

DESA

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

5 MAY 1977 - 19 DEC 1978

[2 STRICTLY CONFIDENTIAL]

VP/WG DEC 2014

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ORIGINAL ORDER

UN ARCHIVES

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FILE 3  
ACC. TE 210(2) ILO

ORIGINAL DIRECT

RECORDS CONTROL

JAN 15 1979

JAG/pbc

By Pouch

19 December 1978

(TE 210(2)ILO)

Dear Bob,

Thanks for your letter of 28 November. I have been away in Liberia on a Rural Development Task Force assignment and am pleased to be able to respond directly at last to a communication from you.

As I have to be in Dar-es-Salaam on 4, 5 and 6 January, I hope this time we will be able to meet and discuss matters of mutual interest. I have asked to be booked into the Agip and perhaps we will be able to meet on the evening of the 4th. I go to Arusha on Saturday with the Resrep to carry out a review of the EAMI project, which looks as if it will receive further assistance, now that it is to become a sub-regional centre.

The enclosed copies of your book have been sent to me for you. I have purchased copies and hope it will become a standard work of reference throughout the UN technical co-operation programme where management development and training is undertaken. A copy is also being sent to Dogan Energin.

Hoping to see you and Barbara in January. With best wishes to you both from us for a successful New Year.

Sincerely,

James A. Green  
Special Technical Adviser  
Division of Public Administration and Finance

Professor Robert Abramson  
Project Manager, ILO/NIP  
c/o UNDP  
P. O. Box 9182  
Dar-es-Salaam, Tanzania





INTERNATIONAL LABOUR OFFICE  
BUREAU INTERNATIONAL DU TRAVAIL  
OFICINA INTERNACIONAL DEL TRABAJO

153 Uncls  
12.1.79  
M. Vernon  
8/167

Adresse postale CH-1211 GENÈVE 22  
Télégrammes INTERLAB GENÈVE  
Télex 22.271 BIT CH  
Téléphone direct: (022) 99  
central: (022) 996111

*For Mr. Vernon*  
Mr. Robert J. Crooks,  
Director,  
Office of the Commissioner for  
Technical Co-operation,  
United Nations,  
NEW YORK, N.Y. 10017

Réf. BIT/ILO n° TF/SF 128-2-b-3-1

Votre réf. n°

(USA)

*TE 210 (2) ILO*

13 December 1978

Dear Mr. Crooks,

I enclose herewith five statements of commitments incurred during the period 1 July to 31 December 1978 on UNDP projects for which UNOTC is the Executing Agency as follows:

<u>UNDP Project No.</u>	<u>Amount due to ILO</u> <u>US\$</u>
IVC/78/004	35,404 ✓
SEN/71/525	42,025 ✓
IVC/74/001	4,245 ✓
VEN/78/001	36,361 ✓
CHD/76/007	40,676 ✓
TOTAL	158,711 =====

These figures should be considered as final for 1978. Adjustments, if any, will be included in our statements for 1979.

May I point out that it has not been possible to determine at this stage the estimated expenditure for the next six months - the amounts reported in the last column of our statements refer in fact to the recorded obligations as at today.

I should be much obliged if you would credit our next statement of Net Operating Fund with the amount of US\$158,711 due for the above period.

Yours sincerely,

For the Director-General:

*[Signature]*  
for F. von Mutius  
Chief of the Budget and Finance Branch  
Financial and Central Administrative  
Services Department

cc: Ms R. Capio ✓ (finance)  
Accounts Division ✓

INTERNATIONAL LABOUR ORGANISATION

STATEMENT OF EXPENDITURE ON UNDP PROJECT IVC/78/004

FOR SIX MONTHS ENDED 31 DECEMBER 1978

ILO Internal Codes

L.10050.129.052  
K.49314.252.001

Personnel Services

Experts

Mr. Depret  
1.7.78-30.6.79

Miscellaneous Services

Travel

Total Project Costs

Overheads thereon

GRAND TOTAL

Total Amount Allocated		E x p e n d i t u r e								Balance of Allocation		Estimated Expenditure in the next 6 months	
		Prior Years		Current Year				Total					
				Six months to									
				30 June		31 December							
m/m	\$	m/m	\$	m/m	\$	m/m	\$	m/m	\$	m/m	\$	m/m	\$
12.0	62,500	-	-	-	-	6.0	30,911	6.0	30,911	6.0	31,589	6.0	31,276
	145		-		-		145		145		-		-
12.0	62,645	-	-	-	-	6.0	31,056	6.0	31,056	6.0	31,589	6.0	31,276
	8,770		-		-		4,348		4,348		4,422		4,379
12.0	71,415	-	-	-	-	6.0	35,404	6.0	35,404	6.0	36,011	6.0	35,655
Reimbursed to Date									-				
Payment in Transit									-				
Reimbursement Requested									35,404				



INTERNATIONAL LABOUR ORGANISATION

STATEMENT OF EXPENDITURE ON UNDP PROJECT SEN/71/525

FOR SIX MONTHS ENDED 31 DECEMBER 1978

ILO Internal Codes

L.13010.147.060

K.49314.252.160

Personnel Services

Experts

Mr. Rotach  
20.8.73-19.8.75

Mr. Vassiliou  
1.1.74-31.3.79

Miscellaneous Services

Total Project Costs

Overheads thereon

GRAND TOTAL

Total Amount Allocated		E x p e n d i t u r e								Balance of Allocation		Estimated Expenditure in the next 6 months	
		Prior Years		Current Year				Total					
				Six months to									
				30 June		31 December							
m/m	\$	m/m	\$	m/m	\$	m/m	\$	m/m	\$	m/m	\$	m/m	\$
87.0	338,087												
		24.0	67,600	-	-	-	-	24.0	67,600				
		48.0	180,250	6.0	34,532	6.0	36,864	60.0	251,646	3.0	18,841	3.0	18,841
87.0	338,087	72.0	247,850	6.0	34,532	6.0	36,864	84.0	319,246	3.0	18,841	3.0	18,841
	47,222		34,589		4,834		5,161		44,584		2,638		2,638
87.0	385,309	72.0	282,439	6.0	39,366	6.0	42,025	84.0	363,830	3.0	21,479	3.0	21,479
Reimbursed to Date									321,805				
Payment in Transit									-				
Reimbursement Requested									42,025				

INTERNATIONAL LABOUR ORGANISATION

STATEMENT OF EXPENDITURE ON UNDP PROJECT IVC/74/001

FOR SIX MONTHS ENDED 31 DECEMBER 1978

ILO Internal Codes

L.07030.129.051  
K.49314.252.220

Total Amount Allocated		E x p e n d i t u r e								Balance of Allocation		Estimated Expenditure in the next 6 months	
		Prior Years		Current Year				Total					
				Six months to									
				30 June		31 December							
m/m	\$	m/m	\$	m/m	\$	m/m	\$	m/m	\$	m/m	\$	m/m	\$
153.4	575,923												
		114.8	418,054	-	-	-	-	114.8	418,054	-	-	-	-
		32.6	128,735	6.0	29,134	-	-	38.6	157,869	-	-	-	-
	14,140		10,416		-		3,724		14,140		-		-
153.4	590,063	147.4	557,205	6.0	29,134	-	3,724	153.4	590,063	-	-	-	-
	82,609		78,009		4,079		521		82,609		-		-
153.4	672,672	147.4	635,214	6.0	33,213	-	4,245	153.4	672,672	-	-	-	-

Reimbursed to Date

668,427

Payment in Transit

-

Reimbursement Requested

4,245



STATEMENT OF EXPENDITURE ON UNDP PROJECT VEN/78/001  
FOR SIX MONTHS ENDED 31 DECEMBER 1978

L.06040.253.051  
K.49314.252.280

## Experts

Mr. Troncoso Langlois  
1.1.78-31.12.78

### Miscellaneous Services

Travel

Total Project Costs

Overheads thereon

GRAND TOTAL

Total Amount Allocated		E x p e n d i t u r e								Balance of Allocation		Estimated Expenditure in the next 6 months	
		Prior Years		Current Year				Total					
				Six months to									
				30 June		31 December							
m/m	\$	m/m	\$	m/m	\$	m/m	\$	m/m	\$	m/m	\$	m/m	\$
24.0	124,800	-	-	6.0	29,808	6.0	31,705	12.0	61,513	12.0	63,287	-	-
	236		-		45		191		236		-		-
24.0	125,036	-	-	6.0	29,853	6.0	31,896	12.0	61,749	12.0	63,287	-	-
	17,505		-		4,179		4,465		8,644		8,861		-
24.0	142,541	-	-	6.0	34,032	6.0	36,361	12.0	70,393	12.0	72,148	-	-
Reimbursed to Date									34,032				
Payment in Transit									-				
Reimbursement Requested									36,361				

INTERNATIONAL LABOUR ORGANISATION  
STATEMENT OF EXPENDITURE ON UNDP PROJECT CHD/76/007  
FOR SIX MONTHS ENDED 31 DECEMBER 1978

ILO Internal Codes

L.06050.118.062  
K.49314.252.080

Personnel Services

Experts

Mr. Gutknecht  
1.1.78-31.12.78

Miscellaneous Services

Travel

Total Project Costs

Overheads thereon

GRAND TOTAL

Total Amount Allocated		E x p e n d i t u r e								Balance of Allocation		Estimated Expenditure in the next 6 months	
		Prior Years		Current Year				Total					
				Six months to									
				30 June		31 December							
m/m	\$	m/m	\$	m/m	\$	m/m	\$	m/m	\$	m/m	\$	m/m	\$
24.0	124,404	-	-	6.0	30,529	6.0	35,332	12.0	65,861	12.0	58,543	-	-
	349		-		-		349		349		-		-
24.0	124,753	-	-	6.0	30,529	6.0	35,681	12.0	66,210	12.0	58,543	-	-
	17,465		-		4,274		4,995		9,269		8,196		-
24.0	142,218	-	-	6.0	34,803	6.0	40,676	12.0	75,479	12.0	66,739	-	-

Reimbursed to Date

34,803

Payment in Transit

-

Reimbursement Requested

40,676



UNITED NATIONS  
DEVELOPMENT  
PROGRAMME



**UNDP**

Distr.  
GENERAL

DP/PROJECTS/1896  
(CHI/76/014)  
26 July 1978

ORIGINAL: ENGLISH

APPROVAL OF LARGE-SACLE UNDP ASSISTANCE TO A PROJECT OF THE  
GOVERNMENT OF CHILE

Project title and number:	<u>Professional Training in Hotel Management, the Restaurant Trade and Industrial Catering (CHI/76/014)</u>
Executing Agency:	International Labour Organisation (ILO)
Government co-operating agency:	National Institute for Professional Training (INACAP)
Date of approval:	May 1977
Starting date for project operations:	June 1977
Duration:	Two years and seven months
Estimated value of the Government input expressed in US dollars:	\$ 342 800 (in kind)
Estimated UNDP contribution:	\$ 421 600
Source of UNDP financing:	Indicative Planning Figure (IPF)

I. Background

1. About 170,000 persons are currently engaged in hotel keeping, the restaurant trade and industrial catering. The growth of tourism has increased the demand for workers who, however, enter the field without any particular qualifications. According to studies made by the National Tourist Service, only four per cent of the staff working in hotels and restaurants are qualified and the situation is even worse in the case of industrial catering.

2. Against that background, there are two aspects to the urgent problem of training the staff required: the training of additional personnel and the speedy training of workers already employed in the sector.



## II. The project

3. The development objectives of the project are to: (a) train personnel for hotels, restaurants, industrial catering and similar establishments through a permanent and regular programme and thereby improve and expand services consistent with the policies established for the sector; and (b) establish and strengthen professional training for the different functional levels of the industry and thereby improve performance at all levels.

4. The immediate objectives of the project are to: (a) establish and organize in final form INACAP's programme for hotels and restaurant management and the management of similar trades; (b) furnish technical assistance to the management of the programme in connexion with the implementation of new modalities for action; (c) train 20 instructors in various specialized fields for the programme; and (d) train personnel for the sector at all levels through collective action by experts and their counterpart personnel and further train personnel currently employed in the sector through courses of a duration of between 90 and 198 hours. During the period it is expected that 1,500 students will have been trained.

5. UNDP will provide for the services of a number of experts in such different fields as hotel administration, marketing, classical cookery, pastry cookery, etc. Such services will be sought in part by entering into subcontracts with hotel claims in Latin America and the United States during their off-season. A total of 48 man-months will be authorized in respect of individual fellowships in the field of hotel administration, food and beverage control, cooking, pastry making, reception and service. UNDP will also provide for some equipment for both hot and cold food preparation and for services.

6. The Government will provide for office space, counterpart personnel and administrative support services.

7. The expenditure components of the UNDP contribution are as follows:

	\$
Staff	223 400
Subcontracts	98 000
Fellowships	37 200
Equipment	49 000
Miscellaneous	14 000
	<hr/>
	421 600

- - - - -



ORIGINAL DIRECT

ORIGINAL DIRECT

AN/OT

26 May 1978

Ms. Sheila M. Albuquerque, Chief  
Reports Section, OTC

Mr. A. Alagappan, Assistant Director in Charge  
of the Water Resources Branch, CNRET

Agustin Navarro, Technical Adviser  
Water Resources Branch, CNRET

RECEIVED CONTROL

JUN 22 1978

GUA-72/011 - Informe Final de la Agencia Ejecutora

TE 210 (8) 210

De acuerdo con la petición expresada en su memorandum del 1 de mayo de 1978, que no hemos respondido antes por hallarse el Sr. Navarro, Consejero Técnico para dicho proyecto, en comisión de servicio, a continuación se citan los puntos que consideramos de especial relieve para la carta de transmisión del Informe Final al Gobierno.

UNITED NATIONS  
DEVELOPMENT PROGRAMME



PROGRAMME DES NATIONS UNIES  
POUR LE DEVELOPPEMENT

برنامج الأمم المتحدة الانمائي  
BEIRUT, LEBANON

*Mr. Reid / Mr. Maxwell*

TELEPHONES : 27 20 01-2-3 / 27 29 15

CABLE ADDRESS : UNDEVPRO - BEIRUT  
P. O. BOX : 3216

REFERENCE 923/LEB/78/002

26 May 1978

*MAI 31 1978*  
*Director, OTC*  
*Mr. Benaissa*

*TE 210(2)/LEB*

*12 JUN 1978*

Dear Mr. Burns,

Ref.: LEB/78/002/A/01/11

Assistance à la Caisse Nationale de Sécurité Sociale  
(Organisation et Méthode)

Please find enclosed one signed copy of the above mentioned project document.

