

DESA

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

3 JUNE 1974 - 25 MAR 1975

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BOX	<u>26</u>
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ACC.	<u>TE 210 (2) ILO</u>



INTERNATIONAL LABOUR OFFICE

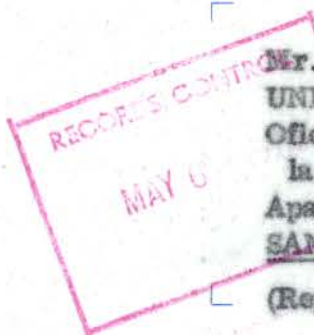
cc: ILO Office, LIMA  
ILO Office, MEXICO  
UN, NEW YORK  
OFICINA INTERNACIONAL DEL TRABAJO  
Mr. Kosunen, UN, NEW YORK  
Mr. A.G. Lacal, ILO Expert,  
DOMINICAN REPUBLIC

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

Réf. n°

UNDP 71-2-a-8-1

XXXXXXXXXXXX 98-52-11



Mr. Enrique C. Ezcurra,  
UNDP Resident Representative,  
Oficina del Representante Residente en  
la Republica Dominicana,  
Apartado 1424,  
SANTO DOMINGO  
(Republique Dominicaine)

DE 34/1 DNR  
Rut Perry

TE 210(2) ILO

Dear Mr. Ezcurra,

25 MAR 1975

Subject: DOM/72/099 -- Vocational Rehabilitation

Further to my letter of 18 March 1975, I am pleased to confirm ILO acceptance of the revised project document, a signed copy of which is attached.

Subject to the agreement of the United Nations OTC, New York, we can no doubt sub-contract to them the new post in prosthetics.

Yours sincerely,

For the Director-General:

V. Agababov,  
Acting Chief,  
Training Department.

Les lettres doivent être adressées au Directeur général et rappeler la référence ci-dessus.

Letters should be addressed to the Director General and quote the above reference.

Las cartas deben ser dirigidas al Director General citando la referencia arriba mencionada.

Jan 28/3  
SH

ORIGINAL DIRECT

Drafted: E. Kosunen  
Cleared: A. Gindy  
EK/JCC

DM

Mr. Carlos Convers, Chief, Human Resources  
Projects Section, ELAIPB, OTC

21 March 1975

TE 210(2) ILO

Aida Gindy, Chief  
Social Integration and Welfare Section

DOM/72/009/E/01/11 - Prosthetic Services

- .....
1. Please refer to the attached documentation, sent to us from the ILO headquarters at Geneva.
  2. It includes a request for an expert in prosthetics for three months. It is obviously meant as a follow-up mission by the previous United Nations expert, Mr. Olaf Hansen (Denmark), who help<sup>ed</sup> establish a prosthetic service in the Dominican Republic during his earlier missions in 1965-67 and 1970.
  3. We support the requested new mission which would enable him to evaluate the progress made and implementation of his previous recommendations since his earlier visit and to introduce most recent techniques and materials.
  4. Could you kindly cable our agreement to the project proposal and advise TARS to inquire the availability of Mr. Hansen.





## INTERNATIONAL LABOUR OFFICE

Adresse postale: CH 1211 GENÈVE 22

Télégrammes INTERLAB GENÈVE

Télex 22.271

Téléphone ~~XXXXXXXXXXXX~~ 98-52-11

Réf. n° UNDP 71-2-a-8-1

1 copy

TE210(2) ILO

Mr. Esko Kosunen,  
Officer-in-Charge,  
Rehabilitation Unit for the Disabled,  
United Nations, NEW YORK, N.Y. 10017  
(USA)

Dear Esko,

18 MARS 1975

Dominican Republic — Vocational Rehabilitation

--- The enclosed copy of a project document provides for a 4 month extension of our ILO project and some fellowships. You will note that a 3 m/m provision is also made for a UN expert in the production of prostheses and orthotics. He was originally earmarked for the month of April.

Apparently, the UNDP Resident Representative in arranging for this inclusion, has also decided that Mr. Olaf Hansen should undertake this short mission.

--- The enclosed copy of our letter to UNDP Resident Representative, Mr. Ezcurra advises him that this post is clearly UN responsibility. The post in question may not even require a separate project document. Will you please cable your comments direct to Mr. Ezcurra, copy to this Office.

With all best wishes.

Yours sincerely,

N.E. Cooper,  
Head of Vocational Rehabilitation Section,  
Vocational Training and Counselling Branch,  
Training Department.



AMA DE LAS NACIONES  
S PARA EL DESARROLLO



UNITED NATIONS  
DEVELOPMENT PROGRAMME

OFICINA DEL REPRESENTANTE RESIDENTE EN LA REPUBLICA DOMINICANA

ble: UNDEVPRO - Santo Domingo

rección Postal: Apartado 1424

REF: DOM/72/009 - 311  
ms

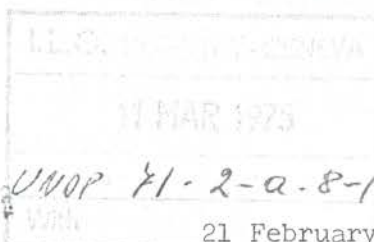
Avenida Anacaona No. 9

Teléfono: 533-6111

022756

FORM/VTC

Received in Vocational Training  
and Counselling Branch  
14 MAR 1975



21 February, 1975

RECEIVED IN  
COORD/PRO  
12 MARS 1975

Dear Mr. Blanchard:

Subject: DOM/72/009 - Vocational Rehabilitation

Following my cable Misc.93 of 20 February 1975 regarding the above project, I am pleased to enclose herein one copy of the corresponding Revision Document, reflecting a four month extension of the Vocational Rehabilitation post, plus the inclusion of a three month post in Prostheses (to be filled by the former UN Expert in this country, Mr. Olaf Hansen) and 20 fellowship man/months.

Should you be in agreement with the contents of the attached document, we would appreciate receiving your cabled authorization to sign it on behalf of ILO.

Yours sincerely,

Enrique C. Ezcurra  
Resident Representative

Mr. Francis Blanchard  
Deputy Director-General  
in charge of the ILO  
International Labour Organisation  
Geneva, Switzerland.-

PROGRAMA DE LAS NACIONES UNIDAS PARA EL DESARROLLO

FORMULARIO DE REVISION DE PROYECTO

PAIS: República Dominicana

TITULO DEL PROYECTO: Rehabilitación Profesional de Infradotados Físicos,  
Mentales y Sensoriales

No. DEL PROYECTO: DOM/72/009/E/01/11

El Gobierno solicita que el proyecto arriba mencionado sea modificado en la forma que figura en el Plan de Trabajo y Presupuesto revisados que se anexan. Los objetivos principales de esta enmienda son los siguientes:

- (i) Asegurar y consolidar el logro de los objetivos del proyecto, los cuales han venido ampliándose en el curso de su ejecución, estableciéndose un servicio de rehabilitación mucho más amplio que lo programado anteriormente;
- (ii) Evaluar el desarrollo del servicio de prótesis y órtesis instalado en 1967 con asesoría técnica financiada por el PNUD, y revisar los métodos de producción en los talleres prostéticos.

(Cartas Nos. 2285 fechada 29/10/74 y 2854 fechada 30/12/74, del Secretariado Técnico de la Presidencia)

Sometido en nombre del Gobierno  
Secretario Técnico de la Presidencia

\_\_\_\_\_  
Fecha

\_\_\_\_\_  
Convenido en nombre de la Agencia Ejecutora

\_\_\_\_\_  
Fecha

\_\_\_\_\_  
Aprobado en nombre del PNUD  
Enrique C. Ezcurra, Representante Residente

\_\_\_\_\_  
Fecha



## PLAN DE TRABAJO

### A. Descripción de las actividades del proyecto

<u>Actividades</u>	<u>Lugar</u>	<u>Fecha Iniciación y Duración propuesta</u>
1) Completar los trabajos para el inicio del programa de entrenamiento de lisiados en actividades agropecuarias (granja piloto)	Sto.Domingo	Enero de 1975 4 meses
2) Terminar de detallar los programas de estudios de los talleres de capacitación laboral	"	"
3) Continuar con la dirección y habilitación de los talleres del Centro de Rehabilitación Profesional	"	"
4) Evaluar el desarrollo del servicio de prótesis y órtesis, y revisar los métodos de producción de los talleres en todo el país; formular planes de adiestramiento de los operarios	Sto.Domingo y el interior	Abril de 1975 3 meses
5) Entrenar personal nacional en		Enero de 1975
(i) rehabilitación profesional	Sto.Domingo	4 meses
(ii) producción de prótesis	"	Abril de 1975 3 meses

B. Descripción de los insumos aportados por el PNUD

<u>1. Asignación de Personal Internacional</u>		<u>Lugar</u>	<u>Fecha iniciación/ Duración Propuesta</u>
(i)	Un experto en Rehabilitación Profesional (OPAS)	Sto.Domingo	Enero de 1975 4 meses
(ii)	Un experto en Producción de Prótesis y Ortesis	Sto.Domingo e interior	Abril de 1975 3 meses
<u>2. Disposiciones sobre Capacitación</u>			
<u>Descripción</u>			
(i)	Viaje de estudios del futuro Director de la Asociación de Rehabilitación a centros de rehabilitación	México y Argentina	Febrero de 1975 3 meses
(ii)	Curso en metodología de la formación profesional, a nivel de instructores	Venezuela	Julio de 1975 4 meses
(iii)	Idem	"	Mayo de 1976 4 meses
(iv)	Idem	"	Mayo de 1976 4 meses
(v)	Curso sobre Técnicas de Empleo Selectivo; becas para el encargado del Servicio de Empleo	Colombia	Febrero de 1976 3 meses
(vi)	Entrenamiento en Servicios Sociales en Rehabilitación	Argentina	Abril de 1975 2 meses



C. Descripción de los Insumos aportados por el Gobierno

El Gobierno continuará aportando, a través de la Asociación Dominicana de Rehabilitación, la contribución de contraparte en especie acordada para toda la duración del proyecto. La Asociación continuará abonando al Experto OPAS un sueldo mensual de RD\$300, según lo convenido, y sufragará los salarios de los becarios durante sus estudios fuera del país.

