u>11.100</u>	<u>10/35</u>	<u>20.250</u>



		<u>Total</u>	<u>1973</u>	<u>1974</u>	<u>1975</u>	<u>1976</u>
40.	<u>EQUIPMENT COMPONENT</u>					
41	Expendable equipment	11.000	8.000	2.000	1.000	-
42	Non-expendable equipment	73.000 <sup>1</sup>	38.400	24.600	10.000	-
49.	Component Total	<u>84.000</u>	<u>46.400</u>	<u>26.600</u>	<u>11.000</u>	<u>-</u>
50.	<u>MISCELLANEOUS COMPONENT</u>					
51	Operation and Maintenance of Equipment	3.700	700	1.500	1.500	-
52	Reporting costs	5.000	-	-	-	5.000
53	Sundry	9.700	3.500	3.500	2.000	700
54	Direct costs	9.000	3.000	3.000	3.000	-
59.	Component Total	<u>27.400</u>	<u>7.200</u>	<u>8.000</u>	<u>6.500</u>	<u>5.700</u>
99.	<u>GRAND TOTAL</u>	918.850	216.500	421.050	268.700	12.600

<sup>1</sup> Does not include \$8.600 - equipment purchased for St. Kitts, St. Lucia and St. Vincent out of 1971 TA funds.



Project Budget Covering Governments Counterpart Contribution in Kind - (In local currency)

Country: Antigua, British Virgin Islands, Dominica, Grenada, Montserrat, St. Kitts/Novis, ~~St. Lucia, St. Vincent, Turks & Caicos Islands~~

Project No: STK/72/005/A/01/11

Title: Handicrafts Training, Production and Marketing Centres

	<u>Total</u>		<u>1973</u>		<u>1974</u>		<u>1975</u>		<u>1976</u>	
	m/m	\$	m/m	\$	m/m	\$	m/m	\$	m/m	\$
10. <u>PROJECT PERSONNEL COMPONENT</u>										
Country Directors	264	166.320	38	23.940	100	63.000	108	68.040	18	11.340
Production Managers	273	163.800	47	28.200	100	60.000	108	64.800	18	10.800
Manager <del>Blind</del> Handicrafts Centre	12	7.200	6	3.600	6	3.600	-	-	-	-
Instructors	1,051	262.750	224	56.000	365	91.250	396	99.000	66	16.500
Sales Clerks	150	15.000	22	2.200	58	5.800	60	6.000	10	1.000
Accountants	215	43.000	35	7.000	82	16.400	84	16.800	14	2.800
Secretaries	204	51.000	30	7.500	76	19.000	84	21.000	14	3.500
Production Assistants	429	42.900	71	7.100	134	13.400	192	19.200	32	3.200
Typists	33	6.600	7	1.400	12	2.400	12	2.400	2	400
Office Assistants/Drivers	72	14.400	20	4.000	24	4.800	24	4.800	4	800
Maintenance Men	69	6.900	17	1.700	24	2.400	24	2.400	4	400
19. Component Total	<u>2,772</u>	<u>779.870</u>	<u>517</u>	<u>142.640</u>	<u>981</u>	<u>282.050</u>	<u>1,092</u>	<u>304.440</u>	<u>182</u>	<u>50.740</u>



	<u>Total</u> EC\$	<u>1973</u> EC\$	<u>1974</u> EC\$	<u>1975</u> EC\$	<u>1976</u> EC\$
30. <u>Training Component</u>					
31.    Fellowships - Maintenance of Trainees	19.000	7.000	12.000	-	-
	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>
39.    Component Total	19.000	7.000	12.000	-	-
	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>
40. <u>Equipment Component</u>					
41.    Expendable equipment	45.000	15.000	15.000	15.000	-
42.    Non-expendable equipment	50.000	50.000	-	-	-
43.    Premises	600.000	480.000	120.000	-	-
	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>
49.    Component Total	695.000	545.000	135.000	15.000	-
	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>
50. <u>Miscellaneous Component</u>					
51.    Operation and maintenance of equipment	25.000	5.000	10.000	10.000	-
52.    Sundry	15.000	2.500	7.500	5.000	-
	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>
59.    Component Total	40.000	7.500	17.500	15.000	-
	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>
99.    GRAND TOTAL	<u>1.533.870</u>	<u>702.140</u>	<u>446.550</u>	<u>334.440</u>	<u>50.740</u>