Yours sincerely,

John M. Saunders  
Special Representative of the Secretary General  
and Resident Representative of the UNDP

RECEIVED

MAY 31 1978

Middle East  
Section, MEMEIB  
OTC

Mr. J. Burns  
Director  
Office of Technical Cooperation  
United Nations  
New York

*cc: E. Perreault*  
*W.F. other agency programmes*

*Mr. Reid*  
RECEIVED

MAY 31 1978

MEMEIB



PROGRAMME DES NATIONS UNIES POUR LE DEVELOPPEMENT

Projet du Gouvernement de la République  
du Liban

Titre: Assistance à la Caisse Nationale de Sécurité Sociale  
(Organisation et méthode)

No.: LEB/78/002/A/01/11

Durée: Deux mois

Fonction Principale: Support Directe

Secteur: Sécurité Sociale et Autres Services Sociaux (70)

Sous-secteur: 7010.- Sécurité Sociale

Organisme d'Exécution du Gouvernement: Ministère du Travail et des  
Affaires Sociales

Agence d'Exécution des Nations Unies: 11.- Organisation Internationale  
du Travail

Date de Commencement: 1 mars 1978

Contribution du Gouvernement: N I L

Contribution du PNUD: US \$ 12,160

Signature:

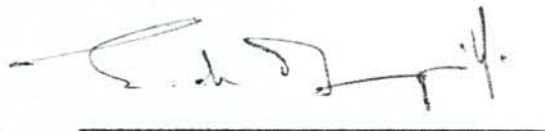
  
Pour le Gouvernement

Date 18 mai 1978

Conformément au contenu de la lettre du  
BIT No.017-LEB datée du 18 mai 1978

Eric de Broqueville, Représentant Résident Adjoint  
Pour l'Agence d'Exécution

Date 19 mai 1978

  
Pour le PNUD

Date 26 mai 1978

Eric de Broqueville  
Représentant Résident Adjoint

Document de projet relatif  
à la mission de consultation technique de  
M. Proust, en sécurité sociale, au Liban  
(1er mars-30 avril 1978)

A. Justification du projet

Après l'extension de la protection que procure le régime libanais de sécurité sociale et l'accroissement des tâches de la Caisse nationale de sécurité sociale (CNSS), le Gouvernement libanais a pressenti la nécessité d'une modernisation du fonctionnement de la CNSS. Il a donc eu recours au BIT, en demandant une assistance technique, pour obtenir l'aide d'un conseiller en organisation de sécurité sociale, en vue de la future réorganisation et décentralisation de la CNSS. Une mission préliminaire de consultation technique a été ainsi envisagée, dont les buts sont énumérés ci-dessous.

B. Tâches de l'expert

Le rôle et les tâches du consultant dans sa mission consisteront en :

- diagnostic et évaluation des besoins de coopération technique de la CNSS en vue de la modernisation de son fonctionnement ainsi que formulation des recommandations pertinentes,
- préparation d'un document du projet d'assistance technique en collaboration avec les responsables de la CNSS,
- soumission de ce document aux autorités libanaises et négociations préalables avec le Représentant Résident du PNUD,
- mise au point de la version finale du document de projet après consultations et approbation technique du Département de la Sécurité sociale du BIT à Genève et accord des autorités libanaises.

C. Cadre institutionnel

Pendant son séjour l'expert sera attaché à la Caisse nationale de sécurité sociale. Il gardera aussi des contacts très étroits avec le ministère de Tutelle, responsable de la politique de sécurité sociale dans le pays.



D. Coopération future

Selon les résultats acquis par cette mission préliminaire on s'attend à ce qu'un projet de longue haleine soit requis par le Gouvernement libanais dans le domaine de la sécurité sociale, en faisant appel à la coopération technique du PNUD et du BIT.

Budget du projet

Pays : Liban

Projet : LEB 78/002/A/01/11

Titre du projet : Assistance à la CNSS (Organisation et méthode)

		Total		1978	
		M/M	\$	M/M	\$
10	Budget personnel				
11.01	Conseiller en sécurité sociale	2.0	12.160	2.0	12.160
19	Composé total	2.0	12.160	2.0	12.160
99	Grand total		12.160		12.160

UNITED NATIONS

ENCLOSURE ATTACHED



UNITED NATIONS DEVELOPMENT PROGRAMME

P.O. BOX 30135, LILONGWE 3, MALAWI

Reference ..... PRO/300/FMP

Cable Address : UNDEVPRO, LILONGWE  
Telephone : 30566

RECEIVED IN RECORDS CONTROL	
20 APR 1978	
ACTION TO:	
1	M. KABA
2	Mr. Rindell
3	
<input checked="" type="checkbox"/> PUT AWAY	
INITIALS	
<input type="checkbox"/> BRING FORWARD	
ON	DAY / MONTH / YR.
TO:	

10 April 1978

TE 210(2)ILO  
WF (MLW)LP

Dear Mr. Kaba,

Status of Implementation of the New Pipeline Projects  
Scheduled in the Financial Management Plan  
as of 31 March 1978

..... Please find enclosed three copies of the updated version of this document.

Any comments which you may wish to make would be much appreciated.

Yours sincerely,

*R. A. Borthwick*

R.A. Borthwick  
Resident Representative

Mr. Moussa Kaba, Chief  
Central Africa Section  
Africa Branch  
Office of Technical Co-operation  
United Nations  
New York

RECEIVED

APR 24 1978

Central  
Section  
Branch

OFFICIAL CORRESPONDENCE	CONTROL NO.
MUST BE RETURNED TO RECORDS CONTROL, ROOM DC-1104	4/241



STATUS OF IMPLEMENTATION OF NEW PROJECTS NOT YET APPROVED BUT  
SCHEDULED IN FINANCIAL MANAGEMENT PLANS  
(as of 31 March 1978)

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Title: Vocational Training

Project Number: MLW/77/006

Executing Agency: ILO

Proposed Starting

Date: September 1978

Proposed UNDP Contribution: \$2,270,000

In discussions with Government outstanding issues have been resolved and signature is expected in April. A revised budget has been forwarded to ILO. ILO has been requested to commence recruitment procedures for the Project Manager and three Associate Experts. A new starting date of September 1978 has been proposed.

Title: Vocational Rehabilitation of Disabled Persons

Project Number: MLW/77/015

Executing Agency: ILO

Proposed Starting

Date: 1 June 1978

Proposed UNDP Contribution: \$171,114

The Project Document initially has been approved by Government and ILO. UNDP approval is expected in April after clarification of Government counterpart contribution.

Title: Development of Accountants

Project Number: MLW/77/016

Executing Agency: ILO

Proposed Starting

Date: April 1978

Proposed UNDP Contribution: \$396,800

The Project Document has been approved by the Government and ILO. Several points are being clarified and UNDP approval is expected in April.

Title: Improvement of Primary Teacher Education

Project Number: MLW/77/007

Executing Agency: UNESCO

Proposed Starting

Date: September - October 1978

Proposed UNDP Contribution: \$2,571,000

Comments are awaited from the Government, UNDP Headquarters and UNESCO on the draft Project Document.

Title: Nutritionists Unit at Bunda College

Project Number: MLW/77/008

Executing Agency: FAO

Proposed Starting

Date: September 1977

Proposed UNDP Contribution: \$65,184 (This figure will be increased following an increase in Government salaries)

We are awaiting from the Government their approval of the Project Document and the curricula vitae of the four locally recruited experts.

Title: Strengthening Bunda College of Agriculture

Project Number: MLW/77/009

Executing Agency: FAO

Proposed Starting

Date: September 1978

Proposed UNDP Contribution: \$2,867,600

Government signature of the Project Document is pending awaiting clearance by the Senate of the University of Malawi. FAO has approved and has been authorized by UNDP to take preliminary steps to locate suitable candidates for the eight posts.

Title: National Measles Vaccination Campaign

Project Number: MLW/77/004

Executing Agency: WHO

Proposed Starting

Date: To be determined

Proposed UNDP Contribution: Under consideration

This project is still under discussion by the Government. It is expected that new campaigns will commence in the three most seriously affected areas as part of the WHO Expanded Immunization Programme. It is understood that UNICEF may be requested to provide vaccines while UNDP may be requested to provide vehicles and certain equipment items.





INTERNATIONAL LABOUR OFFICE  
BUREAU INTERNATIONAL DU TRAVAIL  
OFICINA INTERNACIONAL DEL TRABAJO

Reg

Adresse postale CH-1211 GENÈVE 22  
Télégrammes INTERLAB GENÈVE  
Télex 22.271 BIT CH  
Téléphone direct: (022) 99 68 31  
central: (022) 99 61 11

Réf. BIT/ILO n° RH 1-94

Votre réf. n°

Mr. Milos Bjelic,  
Social Affairs Officer,  
Centre for Social Development and  
Humanitarian Affairs,  
United Nations,  
NEW YORK, N.Y. 10017  
(U.S.A.)

8/12/IV

TE 21062 ILO

APR 3 1978

- 6 APR 1978 -

Dear Milos,

We have received (via Esko Kosunen) a copy of the report of your mission to Viet Nam concerning the rehabilitation of war victims and other disabled persons. Would you kindly send a copy direct to our Regional Director, ILO Regional Office for Asia, P.O. Box 1759, Bangkok, Thailand, for the information of Mr. W.G. Momm, our Regional Adviser in Vocational Rehabilitation.

Thank you.

Yours sincerely,

*Norman Cooper*

N.E. Cooper  
Chief of Vocational Rehabilitation Section  
Vocational Training Branch  
Training Department

cc. sent to ILO, Regional Director, THAILAND

UNITED NATIONS  
DEVELOPMENT  
PROGRAMME



**UNDP**

Distr.  
GENERAL

DP/PROJECTS/1722  
(CHD/75/010)  
27 March 1978  
ENGLISH  
ORIGINAL: FRENCH

APPROVAL OF LARGE-SCALE UNDP ASSISTANCE TO A PROJECT OF THE  
GOVERNMENT OF CHAD

*TB 210 (2) ILO*

Project title and number:	<u>Development and strengthening of the labour administration sections (CHD/75/010)</u>
Executing agency:	International Labour Organisation (ILO)
Government co-operation agency:	Ministry of Health, Labour and Social Affairs
Date of approval:	November 1977
Estimated starting date for project operations:	<u>1/</u>
Duration:	<u>2/</u>
Estimated value of the Government input expressed in US dollars:	68,200 (in kind)
Estimated UNDP input:	\$US 180,800
Source of UNDP financing:	Indicative planning figure (IPF)

I. Background

1. The Government of the Republic of Chad considers employment promotion and the management of the labour market to be a key factor in national development. It believes that, as matters stand, the administrative and technical support available to implement this policy falls far short of what is needed.

2. Present staff and resources and the structures and methods now available are inadequate for the tasks assigned to the sections dealing with labour matters and prevent them from performing their functions with the efficiency required.

1/ Project operations began under preparatory assistance in September 1977.

2/ The total duration of the project, including preparatory assistance activities, will be two years and six months.



3. In order to correct the situation, the Government wants to reorganize, develop and strengthen the labour sections with a view to making them competent to perform their functions satisfactorily and has requested UNDP assistance for the financing of this project.

## II. The project

4. The long-term objective of the project is to give the Ministry of Labour an administrative structure, at the headquarters level and at the level of the external sections, which will provide the means necessary to pursue full employment and bring about peace and social justice.

5. The immediate objectives of the project are:

(a) to strengthen the organization of the headquarters sections of the Ministry concerned; (b) to strengthen the external sections; (c) to set up and develop an in-service training programme for the staff of those sections; and (d) administrative reorganization of the National Manpower Office.

6. UNDP will provide the services of a technical adviser, three short-term consultants - on labour statistics, occupational relationships and the organization of employment services - and an associate expert. It will also provide training fellowships, project vehicles, office equipment and support personnel.

7. The expenditure components of the UNDP input are as follows:

	<u>Previously approved</u>		<u>Present approval</u>		<u>Total approved</u>	
	<u>Work/months</u>	<u>\$US</u>	<u>Work/months</u>	<u>\$US</u>	<u>Work/months</u>	<u>\$US</u>
Experts and administrative support personnel	2.5	11,900	27.5	141,900	30	153,800
Training	-			7,100		7,100
Equipment		4,500		21,500		26,000
Miscellaneous		700		10,300		11,000
		<u>17,100</u>		<u>180,800</u>		<u>197,900</u>

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ENCLOSURE ATTACHED

UNITED NATIONS  
DEVELOPMENT PROGRAMME



PROGRAMME DES NATIONS UNIES  
POUR LE DEVELOPPEMENT

برنامج الأمم المتحدة الانمائي  
BEIRUT, LEBANON

TELEPHONES : 27 20 01-2-3 / 27 29 15

REFERENCE 505/LEB/78/005

RECEIVED

APR 4 1978

Middle East  
Section, MEMEIB,  
OTC

RECEIVED IN RECORDS CONTROL  
7 MAR 1978  
1 Me. Burns  
CABLE ADDRESS : UNDEVPRO - BEIRUT  
P. O. BOX 3216  
Ms. Reid  
Mr. Maxwell  
23 March 1978  
ON DAY MONTH YR.

TE 210 (2) ILC

Dear Mr. Burns,

Subject: LEB/78/005 - Consultant in Comprehensive  
Occupational Research and  
Information

Please find enclosed a copy of the above mentioned document  
approved on 17 March 1978.

Yours sincerely,

*[Signature]*

Eric de Broqueville  
Deputy Resident Representative

cc: C. Persaud

Registry

Lebanon -  
ILO - executed  
project

RECEIVED

MAR 31 1978

Director, OTC

*Mr. Persaud*

Mr. Jack Burns  
Director  
Office of Technical Cooperation  
United Nations  
New York

OFFICIAL CORRESPONDENCE  
MUST BE RETURNED TO  
RECORDS CONTROL, ROOM DC-1104  
CONTROL NO.  
3/390

Ms. Reid  
RECEIVED

APR 04 1978

MEMEIB

La Conférence des Nations Unies sur la coopération technique entre pays en développement (CTPD)  
se tiendra en août/septembre 1978 à Buenos Aires  
"Une occasion offerte à la communauté mondiale tout entière d'aider à libérer la créativité latente de deux milliards de personnes"  
(de la Déclaration de Koweït sur la CTPD, 5 juin 1977)

TE



*Back to Gordon for action 24/2/78*  
UNITED NATIONS

ENCLOSURE ATTACHED

DEVELOPMENT



PROGRAMME

Reference BOT/77/010

Botswana Office  
Post Office Box 54—Gaborone  
Republic of Botswana

RECEIVED

FEB 24 1978

SECTION FOR EAST SOUTHERN  
AFRICA AND REGIONAL PROJECTS  
AFRICA BRANCH  
OTC

RECEIVED IN RECORDS CONTROL  
23 FEB 1978  
ACTION TO:  
MR CHHOR  
2  
3  
INITIALS  
TELEX 412 BD  
TELEPHONE NUMBERS 2893/4/5  
2228 (WORLD FOOD PROGRAMME)  
BR  
ON  
TO:  
DAY MONTH YR.