\* \* \* \* \*

Presupuesto del Proyecto correspondiente a la contribución del PNUD

(en dólares de los EE.UU.)

País: República Dominicana  
 No. del Proyecto: DOM/72/009/E/01/11  
 Título: Rehabilitación Profesional de Infradotados Físicos, Mentales y Sensoriales

10.	<u>PERSONAL DEL PROYECTO</u>	<u>TOTAL</u>		<u>1973</u>		<u>1974</u>		<u>1975</u>		<u>1976</u>	
		m/h	EU\$	m/h	EU\$	m/h	EU\$	m/h	EU\$	m/h	EU\$
11	<u>Expertos</u>										
11-01	Producción de Prótesis y Ortesis	3		-		-		3	9,000	-	
11-99	Subtotal	3	9,000	-		-		3	9,000	-	
12	<u>Expertos OPAS</u>										
12-01	Experto en Rehabilitación, Director Talleres de Rehabilitación Profesional	21.4		5.4		12		4		-	
12-99	Subtotal	21.4	48,900	5.4	11,700	12	26,400	4	10,800	-	
19	Total del Componente	24.4	57,900	5.4	11,700	12	26,400	7	19,800		
30.	<u>CAPACITACION</u>										
31	Becas Individuales		13,400				1,400		5,400		6,600
39	Total del Componente		13,400				1,400		5,400		6,600
99.	Contribución Total del PNUD		71,300		11,700		27,800		25,200		6,600



Presupuesto del proyecto correspondiente a la contribución de contraparte del Gobierno en especie  
(en moneda local)

País: República Dominicana  
No. del Proyecto: DOM/72/009/E/01/11  
Título: Rehabilitación Profesional de Infradotados Físicos, Mentales y Sensoriales

	TOTAL		1975		1976	
	m/h	RD\$	m/h	RD\$	m/h	RD\$
10. <u>PERSONAL DEL PROYECTO</u>						
Director de Talleres (OPAS)	4	1,200	4	1,200	-	-
Contraparte del Experto OPAS	4	2,000	4	2,000	-	-
Contraparte del Experto en Prótesis	3	1,500	3	1,500	-	-
Personal de Apoyo Técnico y Administrativo	10,000	10,000		10,000	-	-
19 Total del componente		14,700		14,700	-	-
30. <u>CAPACITACION</u>						
31 Sueldos de los becarios		6,000		2,700		3,300
39 Total del componente		6,600		2,700		3,300
50. <u>GASTOS DIVERSOS</u>						
53 Varios		5,000		5,000		-
59 Total del componente		5,000		5,000		-
99. TOTAL GENERAL		25,700		22,400		3,300

BUREAU INTERNATIONAL DU TRAVAIL



OFICINA INTERNACIONAL DEL TRABAJO

INTERNATIONAL LABOUR OFFICE

cc: ILO Office, LIMA

Mr. K. Muller, ILO Expert, LIMA

ILO Office, MEXICO

Mr. E. Kosunen, UN, NEW YORK

Mr. A.G. Lacal, ILO Expert,  
DOMINICAN REPUBLIC

Adresse postale: CH 1211 GENÈVE 22

Télégrammes INTERLAB GENÈVE

Télex 22.271

Téléphone 31 24 00 78 32 62 00 98-62-11

Réf. n° UNDP 71-2-a-8-1

Mr. Enrique C. Ezcurrea,  
UNDP Resident Representative,  
Oficina del Representante Residente en  
la Republica Dominicana,  
Apartado 1424,  
SANTO DOMINGO

(Republique Dominicaine)

TE 210(2)ILO

TE 311/1 DOCE  
Rut Araya  
18 MAR 1975

Dear Mr. Ezcurrea,

Subject: DOM/72/009 — Vocational Rehabilitation

Thank you for your letter of 21 February 1975 to which you attached a copy of the project document for the four month extension of the vocational rehabilitation post and fellowship component.

We note that 3 m/m for a prosthetic expert post is also included. However, as the United Nations Rehabilitation Unit in New York has responsibility for such expertise we have notified Mr. Esko Kosunen who is the Chief of that Unit to cable his comments on the proposal direct to your Office. Our comments on the ILO component will be forwarded to you as soon as possible.

Yours sincerely,

V. Agababov,  
Acting Chief,  
Training Department.

Les lettres doivent être adressées au Directeur général et rappeler la référence ci-dessus.

Letters should be addressed to the Director General and quote the above reference.

Las cartas deben ser dirigidas al Director General citando la referencia arriba mencionada.



ORIGINAL DIRECT

RECORDS CONTROL

MAR 21 1975

P. Francisco/MQ  
cc. Mr. Castelet  
Mrs. Walters

TE 210(2) ILO

17 March 1975

Dear Mr. Emmerij,

RE: Social Impact of Rural Industrialization  
Expert Group Meeting on Rural Industrialization  
(Bucharest, Romania 24-28 September 1973)

We refer to your letter of 13 February 1975 related to the findings of the Expert group meeting on Rural Industrialization held in Bucharest in September 1973.

In this regard, please be advised that the programme to which you refer is not an operational one, but merely an attempt to "re-think" the approach to some social problems in relation to the modernization of rural populations. Since the Centre for Development Planning, Projections and Policies has no special interest in this programme we cannot take advantage of your collaboration in this matter. The offer, however, is greatly appreciated.

Yours sincerely,

Carlos Convers, Chief  
Human Resources Projects Section  
Europe, Latin America and  
Interregional Projects Branch  
Office of Technical Co-operation

Mr. Louis Emmerij, Chief  
Employment and Development Department  
International Labour Office  
CH 1211 GENEVE 22



Drafted: Y. Wade  
Cleared: Mr. Zelleke

ORIGINAL

Mr. Sergije Makiedo, Assistant Administrator  
and Regional Director, BEHME, UNDP

25 February 1975

TE 210 (2) ILO

R.J. Crooks, Director  
Office of Technical Co-operation

EGYPT - Vocational Training for the Egyptian Railways,  
Phase II - EGY/73/038

Thank you for your memorandum of 24 January 1975, transmitting the project document and project summary on the above subject for our review. The following observations may be useful in considering the proposed project:

1. In view of the country's needs in the field of railway training, we feel that the project requested is justifiable. The rolling stock and equipment, and the setup and methods of operations and management of the railways have to be modernized and updated to meet the rising traffic demand of the growing economy of the nation. This requires large-scale training of personnel at all levels for the railways, in order to match and implement the modernization and development plans of the railway transport. A similar project (EGY/64/501) was carried out during 1966-72, but because of the interruptions by the war, the objectives were not completely fulfilled. It thus seems logical that the project be undertaken as a continuation to the previous UNDP assistance in the same field. The provision that the facilities under the present project will also be used for trainees from other Arab countries is another substantive reason for its justification.

2. The proposed UNDP inputs comprise 108m/m of expertise and 143 m/m of fellowships. The project budget for UNDP contribution gives the average cost of expertise at \$30,000 per year, and that of fellowships at \$600 per m/m. These figures are in line with United Nations standards. It may be assumed that ILO, who had implemented the first phase of the project should be well informed in this regard, and that the present project document would have been prepared with ILO assistance. In the absence of detailed, up-to-date data at UN Headquarters, we have no adequate basis to verify the stipulations about the costing of individual items.

./...

3. Consideration may be given to the duration of the proposed project. The preceding first phase lasted six years (1966-1972). If the present proposal is to be the second phase of the same assistance activity, then its total duration would amount to 10 years. It is understandable that the development of the human resources for the railways, and of the capabilities of the railways themselves, is a long-term process. However, doubts may be raised as to the necessity and desirability of such a long duration, especially in view of prevalent expectations for quick results of UNDP assistance both inside and outside the UN. Thus, it is suggested that the duration of the present second phase be reduced from four to two-and-a-half or three years, without any decrease in the total volume and scope of the proposed training efforts.

4. With the above-mentioned reservation, we would recommend approval of the project.

5. Enclosed, please find the comments made by ECA, copy of which has already been sent to the Resident Representative in Cairo and the Regional Representative in Addis Ababa.

cc. Resident Representative, Cairo



ORIGINAL DIRECT

Drafted: Y. Wade  
Cleared: Mr. Zelleke

TE 210 (2) ILO

25 February 1975

Dear Mr. Linner,

EGY/73/038 - Vocational Training for the Egyptian  
Railways, Phase II

In reference to your letter of 12 January 1975, please  
find attached copy of our comments to UNDP concerning the  
above-mentioned project.

Yours sincerely,

*KW*  
Kenneth Watts  
Deputy Director  
Africa Branch  
Office of Technical Co-operation

Mr. Sture Linner  
Resident Representative  
United Nations Development Programme  
P.O. Box 982  
Cairo, Arab Republic of Egypt

ORIGINAL DIRECT

RECORDS CONTROL

FEB 20 1975

HKS/tp

Mr. Kenneth Watts, Deputy Director  
Africa Branch, OTC

13 February 1975

TE 210 (2) ILO

Mr. Norbert Falzon, Assistant Director  
Transport and Cartography Branch, CNRET/ESA

Jan Mikolaj, Chief  
Transport Section, CNRET

EGMPT: Vocational Training for the Egyptian Railways  
Phase II (EGY/73/038)

1. The project requested is for vocational training for Egyptian Railways over a period of four years, with a UNDP contribution of \$569,000. Its long-term goal is to attain safer and more efficient operation of Egyptian Railways through training of all levels of personnel for maintenance and operation.

2. The immediate objectives of the project are: (a) to complete the previous project work under EGY/64/501 and consolidate the training programme and install the facilities at Wardan; (b) to train lecturers and training officers for organizing and operating a network of railway training centres; (c) to formulate training policies and standards; (d) to develop suitable training materials; (e) to establish testing and certification programmes; and (f) to co-ordinate all training activities for the Egyptian Railways.

3. In view of the country's needs in the field of railway training, we feel that the project requested is justifiable. The rolling stock and equipment, and the setup and methods of operations and management of the railways have to be modernized and updated to meet the rising traffic demand of the growing economy of the nation. This requires large-scale training of personnel at all levels for the railways, in order to match and implement the modernization and development plans of the railway transport. A similar project (EGY/64/501) was carried out during 1966-72, but because of interruptions by the war, the objectives were not completely fulfilled. It thus seems logical that the project be undertaken as a continuation to the previous UNDP assistance in the same field. The provision that the facilities under the present project will also be used for trainees from other Arab countries is another substantive reason for its justification. The training programme will be in the form of courses, seminars, mobile training units, etc.