Cables: UNDEVPRO, Gaborone

TELEX 412 BD

TELEPHONE NUMBERS 2893/4/5  
2228 (WORLD FOOD PROGRAMME)

14 February 1978

*TA 210 (2) ILO*

Dear Mr. Chhor,

Subject: BOT/77/010 Strengthening of the Department of  
Commerce at BTC

..... Attached herewith please find, for your information and any comments  
you may wish to make, a copy of the draft Project Document prepared by the  
ILO in respect of the above project proposal. A self-explanatory copy  
of letter reference UNDP 224-2-c-6-1 dated 19 December from ILO commenting  
..... on the document is also attached for your information.

Yours sincerely,

*Olav Svennevik*

Olav Svennevik  
Resident Representative

Mr. K. Chhor  
Chief, East, Southern Africa  
and Regional Projects Section  
Africa Branch, OTC  
United Nations, New York

*W.F.  
No comments  
A. Orillio  
21/2/78*

OFFICIAL CORRESPONDENCE	CONTROL NO.
MUST BE RETURNED TO RECORDS CONTROL ROOM DC-1104	<i>2/292</i>

The United Nations Conference on Technical Co-operation among Developing Countries (TCDC)  
will take place in August/September 1978 in Buenos Aires  
"An opportunity for the world community to help release the latent creativity of two billion people"  
(from the Kuwait Declaration on TCDC, 5 June 1977)

*TE*



UNITED NATIONS DEVELOPMENT PROGRAMME

Project of the Government of  
BOTSWANA

PROJECT DOCUMENT

Title: Strengthening of the Department of Commerce  
at the Botswana Training Centre

Number: BOT/77/010/B/01/11 Duration: 4 years

Primary Function: Training and Up-grading

Secondary Function: Direct Support (Technical Advice)

Economic Sector: 45 - Labour, Management and Employment

Sub-Sector: 4550 - Clerical, Commercial and Service Training

Government Implementing Agency: Directorate of Personnel,  
Office of the President

Executing Agency: International Labour Organisation (ILO)

Estimated starting date: 1 January 1978

Government inputs:	<u>970.810</u> Pula	UNDP inputs:	<u>1.209.094</u> US Dollars
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Signed: \_\_\_\_\_  
on behalf of the Government

\_\_\_\_\_

on behalf of the Executing Agency

\_\_\_\_\_

on behalf of the United Nations  
Development Programme

Date: \_\_\_\_\_

Date: \_\_\_\_\_

Date: \_\_\_\_\_

H/PROF  
November 1977



## I. LEGAL CONTEXT

This Project Document shall be the instrument referred to as such in Article I, paragraph 1, of the Assistance Agreement between the Government of the Republic of Botswana and the United Nations Development Programme signed by the parties on 14 May 1975.

The Government Implementing Agency shall, for the purpose of the Standard Basic Agreement, refer to the Government Co-operating Agency described in that Agreement.

## II. THE PROJECT

### A. Development Objectives

1. To raise the standard of commercial training at the Botswana Training Centre to cater for middle-level accounting and executive staff and thus provide a core of well-trained supporting personnel for the few professional accountants and top managers that the country can now afford to recruit for the private, parastatal and public sectors.
2. To raise the level of secretarial training offered at the Botswana Training Centre to standards which will ensure that BTC graduates can fill senior secretarial positions in private, public and parastatal sectors.
3. To assist in the development of the Botswana Training Centre into a National College of Commerce and Administration.

### B. Immediate Objectives

1. To strengthen the training capability of the Botswana Training Centre.
  - a) to be able to mount courses leading to middle level commerce and accountancy qualifications. These courses are to be organised on day-release, block-release, or full-time basis in close co-operation with the employing sectors;
  - b) to provide secretarial courses at various levels.
2. To develop appropriate training programmes, curricula and teaching materials relevant to local conditions.
3. To introduce modern instructional media and teaching methods.
4. To establish an Advisory Council to co-ordinate commercial training activities and to develop proper certification arrangements with the Government (see Section K).
5. To assist in the administration of the Commercial Training department of the BTC.

### C. Special Considerations

n.a.

### D. Background and Justification

1. Botswana became independent in 1966. Its population is estimated at 712.000 (1976) and is expected to grow to about 917.000 in 1986.

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Although traditionally the majority of the population depend on agriculture for their livelihood, mineral exports have displaced cattle and meat exports as main source of foreign exchange. The growth rates of sectors projected in the current Development Plan are given as follows:-

	<u>Sectoral Growth 1976-1981 (% p.a.)</u>	<u>Percentage share of GDP</u>
Agriculture	4,3	20,7
Mining (diamonds, copper)	26,3	21,6
Manufacturing	13,6	6,3
Construction	7,1	5,5
Trade	5,3	18,3
Transport and Comm.	9,3	3,0
Government	8,2	10,0

(From Table: 2.1, National Development Plan 1976-1981)

2. The average annual rate of growth for the GDP as a whole is predicted to be around 10%. Consequently, there is an increasing demand for qualified personnel in all sectors of the economy, which at present is not being adequately met. There is concern that the encouraging growth rate will be reversed if the supply of essential know-how remains inadequate.

3. In order to improve the supply of skilled manpower at professional and sub-professional level, the Government stipulates, inter alia, that -

- a) post-primary education should be geared to the requirements of the expanding economy;
- b) vocational and technical training has to be stepped up by 10-15% above the target levels of the previous Development Plan.

4. The Botswana Training Centre (BTC\*) concentrates on providing training programmes in the fields of Public Service and Commerce. In the Public Service Section, BTC runs training courses in line with the Schemes of Services of the various cadres. The Commercial Section has in the past put the main emphasis on :

- a) shorthand and typing courses
- b) secretarial courses
- c) courses in bookkeeping and office management.

5. Apart from BTC, there are limited opportunities for commercial studies in the form of correspondence courses, evening classes and on-the-job training programmes of larger organisations. Correspondence course results are very disappointing. The results of the 1977 examinations (Commercial subjects, Pitman) for external candidates showed 35 passes among 451 candidates, which corresponds to a pass rate of 7.8%.

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\* In 1962, the Education Department opened a Trade School for the training of primary school leavers in various industrial trades. In 1964, the Botswana Training Centre was established by merging this trade school and the PWD training school into one institution.



6. The current National Development Plan (1976-1981) discusses the future development of the Botswana Training Centre as follows :

- Since 1973, there has been a steady increase in the number of longer, more effective courses as opposed to shorter, less effective courses (para. 6108).

- In the past, the Botswana Training Centre has not been able to expand its course offerings as quickly as it would like to have due to major staff shortages and lack of sufficient physical facilities. During the Plan period, major efforts will be made to remedy this situation (para. 6109).

- To accommodate the planned increase in Commercial Course offerings from 10 in 1975 to 25 in 1979, as well as expected increase in course participants from 60 to over 350, a major expansion of the facilities of the Commercial Section will be undertaken (para. 6111).

7. Table 2.2 of the above Development Plan lists the manpower demand projections for 1978 and 1988, as follows (extract):

	Projection to 1978					Projection to 1988				
	F.III	F.V	PTI	Deg.	Total	F.III	F.V	PTI	Deg.	Total
14. Economist and Accountants	11	163	30	116	320	20	297	55	211	583
21. Administrative and Managerial Workers	199	229	40	313	701	271	417	73	570	1277
22. Clerical Workers and Government Executive Officials	2573	956	6	15	3550	4687	1742	11	27	6467
23. Stenographers, Bookkeepers and Related	976	595	23	12	1606	1778	1084	42	22	2926
TOTALS	3679	1943	99	456	6177	6702	3540	181	830	11253

8. In order to keep pace with the anticipated demand, the BTC should according to figures of the above table 2.2 be training low and middle-level personnel (i.e. with Form III and Form V entry level) at the following rates per annum :

	Projection to 1978	Projection to 1988
	Number per annum	Number per annum
a) Economists and Accountants	26	48
b) Administrative and Managerial Workers	52	95
c) Clerical Workers and Government Executive Officials	529	964
d) Stenographers, Bookkeepers and Related	235	430
TOTALS	842	1537



9. The past output of the BTC is shown in the following table:

Botswana Training Centre Courses and Enrollment: 1973-75  
(National Development Plan 1976-81, Table 6.22)

	<u>1974</u>		<u>1975</u>		<u>1976</u>	
	<u>No. of Courses</u>	<u>No. of Students</u>	<u>No. of Courses</u>	<u>No. of Students</u>	<u>No. of Courses</u>	<u>No. of Students</u>
Public service	30	198	12	184	13	206
Secretarial/ Commercial	6	118	10	169	8 1	147
Departmental/ Special	32	451	50	526	65	745
TOTALS	<u>68</u>	<u>767</u>	<u>72</u>	<u>879</u>	<u>68</u>	<u>1098</u>

10. Output projection from sources other than BTC is as follows:  
(Directorate of Personnel, Projections of government trainees in training institutions 1976-77).

<u>Timing</u>	<u>Course</u>	<u>Graduating</u>	<u>Total</u>	<u>Remarks</u>
1977	Accounting	3		
	B Com	7	10	UK and UBS
1978	Accounting	2		
	B Com	8	10	UK and UBS
1979	Accounting	3		
	B Com	4	7	UK and UBS
1980	Accounting	5		
	B Com	7	12	UK and UBS

11. From an analysis of the above tables (para. 7 to 10) it can be seen that the need for training middle-level managerial and administrative personnel has to be catered for with priority. Concerning the secretarial posts in the private and parastatal sectors, it is understood that they are at present largely filled by expatriate staff. As job requirements in the private sector are most demanding and partly of different nature than in the public sector, it appears to be necessary to review the quality of secretarial training in terms of objectives, content, duration, entrance qualification as well as teaching methods.

12. There is further a need for in-service and up-grading courses of various kinds. According to the 1972 Manpower Survey (no later data available), less than one-third of the clerical and related workers in the parastatal and private sectors had any formal training. With commercial procedures and equipment becoming increasingly complex, the question of retraining of clerical cadres will have to be looked into as well.



13. An additional demand for BTC facilities might arise from the growth and expansion of the co-operative movement, which is supported strongly by the Government. So far, no special co-operative training facilities are available in the country.

#### E. Outputs

Outputs envisaged:

1. Middle-level staff trained in the field of Commerce and Accountancy	40 trainees p.a. (as from 1981)
2. Non-certificated improvement (up-grading) refresher courses in office supervision and accounting techniques	44 trainees p.a.
3. Secretarial Courses	50 trainees p.a.
4. Retraining and up-grading courses to secretarial and administrative levels	5 courses in 1978 10 courses in 1979 10 courses in 1980 15 courses in 1981
5. Training National Counterparts	
Secretarial Practice	1 in 1978-79
Accounting	2 in 1979-80
Quantitative Methods (EDP)	2 in 1980
Commercial Law	1 in 1981
<hr/>	
TOTAL	6 during project duration

6. A Technical Report on "The Development of Commercial Training as geared to the Botswana Labour Market Requirements" will be prepared and submitted to the Government in September 1980.

#### F. Activities

The main activities of the project will consist of:

1. drafting detailed course programmes for new courses envisaged
2. reviewing existing course structures as to :
  - a) curriculum objectives, content
  - b) entry requirements, selection procedure
  - c) relevance to employing sectors
  - d) correlation with other programmes within and outside BTC
3. undertaking direct teaching in the Commerce/Accountancy and Secretarial Programme until the counterparts are fully trained
4. establishing the Advisory Body on Commercial Training
5. negotiating an external examination system on a national basis
6. preparing up-to-date teaching materials based on local conditions
7. training national counterparts during all phases of the work listed above.



These activities are to be undertaken in <sup>co-ordination</sup> co-ordination with the Principal, BTC, and the implementing agency.

## G. Inputs

### a) Government Inputs (in kind)

The facilities of the Botswana Training Centre will be made available, as needed, to execute the project activities.

Buildings, equipment (including sight and sound room, language laboratory) library facilities, and other support services will be provided.

The Government will obtain financial assistance for the construction of additional buildings adjacent to the present buildings.

Furthermore, the following staff will be available as needed :

- Administrative and clerical staff also responsible for activities outside the project: Principal, Bursar, Higher Executive Officer, Clerical Officer, Stores Officer, Typewriter Repairer.
- Teaching staff: six teachers/instructors will specialise in the field listed under UNDP Expert input.
- Support staff: two cleaners, one general duty assistant, two labourers.

The Government of the Republic of Botswana will pay the salaries of all its professional, administrative, clerical and support staff as shown in the budget covering its contribution and will assume responsibility for the up-keep and maintenance of the premises, equipment, vehicles, etc.

### b) UNDP/ILO Inputs

#### 1) Expert Services

The UNDP/ILO inputs will include the provision of the Chief Technical Adviser for 48 man-months, four experts for 38 man-months each, two UN volunteers for 36 man-months; the duty station will be Gaborone.

Chief Technical Adviser should have a University Degree in Economics or related subjects, practical experience in one or several business establishments as well as experience of administrative work and the teaching of commercial subjects.

He will be responsible for the overall implementation of the project, for the planning and organisation of all activities. He/She will be required to teach economics and business administration subjects, etc. as needed.

Expert. Accountancy Training - The Expert should have a university degree or a professional qualification in Accountancy, practical experience of accountancy work in the public and private sectors, as well as several years teaching experience in this field. Under the overall direction of the Chief Technical Adviser, he/she will be responsible for the preparation, organisation and implementation of the accountancy training undertaken at the BTC. He/She will be required to do some direct teaching until the counterpart is fully trained.

Expert. Secretarial Training - The Expert should have a diploma in commercial subjects, including shorthand and typewriting. He/She should have experience in several business establishments as well as formal teacher training and teaching experience. Experience in teaching on ABC/Symbol shorthand system would be an advantage.

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7.

Under the direction of the Chief Technical Adviser, he/she will be responsible for the review of current secretarial and clerical training activities and the preparation and implementation of new programmes introduced in this field in particular the development of the training programme for the model office, and will be required to do some direct teaching until the counterpart staff is fully trained.

Expert, Electronic Data Processing - The Expert should have a degree in Business Education or Business Administration and a diploma in systems. He/She should have experience in programming and some experience in quantitative methods, as well as teaching experience in Business Mathematics, and Fundamentals of Data Processing.

Under the direction of the C.T.A., he/she will be responsible for the planning, organisation and implementation of EDP related course elements as well as the preparation of equipment lists for EDP hardware and software.

Expert, Commercial Law - The Expert should have a degree in Law or a professional accounting qualification with specialisation in Company Law, Banking and Insurance Law as well as Taxation Law with substantial practical experience and some teaching experience. Under the direction of the C.T.A., he/she will be responsible for the planning, organisation and implementation of course elements related to Commercial Law.

Short-Term Consultants - 24 man-months to be specified during the project.

UN Volunteer in Commerce - The volunteer should have a diploma in Commerce/Administration with practical experience in the field of commerce as well as some teaching experience.

Under the supervision of the Expert in Accounting, he/she will participate in the Development of the new day release courses of the BTC and in teaching commercial subjects.

UN Volunteer in Shorthand and Typing - The volunteer should have a diploma in Secretarial Practice, secretarial experience and some teaching experience.

Under the supervision of the expert in Secretarial Training, he/she will participate in the review of current clerical and secretarial training activities and with development of new programmes in the same field. He/She is expected to teach shorthand, typing, office practice and other related subjects.

2) Support Personnel

One secretary and one driver for the duration of the project.

3) Missions (experts)

A total amount of \$ 33.600 is foreseen for this purpose.

4) Other costs

The tripartite evaluation mission costs are estimated at \$ 4.800

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	<u>Starting Date</u>	<u>Estimates in US \$</u>
5) <u>Training</u>		
2 fellowships of 6 months each (Accountancy Training)	1979	19.952
2 fellowships of 6 months each (Secretarial Training)	1980	21.672
2 fellowships of 12 months each (Commercial Law)	1981	32.368
Provision for course work/course development assignments outside Gaborone		24.000
	<u>Total</u>	<u>97.992</u>

6) Equipment

a) The UNDP/ILO inputs will also include office machines, air conditioners, two vehicles, audio-visual and various other training materials as listed below:

<u>Quantity</u>	<u>Description</u>	<u>Estimated cost in US Dollars</u>
1	Project car (Peugeot)	
1	Minibus 12 seater (VW or Toyota)	
11	Air conditioner	
6	Electric Typewriters	
2	Manual Typewriters (long carriage)	
12	Electric calculators (printing)	
1	Spirit duplicator	
1	Thermocopier	
1	Photocopier	
1	Cassette Recorder	
6	Dictaphone	
5	Overhead Projectors with screen	
	<u>Sub-Total</u>	<u>\$ 56.000</u>

- b) Miscellaneous books, cassettes, small office equipment etc.  
(\$ 8.000).
- c) Equipment for the experts' offices (filing cabinets, folders,  
calculators typewriters and various small equipment (\$ 4.000)).

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d) An amount of \$ 42.000 is set aside for the provision of:

- 1 Remote Visual Display Unit
- or
- 1 Desk Computer (mini-computer)  
with the necessary stationary.
- 1 Four-channel audio-system for  
language laboratory

Additional equipment for model office.

The items mentioned under (d) will be specified after arrival of the international experts.

	Total equipment	\$ US 110.000
7) <u>Reporting Costs</u>		
Technical Report		\$ US 5.800
Terminal Report		\$ US 2.200
		<hr/>
	Total reporting	\$ US 8.000
		<hr/>

#### 8) Miscellaneous

A total amount of \$ 37.744 is provided for miscellaneous expenses such as car maintenance and repair, postage etc.

### H. Work Plan

1. The main emphasis of the project is to be put on the development and implementation of new day-release or block-release course programmes leading to middle level qualifications in commerce and accountancy. All experts and UNV's except those listed in secretarial training are expected to devote most of their work to these courses.
2. It is further expected that within the lifetime of the project, additional demand will arise for specialized courses for employees of parastatals, co-operatives, government departments, for which BTC expertise and facilities will be sought. Consideration will have to be given to create possibilities for specialisation by improving options for Purchasing, Selling, Storekeeping, Banking, Insurance, etc. if demand arises.
3. Following discussions with the Director of Personnel and the Principal of BTC, the following Work Plan for the project is visualized:
  - a) Arrival of CTA late January 1978
  - b) Discussions with BTC, Government departments, employers' organisation about objectives, aims and content of courses February 1978
  - c) Establishment of Advisory Body on Commercial Training February 1978
  - d) Arrival and setting up of equipment (except EDP and Model Office) April 1978
  - e) Arrival of experts April/May 1978



- |   |                           |
|---|---------------------------|
| f) Preparatory work for detailed syllabus, co-ordination of subject content, discussion on methodology                  | May/June 1978             |
| Review of secretarial/clerical programme  | May/June 1978             |
| g) Commencement of middle level courses in commerce and accountancy   | July 1978                 |
| h) Discussions with advisory body and other parties about the organisation of a national external examination system    | August/September 1978     |
| i) Installation of model office and EDP equipment subject to the provision of additional classroom/office accommodation | October 1978              |
| j) Preparation of Model Office materials  | November 1978<br>May 1979 |
| k) Development of EDP Training component including production of instructional materials                                | November 1978<br>May 1979 |
| l) Course review  | June 1979                 |

Courses to be repeated twice during the duration of the project.

No detailed Work Plan for activities in the secretarial and clerical programmes can be given at this stage, they are subject to the course review listed under 6). The production of localised teaching materials and its updating is considered to be an on-going exercise for the whole duration of the project.

#### 4) Phasing Out Activities

Transfer of full project responsibility to the Government of Botswana December 1981.

A detailed Work Plan for the implementation of the project will be prepared by the Chief Technical Adviser in consultation with the Principal of the BTC. This will be done at the start of the project and brought forward periodically. The agreed upon Work Plan will be attached to the Project Document as Annex I and will be considered as part of that document.

#### I. Preparation of the Framework for Effective Participation of National and International Staff in the Project

The activities necessary to produce the indicated outputs and achieve the project's immediate objectives will be carried out jointly by the national and international staff assigned to it. The respective roles of the national and international staff will be determined by their leaders, by mutual discussion and agreement, at the beginning of the project, and set out in the framework for effective participation of the national and international staff in the project. The Framework, which will be attached to the project document as an annex, will be reviewed from time to time. The respective roles of the national and international staff shall be in accordance with the established concept and specific purposes of technical co-operation.

#### J. Development Support Communication n.a.

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## K. Institutional Framework

1. The Government Implementing Agency is the Directorate of Personnel in the Office of the President. It is responsible for the effective implementation of the Government's training and localization policies and has a co-ordinating function for all matters of recruitment and training of commercial and administrative staff for the public sector.
2. Although the project will be primarily concerned with the development of the Commercial Training Department of the BTC, it will, however, provide its advisory services wherever necessary.
3. It is planned to establish an Advisory Body for Commercial Training to assist the Directorate of Personnel and the BTC in all policy matters related to commercial training. This body will moreover -
  - a) ensure that the training needs are constantly reviewed and advise on the organisation of new courses;
  - b) advise on course content and examination standards;
  - c) ensure up-to-date techniques and methods are applied;
  - d) act as co-ordinating body between BTC, the private and parastatal sectors and the Ministry of Education.

Whenever necessary and possible, the Advisory Body will work in close co-operation with the National Technical and Vocational Training Board. Members of the Council will be representatives from -

- a) the Directorate of Personnel
  - b) the Ministry of Finance and Development Planning
  - c) the Ministry of Education
  - d) the Department of Labour
  - e) the parastatal organisations
  - f) the Trade Unions
  - g) the Federation of Employers
  - h) the University of Botswana and Swaziland
  - i) the Principal of the BTC
4. The project will mainly operate within the Gaborone area. After the project has been well established and whenever specific needs appear in other parts of the country, the project will give assistance in the development of ad hoc or permanent facilities to be set up in these areas.

## L. Prior Obligations and Pre-requisites

1. Budgetary provisions for the necessary Government inputs are to be made for the relevant years. The Implementing Agency, through the Principal of BTC, will ensure that the obligations in regard to the provision of adequate office space and classroom capacity as outlined in Section G a) are met.

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2. The Implementing Agency will also ensure that the counterpart staff can be identified and selected according to the schedule outlined in Section E 5).
3. Adequate steps to ensure the availability of the UNDP/ILO inputs as scheduled in the Work Plan are essential to ensure that the project activities proceed as programmed.

The Project Document will be signed by the Resident Representative, on behalf of UNDP, and UNDP assistance to the project will be provided subject to UNDP receiving satisfaction that the necessary prerequisites have been fulfilled or are likely to be fulfilled. When anticipated fulfilment of one or more prerequisites fails to materialize, UNDP may, at its discretion and after full consultation with the Government either suspend or terminate its assistance.

M. Further UNDP Assistance

To be determined later.

III. SCHEDULES OF MONITORING, EVALUATION AND REPORTS

A. Tripartite Monitoring Review, Technical Reviews

The project will be subject to periodic review in accordance with the policies and procedures established by UNDP for monitoring project and programme implementations.

B. Evaluation

The project will be subject to evaluation, in accordance with the policies established for its purpose by UNDP. The organisation, terms of reference and timing of the evaluation will be decided by consultation between the Government, UNDP and Executing Agency concerned. The evaluation should be undertaken around Oct./November 1980, so that consideration can be given to further UNDP assistance as provided for under Section M.

C. Progress and Terminal Reports

In addition to the normal progress reporting procedure, the Chief Technical Adviser will produce an agency draft terminal report towards the close of the project.

IV. BUDGET

The UNDP and the Government budgets for the entire duration of the project are presented in the tables attached.



Project Budget Covering Government Counterpart Contribution

(in Pula)

Country: Botswana

Project No: BOT/77/010/B/01/11

Title: Strengthening of the Department of Commerce at B.T.C.

Code	Details	Total		1978/79		1979/80		1980/81		1981/82	
		M/M	P	M/M	P	M/M	P	M/M	P	M/M	P
10	<u>Project Personnel</u>										
	Principal										
	Head Commercial Department										
	Teaching staff		189 360		47 340		47 340		47 340		47 340
15	Support Personnel		33 600		8 400		8 400		8 400		8 400
19	Component Total		222 960		55 740		55 740		55 740		55 740
30	<u>Training</u>										
	Maintenance of trainees		58 670		-		9 900		18 000		30 770
40	<u>Equipment and Buildings</u>										
41	Equipment and supplies		109 190		100 000		2 190		5 450		1 550
42	Existing Buildings		50 000		50 000		-		-		-
43	New buildings		485 000		50 000		350 000		85 000		-
56	Miscellaneous		44 990		-		10 860		14 930		19 200
	Grand Total		970 810		255 740		428 690		179 120		107 260



**Project Budget Covering UNDP Contribution**  
(In US Dollars)

Country: BOTSWANA  
Project No: BOT/77/010/B/01/11  
Title: Strengthening of the Department of Commerce at the BTC

Code	Details	Total		1977		1978		1979		1980		1981	
		M/M	\$	M/M	\$	M/M	\$	M/M	\$	M/M	\$	M/M	\$
10.	<u>PROJECT PERSONNEL</u>												
11.	<u>Experts</u>												
11.01	Chief Technical Adviser	48.0	207,108	-	-	12.0	49,332	12.0	50,916	12.0	52,572	12.0	54,288
02	Preparatory Mission	0.4	2,200	0.4	2,200	-	-	-	-	-	-	-	-
03	Accountancy Training	38.0	144,672	-	-	8.0	29,088	12.0	44,952	12.0	46,596	6.0	24,036
04	Secretarial Training	38.0	144,672	-	-	8.0	29,088	12.0	44,952	12.0	46,596	6.0	24,036
05	Electronic Data Processing	38.0	144,672	-	-	8.0	29,088	12.0	44,952	12.0	46,596	6.0	24,036
06	Commercial Law	38.0	144,672	-	-	8.0	29,088	12.0	44,952	12.0	46,596	6.0	24,036
07	Short-Term Consultants	24.0	99,662	-	-	-	-	4.0	16,212	10.0	41,340	10.0	42,110
11.99	Sub-Total	224.4	887,658	0.4	2,200	44.0	165,684	64.0	246,936	70.0	280,296	46.0	192,542
13.	Admin. Support Personnel		29,300		-		6,000		6,800		7,700		8,800
15.	Missions - Experts		33,600		-		6,600		9,600		10,500		5,900
16.	Other Costs		4,800		-		-		-		4,800		-
19.	Component Total		955,358		2,200		178,284		263,336		303,296		208,242
30.	<u>TRAINING</u>												
31.	Individual Fellowships	48.0	73,992	-	-	-	-	12.0	19,952	12.0	21,672	24.0	32,368
32.	Group Training		24,000		-		-		12,000		12,000		-
39.	Component Total		97,992		-		-		31,952		33,672		32,368
49.	<u>EQUIPMENT</u>		110,000		7,000		80,000		18,000		5,000		-
50.	<u>MISCELLANEOUS</u>												
52.	Reporting Costs		8,000		-		-		5,800		-		2,200
55.	Miscellaneous		37,744		-		8,210		9,792		12,633		7,109
59.	Component Total		45,744		-		8,210		15,592		12,633		9,309
99.	TOTAL UNDP CONTRIBUTION		1,209,094		9,200		266,494		328,880		354,601		249,919

8.12.1977





INTERNATIONAL LABOUR OFFICE  
BUREAU INTERNATIONAL DU TRAVAIL  
OFICINA INTERNACIONAL DEL TRABAJO

Adresse postale CH-1211 GENÈVE 22  
Télégrammes INTERLAB GENÈVE  
Télex 22.271  
Téléphone 98 52 11

Réf. BIT/ILO n° UNDP 224-2-c-6-1

Votre réf. n°

Mr. Olav SVENNEVIK,  
Resident Representative,  
United Nations Development  
Programme,  
P.O. Box 54,  
GABORONE

(Rep. of Botswana)

10 DEC 1977

Dear Mr. Svennevik,

BOT/77/010: Strengthening of the Department of Commerce at BTC -  
New version of the Project Document.