4. The proposed UNDP inputs comprise 108 m-m of expertise and 143 m-m of fellowships. The project budget for UNDP contribution gives the average cost of expertise at \$30,000 per year, and that of fellowships at \$600 per m-m. These figures are in line with United Nations standards. It may be assumed that ILO, who had implemented the first phase project of railway vocational training should be well informed in this regard, and that the present project document would have been prepared with ILO assistance. In the absence of detailed, up-to-date data at UN Headquarters, we have no adequate basis to verify the stipulations about the costing of individual items.

/...



5. Consideration may be given to the duration of the proposed project. The preceeding first phase project lasted six years (1966-1972). If the present proposal is to be the second phase of the same assistance activity, then its total duration would amount to 10 years. It is understandable that the development of human resources for the railways, and of the capabilities of the railways themselves, is a long-term process. However, doubts may be raised as to the necessity and desirability of such a long duration, especially in view of prevalent expectations for quick results of UNDP assistance both inside and outside the UN. Thus, it is suggested that the duration of the present second phase of the project be reduced from four to two-and-a-half or three years, without any decrease in the total volume and scope of the proposed training efforts.

6. With the above-mentioned reservation, we would recommend approval of the project. The project document indicates that the project was originally intended for 1973-1977. It goes without saying that the year should be advanced and adjusted in the final formulations.



Mr. Connors / Mrs. Francisco

BUREAU INTERNATIONAL DU TRAVAIL



OFICINA INTERNACIONAL DEL TRABAJO

INTERNATIONAL LABOUR OFFICE

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



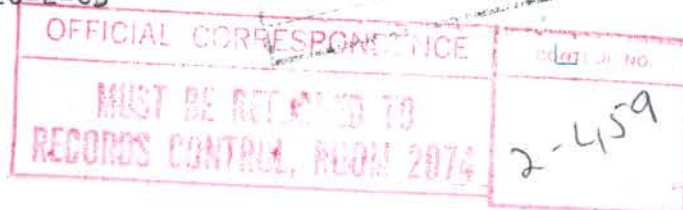
The Director  
Office of Technical Co-operation  
c/o United Nations  
Headquarters  
NEW YORK N.Y. 10017

2 copies

RECEIVED IN RECORDS CONTROL	
ACTION TO:	
1	Mr. Crookes
2	Mrs. Kom
3	
INITIALS	
J.	
BRING FORWARD	
ON	DAY MONTH YR.
TO:	

Réf. n° WEP 10-2-03

(USA)



TO 210 (2) ILO

13 FEB. 1975

Dear Sir,

Social Impact of Rural Industrialisation Expert Group  
Meeting on Rural Industrialisation Bucharest, Romania  
24-28 September 1973.

From the Report of the Secretary-General (E/CN.5/521 19 December 1974 on Programme Objectives for the Medium-Term Plan 1976-1979 and Progress Report for 1973-1974), it was seen that U.N. responsibility for the social impact of rural and urban industrialisation will change. From the Commission for Social Development, it will pass to the department responsible for integrated development planning and analysis which probably means OTC/CDPPP.

My Department of the ILO is very interested in this subject area and would like to be associated with you in the development of this programme; you can count on our full cooperation. Can you indicate how you see the programme being developed as it is not specified as such in your 1976-1979 programme objectives document (E/CN.5/517 - Part I)?

Yours sincerely,

Louis Emmerij  
Chief  
Employment and Development  
Department.



Les lettres doivent être adressées au Directeur général et rappeler la référence ci-dessus.

Letters should be addressed to the Director General and quote the above reference.

Las cartas deben ser dirigidas al Director General citando la referencia arriba mencionada.

BY AIR MAIL  
PAR AVION

INTERNATIONAL LABOUR OFFICE  
BUREAU INTERNATIONAL DU TRAVAIL  
CH - 1211 GENÈVE 22



Registry  
2074B2







CABLE: ECA, ADDIS ABABA  
P. O. BOX 3001  
TELEPHONE: 47200

RECORDS CONTROL  
FEB 25 1975

ADDIS ABABA - ETHIOPIA

Mrs. Wade

13/2/75

DATE 7 February 1975


REFERENCE

Dear Mr. Watts,

.....  
With reference to your letter TE 210 (2) ILO of 24 January 1975 forwarding for our comments six copies of the Project Summary from the Government of the Arab Republic of Egypt concerning UNDP assistance to "Vocational Training for the Egyptian Railways, Phase II" (EGY/73/038), please find enclosed six copies of the comments prepared by our Manpower and Training Section.

A copy of the comments has also been sent to the UNDP Regional Representative in Addis Ababa and the UNDP Resident Representative in Cairo their information.

Yours sincerely,

  
J.B. Jeffrey-Coker, Chief  
Technical Assistance Programme  
Co-ordination Office

Mr. Kenneth Watts  
Deputy Director, Africa Branch  
Office of Technical Co-operation  
United Nations Headquarters  
New York 10017, N.Y.  
U.S.A.



## MANPOWER AND TRAINING SECTION

6 February 1975

ECA COMMENTS ON EGYPT'S UNDP (SPECIAL FUND) PROJECT REQUEST"VOCATIONAL TRAINING FOR THE EGYPTIAN RAILWAYS-PHASE II" (EGY/73/038)

1. This project is a very commendable one, given the vital role of the Railways system in the transport sector of the Egyptian economy.
2. As recognised in the project document, the enhancing of the efficiency of the system depends on standardisation and modernisation of equipment and operation both of which require an adequately trained cadre of technicians and administrative personnel. The success of the project therefore depends to a large extent on a sustained system of training and up-grading of personnel involved in Railway Maintenance and Operation.
3. It is accepted that, among others, the three factors of
  - (i) Unity of Control and Direction,
  - (ii) Uniformity of Training Standards, and
  - (iii) A Central Residential Training Institutionstated in the project submission, are necessary to ensure success of the project.
4. In spite of the lag at the first phase of the project-which is understandable-the direction maintained, and the achievement of the project to date, merits continued support as a well conceived one.
5. In addition to the specific objective of this project, ECA views this project as a concrete and practical aspect of manpower planning in particular, and Human Resources Development in general. Accordingly we wish to lend our support to this project.

UNITED NATIONS  
DEVELOPMENT PROGRAMME



برنامج التنمية التابع  
للأمم المتحدة

OFFICE OF THE RESIDENT REPRESENTATIVE  
P. O. Box 913, KHARTOUM

CABLES : "UNDEVPRO" KHARTOUM  
TEL. Nos. 73121 - 73123 - 73124 - 73125

DATE : 3 February 1975  
REF : PROG/FPS/75/110  
IDEP/REGIONAL

RECEIVED - REQUESTS CONTROL	
1 FEB 1975	
ACTION TO:	
1	MR. WATTS
2	
3	
X PUT AWAY	
IN FILE <i>ms</i>	
□ BRING FORWARD	
ON	DAY / MONTH / YR.
TO:	

Dear Mr. Watts,

*TB 210 (2) ILO*

Subject: Seminar on Strategies for Increasing Productive  
Employment in African Countries  
16 November - 20 December 1975

... Enclosed please find copy of a letter No. DAKAR/132  
XR/FILE/ILO/82 dated 29 January 1975 from the National Planning  
Commission requesting information on the above Seminar.

Your views on this are solicited.

Yours sincerely,

A.M. El Amin  
for the Resident Representative

Mr. K. Watts,  
Deputy Director,  
Africa Branch,  
OTC, United Nations,  
New York.

OFFICIAL CORRESPONDENCE	CONTROL NO.
MUST BE RETURNED TO RECORDS SECTION - ROOM 157A	2-344

*cc Mr. Frisic*



جمهورية السودان الديمقراطية

THE DEMOCRATIC REPUBLIC OF THE SUDAN

NATIONAL PLANNING COMMISSION

P.O. Box 2092

Cable Address: "EIMAR-KHARTOUM"



مجلس التخطيط القومي

ش.ب ٢٠٩٢ الخرطوم

البريد الكابلي/إيمار

Ref.: NPC/ DAKAR/132  
AR/FILE/ILO/82  
Khartoum, 15th January, 1975

المرمرة م ت ق /

مكرر /

الخرطوم ق /

Dear Sir,

SUBJECT: Seminar on Strategies for Increasing  
Productive Employment in African  
Countries

We have received a letter from Prof. Hans Singer, University of Sussex, mentioning that UN African Institute for Economic Development and Planning, Dakar in cooperation with ILO Geneva, is organizing the abovementioned Seminar in Dakar, 16 Nov. to 20 Dec., 1975. The Seminar will be financed by the Institute, ILO and the British Council.

Kindly furnish us with more information about the Seminar and please let us know whether this could be considered as an official invitation.

Thank you for your cooperation,

Most Cordially,

Resident Representative,  
U.N.D.P.  
Khartoum.

Abdullahi Idris,  
For/ DIRECTOR GENERAL,  
NATIONAL PLANNING COMMISSION



ORIGINAL DIRECT

/ml

Mr. Rafeeuddin Ahmed, Director  
Resources and Programme Planning Office

27 January 1975

RECORDS CONTROL  
FEB 11 1975

TE 210(2)ILO

Issoufou Saidou Djermakoye  
Under-Secretary-General  
Commissioner for Technical Co-operation

Prior consultations on programme and budget of ILO for 1976-77

In response to your memorandum of 21 January 1975 and attached copy of the ILO Programme and Budget Proposals for the 1976-77 biennium, I would like to inform you that OTC has no comments to make on this document.



ORIGINAL DIRECT

RECORDS CONTROL

RD/JS

31 JAN 1975

Mr. Z. Radovic, Chief  
Physical Resources Projects Section  
Africa Branch, OTC

24 January 1975

TE 322/1

CHAD (112-2)

Mr. A. Alagappan, Assistant Director  
Water Resources Branch, ONRET  
R. Dijon, Technical Adviser  
Water Resources Branch, ONRET

Note for File

CHD/71/516 Ground-water investigation  
CHD/74/013 Ground-water development  
CHD/71/510 Rural water supply  
CHD/75/004 Development in the Ouaddai

EC 132/226 CAMER (11)  
TO 322/1 CAMER (112-4)  
TO 210 (2) ILO

I wish to refer to the meeting which was held in your office this morning, attended by Mr. Hartveld, Ms. Knapp and myself. The situation of the UNDP/UN ground-water project in Cameroon and Chad was discussed as follows.

Cameroon 74/013

Mr. Hartveld was briefed on the most recent developments concerning the recruitment of experts and the purchase of drilling equipment, that is:

Mr. Teerlink (driller) is expected to be recruited fairly soon, if the UNDP and the Government accept to waive the language requirements.

Mr. Kempf (driller) candidacy should be cleared as soon as possible by the Government. Efforts are being made to find a suitable replacement for Mr. Van Aken in Chad, in order to make him available on a full-time basis in Cameroon.

The drilling rig (Stenvick) is ready for shipment.

The approval of the purchase is expected to be given by the Contracts Committee next week.

Cameroon 71/516

A xerox copy of the interpreted seismic profiles will soon be forwarded to the UNDP in Yaoundé.

Chad 75/004 ILO (Ouaddai)

The reports prepared by the UNDP consultant, Mr. Louis Sougiers, were made available to the UN by Mr. Hartveld in the course of the meeting. We understand that there are some uncertainties as regards the government agency



that will deal with the water development component of project CHD/73/004.

On one hand, SERAHY (counterpart of CHD 71/510) has built an operational base in Abéché; on the other hand the UNDP consultant indicates that the Government is willing to keep these water development activities within a UNER ("Unité Régionale d'Expansion Rurale"). Pending a final decision on this matter, it is understood that the United Nations will put at the disposal of ILO the water experts who are and will provide the technical supervision of their activities. For this purpose:

- the contract of Mr. Moyer (well construction expert) was extended;
- a hydrogeologist (associate expert) Mr. Marchand is about to be recruited;
- a consultant expert in the construction of small dams will be recruited;
- if appropriate, a drilling expert will be recruited (to operate the Swissaid rig).

#### Chad 71/510

This project would need to be consolidated. At the meeting, I said that it was due to end in October 1975. In fact, the project has already been revised and the second version of the Pro Doc extends the project until 1 October 1976. As a result, there is no need to extend the project in the immediate future, as I thought. What I suggest is to prepare a letter of agreement to be signed by the Government, the UNDP and the UN representatives that will indicate, after a preamble the following:

First, the job description of the project manager post of project 71/510 has been modified.

Second, as soon as he will have been appointed, the project manager will have to determine in consultation with the UNDP, the Government and the executing agency, the best ways of recasting and extending the project 71/510, as to incorporate in or associate with this project.

The whole of the well-digging and well-drilling operations that are or will be carried out by the United Nations - as the executing agency of the UNDP.

..... You will find here attached a tentative draft of such a letter of agreement, in the form of an adjustment advice (?), which is to be forwarded as soon as possible to the UNDP both in New York and N'Djamena (attention of Mr. Hartveld).



ORIGINAL DIRECT

Drafted: Y. Wade  
Cleared: Mr. Zelleke

Mr. Vladimir Baum, Director  
Centre for Natural Resources, Energy and Transport

24 January 1975

TE 210 (2) ILO

Kenneth Watts, Deputy Director  
Africa Branch, OTC

EGYPT - Vocational Training for the Egyptian  
Railways, Phase II (EGY/73/038)

.....

Please find attached, for your review, copy of the Project Summary on the above subject received from the Resident Representative. Copy of the Project Document has been requested from UNDP and will be forwarded to you when available.

We would appreciate receiving your comments on the proposed Phase II of the project, on or before 13 February 1975, to provide the basis of the appraisal of the project which we must send to the Resident Representative.

KW



ORIGINAL DIRECT

RECORDS CONTROL  
JAN 27 1975

Drafted: Y. Wade  
Cleared: Mr. Zelleke

TE 210 (2) ILO

VIA POUCH

24 January 1975

Dear Mr. Jeffrey-Coker,

.....

Please find attached, for your review, six copies of the Project Summary from the Government of the Arab Republic of Egypt concerning UNDP assistance to "Vocational Training for the Egyptian Railways, Phase II" (EGY/73/038).

We would appreciate receiving your comments on the proposed second phase of the project, if possible on or before 13 February 1975, to provide the basis of the appraisal of the project which we must send to the Resident Representative.

Yours sincerely,

KW

Kenneth Watts  
Deputy Director  
Africa Branch  
Office of Technical Co-operation

Mr. J.B. Jeffrey-Coker  
Chief, Technical Assistance and  
Programme Co-ordination Office  
Economic Commission for Africa  
P.O. Box 3001  
Addis Ababa, Ethiopia

UNITED NATIONS  
DEVELOPMENT PROGRAMME



PROGRAMME DES NATIONS UNIES  
POUR LE DEVELOPPEMENT

UNITED NATIONS  
NEW YORK

INTEROFFICE MEMORANDUM

29 JAN 1975

TO: Mr. R. J. Crooks, Director  
Office of Technical Co-operation, ESA  
UN HQ, New York

Date: 24 January 1975

FILE NO.: DP/EGY/73/038

FROM: for Sergije Makiedo, Assistant Administrator and  
Regional Director, BEMME

SENDER'S TELEPHONE EXTENSION: 4432

SUBJECT: EGYPT - Vocational Training for the Egyptian Railways - Phase II  
(EGY/73/038)

- ..... 1. I attach one copy of a request which has been received from the  
..... Government of Egypt, together with fifteen copies of a résumé of that  
request. I should be grateful to receive the detailed comments of the  
Department of Economic and Social Affairs on this request, including the Depart-  
ment's views on the accuracy of the costing of the request.
2. The Area Officer to whom this request has been assigned is  
Mr. Damian Lascu, Ext. 3642.



already sent to CNRET  
for comment

BULK ENCLOSURE  
FILED SEPARATELY

BULK ENCLOSURE  
FILED SEPARATELY



UNITED NATIONS DEVELOPMENT PROGRAMME

Project Summary\*, Government of  
EGYPT

Project Title: Vocational Training for the Egyptian Railways - Phase II

Number: EGY/73/038/E/01/11

Sector: Transport & Communications Duration: Four years

Subsector: Railways Transport

Executing  
Agency: International Labour  
Organization (ILO)

Government Co-operating Agency:  
Ministry of Transport  
(Egyptian Railways)

Date of Submission: 31 December 1974

Starting Date: 1 May 1973

Government Contribution:

£E5 577 628

UNDP Contribution:

\$569 000

I. Background

The Egyptian Railways with a net-work of 4,400 Kms. and over 75,000 employees play a vital role in the transport life of the country. To meet effectively the continuously increasing demands of the country's developing economy, the Egyptian Railways are trying to raise the standard of their services by modernizing their equipment as well as by implementing new techniques of operations and business. To achieve their goals, the need for adequately qualified personnel for efficient operation and maintenance is emphasized in order to raise the working capacity of the Railways. As planned by the Government, the Egyptian Railways should develop an up-to-date system of training. It also believes that to enable these objectives to be achieved the following three factors are needed:

1. Unity of Control and Direction,
2. Uniformity of Training Standards, and
3. Central Residential Training Institution.

\* Please note that this Document is a Summary of the Project as submitted by the Government and does not represent the views of UNDP on its merits.

/...



The Egyptian Railways Administration has been receiving UNDP assistance since 1967 under the large-scale project EGY/64/501 (Vocational Training for the Egyptian Railways) in the form of expertise, fellowships and equipment most of which are for the benefit of a large and modern Training Centre at Wardan, about 50 Km. distance from Cairo. Because of the delay in completion of the Centre due to conditions brought about by the war, it was not possible during the first phase to fulfil the objectives of the project. The syllabi and training material developed with the assistance of experts cannot be said to have been used to maximum advantage due to delay in centralization of training at Wardan and due to practical difficulties on implementation of newly developed courses at training locations spread all over the railways.

The Government's plan for the railways subsector during 1973/1982 includes an investment allocation of over £E350 million for modernization and replacements. In addition, two loans of US\$60 million have been provided by IBRD. For the success of this plan, availability of well-trained personnel at all levels is essential.

Since the beginning of Phase I of the project, about 15,000 employees of various levels and from different departments were trained at locations spread throughout the railways, including mobile training coaches used for short-term refresher courses and seminars. Training at Wardan Centre started in October 1968. The total number of employees trained at Wardan Centre up to end of 1972 was about 2,200.

From January 1972, since the inauguration of the Residential Training at Wardan the project entered a crucial stage and further injection of UNDP assistance was needed to enable it to develop its potential and expand its activities. The scope and dimensions of this project justify continued support including expert assistance, adequate equipment and additional fellowships for a complete fulfilment of its objectives.

## II. The Project

### A. Long-Range Objectives

The project will be a part of a major development of human resources and will increase the number of trained and educated people available for the Egyptian economy. It specifically aims at safer and more efficient operation of Egyptian Railways through training of all levels of personnel involved in maintenance and operation.

The project will provide facilities for trainees from other Arab countries to participate in training courses and seminars.

### B. The project aims at realizing the following immediate objectives:

1. To complete the work started under EGY/64/501 and consolidate training at the residential centre at Wardan; installing and making operational all equipment supplied by the UNDP/ILO and the Government.

/...



2. To train employed lecturers and training officers to be engaged in organization, supervision and training at Warden and other centres covering various fields of railways activities and at different levels.

3. To formulate training policies and training standards for various occupational levels.

4. To validate through testing the course material prepared and to develop further training materials and aids to meet new training requirements.

5. To establish testing and certification programmes.

6. To co-ordinate all training for the Egyptian Railways in order to ensure that personnel is prepared for entry, ongoing and promotional opportunities.