Thank you very much for your letter dated 1 November 1977 and for the help you gave Mr. Heger during his preparatory assistance mission in October 1977. We are very pleased that Mr. Heger was able to carry out this mission at such short notice although we feel that the duration was somewhat too short to allow him to go into depth concerning several points. Despite the time factor, Mr. Heger certainly did an excellent job.

As to the project document we have discussed the revised version with Mr. Heger and have in agreement with the CTA designate introduced a few modifications on which we should like to comment as follows :

Accounting Training

We have insisted in the project document that accountancy training at the BTC will be at middle level and this for several reasons: First of all, the University of Botswana and Swaziland has set up an Accounting and Business Studies programme. If the University is actually recruiting junior college students for this programme, this is surprising, but should not incite BTC to compete with the University by recruiting or rather trying to recruit O-level students for a similar programme. The roles of the two institutions should be complementary and not competing. Botswana with its shortage of educated and trained manpower cannot in our opinion afford such competition.

Secondly, the Botswana Training Centre is and should be a training institution, preparing staff in a practice oriented way for middle-level positions which are badly needed by the various sectors of the economy. Reference to foreign diplomas such as ACCA in the accounting field, is understandable, but becomes meaningless and induces into error if the basic conditions are not the same.

./..



What I mean is that ACCA corresponds to four years of post A-level studies cum practice with a "Principal" who has to be a Chartered Accountant himself. If certain employers in Botswana are in need of these top level people and insist on quality it would mean rendering a bad service to these employers as well as to the students, if BTC set up the envisaged three years post O-level course pretending to train ACCA-level accountants. It would be much wiser to leave this role of preparing ACCA-level accountants to the University of Botswana and Swaziland, as it is a high level management type training which, because of the numbers involved could at the same time benefit both countries.

Thirdly, we should be realistic about the number of O-level students attributed to BTC. It seems to be more likely that BTC will get very few O-level candidates and will have to train junior college students. Once more we should not induce employers and prospective employees into error in pretending to train junior college level students in three years (or less according to the BTC programme) for ACCA-level management type positions, whatever the name of the national diploma is.

These comments were necessary to explain why we have eliminated from the project documents any reference to NDCA. Indeed we feel that the project document should be kept sufficiently flexible to enable the Chief Technical Adviser to have further discussions on the subject.

#### Output

The numbers mentioned are necessarily estimates and are based on the assumption that BTC will receive as many O-level and junior college students as are needed to implement the programme foreseen.

#### UNDP/ILO Experts

We suggest that the four international experts to be recruited arrive a few months after the arrival of the C.T.A. and leave a few months before the departure of the C.T.A. to allow for appropriate recruitment and phasing out of the project. Therefore, the duration of all expert posts, except the C.T.A. post is 38 m/m which does not exclude later re-arrangements.

The job descriptions for all the expert posts have been revised, updated or newly drafted as necessary. The detailed Work Plan and the Framework for the effective participation of national and international staff will be drafted by the C.T.A. after his arrival in Botswana.

#### Reporting

On page 5 (para E.6) of the project document you will see that we have mentioned a Technical Report on "The Development of Commercial Training as geared to the Botswana Labour Market Requirements".

#### Government Contribution

The project budget covering the Government counterpart contribution shows totals only. The forms prepared by Mr Heger and handed over for completion to the Principal of the BTC were not received back before Mr. Heger's departure and we suggest that the Government budget be revised when figures become available. We have, however, noticed with a certain surprise that there is a reduction of 50% in the Government counterpart

./..



3.  
personnel as compared to the budget of the previous document (BOT/74/020) although the total Government contribution is slightly higher in the present document, mainly because of higher building estimates.

#### UN Volunteers

No  
We have noticed that the credits for the recruitment of the UN Volunteers were not included in the budget prepared by Mr. Heger. Does this mean that there is a separate account for UNV's?

#### Buildings

Mr. Heger has confirmed that the present facilities of the BTC are inadequate for a UNDP/ILO input of the scale envisaged. I should appreciate if you would insist upon this issue and ask the Government to take urgent steps to extend the present facilities. We have in the meantime, been informed that uncommitted SIDA funds may be available for the construction of the new buildings of BTC and that a recommendation has been made in this direction by Mr. O. Wiklund who visited Botswana recently. Would you please follow-up on this question?

#### UNDP Contribution

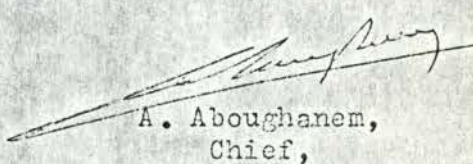
Following the discussions held with Mr. Heger, we have included a provision of 24 m/m for short-term consultancy services to be defined in the course of the project as the need for these services arises. In the light of page 5, para 13 and page 9, para H2 of the project document we feel that the provision for unforeseen specialist services is fully justified.

change  
The total UNDP contribution is now estimated at \$ 1.209.094., exclusive the credits for the two UN Volunteers. The difference with Mr. Heger's first draft revision lies in the fact that he recommended to add expert posts No 06 and 07.

In the meanwhile and awaiting Mr. Heger's official detachment from his Ministry we are preparing an extensive briefing programme for him. He is expected to arrive in Botswana around 31 January 1978.

... I should be glad to receive the Government's and your own comments on the new version of the project document of which I attach three copies.

Yours sincerely,  
For the Director-General:

  
A. Aboughanem,  
Chief,  
Training Department.



ENCLOSURE ATTACHED *DBS*

UNITED NATIONS



FEB 17 1978  
ACTION

UNITED NATIONS DEVELOPMENT PROGRAMME

P.O. BOX 30135, LILONGWE 3, MALAWI

Reference ..... PRO 300 FMP

Cable Address : UNDEVPRO, LILONGWE  
Telephone : 30566

TO:	<i>Kaba</i>
1	<i>Mr. Jannone</i>
2	<i>Mr. Jannone</i>
3	<i>Mr. Jannone</i>
<input checked="" type="checkbox"/>	Action Required
<input type="checkbox"/>	Acknowledged
<input type="checkbox"/>	No Action Required
2 February 1978	

RECEIVED

FEB 21 1978

Central Africa  
Section, Africa  
Branch, OTC

*TE 2/10(2) ILO*

Dear Mr. Kaba,

Status of Implementation of the New Projects  
Scheduled in the Financial Management Plans -  
as of 31 January 1978

...

Please find enclosed three copies of the updated  
version of this document.

Any comments you may wish to make would be much  
appreciated.

Yours sincerely,

*O. Jannone*  
O. Jannone

Resident Representative a.i.

Mr. Moussa Kaba, Chief  
Central Africa Section  
Africa Branch  
Office of Technical Co-operation  
United Nations  
New York

*cc WF(CP)*

OFFICIAL CORRESPONDENCE	CONTROL NO.
MUST BE RETURNED TO RECORDS CONTROL, ROOM DC-1104	<i>2/201</i>



STATUS OF IMPLEMENTATION OF NEW PROJECTS  
SCHEDULED IN FINANCIAL MANAGEMENT PLANS  
(as of 31 January 1978)

Title: Vocational Training  
Project Number: MLW 77/006                      Executing Agency : ILO  
Proposed Starting  
Date: March 1978  
Proposed UNDP Contribution : \$2,270,000

The new version of the project document has been submitted to the Executing Agency and UNDP and a revised budget has been received from ILO. Authority has been requested to sign on behalf of each. It is hoped that the project will become operational in March 1978 utilizing temporary premises.

Title: Assistance to Teachers' Training Colleges \*  
Project Number: MLW 77/007                      Executing Agency: UNESCO  
Proposed Starting  
Date: mid-1978  
Proposed UNDP Contribution: + \$2,571,000

On 30 August 1977, we received a request from the Malawi Government for implementation in 1978 of the Project MLW 77/007 - Assistance to Teachers' Training Colleges. Our assistance could now cover the Teachers' Training Colleges in Blantyre, Lilongwe and Mzuzu instead of the only the one in Mzuzu as previously scheduled. In principle, 10 UN Experts have been requested as well as 7 Associate Experts.

The UNESCO mission (Messrs. McIntosh and Ekevall) to prepare a draft project document arrived in Malawi in mid-January and the document is in course of preparation.

Title: Nutritionists Unit at Bunda College  
Project Number : MLW 77/008                      Executing Agency: FAO  
Proposed Starting  
Date: September 1977  
Proposed UNDP Contribution: \$ 65,184

\* New Title: Improvement of Primary Teacher Education

.../.



It has been agreed between FAO Headquarters and this office that the staff to be recruited under this project would be employed under FAO Special Service Agreements. Our assistance is intended to cover the salaries for four people i.e. one Human Nutritionist (Expatriate), one Human Nutritionist (National), one Biochemist/Nutritionist (Expatriate) and one Biochemist/Nutritionist (National), together with a small equipment and miscellaneous component. The salaries in question are on the Malawi Government scale. We are still awaiting the selection of candidates by Government for submission to the Executing Agency.

Title: Strengthening Bunda College of Agriculture

Project Number: MLW 77/009

Executing Agency : FAO

Proposed Starting

Date: September 1978

Proposed UNDP Contribution:  $\pm$  \$2,862,000

The FAO consultant, Mr. H.K. Hoffman, in cooperation with our office, prepared a revised version of the project document which was submitted to Government, UNDP and the Executing Agency at the end of November 1977.

Title: Advancement of Hydrological Services in Malawi

Project Number: MLW 77/012

Executing Agency : WMO

Proposed Starting

Date: September 1978

Proposed UNDP Contribution: \$ 370,400

The project document has now been signed by Government and by this office on behalf of the Executing Agency and UNDP. Draft job descriptions have been transmitted to WMO.

Note:

The project on "Development of Brick-making Industry", originally scheduled as Project Number MLW 77/011 in an amount of \$75,000 will now be financed under SIS funds as Project SI/MLW/77/802.



Title: National Measles Vaccination Campaign  
Project Number: MLW 77/004                      Executing Agency: WHO  
Proposed Starting  
Date:                      To be determined  
Proposed UNDP Contribution:     \$300 - 500,000

The project although no longer scheduled in the 1978 Financial Management Plan remains under consideration. The Government has rejected the recommendations of the Feasibility Study prepared by Dr. S. Lundgren, Dr. H. Berner and Mr. Adepoju for a step-by-step, district-by-district strengthening and expansion of the existing immunization programme in favour of the Study's alternative II, i.e. a Nation-wide Measles Vaccination Campaign. A meeting will be held with Government in early February to consider this proposal.



UNITED NATIONS  
DEVELOPMENT PROGRAMME



PROGRAMME DES NATIONS UNIES  
POUR LE DEVELOPPEMENT

برنامج الأمم المتحدة الانمائي  
BEIRUT, LEBANON

Ms. Reid for A.A. Fatah  
Mr. Adam

Mr. Mansour  
Rag

TELEPHONES : 27 20 01-2-3 / 27 29 15

CABLE ADDRESS : UNDEVPRO - BEIRUT  
P. O. BOX : 3216

REFERENCE 72/LEB/77/046

12 January 1978



8-MAR 1978

LEB/77/046  
ILO  
PROTECT  
file  
TR 210(2)ILO

Dear Mr. Burns,

LEB/77/046 - Manpower Survey

....

Please find enclosed 1 copy of the above project document.

Yours sincerely,

John M. Saunders  
Special Representative of the Secretary General  
and Resident Representative of the UNDP

Mr. F. Burns  
Director  
O.T.C.  
United Nations  
NEW YORK

RECEIVED

JAN 30 RECD

Middle East  
Section, MEMEIB,  
OTC

RECEIVED

JAN 25 1978

MEMEIB

La Conférence des Nations Unies sur la coopération technique entre pays en développement (CTPD)  
se tiendra en août/septembre 1978 à Buenos Aires  
"Une occasion offerte à la communauté mondiale tout entière d'aider à libérer la créativité latente de deux milliards de personnes"  
(de la Déclaration de Koweït sur la CTPD, 5 juin 1977)



ENCLOSURE ATTACHED



UNITED NATIONS  
DEVELOPMENT PROGRAMME

PROGRAMME DES NATIONS UNIES  
POUR LE DEVELOPPEMENT

OFFICE OF THE RESIDENT REPRESENTATIVE

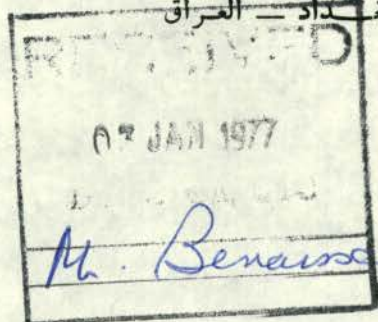
TELEPHONE 8884171/5  
TELEX 2271 UNDP IK  
CABLES UNDEVPRO BAGHDAD

الامم المتحدة  
مكتب الممثل المقيم لبرنامج التنمية  
بغداد - العراق

DEC 29 1977  
ACTION

ABI NUWAS STREET  
P.O. BOX 2048 (ALWIYAH)  
BAGHDAD (IRAQ)

REF. IRQ/77/008/01/11  
IRQ/PRO.300/CP



TO:	Mr. Burns
1	
2	
3	
DATE	7 December 1977
<input checked="" type="checkbox"/> Action Completed	
<input type="checkbox"/> Acknowledged	
<input type="checkbox"/> No Action Required	
INITIALS	A. Adam 2.2

Dear Mr. Burns,

TE 210 (2) ILO

Assistance in Manpower Planning and Projection

In accordance with UNDP's Policies and Procedures Manual (PPM)  
..... I am pleased to forward the attached copy of a draft project document  
for the above-mentioned project (PPM 3438, Page 2, 2.0, 2 (a)).

You may wish to note that subject to the Agency's acceptance of  
this draft, I shall approve this project for implementation during the  
1977-81 Country Programme of Iraq at an estimated cost of US\$ 116,450.

Yours sincerely,

*Joury*  
Yacoub J. Joury  
Resident Representative

Mr. Findley Burns, Jr.  
Director  
Office of Technical Co-operation  
United Nations  
New York, U.S.A.

RECEIVED

JAN 6 1978

MEMEIB

cc: Mr. G. Hamdy, UNDP, New York

OFFICIAL CORRESPONDENCE	CONTROL NO.
MUST BE RETURNED TO RECORDS CONTROL, ROOM 2074	12/383

The United Nations Conference on Technical Co-operation among  
Developing Countries (TCDC) will take place August / September  
1978 in Buenos Aires. "An opportunity for the world community  
to help release the latent creativity of two billion people"  
(from the Kuwait Declaration on TCDC, 5 June 1977).