### III. Financial Data

#### A. UNDP Contribution

	<u>m/m</u>	<u>US\$</u>
Experts	108	285 000
Fellowships	143	84 400
Equipment		176 900
Miscellaneous		22 700
	<hr/>	<hr/>
GRAND TOTAL	<u>251</u>	<u>569 000</u>

#### B. Government Contribution in kind

	<u>m/m</u>	<u>£E</u>
Project personnel	6 536	431 414
Fellowships		15 500
Equipment & supplies		4 285 092
Miscellaneous		845 622
	<hr/>	<hr/>
GRAND TOTAL	<u>6 536</u>	<u>5 577 628</u>



ENCLOSURE ATTACHED *LSM*

P4 E 21/1/75

UNITED NATIONS



NATIONS UNIES

DEVELOPMENT PROGRAMME IN THE A.R.E.  
برنامج للتنمية التابع لهيئة الأمم المتحدة في جمهورية مصر العربية

CABLES : UNDEVPRO CAIRO

TELEPHONES : 816048 / 49 - 982177

FILE No EGY/73/038

OFFICIAL CORRESPONDENCE	CONTROL NO.
MUST BE RETURNED TO RECORDS CONTROL, ROOM 2874	1-240

RECEIVED IN RECORDS CONTROL
20 JAN 1975
ACTION TO:
1 Mr. Watts
2 Mr. Lallier
3 Mrs. Wade
PUT AWAY
PO BOX 982,
29, DR. FAHA HUSSEIN ST.
(EX. SHARIA WILLCOCKS)
ZAMAYEK, CAIRO, A.R.E.
TO:
12 January 1975

New York Pouch

*TS 210 (2) IKO*

Dear Mr. Watts,

EGY/73/038 - Vocational Training for the Egyptian  
Railways - Phase II

..... Please find enclosed a copy of the Project Summary pertaining to the above-mentioned project.

I would appreciate receiving your views on the project as soon as possible.

Yours sincerely,

*[Signature]*  
Sture Linner  
Resident Representative

Mr. K. Watts  
Deputy Director  
Africa Branch  
Office of Technical Co-operation  
United Nations  
New York

*Prodoc requested from  
Mr. Lallier's office (PO Egypt -  
7 3642) to be transmitted  
as soon as possible.  
JW.*



UNITED NATIONS DEVELOPMENT PROGRAMME

Project Summary\*, Government of  
the ARAB REPUBLIC OF EGYPT

Project Title: Vocational Training for the Egyptian Railways - Phase II  
Number: EGY/73/038/E/01/11  
Sector: Transport & Communications Duration: Four years  
Sub-Sector: Railways Transport Executing Agency: International Labour Organization (ILO)  
Government Co-operating Agency: Ministry of Transport (Egyptian Railways)  
Date of Submission: Starting Date: 1 May 1973  
Government Contribution: LE5,577,628 UNDP Contribution: US\$569,000  
Egyptian Pounds US Dollars

A. BACKGROUND

The Egyptian Railways with a net-work of 4.400 Kms and over 75,000 employees play a vital role in the transport life of the Country. To meet effectively the continuously increasing demands of the Country's developing economy, the Egyptian Railways are trying to raise the standard of their services by modernizing their equipment as well as by implementing new techniques of operations and business. To achieve their goals, the need for adequately qualified personnel for efficient operation and maintenance is emphasized in order to raise the working capacity of the Railways. As planned by the Government, the Egyptian Railways should develop an up-to-date system of training. It also believes that to enable these objectives to be achieved the following three factors are needed:

1. Unity of Control and Direction,
2. Uniformity of Training Standards, and
3. Central Residential Training Institution.

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\* Please note that this Document is a Summary of the Project as submitted by the Government and does not represent the views of UNDP on its merits.



Because of the delay in completion of the Wardan Centre due to conditions brought about by the war, it was not possible during the first phase to fulfil the objectives of the project. The syllabi and training material developed with the assistance of experts cannot be said to have been used to maximum advantage due to delay in centralization of training at Wardan and due to practical difficulties on implementation of newly developed courses at training locations spread all over the railways.

The Government's plan for the railways sub-sector during 1973/1982 includes an investment allocation of over LE350 million for modernization and replacements. In addition, two loans of US\$60 million have been provided by IBRD. For the success of this plan, availability of well-trained personnel at all levels is essential.

Since the beginning of Phase I of the Project, about 15,000 employees of various levels and from different departments were trained at locations spread throughout the railways, including mobile training coaches used for short-term refresher courses and seminars. Training at Wardan Centre started in October 1968. The total number of employees trained at Wardan Centre up to end of 1972 was about 2,200.

From January 1972, since the inauguration of the Residential Training at Wardan the project entered a crucial stage and further injection of UNDP assistance was needed to enable it to develop its potential and expand its activities. The scope and dimensions of this project justify continued support including expert assistance, adequate equipment and additional fellowships for a complete fulfilment of its objectives.

## II - The PROJECT

### A. Long-Range Objectives

The project will be a part of a major development of human resources and will increase the number of trained and educated people available for the Egyptian Economy. It specifically aims at safer and more efficient operation of Egyptian Railways through training of all levels of personnel involved in maintenance and operation.

The project will provide facilities for trainees from other Arab Countries to participate in training courses and seminars.

### B. The Project aims at realizing the following Immediate Objectives:

- To complete the work started under EGY/64/501 and consolidate training at the residential centre at Wardan; installing and making operational all equipment supplied by the UNDP/ILO and the Government.
- To train employed lecturers and training officers to be engaged in organization, supervision and training at Wardan and other centres covering various fields of railways activities and at different levels.



- To formulate training policies and training standards for various occupational levels.
- To validate through testing the course material prepared and to develop further training materials and aids to meet new training requirements.
- To establish testing and certification programmes.
- To co-ordinate all training for the Egyptian Railways in order to ensure that personnel is prepared for entry, ongoing and promotional opportunities.

### III - FINANCIAL DATA

#### A. UNDP Contribution

	<u>m/m</u>	<u>US\$</u>
Experts	108	285.000
Fellowships	143	84.400
Equipment		176.900
Miscellaneous		22.700
Grand TOTAL	<u>251</u>	<u>569.000</u>

#### B. Government Contribution in Egyptian Pounds

	<u>m/m</u>	<u>L.E.</u>
Project personnel	6,536	431.414
Fellowships		15,500
Equipment & Supplies		4,285,092
Miscellaneous		845,622
Grand TOTAL	<u>6,536</u>	<u>5,577,628</u>



ORIGINAL DIRECT

RECORDS CONTROL

JAN 10 1975

RK/ra  
Cleared by: Mr. Ergun  
Cleared by: Mr. Lyubimov

24 December 1974

Mr. Robert J. Crooks  
Office of Technical Co-operation, ESA

E. Paul Mwaluko, Director  
Centre for Housing, Building and Planning, ESA

LES/74/026 - Support to Low-Cost Self-Help Housing Programme

Please refer to the memorandum of 13 December 1974 from Mr. A. C. Gilpin, Special Adviser/Chief of the Division for East and Southern Africa, RBA/UNDP, in which he enquires whether UNOTC can implement the above-cited project for Lesotho, "Support to Low-Cost Self-Help Co-operative Housing Programme" (LES/74/026/A/01/11).

The project calls for a contribution by UNDP in the amount of \$80,000, over a period of 2 years, to finance a post of 'Programme Manager' with supplementary administrative support. The Programme Manager would oversee the construction of a number of low-cost housing units, employing self-help methods under co-operative arrangements. Financing of the housing programme would be made possible by a loan of \$500,000 from the United Nations Capital Development Fund, which would be deposited in the Lesotho Bank - National Development Bank and used as a revolving fund.

The project aims to build 90 housing units per year in Maseru by 6 self-help groups each comprising 15 persons, the work to commence at intervals of two months. People would construct their own homes under technical supervision, and particularly difficult tasks would be performed by hired labour. It may be noted that in areas outside Maseru, no one individual would be entitled to a loan of more than R150 (US\$225). A second professional, a Financial Adviser, would be "recruited locally under recommendation of U.N.D.P., Lesotho to I.L.O." Counterpart staff would consist essentially of a Programme Officer, a construction adviser for areas outside Maseru, a gang foreman to supervise labourers in Maseru, and 3 part-time 'technical advisers' — the 'technical advisers' estimated to cost a total of R420 per year. Provision is also made for workmen and miscellaneous services.

The project will be administered through a complex administrative arrangement involving the Lesotho Co-operative Housing Federation (for housing in Maseru), the Lesotho Co-operative Credit Union League (for housing in rural areas outside Maseru), <sup>an Advisory Board</sup> attached to the Program Directorate in the LCHF (with the support of government agencies concerned) and the Lesotho Housing Corporation. "No agency in Lesotho has had direct previous experience of co-operative low-cost housing."

.../...



Comments

This project proposal falls within the legitimate jurisdiction of the Centre and is within the range of its technical competence. We suggest, therefore, that UNDP be so advised and, further, that UNOTC establish its legitimate claim as Executing Agency, at your earliest convenience.

In our opinion, the project as currently drafted is cumbersome and involved and will be difficult to supervise and implement in a sound professional manner. In the first place the technical support for the project is greatly underestimated. Secondly, the role of the UNDP Programme Manager in relation to the complex administrative apparatus is unclear. And finally, the financial management, accounting procedures and credit control should preferably be properly decided before the project is approved. We feel, furthermore, that the Financial Adviser should be recruited internationally.

We recommend redrafting of the project document, with due attention to the objectives of the project (which are now imprecisely stated), to the question of institutional support, the technical capabilities of project personnel, and procedures with respect to the release of project funds.

As a first step, and in order to minimize delay in the execution of the project, UNOTC/UNDP should authorize recruitment of a Project Manager. This should not imply any commitment whatsoever in relation to the document in its present form. Once in post, the Project Manager could proceed to redraft the document and give a proper estimate of the technical and organizational requirements of the project.

*Mrs Herman*

UNITED NATIONS  
DEVELOPMENT PROGRAMME



PROGRAMME DES NATIONS UNIES  
POUR LE DEVELOPPEMENT

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

INTEROFFICE MEMORANDUM

TO: Mr. R.J. Crooks, Director  
Office of Technical Co-operation

Date: 27 November 1974

FROM: Gabriel Valdés S., Assistant Administrator  
and Director, Regional Bureau for Latin America

FILE NO.: MEX/74/010

SENDER'S TELEPHONE EXTENSION: \_\_\_\_\_

SUBJECT: MEXICO - Training Cooperative Administrators

Thank you for your memorandum dated 21 November 1974 commenting on the above referred project.