سيُعقد مؤتمر الأمم المتحدة للتعاون التقني فيما بين البلدان النامية في آب / أغسطس -  
ايلول / سبتمبر ١٩٧٨ في مدينة بوينس آيرس « فرصة للمجتمع العالمي للمساعدة على  
فك عقال القدرة المبدعة لدى بليونين شخص » ( من اعلان الكويت بشأن  
التعاون التقني فيما بين البلدان النامية في ٥ حزيران / يونيه ١٩٧٧ )



UNITED NATIONS DEVELOPMENT PROGRAMME

Project of the Government of Iraq

PROJECT DOCUMENT

Title: Assistance in Manpower Planning and Projection

Number: IRQ/77/008/A/01/11

Duration: 2 years

Primary Function: Direct Support

Secondary Function: Training

Sector: (Govt. Class) Planning (UNDP Class. and code) Labour Management and Employment - 45

Sub-sector: (Govt. Class) Manpower Planning UNDP Class. and Code) Employment and Manpower Planning - 4520

Government Implementing Agency: Educational and Social Department, Ministry of Planning

Executing Agency: International Labour Organization (ILO)

Estimated starting date: 1 January 1978

Government inputs in Kind: I.D. 16,720 UNDP inputs: US\$116,450

Signed:

\_\_\_\_\_  
On behalf of the Government

\_\_\_\_\_  
Date

\_\_\_\_\_  
On behalf of the Executing Agency

\_\_\_\_\_  
Date

\_\_\_\_\_  
On behalf of the United Nations  
Development Programme

\_\_\_\_\_  
Date



PART I. LEGAL CONTEXT

This Project Document shall be the instrument referred to as such in Article I, paragraph 1, of the Assistance Agreement between the Government of Iraq and the United Nations Development Programme, signed by the parties on 21 October 1976.

The Government Implementing Agency shall, for the purpose of the Standard Basich Agreement, refer to the Government Co-operating Agency described in that Agreement.

PART II. A. Development Objectives

Among the main objectives of the National Development Plan for the years 1976/80 are the following:

1. The development of manpower and increase employment opportunities as well as increase of productivity.
2. Development of science and technology as a basic element in formulating and implementing the national development plans.

The current National Development Plan (1976/80), also emphasized continuation of concentrated efforts to achieve the above objectives so that the current bottlenecks and constraints which are being faced in respect of national requirements for various skills at all levels could be solved through scientific manpower planning.

The project is designed to assist the Ministry of Planning (Manpower Planning Division and Educational Planning Division - Department of Educational and Social Affairs) in fulfilling its tasks of preparing a manpower and educational plan which will consist of the following:

1. Employment distribution between various economic sectors;
2. Wages and salaries according to occupations, skills and educational levels;



3. Educational outputs (according to levels and type of schools, as well as specialization), and;
4. Demand and supply relations for various occupations within the national economy.

PART II. B. Immediate Objectives

The following are the project's immediate objectives:

1. To define and determine - in quantitative and qualitative terms - the role and functions of manpower and educational sub-systems within the general socio-political and socio-economic system of the country;
2. To develop and elaborate the consistent and comprehensive manpower and education plans in the context and as component parts of the overall National Development Plan;
3. To introduce all or the most relevant quantitative and qualitative aspects of labour force - employment (i.e. occupational, skill and educational structures, as well as wages and salaries) into the Manpower Plan, in order to make it comparable with the output of the educational system;
4. To up-grade the level of manpower and educational planning practice through the application of adequate scientific methods and techniques; and training of counterparts and other staff members of divisions on their application;
5. To contribute to the further development of the overall national planning system, theory and practice, through theoretical, methodological and empirical results and achievements in the domain of manpower and educational planning.



PART II. C. Special Considerations

None

PART II. D. Background and Justification

Iraq has introduced manpower and educational planning in the planning process for the first time during the preparation of the National Development Plan for the years 1970/1974. However, the relations between the manpower plan to the objectives and indicators of the National Development Plan as well as the relations between the manpower plan to the educational plan were not consistent. This problem was clearly felt during the implementation of the National Development Plan for the years 1970/74.

In order to overcome this specific problem, the Government took steps to integrate manpower plans into overall national development plans, and also to relate manpower plans to the outputs of the educational and training system of the country.

Under the UNDP/UN assisted project IRQ/71/540 entitled "Assistance in Development Planning and Execution", a consultant, during the course of a three-month assignment, helped the Educational and Social Affairs Department in the Ministry of Planning, which is responsible for manpower and educational planning of the country, in identifying the main problems and bottlenecks of the existing manpower and educational planning practices. The consultant also defined methodological approaches and elaborated work plans and research programmes.

The consultant's assignment was extended from April 1976 for 21 months under a Funds-in-Trust arrangement in order to introduce the recommended methodological approaches and research programmes in manpower and educational planning processes. During this period, the consultant introduced scientific methods and techniques on elaboration and formulation of the five-year plan for manpower and education within the National Development Plan for the years 1976/80.



Realizing the manpower problems and bottlenecks as well as imbalances between the demand and supply of the labour force, the Government has decided to include the manpower planning project in the Country Programme of Iraq for the years 1977/1981. The project is expected to further upgrade the institutional capabilities of the Educational and Social Department of the Ministry of Planning so that it will effectively prepare manpower and educational plans needed to facilitate the achievement of the objectives and targets of the National Development Plan for 1976/1980 and eliminate the existing imbalances by determining the future flow of students through the educational and training systems.

PART II. E. Outputs

	<u>Due date</u>
1. Completion of a plan on the educational structure of the labour force in the national economy as a whole for the period 1976/1980.	End January 1978
2. Completion of projections of occupational structure for labour force during the period 1980/1985.	End February 1978
3. Completion of projections of skill structure for labour force during the period 1980/1985.	End March 1978
4. Completion of projections of educational structure for labour force during the period 1980/1985.	End April 1978
5. Completion of projections for balances between demand and supply of labour force during the period 1980/1985.	End May 1978
6. Construction of a base year for all aspects of labour force as a result of the analysis of collected data from the National Census of 1977.	End June 1978



- |   | <u>Due date</u>    |
|---|--------------------|
| 7. Establishment of a basis for statistical abstracts concerning manpower situation necessary for planning process as well as to facilitate publication of regular statistical data.  | End October 1978   |
| 8. Completion of calculations of total expenditure in the educational system (by levels and types of school) and their relations to national income and national budget as well as analysis of major indicators and parameters concerning cost per student at all levels. | July 1979          |
| 9. Completion of cost-benefits analysis for Iraq as a tool for manpower and educational planning.   | End September 1979 |
| 10. Completion of a basis for science and technology plan for incorporation in the next National Development Plan for 1980/1985.  | December 1979      |

PART II. F. Activities

Since the project will be introducing new techniques and methods and/or improving the existing practices on manpower and educational planning process, its activities will mainly focus on application of these new techniques and methods so that counterpart staff could adequately be trained. These activities consist of:

1. Undertaking all necessary calculations, analysis of data and results of projections on educational structure of manpower for the period 1976/1980.



2. Carry out necessary calculations and analysis of data and results for projections during 1976/1980 for the following:
  - a) occupational structure of the labour force;
  - b) skill structure of the labour force;
  - c) educational structure of the labour force, and;
  - d) balances between demand of labour force by occupation for non-manual workers and skills for manual workers, and supply outputs of the educational and vocational training systems.
3. Construction of a base year (1977) through preparation of programmes for elaboration of census data.
4. Preparation of programmes for elaboration of statistical data on manpower for manpower planning process and for publication on regular basis.
5. Collection and primary elaboration of data from the Central Statistical Organization and on sample basis for wages and salaries.
6. Undertaking all calculations on total expenditures of the educational system (by levels and types of schools) and their relations to national incomes and national budgets as well as analysing major indicators and parameters concerning cost per student at all levels.
7. Undertaking calculations and analysis of data and results of projections on wages and salaries for the labour force according to (a) occupations, (b) skills, and (c) educational levels.
8. Undertaking required calculations and analysis of data of cost-benefit relations in Iraq.



9. Elaboration of methodology for planning of science and technology at macro-economic level.

PART II. G. Inputs

<u>1. Government inputs</u>	<u>Duration</u>
i) Chief of the Manpower Planning Division, Educational and Social Department, will act as the main counterpart to the project.	24 months
ii) Specialist on Economics of Education (cost of education), Educational and Social Department, will also act as the second counterpart to the project.	24 months
iii) Seven researchers in Manpower and Education Planning (with M.Sc. and B.Sc. degrees).	168 months
iv) Five Assistant Researchers in Manpower and Education Planning.	120 months
v) The Educational and Social Department will provide all the required clerical and support personnel for the project including local transportation for the project.	
vi) The Educational and Social Department will also provide adequate office accommodation and all necessary facilities as needed for the project.	



2. UNDP/ILO Inputs

<u>International staff</u>	<u>Location</u>	<u>Starting date and duration</u>
1. Senior Manpower and Educational Planning Expert should advise and assist the Government's Co-operating Agency in carrying out all activities which are specified under (F) above. The expert should also train his two main counterparts as well as the team of researchers and assistant researchers (within Manpower and Educational Planning Divisions) on new techniques and methods which will be introduced by the project. The expert will train also on implementation of these techniques and methods while carrying out project activities.	Baghdad	1 January 1978 24 months

Qualifications

A professionally qualified Manpower and Educational Planning Expert with a post-graduate degree in economics and experience of not less than fifteen years in activities as those which are indicated under project activities of this project.

Language: English



PART II. H. Preparation of Work Plan

<u>Activities</u>	<u>Starting date and duration</u>
1. Calculations and analysis of data and results of projections on educational structure of labour force for the period 1976/1980.	January 1978 1 month
2. Calculations and analysis of data and results of projections for occupational structure of labour force during the period 1980/1985.	February 1978 1 month
3. Calculations and analysis of data and results of projections for skill structure of labour force during the period 1980/1985.	March 1978 1 month
4. Calculations and analysis of data and results of projections for educational structure of labour force during the period 1980/1985.	April 1978 1 month
5. Calculations and analysis of data and results of projections for balances between demand of labour force by occupations (for non-manual workers) and skills (for manual workers) and supply outputs of educational and vocational training system for the period 1980/1985.	May 1978 1 month
6. Preparation of programmes for elaboration of census data necessary for construction of the base year 1977.	June 1978 1 month
7. Preparation of programmes for elaboration of statistical data on manpower and employment for planning process and for publication.	July 1978 1 month



<u>Activities</u>	<u>Starting date and duration</u>
8. Collection and primary elaboration of data from the Central Statistical Organization and on sample basis on wages and salaries.	August 1978 2 months
9. Calculations of total expenditures at the educational system (by levels and types of schools) and their relations to national income and national budget as well as analysing major indicators and parameters concerning cost per student at all levels.	October 1978 4 months
10. Calculations and analysis of data and results of projections on wages and salaries of labour force according to occupations.	February 1979 2 months
11. Calculations and analysis of data and results of projections on wages and salaries for labour force according to skills.	April 1979 2 months
12. Calculations and analysis of data and results of projections on wages and salaries according to educational levels of labour force.	June 1979 2 months
13. Calculations and analysis of data and results of cost-benefit relations in Iraq.	August 1979 2 months
14. Collection of data and elaboration of methodology for planning of science and technology at macro-economic level.	



<u>Activities</u>	<u>Starting date and duration</u>
15. Provide advisory services to authorities concerned on various aspects of manpower and educational planning processes required.	January 1978 24 months

PART II. I. Preparation of the Framework for Effective Participation of National and International Staff in the Project

The activities necessary to produce the indicated outputs and achieve the project's immediate objectives will be carried out jointly by the national and international staff assigned to it. The respective roles of the national and international staff will be determined by their leaders, by mutual discussion and agreement, at the beginning of the project, and set out in the framework for Effective Participation of National and International Staff in the Project. The framework, which will be attached to the Document as an annex, will be reviewed from time to time. The respective roles of the national and international staff shall be in accordance with the established concept and specific purposes of technical co-operation.

PART II. J. Development Support Communications

None

PART II. K. Institutional Framework

The project will be established under the auspices of the Ministry of Planning, the Department of Educational and Social Affairs - Manpower Planning Division and Educational Planning Division.

The Department of Educational and Social Affairs, the Government's Counterpart Agency for the project, is the main Government authority responsible for manpower and educational planning in the country. It establishes interpreted educational and manpower plans within Five-year Development Plans and annual plans for the country in the light of the country's development objectives and targets.



PART II. L. Prior Obligations and Pre-requisites

Since the Department of Educational and Social Affairs has on-going programmes of manpower and educational plans with adequate staff and facilities, it is considered that the Government has no prior obligations other than to provide adequate facilities for the expert.

On the UNDP side, the Executing Agency should take advance steps on signature of the Project Document to recruit the required expert so that he will commence his duties as scheduled.

PART II. M. Further UNDP Assistance

Not envisaged at this stage.

PART III. SCHEDULES OF MONITORING, EVALUATION AND REPORTS

A. Tripartite Monitoring Reviews

The project will be subject to periodic review in accordance with the policies and procedures established by UNDP for monitoring project and programme implementation.

PART III. B. Evaluation

The project will be subject to evaluation, in accordance with the policies and procedures established for this purpose by UNDP. The organization, terms of reference and timing of evaluation will be decided by consultation between the Government, UNDP and the Executing Agency concerned.

PART III. C. Progress and Terminal Reports

The Senior Manpower and Educational Planning Expert will submit a six-monthly progress report in accordance with UNDP's established procedures.



He will also prepare the project's terminal report in accordance with UNDP's policies and procedures and submit it in the required number of copies in draft to both the UNDP Resident Representative and ILO one month prior to the termination date of the project.