I would like to inform you that this project is under consideration and its approval may be delayed in view of the difficult situation of the Mexico IPF.





UNITED NATIONS  
DEVELOPMENT PROGRAMME



PROGRAMME DES NATIONS UNIES  
POUR LE DEVELOPPEMENT

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

DEC 17 1974

INTEROFFICE MEMORANDUM

TO: Mr. R.J. Crooks, Director  
Office of Technical Co-operation  
Department of Economic and Social Affairs

FROM: *Jon* Stig Andersen, Officer-in-Charge  
Bureau for Europe, Mediterranean  
and the Middle East *Shale*

SUBJECT: BULGARIA - Training Centre for International Tourism Specialists (BUL/73/027)

Date: 22 November 1974  
FILE NO.: BUL/73/027  
SENDER'S TELEPHONE EXTENSION: 3634

Your ref: TE 210 (2) ILO

We acknowledge with thanks receipt of your memorandum of 18 November 1974 concerning your comments on the above project.

We have noted these comments and will give them our careful consideration.



RECEIVED

DEC 3 1974

SHR/ELAIP/OTC

ORIGINAL DIRECT

Mr. Herman  
Cleared: Mrs. C. F. Korn  
cc: Mr. Wen, Mr. Landry

N. Galan/E. Wurfl

Mr. Gabriel Valdes S., Assistant Administrator  
and Director  
Regional Bureau for Latin America  
United Nations Development Programme

21 November 1974

TE 210 (2) ILO

RECORDS CONTROL

DEC 6 - 1974

R. J. Crooks, Director  
Of ice of Technical Co-operation

MEXICO - Training Cooperative Administrators  
MEX/74/OLO/A/O1/11

1. Much has been written about the financial and economic benefits which flow to groups of people from participation in cooperative enterprise, and the success of innumerable co-operatives in many parts of the world is evidence of these benefits. Official resolutions in support of the role of co-operatives in development cast the co-operative as a major component of national economic development. Following are statements made regarding cooperatives in the United Nations family:

- The United Nations 1954 study on co-operatives in agricultural development stated: "it is evident that voluntary co-operation with its promotion of full knowledge discussion, confidence, equality in control and the greatest degree of self-reliance, has no complete substitute".

- An international panel of experts on Co-operation held in Geneva in 1962 in its conclusions stated: "Co-operatives can make an important contribution to economic and social progress, and should be given a definite place in national planning, and should be represented on the relevant consultative and policy-making bodies".

- ILO study in 1966: "the establishment of co-operatives should be regarded as one of the important instruments for economic, social and cultural development in developing countries"; and the Economic and Social Council of the United Nations (1970) which stated: "the promotion of the co-operative movement should be an important element of the strategy of the Second United Nations Development Decade, as a means of broadening the base for popular participation in the development effort and for the equitable sharing in the benefits of development".



- In reviewing the project document under caption, we will address ourselves to the following issues:

- s - Special values of co-operatives in development
- Importance of management training in cooperative development
- Institutional linkages of the project

Special values of co-operatives in development

The many generous references to co-operatives by international planning bodies, as indicated above, are not without foundation. The strong connection between co-operative enterprise and overall development is easy to see.

(1) Good cooperatives have many facets, social, educational, and cultural as well as economic, and they therefore relate economic planning directly to people's needs and wishes.

(2) Co-operatives can serve as a people's organization to interpret and apply national development policies. In short, they are a means and often the only means, whereby large numbers of people can be represented in economic planning.

(3) By their very operation, co-operatives tend to spread the benefits of development as widely as possible and thus implement one of the professed aims of planning bodies.

(4) Effective co-operatives tend to reduce the needs for State action and thus lighten the load carried by Government.

(5) Many Government services to citizens need an intermediary agency, not only to escape the sheer weight of a monolithic bureaucracy, but also to provide a contact sensitive to community needs and desires. Cooperatives thus serve the function of economic transformers between central authority and communities, with voltage adjusted to local needs.

(6) Co-operatives can often operate successfully in remote and neglected areas that might otherwise be passed by in development planning.

.../....



### Importance of management training in cooperative development

- Governments hardly need reminding that the single most important reason for co-operative failures in developing countries is the lack of trained managers committee members and members who understand the cooperative approach, and are equipped to cope with modern methods and tools of production.

- There is mounting evidence that the level of managerial competence is of utmost importance. Cooperatives with weak, untrained and poorly-paid managers are unreliable agents in any programme of development. Though co-operatives are a popular movement, they are primarily business undertakings, and co-operators must learn that they cannot cross the economic stream riding an ideological horse. A large, well-managed co-operative system with a strong leadership team can hardly be ignored when development plans are being made or implemented.

### Institutional linkages

- With the growing emphasis on social reforms and employment problems, the Government of Mexico is redefining its development priorities. This reshaping of development policies has been coupled with a redefinition of the administrative hierarchy for regional development. A central unit at the national level, the Secretaria de la Presidencia has been entrusted the responsibility for establishing a national framework for regional planning, formulating a regional development strategy and coordinating selected policies and priorities with the activities of central ministries and agencies.

- It is against this developmental background that the institutional linkages of this project should be evaluated. It is our view that, by divorcing its actions from the development strategy and sectoral priorities formulated at the national level and development plans at the regional level, the Government will not realize, even less maximize, the economic potentialities of its cooperative promotion programme. The general Directorate of Cooperative Promotion, the agency responsible for cooperative development in Mexico, should establish functional coordination linkages with the Secretaria de la Presidencia and Project MEX/72/013, Regional and Urban Development. The strategy for cooperative development expounded in paragraph 3 of the project document should then be reviewed in order to make it consistent with the development strategy elaborated at the national level.

- Since this project intends "to prepare and implement information programmes on co-operatives" to promotional personnel as well as members of co-operatives, the training activities of this project could well be related to those of the project MEX/74/029 on training for community development and health promotion.



UNITED NATIONS



NATIONS UNIES

INTEROFFICE MEMORANDUM

MEMORANDUM INTERIEUR

TO: Mr. Nicolas V. Gleboff, Acting Deputy Director  
A: Europe, Latin America and Interregional Projects  
Branch, OTC

THROUGH: Mr. Simos G. Vassiliou, Asst. Director-in-Charge  
S/C DE: Development Planning Advisory Services, CDP

FROM: Paul Castelet, Senior Economic Affairs Officer  
DE: Development Planning Advisory Services, CDP

SUBJECT: BULGARIA - Training Centre for International Tourism Specialists -BUL/73/027.  
OBJET:

DATE: 8 November 1974

REFERENCE: TE 210 (2) ILO

1. This is in reply to your memo of 16 October 1974.

2. Through the satisfactory implementation of five quinquennial plans in the post-war period, Bulgaria has greatly transformed its socio-economic structures. The leading role was given to the industrial sector but tourism activities have surpassed all expectations and greatly contributed towards accelerating the pace of modernization. Figures given in the project summary illustrate the steady progress obtained in the tourism sector.

3. During the current 1971-1975 planning period, partial shortages of manpower appeared for the first time in the history of Bulgaria's economic development. The general balance of manpower is still favorable indeed but structural unemployment was recently recorded in such outlying districts as Smolyan, Razgrad and Silistra. Moreover in areas where leading sectors of activity are competing, demand is more often higher than supply in the manpower market.

4. These temporary and local imbalances are inherent in rapidly growing economies when they are not far from reaching a new point of equilibrium, as it is in the case of Bulgaria. The Government is conscious of the necessity to adjust manpower supply to the demand more equitably than in the past. The project under caption will certainly help to obtain such an adjustment in the tourism sector. We consequently support its general objective, i.e., the establishment of services aiming to adapt the training of manpower to an existing and growing demand.



COPIES ATTACHED *cg*

NACIONES UNIDAS



UNITED NATIONS

PROGRAMA PARA EL DESARROLLO

DEVELOPMENT PROGRAMME

APARTADO POSTAL 6719

TELEFONOS: 25-75-50 - 14-20-51

REFERENCIA: MEX/74/010  
N° 1612

OFFICIAL CORRESPONDENCE	CONTROL NO.
MUST BE RETURNED TO RECORDS CONTROL, ROOM 2874	10-469

RECEIVED IN RECORDS CONTROL	
HAMBURG 63, 20. Y 3ER. PISOS	
MEXICO 6, D. F. MEXICO	
30 OCT 1974	
ACTION 10:	
1. <i>Mr. Gleboff</i>	23 October 1974
2. <i>Mr. Herman</i>	
3. <i>PUT AWAY</i>	
IN TALS <i>ew</i>	
<input type="checkbox"/> BRING FORWARD	
ON DAY MONTH YR.	
TO:	TE 210(2)140

Dear Mr. Gleboff,

Subject: MEX/74/010/A/01/11 - Training of Cooperative  
Administrators

We acknowledge receipt of your letter dated 14 October on the  
above.

..... Enclosed herewith please find one copy of the project document  
asking you to please excuse the omission.

Yours sincerely,

Ingvar Ahman  
Resident Representative a.i.  
United Nations Development Programme

Mr. Nicolas V. Gleboff  
Acting Deputy Director  
Europe, Latin America and  
Interregional Projects Branch  
Office of Technical Co-operation  
United Nations, New York.



ORIGINAL DIRECT

RECORDS CONTROL  
clrd. in draft by Mr. Sherif

OCT 29 1974 IPS:ds

Mr. Nicolas V. Gleboff, Acting Deputy Director  
Europe, Latin America and Interregional Projects Branch  
Office of Technical Co-operation

22 October 1974

TE 210 (2) ILO

Mr. Faqir Muhammad, Acting Director  
Division of Public Administration and Finance

I. Pérez Salgado, Special Technical Adviser  
Division of Public Administration and Finance

MEXICO - Training Cooperative Administrators. MEX/74/010/A/01/11

Please refer to your memorandum of 14 October 1974, on the above subject.

The proposed project will deal with the training of administrators for the Mexican cooperatives in order to overcome the deficiencies in education and administrative structure of the cooperatives in the country.

Taking into consideration the type of project proposed we do think that it is a Project for ILO. We do not have any substantive comments.