Project Budget Covering UNDP Contribution  
(in US dollars)

Country: Iraq

Project No: IRQ/77/008/A/01/11

Project Title: Assistance in Manpower Planning and Projections

	<u>Total</u> Man-months	<u>1978</u> Man-months	<u>1979</u> Man-months
10. <u>PROJECT PERSONNEL</u>			
11. <u>Experts</u>			
11.01 Manpower Planning Expert	24	12	12
11.99 Sub-total	<u>24</u> US\$116,450	<u>12</u> US\$55,985	<u>12</u> US\$60,465
19. Component Total	<u>116,450</u>	<u>55,985</u>	<u>60,465</u>
99. UNDP Total Contribution	<u><u>US\$116,450</u></u>	<u><u>US\$55,985</u></u>	<u><u>US\$60,465</u></u>



Project Budget Covering Government Contribution in Kind  
(in Iraqi Dinars)

Country: Iraq

Project No: IRQ/77/008/A/01/11

Project Title: Assistance in Manpower Planning and Projections

	<u>Total</u> Man-months	<u>1978</u> Man-months	<u>1979</u> Man-months
10. <u>PROJECT PERSONNEL</u>			
11. <u>Counterpart Staff</u>			
11.01 Chief Manpower Planning Division	24	12	12
11.02 Chief Educational Planning Division	24	12	12
11.03 Researchers (7)	168	84	84
11.04 Assistant Researchers (5)	120	60	60
11.99 Subtotal	336 I.D.11,320	168 I.D.5,660	168 I.D.5,660
13. Support Personnel (15)	1,900	900	1,000
19. Component total	13,220	6,560	6,660
59. Miscellaneous	3,500	1,500	2,000
99. Government Total Contribution in Kind	I.D.16,720	I.D.8,060	I.D.8,660



*original sent direct*  
ORIGINAL DIRECT

CL

cc: Mr. Kaba  
Mr. Alagappan  
Section file

SEP 25 1977

TE 322/1 CHAD (112-3)

20 septembre 1977

76 210 (2) 120

Monsieur,

RAF-76-317 (CHD-71-510): Approvisionnement en eau des zones rurales. Rapport final.

Me référant à votre lettre du 12 août dernier nous transmettant 25 copies du rapport mentionné ci-dessus, je vous ~~serais~~ reconnaisante de bien vouloir demander au Gouvernement de Tchad s'il consent à ce que ce rapport puisse être librement consulté et de nous informer dès que possible de sa décision en la matière.

Veuillez agréer, Monsieur, les assurances de ma très haute considération.

*MA 21/12/77*  
Sheila M. Albuquerque  
Chef

Section des rapports  
Bureau de la coopération technique

M. Bernard Deruelles  
Représentant résident a.i. du  
Programme des Nations Unies pour le développement  
au Tchad  
Boîte postale 906  
N'Djaména, Tchad



AVR/ea

ORIGINAL DIRECTOR

RECORDS CONTROL

Mr. Gustavo Pérez-Ramírez, Chief  
Operations Section, PFPD/Population Division

8 September 1977

TE 322/1 ECUADOR

TE 210(2) ILO

Angela van Rynbach, PMO  
South America Section, AB/OTC

ECU/77/P02 Long-term Planning, Population and Human Resources

- ..... 1. Please find attached a copy of the above-cited project request for your evaluation. Please note that ILO is mentioned as the Executing Agency.



UNITED NATIONS  
DEVELOPMENT PROGRAMME

UNITED NATIONS  
FUND FOR POPULATION ACTIVITIES



UNITED NATIONS  
NEW YORK

PROGRAMME DES NATIONS UNIES  
POUR LE DEVELOPPEMENT

FONDS DES NATIONS UNIES  
POUR LES ACTIVITES EN MATIERE DE POPULATION

TELEPHONE: 754-1234

INTEROFFICE MEMORANDUM

CABLE ADDRESS: UNDEVPRO • NEW YORK

TO: Mr. Findley Burns, Jr.  
Director, Office of Technical Cooperation  
Economic and Social Affairs

Date: 30 August 19 77

FILE NO.: ECU/77/P02

FROM: Nafis Sadik  
Assistant Executive Director  
and Chief, Projects Division

SENDER'S TELEPHONE EXTENSION: 8180

SUBJECT: ECUADOR - Long-term Planning, Population and Human Resources (ECU/77/P02)

..... We are forwarding a copy of the above mentioned project request received from the Government of Ecuador, for assistance from the United Nations Fund for Population Activities for the period of three years.

Your comments would be most useful in our process of assessment and we would appreciate receiving them as soon as possible.



RECEIVED

SEP 6 1977

THE AMERICAS BRANCH  
OTC



FONDO DE LAS NACIONES UNIDAS PARA ACTIVIDADES DE POBLACION

Fecha de presentación: Junio 1977

Número del Proyecto:

País: ECUADOR

Título: Planificación de Largo Plazo, Población y Recursos Humanos

Categoría: 230 Aspectos Poblacionales de la Planificación

Solicitado por: Junta Nacional de Planificación y Coordinación Económica  
del Ecuador (JUNAPLA)

Organismo de ejecución: Organización Internacional del Trabajo (OIT)

Duración del Proyecto: Total: 36 meses

1a. fase: 12 meses

Fecha de comienzo: 1º Enero 1978

Contribución del FNUAP: 141.200 dólares (1a. fase año 1978)

Contribución del Gobierno 235.845 dólares (1a. fase año 1978).



## I. ANTECEDENTES E INFORMACION DE APOYO

### A. Justificación del Proyecto

Con una población estimada de siete millones de personas en 1976 y una tasa de crecimiento anual de la misma de 3.4%, se espera que de conti-  
nuar estas tendencias en Ecuador, su población sea de aproximadamente 16 millo-  
nes en el año 2.000. Estas tendencias actuales reflejan en gran medida un fuer-  
te descenso en los niveles de mortalidad y constantes niveles de fecundidad.  
Ecuador puede considerarse como un país que está experimentando las fases ini-  
ciales de transición demográfica.

### CUADRO N° 1

#### TENDENCIAS HISTORICAS DE LA MORTALIDAD GENERAL Y DE LA NATALIDAD EN ECUADOR DURANTE EL PERIODO 1920-1974

Períodos	Tasa bruta de Mortalidad (por mil habitantes)	Índice de va- riación 1920- 1924 = 100	Tasa bruta de natalidad (por mil habitantes)	Índice de varia- ción 1920-1924 = 100
1920-24	28.6	100.0	49.3	100.0
1925-29	27.4	95.8	49.0	99.3
1930-34	24.6	86.0	48.9	99.2
1935-39	24.0	83.9	47.9	97.2
1940-44	22.9	80.1	46.1	93.5
1945-49	19.0	66.4	45.4	92.3
1950-54	16.4	57.3	45.4	92.1
1955-59	14.1	49.3	45.6	92.5
1960-64	12.7	44.4	46.0	93.3
1970-74	10.2	35.7	45.0 (a)	91.3

FUENTE: Pedro Merlo. "Características Demográficas de la Población de Ecuador y su distribución en el Territorio Nacional". Documento presentado al "Seminario sobre Interrelaciones entre las características de la Po-  
blación y el Desarrollo". Auspiciado por la Junta de Planificación y  
Coordinación Económica y PREALC-OIT con fondos de Naciones Unidas  
(UNFPA).

Nota: (a) Estimación.



El crecimiento de la población ha sido acompañado, en Ecuador, por un proceso de redistribución geográfica de la población que se produce a través de movimientos migratorios, principalmente de aquellos que implican desplazamientos desde zonas rurales y pequeñas ciudades hacia centros urbanos más importantes. 1/ Frente a este fenómeno de crecimiento de la población y redistribución geográfica de la misma - que refleja en gran medida las insatisfactorias condiciones de vida de la población rural - contrasta la imposibilidad de crear, con el estilo y ritmo de desarrollo actual, las oportunidades de empleo en cantidad y calidad suficientes para ocupar productivamente la cada vez mayor fuerza de trabajo en las áreas urbanas. Según estimaciones citadas por PREALC sólo el 70% de la fuerza de trabajo logra emplearse plena y productivamente en las zonas urbanas y apenas un 40% en las zonas rurales. 2/

Esta situación ha llevado al Gobierno, a través de la Junta Nacional de Planificación y Coordinación Económica, a tomar conciencia de que en sus futuros planes de desarrollo, se hagan las provisiones para considerar las interrelaciones entre población, empleo y la distribución del ingreso, incorporando estas relaciones en la planificación del desarrollo.

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1/ Los determinantes de este comportamiento deberán ser analizados con profundidad dentro de este proyecto. Al respecto se contempla los resultados de la encuesta que se está realizando entre el Instituto Nacional de Estadística y Censos (INEC) y la Organización Internacional del Trabajo (OIT). Véase I.D.

2/ PREALC Situación y perspectivas del empleo en Ecuador OIT, PREALC, Santiago, Mayo de 1976 pág. 26

Montufar Marcelo \* Características de la Fuerza de Trabajo y Empleo en el Ecuador". Documento preparado para el Seminario sobre Interrelaciones entre las características de la Población y el Desarrollo. Junta Nacional de Planificación y Coordinación Económica - OIT - PREALC 14 - 17 de Marzo 1977  
Quito - Ecuador.



Recientemente, y reflejando esta inquietud por parte del gobierno, se organizó, a nivel nacional, un seminario bajo los auspicios de la Junta Nacional de Planificación y Coordinación Económica. Este seminario se desarrolló con asistencia financiera parcial del Fondo de las Naciones Unidas para Actividades de Población y la asesoría técnica del Programa Regional del Empleo para América Latina y el Caribe y la Organización Internacional del Trabajo (PREALC - OIT). Se establecieron tres objetivos básicos en el seminario. Primero, la discusión de las características específicas que adquieren en Ecuador las interrelaciones entre Población, Empleo y Desarrollo Económico y Social y la forma como ellas están delimitadas por el nivel y estilo de desarrollo de la economía ecuatoriana; segundo, la importancia relativa de tales interrelaciones en la planificación del desarrollo; y, tercero, los pasos a seguir para que estas interrelaciones sean consideradas en la elaboración de los futuros planes y programas de desarrollo y las decisiones de política a ellos asociadas.

Se pudo observar entre los participantes al seminario un acuerdo con la posición del Ecuador en la conferencia que sobre población se llevó a cabo en Bucarest en 1974. Esta posición se traduce principalmente a través de las siguientes declaraciones.

- "Se reconoce a la población como una variable importante, pero no aislada del del proceso integral de desarrollo socio económico".
- "Cada país según sus intereses y necesidades fijarán su propia política de población, en conformidad con los principios internacionales de no intervención y autodeterminación".
- "Ninguna política de población podrá ser emprendida como sustituto de reformas estructurales impostergables y a corto plazo".



Las políticas económicas y sociales que la Junta recomienda para aumentar los niveles de ingreso y crecimiento y para alcanzar una distribución más equitativa, para lograr la distribución regional del desarrollo económico y social, para mejorar la calidad de vida y las condiciones sociales de la población, afectan de diversas formas y con diferentes rezagos, directa o indirectamente, a las variables demográficas. A su vez, cambios en el comportamiento de las variables demográficas, consecuencia de las políticas propuestas, alterarán las condiciones económicas y sociales del Ecuador. La política de población que defina el Ecuador debe responder a los problemas y necesidades de su desarrollo, como parte integral de una política general. De esta manera, el comportamiento futuro de las variables demográficas dependerán del modelo de desarrollo adoptado.

En los futuros planes de desarrollo se tendrá muy presente adoptar estrategias adecuadas para generar empleos, eliminar el subempleo, conseguir una adecuada distribución del ingreso y la satisfacción de las necesidades básicas de la población. Las diferentes alternativas para la explotación y uso de los recursos del petróleo y las nuevas actividades económicas ligadas al Grupo Andino, tendrán como mira conseguir estos objetivos. Interesa saber cómo estos factores económicos y sociales afectarán la dinámica de su población.

El Gobierno está consciente de la enorme tarea que significa identificar las diferentes variables y especificar las interrelaciones necesarias para contar con un instrumento de planificación que permita responder a estas interrogantes. Hasta el presente se han realizado esfuerzos aislados mediante encuestas y estudios parciales para comprender las magnitudes del problema del empleo y la forma como dicho problema se relaciona con la población y los factores socio-económicos. Sin embargo, el gobierno desea integrar estos esfuer -



zos y para ello contar con la experiencia que la Organización Internacional del Trabajo ha adquirido mediante la elaboración de los modelos económico-demográficos de la serie BACHUE.

Los modelos económico demográficos de la serie BACHUE, realizados por la Organización Internacional del Trabajo, son el resultado de un esfuerzo de investigación por integrar la población en las decisiones de Planificación de Largo Plazo. Concretamente se preocupan por las relaciones entre población, empleo y distribución del ingreso, y por la forma como estas relaciones pueden incorporarse en la planificación del desarrollo. Estos modelos fueron presentados como instrumentos de planificación durante el seminario realizado en Quito. En general se consideró por parte de los delegados que el esquema de análisis del modelo resultaba útil para orientar la diversidad de estudios parciales que se han estado llevando a cabo en Ecuador, como también aquellos que se realizarán en el futuro. Ellos facilitarían en última instancia su implementación. Sin embargo, para la realidad ecuatoriana se estimó conveniente que se desagregara más el subsistema de distribución del ingreso y mercado de trabajo, como también se incorporara explícitamente un subsistema de migración. Esto requiere de la elaboración de un marco de análisis apropiado para la realidad ecuatoriana y sobre la base del cual se elabore un programa de trabajo. Es este el objetivo fundamental de la primera fase de este proyecto.

Esta colaboración debe traducirse en la medida de lo posible, en la formulación de un instrumento de planificación capaz de dar respuesta a las interrogantes arriba señaladas, que permita el análisis y la determinación de las políticas adecuadas.



## B. Estructura Institucional

La Junta Nacional de Planificación y Coordinación Económica fué creada por Decreto N° 19, de mayo de 1954. Es el Organismo asesor de la Presidencia de la República y tiene a su cargo la formulación de los planes nacionales. Está dirigida por un Directorio compuesto por los Ministros de: Finanzas; Agricultura y Ganadería; Industrias, Comercio e Integración; Recursos Naturales y Energéticos; y por el de Obras Públicas. También componen el Directorio los Gerentes del Banco Central del Ecuador y del Banco Nacional de Fomento y los representantes de los sectores agropecuario, industrial y comercial. Los demás Ministros integran también el Directorio cuando éste trata sobre los programas u otros asuntos relacionados con el respectivo Portafolio.

El Presidente del Directorio es un representante del Presidente de la República con rango de Ministro.

La Junta tiene, entre otras funciones, la de impulsar programas y planes globales, regionales y zonales, como ciertos estudios de proyectos específicos de gran escala, procurando su integración en una unidad económica nacional, con el fin de conseguir el más alto nivel de ocupación e ingresos en relación con los recursos del país. En tal sentido sirve además como cuerpo consultivo a diversos organismos del gobierno y privados.

De la Dirección Técnica de la Junta depende:

- i. La Subdirección de Estudios y Planificación Global y Regional;
- ii. La Subdirección de Planificación Sectorial; y,
- iii. La Subdirección de Coordinación y Programación a Corto Plazo.

El presente proyecto se desarrollará dentro de la Subdirección de Estudios y Planificación Global y Regional que cuenta con las divisiones de:



Política de Desarrollo, Desarrollo Social, Estudios Regionales y Ciencia y Tecnología (véase anexo N° 1). La contraparte nacional estará dirigida por el Jefe de la Subdirección de Estudios y Planificación, y específicamente, por los Jefes de las Divisiones de Política de Desarrollo y Desarrollo Social.

El proyecto contará además, con la participación del Instituto Nacional de Estadística y Censos (INEC) organismo adscrito a la Junta Nacional de Planificación.

C. Provisiones para seguimiento por parte del Gobierno

Es de interés del Gobierno disponer, dentro de la Junta, de un equipo de profesionales y de un instrumento de planificación capaz de evaluar las decisiones implícitas en los programas de mediano plazo, en un modelo que permita predecir el impacto que tales decisiones pudieran tener sobre la generación de oportunidades de empleo e ingresos de la población y de sus interrelaciones con las variables demográficas (natalidad, mortalidad, migración). El programa contempla para este propósito, capacitar profesionales en el estudio de las interrelaciones entre las variables demográficas y aquellas del desarrollo socio económico.

Estos profesionales estarán en condiciones de continuar, como miembros permanentes de la Junta, en la labor de evaluación de los planes y programas de mediano plazo, su efecto probable sobre las oportunidades de empleo, sobre la generación y distribución del ingreso y sobre la estructura y dinámica de la población. Para tal efecto el programa contempla un contacto directo de



estos profesionales con la labor de los expertos en la preparación del marco de análisis, levantamiento de datos y estimación de los parámetros de la estructura del modelo de planificación económico-demográfico. Además, el programa contempla la participación de estos profesionales en programas de estudios que los capacitan para sus futuras funciones.

Para asegurarse del éxito de esta proposición, el gobierno asume la responsabilidad de asignar el número adecuado de profesionales para la ejecución del proyecto. También garantiza que los profesionales que se benefician con becas de estudio en el extranjero, a su retorno, presten sus servicios en el proyecto, al menos por el doble del tiempo de su permanencia en el exterior, de acuerdo a la Ley vigente al respecto.

#### D. Otras Actividades Conexas

El PNUD ha estado proporcionando asistencia en la Planificación del desarrollo al gobierno de Ecuador a través de diferentes programas. Aún cuando ellos no consideran explícitamente la incorporación de la variable población en la planificación del desarrollo, son de vital importancia para la puesta en marcha del presente proyecto. La Junta ha estado recibiendo asistencia esporádica de CEPAL e ILPES, con la financiación del PNUD en desarrollo general y capacitación, que han tenido efectos en el fortalecimiento de la planificación regional.

Entre 1974 y 1976 se ha desarrollado el proyecto de Planificación Regional Nacional (ECU/74/005) con el objeto de fortalecer y extender el sistema nacional de planificación, de modo que permita diseñar y llevar adelante políticas de regionalización.



Paralelo a ello la Junta solicitó en 1974 a la Organización de Estados Americanos (OEA) y al Programa Regional del Empleo para América Latina y el Caribe (PREALC) de la Organización Internacional del Trabajo (OIT), un análisis comprensivo del problema del empleo que afecta al país y las políticas para resolverlo. Esta petición se tradujo en una misión que elaboró un informe final impreso en mayo de 1976.

Actualmente la OIT está realizando un estudio de migración para lo cual ha firmado un convenio con el Instituto Nacional de Estadística y Censos para realizar una encuesta de hogares por muestreo, en la Sierra, con el objeto de recopilar datos sobre la migración del campo a la ciudad durante los últimos años. Para ello cuenta con el auspicio financiero de la OIT. Esta encuesta se espera sea finalizada a fines de Noviembre de 1977 y sus resultados serán utilizados en la alimentación de un modelo de migraciones para Ecuador. Esta labor está coordinada por las oficinas centrales de la OIT en Ginebra.

La Junta Nacional de Planificación y Coordinación Económica con la colaboración de PREALC, está realizando el Plan Nacional de Recursos Humanos para el período 1978-86. Se aspira que este plan esté terminado en el mes de Agosto del presente año. Asimismo, con miras a la elaboración del Plan de Recursos Humanos a largo plazo, la Junta desea realizar una Encuesta sobre Demanda de Mano de Obra en el Sector Privado, cubriendo los sectores de minería, industria manufacturera, comercio, servicios, transporte, construcción y energía.



La Junta Nacional de Planificación y Coordinación Económica, en Junio de 1976, firmó un convenio con el FNUAP. Este convenio contempla un proyecto (Centro de Análisis Demográfico: CAD), integrado al Instituto Nacional de Estadística y Censos, cuanta con la asistencia técnica de FNUAP y tiene por objeto llevar a cabo estudios sobre el volumen, crecimiento y distribución de la población y de sus determinantes más importantes.

También Ecuador está participando en un proyecto regional (RLA/74/024 - Desarrollo y Educación de América Latina y el Caribe). Este proyecto es financiado por el Programa de las Naciones Unidas para el Desarrollo (PNUD). Los organismos de cooperación son el PNUD en asociación con la UNESCO y la CEPAL. En síntesis, el estudio deberá entregar las bases para el diálogo entre responsables de políticas de desarrollo tanto a nivel técnico como político, que permita identificar el papel de la educación en el proceso de desarrollo. Actualmente está terminándose la primera fase en la cual Ecuador presentará un estudio sobre el desarrollo ecuatoriano reciente, el proceso de expansión de la escolarización que ha acompañado el desarrollo ecuatoriano y las relaciones entre mercado de trabajo y educación.

Está en su terminación el proyecto Fortalecimiento del Sector Educativo (ECU/72/021) financiado por el Programa de las Naciones Unidas para el Desarrollo (PNUD) y cuyo organismo de realización es la UNESCO, siendo el organismo contraparte el Ministerio de Educación. Este proyecto tiene como finalidad fortalecer el sector educativo para que contribuya a que se cumplan las metas de desarrollo económico y social del país. Consta de tres subproyectos: de Planeamiento y Administración de la Educación; de Educación para el Desarrollo Rural; y de Educación Tecnológica.



Finalmente cabe mencionar entre las posibles actividades conexas futuras, la solicitud paralela que el gobierno a través del Instituto Nacional de Estadística y Censos está haciendo al PNUD. Esta solicitud corresponde a un proyecto titulado Programa de Desarrollo Estadístico, para realizarse entre 1978 y 1982. Contempla la asistencia técnica necesaria para realizar un esfuerzo sistemático para llevar a cabo encuestas y/o censos que proporcione la base estadística que sirva de apoyo a las instituciones y organismos gubernamentales.

Estos proyectos actualmente en marcha están estrechamente relacionados con el proyecto que se está proponiendo. Uno de los principales propósitos de este es el de coordinar todas las actividades que digan relación con la planificación del empleo, los ingresos y la población en el largo plazo. Para tales efectos el experto del proyecto puede contar con la asistencia técnica del Programa de Investigaciones en Políticas de Empleo y Población de la OIT en Ginebra y más específicamente con la asistencia técnica de los asesores regionales del mismo Programa con sede en PREALC, Santiago de Chile.

También se espera que los profesionales que se beneficien con estudios en el exterior ofrezcan su experiencia en cursos a dictarse en diversas universidades en el país.

#### E. Futura Asistencia del PREALC

En el momento de la terminación de este Proyecto, el Gobierno evaluará las necesidades de asistencia adicional que sobre la base del marco de análisis elaborado con el actual proyecto, sean indispensables para construir un instrumento de planificación capaz de dar respuesta a las interrogantes planteadas en el punto I. A. propuesto.



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El actual debe considerarse como una fase preliminar de un programa más extenso sobre Planificación de Largo Plazo.



## II. OBJETIVOS DEL PROYECTO

### A. Objetivos a Largo Plazo

El objetivo a Largo Plazo de proyecto es el fortalecer las actividades de planificación centradas en el estudio de las relaciones entre la población, el empleo la distribución del ingreso y el crecimiento económico. Para tales efectos se considera indispensable contar con un instrumento de planificación capaz de evaluar el impacto de diferentes alternativas de políticas permitiéndole a la Junta hacer recomendaciones acerca de la forma de integrar las políticas del desarrollo de los recursos humanos a aquellos del desarrollo global. El deseo último es el de poder evaluar las estrategias, planes y programas de desarrollo en función de su probable impacto sobre variables que inciden sobre el nivel y calidad de vida de la población en el largo plazo.

El proyecto ayudará, además, a complementar la preparación de profesionales para realizar labores de planificación y evaluación relacionadas con el análisis de la población y el desarrollo.

### B. Objetivos inmediatos (la. fase: año 1978)

Este Proyecto permitirá a la Junta Nacional de Planificación y Coordinación Económica asesorar al Gobierno para el logro de los siguientes puntos:

a) Evaluar el sistema de planificación, proponiendo un marco de análisis -e incluso un modelo- que oriente el análisis entre la población y el desarrollo. Este debe considerar las interrelaciones entre la estructura del mercado de trabajo, el resto de la economía (especialmente el sector exportador y las nuevas actividades económicas ligadas al grupo andino), las condiciones de



vida de las familias y sus correspondientes características demográficas.

b) Hacer un diagnóstico lo más completo posible de la calidad y consistencia de la información obtenida a partir de los estudios parciales aislados que se están llevando a cabo en la actualidad, en Ecuador. Iniciar la elaboración de un modelo tipo BACHUE tentativo y sujeto a las restricciones que impone la información actual disponible. Este modelo debe incorporar las relaciones entre la población, el empleo, la distribución del ingreso y la estructura del mercado de trabajo. Al efecto, diseñar un cuestionario para una encuesta de hogares de propósitos múltiples a realizar a nivel nacional. Esta encuesta debe complementar la información existente necesaria para ampliar el conocimiento de las interrelaciones entre factores económicos, sociales y demográficos. Llevar a cabo una encuesta piloto para evaluar <sup>la</sup> bondad del cuestionario.

c) Preparar sobre la base de las necesidades de integrar la variable población en la Planificación de Largo Plazo, un programa de capacitación de contrapartes y otros funcionarios públicos.

d) Diseñar un programa de trabajo que permita cumplir con éxito los objetivos a largo plazo del proyecto.



### III. PLAN DE TRABAJO

#### A. Distribución de las actividades del Proyecto

Actividades del Proyecto	Lugar	Fecha de comienzo y Duración
i. <u>Actividades relacionada al objetivo inmediato (d)</u>	Quito	Enero 1978 6 meses
i.1. <u>Ligadas al objetivo inmediato (a)</u>		
a) Evaluación de la forma como se ha incorporado a la variable población en la planificación global y regional de desarrollo.	Quito	Enero 1978 11mes
b) Fijación de objetivos para la formulación de un instrumento de planificación que considere las interrelaciones entre población y desarrollo en el Ecuador.	Quito	Febrero 1978 1 mes
c) Proposición de una metodología y de un marco de análisis necesario para integrar la población dentro de la planificación global y regional del Ecuador	Quito	Marzo 1978 3 meses
i.2. <u>Ligadas al objetivo inmediato (b)</u>		
a) Evaluación de la información existente y proposición de un plan de trabajo para su utilización y/o complementación con fines de crear un esquema informativo para el análisis de la población y el desarrollo.	Quito	Marzo 1978 3 meses

.../...



ACTIVIDAD DEL PROYECTO	Lugar	Fecha de comienzo y Duración
1.3. Ligados al objetivo inmediato (c)		
a) Preparación de un programa de capacitación de contrapartes y otros funcionarios públicos.	Quito	Mayo 1978 continuo
1.4. Preparar un presupuesto sobre la base del trabajo del primer semestre para solicitar financiamiento para los próximos dos años, con el objeto de cumplir con las metas de largo plazo del proyecto	Quito	Junio 1978 2 semanas
1.1. <u>Actividades ligadas al objetivo inmediato (b)</u>		
a) Establecer y mantener una estrecha relación de trabajo e intercambio de documentación con las instituciones encargadas de las estadísticas demográficas, educacionales, de ingresos y presupuestos familiares, de empleo, población, etc....	Quito	Enero 1978 Continuo
b) Adoptar la información actualmente existente para su uso en la elaboración de un modelo económico demográfico tipo EACHUE. Avanzar con la información disponible, en la estimación de la estructura de una versión preliminar de EACHUE - Ecuador.	Quito	Julio 1978 6 meses
c) Diseñar una encuesta que, con el marco de análisis propuesto en (i.l.c.) complemente la información existente necesaria para ampliar el conocimiento respecto de las interrelaciones entre factores económicos, sociales y demográficos. Esta será una encuesta de hogares con fines múltiples, que permita identificar a la población según sus fuentes de trabajo y de generación de ingresos (incluyendo remesas y transferencias); gastos de consumo y sus características sociales, económicas y culturales, que determine variables como la migración, la participación femenina en la fuerza de trabajo la fecundidad y la mortalidad.	Quito	Julio 1978 2 meses



ACTIVIDAD DEL PROYECTO	Lugar	Fecha de comienzo y Duración
B) Llevar a cabo una encuesta piloto para evaluar y analizar la bondad del cuestionario según los fines para el cual fué propuesto	Nacional	Sept. 1978 3 meses
i.i.i. <u>Actividades ligadas al objetivo inmediato (c)</u>		
a) Seleccionar el personal nacional que trabajará como contraparte del Experto en Planificación del Desarrollo y Población.	Quito	Febrero 1978 un mes
b) Elaborar y administrar un plan de becas en cursos especializados en desarrollo, población y recursos humanos y/o modelos de planificación para los contrapartes	Quito	Mayo 1978 continuo
c) Preparar un programa de trabajo para los profesionales contrapartes	Quito	Febrero 1978 continuo
d) Fortalecer la planificación de largo plazo contrando su efecto en las condiciones de vida de la población, coordinando el trabajo dentro de la Junta y con los Ministerios e Instituciones del Gobierno	Quito	Mayo 1978 continuo
e) Participación de los contrapartes nacionales en estudio de Posgrado en Planificación del Desarrollo, población y Recursos Humanos.	Exterior	Sept. 1978 continuo
iv. <u>Información final de la Primera Etapa</u>	Quito	Dic. 1978 1 mes
Estado de avance de la estimación del modelo BACHUE con la información disponible. Necesidades futuras para su concreción y programa de trabajo para terminar la versión preliminar del BACHUE. Evaluación de los resultados de la encuesta piloto con fines múltiples. Integración de estos resultados al programa de trabajo de la segunda fase del proyecto a presentarse al FNUAP en junio 1978 .		