ORIGINAL DIRECT

RECORDS CONTROL

Cleared by: V. Baum

NOV 1 1974

21 October 1974

Mr. R.J. Crooks, Director  
Office of Technical Co-operation

TB 210 (2) D20

Norbert Falzon, Assistant Director  
Transport and Cartography Branch, CNRET

INTERREGIONAL: Project INT-74/022

- .....
1. Please find attached herewith a copy of the draft Project Document for INT-74/032, intended for ILO execution.
  2. The project is aimed at the promotion of public works schemes by labour-intensive methods through appropriate planning and administration. As you are aware, the field of public works and related planning and administration falls within the jurisdiction of the UN and the substantive responsibility of the Transport Section, CNRET. We find that the fact that INT-74/032 would involve the labour-intensive aspects of public works constitutes insufficient grounds for vesting the project's execution with ILO.
  3. We believe that initiative on your part would be warranted in indicating to UNDP that INT-74/032 should rightly be executed by the UN.



UNITED NATIONS



NATIONS UNIES

INTEROFFICE MEMORANDUM

MEMORANDUM INTERIEUR

TO:  
A:

Mr. R.J. Crooks, Director  
Office of Technical Co-operation

DATE: 21 October 1974

THROUGH:  
S/C DE:

REFERENCE: TE 210(2)  
ILO

FROM:  
DE:

Norbert Falzon, Assistant Director  
Transport and Cartography Branch, CNRET

SUBJECT:  
OBJET:

INTERREGIONAL: Project INT-74/022

1. Please find attached herewith a copy of the draft Project Document for INT-74/032, intended for ILO execution.

2. The project is aimed at the promotion of public works schemes by labour-intensive methods through appropriate planning and administration. As you are aware, the field of public works and related planning and administration falls within the jurisdiction of the UN and the substantive responsibility of the Transport Section, CNRET. We find that the fact that INT-74/032 would involve the labour-intensive aspects of public works constitutes insufficient grounds for vesting the project's execution with ILO.

3. We believe that initiative on your part would be warranted in indicating to UNDP that INT-74/032 should rightly be executed by the UN.



RECEIVED

OCT 29 1974

SHR/ELAIP/OTC

ORIGINAL DIRECT

RECORDS CONTROL

OCT 18 1974

Drafted: N. Galán/lk

Cleared: H. Herman

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

16 October 1974

TE 210 (2) ILO

Nicolas V. Gleboff, Acting Deputy Director  
Europe, Latin America and Interregional Projects Branch  
Office of Technical Co-operation

BULGARIA - Training Centre for International Tourism  
Specialists - BUL/73/027

- .....
1. Please find enclosed a copy of the subject project summary.
  2. The UNDP requested contribution is US\$ 1,376,700. The  
Executing Agency is the International Labour Organization (ILO).
  3. We shall appreciate receiving your comments by 25 October 1974.

cc. Mrs. Korn



ORIGINAL DIRECT

Drafted: N. Galán/lk  
Cleared: H. Herman

RECORDED  
OCT 15 1974

16 October 1974

TE 210 (2) ILO

Mr. George Howard, Director  
Social Development Division

Nicolas V. Gleboff, Acting Deputy Director  
Europe, Latin America and Interregional Projects Branch  
Office of Technical Co-operation

MEXICO - Training Cooperative Administrators -  
MEX/74/OLO/A/O1/11

..... 1. We enclose herewith one copy of the project summary for the  
..... above project request and a copy of a letter from Mr. Luis Pérez-Arteta,  
Resident Representative of UNDP in Mexico, to Mr. G. Valdés dated  
1 October 1974. The project document will be sent to you as soon as it  
is received.

2. Kindly note that this \$230.000 project is not included in the  
Country Programme for Mexico for the period 1973-1977 and that the  
financing is intended from the IPF reserve funds.

3. The Executing Agency for this project would be the  
International Labour Organisation (ILO).

4. We shall appreciate receiving your comments by 25 October.

cc. Mrs. Korn

ORIGINAL DIRECT

Drafted: N. Galán/lk  
Cleared: H. Herman

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

14 October 1974

TE 210 (2) ILO

Nicolas V. Gleboff, Acting Deputy Director  
Europe, Latin America and Interregional Projects Branch  
Office of Technical Co-operation

MEXICO - Training Cooperative Administrators -  
MEX/74/OLO/A/O1/11

- ..... 1. We enclose herewith one copy of the project summary for the  
..... above project request and a copy of a letter from Mr. Luis Pérez-Arteta,  
Resident Representative of UNDP in Mexico, to Mr. G. Valdés dated  
1 October 1974. The project document will be sent to you as soon as it  
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2. Kindly note that this \$230,000 project is not included in the  
Country Programme for Mexico for the period 1973-1977 and that the  
financing is intended from the IPF reserve funds.
3. The Executing Agency for this project would be the  
International Labour Organisation (ILO).
4. We shall appreciate receiving your comments by 23 October.

cc. Mrs. Korn



Mr. Tse-chun Chang, Director  
Division of Public Administration and Finance

Drafted: N. Galán/lk  
Cleared: H. Herman

14 October 1974

TE 210 (2) ILO

Nicolas V. Gleboff, Acting Deputy Director  
Europe, Latin America and Interregional Projects Branch  
Office of Technical Co-operation

MEXICO - Training Cooperative Administrators -  
MEX/74/O10/A/O1/11

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financing is intended from the IPF reserve funds.
3. The Executing Agency for this project would be the  
International Labour Organisation (ILO).
4. We shall appreciate receiving your comments by 23 October.

cc. Mrs. Korn

ORIGINAL DIRECT

RECORDS CONTROL

Drafted: N. Galán/lk  
Cleared: H. Herman

TE 210 (2) ILO

14 October 1974

Dear Mr. Pérez-Arteta,

Ref.: MEX/74/O10/A/O1/11 - Training Cooperative  
Administrators

We acknowledge receipt of your letter dated 1 October 1974 and the attached summary for project MEX/74/O10/A/O1/11. However, the project document was not attached and we would appreciate it if you would send us a copy since it will be required for the formulation of substantive comments.

Yours sincerely,

Nicolas V. Gleboff  
Acting Deputy Director  
Europe, Latin America and  
Interregional Projects Branch  
Office of Technical Co-operation

Mr. Luis Pérez-Arteta  
Resident Representative of the  
United Nations Development Programme  
in Mexico  
Apartado Postal 6719  
Mexico 10, D.F., Mexico

cc. Mrs. Korn



NACIONES UNIDAS  
PROGRAMA PARA EL DESARROLLO



UNITED NATIONS  
DEVELOPMENT PROGRAMME

APARTADO POSTAL 6719  
TELEFONOS: 25-75-50 - 14-20-51

HAMBURGO 63, 20. Y 3ER. PISOS  
MEXICO 6, D. F. MEXICO

REFERENCIA:

Nº 1455

CABLE: UNDEVPRO. MEXICO

1 October 1974

*M. Herman*

*TE 210(2) ILO*

Dear Mr. Rapoport,

Subject: MEX/74/010/A/01/11 - Training Cooperative  
Administrators

..... Enclosed herewith please find copy of our letter of even date  
to Mr. G. Valdés - UNDP, on the above subject.

..... Also attached please find one copy of the project document as  
well as of the project summary.

Yours sincerely,

Luis Pérez-Arteta  
Resident Representative of the  
United Nations Development Programme

Mr. Jacques Rapoport  
Deputy Director  
Europe, Latin America and  
Interregional Projects Branch  
Office of Technical Co-operation  
United Nations, New York.



IA/tgh

cc. ILO - Geneva  
cc. ILO - Mexico  
cc. ILO - Lima  
cc. CTC - New York

N° 1449

1 October 1974

Dear Mr. Valdés,

**Subject: MEX/74/OLO/A/OL/11 - Training Cooperative Administrators  
Resident Representative's Assessment**

..... Please find enclosed herewith five copies of a request for a large-scale project request aiming at training administrative personnel for cooperatives.

The total UNDP contribution amounts to US\$230,000 divided into: project personnel 194,000; equipment 28,000 and 8,00 for sundry.

The Government contribution amounts to \$1.558,000 pesos divided into: counterpart personnel 1.118,000; equipment 390,000 and 50,000 for sundry.

The project is not included in the Country Programme for Mexico for the period 1973-1977 and it will be financed from IFF reserve funds.

This project will fill some gaps, since long considered as serious draw-backs for the development of Mexican cooperativism. Since the situation prevailing in Mexico is practically alike in all Latin American countries, there is an important and immediate need to formulate strategies and policy lines for the development of cooperatives as well as formulation of integrated training programmes.

Secondly, with the existence of potentially important production units within the economy, the management side has to be studied and reinforced within the cooperatives through various forms of training.

Mr. Gabriel Valdés  
Assistant Administrator and  
Director  
Regional Bureau for Latin America  
UN Development Programme  
United Nations, New York.



Since there only exist some 300,000 persons within the Mexican economy participating in either form of cooperatives, there is a large potential to build out in the future, specially bearing in mind the present distribution by size of Mexican production units.

Institutional framework

The National Institute of Cooperative Training counts with qualified personnel for training and research purposes. The General Directorate of Cooperative Promotion within the Ministry of Industry and Commerce furthermore counts with a Department of Educational Research and with an Office of Economic Studies, all of which will give the necessary and well qualified support to this project.

Recommendations

The Resident Representative recommends the urgent approval in its totality of this project, bearing in mind its starting date as of 1 January 1975.

Yours sincerely,

Luis Pérez-Arteta  
Resident Representative of the  
United Nations Development Programme



PROGRAMA DE LAS NACIONES UNIDAS PARA EL DESARROLLO

Resumen del proyecto\* del Gobierno de

MEXICO

Título del proyecto: Capacitación de cuadros de administración para las cooperativas

Número: MEX/74/010/A/01/11

Fecha de presentación: 1° de octubre de 1974

Sector: Mano de obra, gestión de empresas y empleo

Subsector: Aumento del empleo productivo

Fecha propuesta para la iniciación en pleno de las operaciones del proyecto:

1° de enero de 1975

Duración propuesta: Dos años

Organismo gubernamental de cooperación  
propuesto: Secretaría de Industria y Comercio

Suma solicitada al PNUD:

230,000 dólares de los EE.UU.

Contribución de contraparte del

Gobierno propuesta:

En efectivo:

-----

En especie:

1.558,000

(moneda nacional)

pesos mexicanos

Total:

124,640

(dólares de los EE.UU.)

I. Antecedentes

1. El Gobierno mexicano está empeñado en una nueva estrategia de desarrollo, donde se tratan de corregir desequilibrios, tanto sociales como sectoriales y regionales, llevando por ende su beneficio a aquellos sectores de economía mas débil. Para esto, entre otros instrumentos, está fomentando la organización cooperativa que permita la creación de nuevas fuentes de trabajo, haciendo mas racional la producción y el consumo, y permitiendo una mas equitativa distribución del ingreso. Sin embargo, el porcentaje de cooperativización de la población es relativamente bajo, lo que implica que el cooperativismo no está cumpliendo cabalmente su misión como factor de desarrollo económico, ni de vehículo para una mejor distribución del ingreso nacional.

\* ESTE DOCUMENTO ES UN RESUMEN DEL PROYECTO PRESENTADO Y NO REFLEJA LAS OPINIONES DEL PNUD SOBRE SUS MERITOS.



2. Al emprender una promoción masiva para la formación de sociedades cooperativas, se encontraron graves deficiencias en estas, principalmente en la educación, en la capacitación técnica y en la falta de cuadros administrativos.

3. El Gobierno de México realiza considerables esfuerzos por superar dichas dificultades en este sentido y se ha dividido al país en diez regiones geográficas, asignando a cada una de ellas un grupo adecuado de promotores, y, dentro de esta división geográfica, se han agrupado 111 zonas de influencia económica que permiten atender en forma mas adecuada a los grupos y sectores susceptibles de darse un tipo de organización cooperativa. Esta división también permitirá optimizar los actuales recursos en materia de promoción cooperativa. Puede mencionarse también como uno de dichos esfuerzos, la reciente creación del Instituto Nacional de Educación Cooperativa.

## II. El proyecto

4. Este proyecto no ha sido incluido en el Programa Nacional de México por el período 1973-1977. Su financiamiento se hará con cargo a los fondos de reserva de la Cifra Indicativa de Planificación.

5. El proyecto tiene por fin obtener la expansión, dinamización, estructuración y consolidación del cooperativismo mexicano, a través de la Dirección General de Fomento Cooperativo de la Secretaría de Industria y Comercio.

6. Una vez concluido el proyecto, la dinámica obtenida como resultado del presente proyecto, permitirá dar continuidad a los nuevos programas propuestos durante su desarrollo y ejecutarlos con característica propia ulteriormente.

7. Los objetivos inmediatos son:

- (i) Obtener la formulación de lineamientos de estrategia de desarrollo cooperativo y elaboración de programas de capacitación operacional e integrada.
- (ii) Concretar la conducción de programas en técnicas de gestión para funcionarios y técnicos, cuadros administrativos y miembros de cooperativas.
- (iii) Preparar e implementar programas de divulgación cooperativa para diferentes niveles de la Dirección General de Fomento Cooperativo.

## III. Datos financieros

### A. Contribución solicitada al PNUD

#### Personal del Proyecto

##### Expertos

Desarrollo cooperativo  
Capacitación en técnicas de gestión  
Divulgación del cooperativismo  
Consultores  
Personal de apoyo administrativo

Total	
Meses-hombre	Dolares
24	60,000
18	45,000
18	45,000
12	30,000
24	14,000
<b>Total</b>	<b>194,000</b>

		<u>Total</u>	
		<u>Meses-hombre</u>	<u>Dólares</u>
<u>Equipo</u>			
Equipo fungible			5,000
Equipo no fungible			<u>23,000</u>
Total			<u>28,000</u>
<u>Gastos diversos</u>			
Gastos de la preparación de informes			5,000
Varios			<u>3,000</u>
Total			<u>8,000</u>
TOTAL GENERAL			<u>230,000</u>
B.	<u>Contribución de contraparte del Gobierno en especie propuesta</u>		<u>Pesos Mexicanos</u>
<u>Personal del proyecto</u>			
Director del INEKOOP	24		208,000
Especialista Contabilidad	24		130,000
Especialista en Administración de Empresas	24		130,000
Especialistas en Promoción (8)	192		468,000
Secretarías (2)	48		130,000
Chofer	24		<u>52,000</u>
Total	336		<u>1.118,000</u>
<u>Equipo</u>			
Equipo fungible			140,000
Equipo no fungible			100,000
Locales			<u>150,000</u>
Total			<u>390,000</u>
<u>Varios</u>			
Uso y mantenimiento del equipo			<u>50,000</u>
Total			<u>50,000</u>
TOTAL GENERAL			<u>1.558,000</u>



UNITED NATIONS DEVELOPMENT PROGRAMME

Project Summary\*, Government of

MEXICO

Project Title: Training of Cooperative Administrators

Number: MEX/74/010/A/01/11

Date of submission: 1 October 1974

Sector: Labour, Management and Employment

Subsector: Increasing Productive Employment

Proposed starting date for full project operations:

1 January 1975

Proposed duration: Two years

Proposed Government Co-operating Agency: Ministry of Industry and Commerce

Amount requested from the UNDP:

US\$ 230,000

Proposed Government counterpart contribution:

in cash:

— —

In kind:

1.558,000  
(Pesos)

Total:

US\$ 124,640

I. Background

1. The Mexican Government is undertaking a new development strategy to correct social, sectoral and regional imbalances in order to benefit the weaker economic sectors. To this end the Government is promoting, among other activities, the organization of cooperatives to create new sources of employment, in order to rationalize production and consumption and provide for a more equitable income distribution. However, the percentage of cooperativismo is relatively low in Mexico. This implies that it is not accomplishing its task as an economic development factor, nor as a means of achieving a better distribution of national income.

2. When the Government initiated a massive campaign for the creation of cooperatives, great deficiencies were encountered, principally in education, technical training and in the lack of administrative structures.

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

3. The Mexican Government is attempting to overcome these difficulties and has divided the country into ten geographical regions, assigning an adequate group of promoters to each of them. Within this geographical division, the Government has grouped 111 zones of economic influence which will more adequately assist those groups and sectors which set up cooperatives. This division will also permit that actual resources will be utilized to their fullest potential in cooperative promotion. The recent creation of the National Institute for Cooperative Training (INECOOP) is one of the results of the Government's efforts.

## II. The Project

4. This project is not included in the Mexican Country Programme for the period 1973-1977. It will be financed from IPF reserve funds.

5. The project's aim is to expand and consolidate Mexican cooperativism through the General Directorate of Cooperative Promotion of the Ministry of Industry and Commerce.

6. Once the project terminates, the dynamism achieved will allow for the follow-up of the new programmes proposed during its execution.

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

- (i) To draw up strategy lines for cooperative development and establish operational and integrated training programmes.
- (ii) To define management programmes for officials and technicians, administrative personnel and members of cooperatives.
- (iii) To prepare and implement information programmes on cooperatives for the General Directorate of Cooperative Promotion personnel at all levels.

## III. Financial Data

A. Contribution requested from the UNDP

### Project Personnel Component

#### Experts

	m/m	Total \$
Cooperative development	24	60,000
Training in management techniques	18	45,000
Information on cooperatives	18	45,000
Consultants	12	30,000
Administrative support personnel	24	14,000
<b>Total</b>	<b>96</b>	<b>194,000</b>



		<u>Total</u>
	<u>m/m</u>	<u>\$</u>
<u>Equipment Component</u>		
Expendable equipment		5,000
Non-expendable equipment		<u>23,000</u>
Total		<u>28,000</u>
<u>Miscellaneous Component</u>		
Reporting costs		5,000
Sundry		<u>3,000</u>
Total		<u>8,000</u>
GRAND TOTAL		<u>230,000</u>
B. Proposed Government counterpart contribution in kind		<u>Mexican Pesos</u>
<u>Project Personnel Component</u>		
Director of the INECOOP	24	208,000
Accounting Specialist	24	130,000
Business Administration Specialist	24	130,000
Promotion Specialists (8)	192	468,000
Secretaries (2)	48	130,000
Driver	24	<u>52,000</u>
Total	<u>336</u>	<u>1.118,000</u>
<u>Equipment Component</u>		
Expendable equipment		140,000
Non-expendable equipment		100,000
Premises		<u>150,000</u>
Total		<u>390,000</u>
<u>Miscellaneous Component</u>		
Operation and maintenance of equipment		<u>50,000</u>
Total		<u>50,000</u>
GRAND TOTAL		<u>1.558,000</u>



7 OCT 1974

OCT 21 1974

INTERNATIONAL LABOUR OFFICE

TS 210 (2) ILO

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

Réf. n° P. 9.750

Mr. K. Sarma,  
United Nations Environment Programme,  
Geneva Liaison Office,  
Palais des Nations,  
1211 GENEVA 10.

Dear Mr. Sarma,

30 SEP. 1974

I refer to the various telephone conversations between your Office and mine, as well as to our cable communications with Mr. Jobarteh in Nairobi concerning the detachment of Miss Nadia Saad.

I have today received a cable from UNOTC, New York, of which I attach hereto a copy and which is self explanatory.

As you know, Miss Saad is presently detached from the ILO until 30 September 1975 (as already stated in our letter of 10 August to Mr. Jobarteh copied to you). I also confirm our agreement to her appointment by UNEP on detachment/secondment from the ILO.

As all the administrative steps related to Miss Saad's appointment to UNEP appear to have been finalized, I would appreciate your letting me have at your earliest convenience confirmation of Miss Saad's appointment to UNEP together with effective date as well as a confirmation of the terms and duration of the appointment which has been accepted by her. In this connection, you will recall that by his cable of 7 August Mr. Jobarteh requested ILO clearance to offer Miss Saad a two year fixed term appointment. I thus confirm, hereby, that although her detachment from the ILO now runs to 30 September 1975, the ILO would be quite prepared to extend the detachment to 30 September 1976, should you and Miss Saad agree to that duration.

I am sending a copy of this communication to Miss Saad at her Geneva address so that she may be kept informed of the final steps in this negotiation.

Looking forward to your news.

Yours sincerely,  
For the Director-General:

Anny H. Lansdorp,  
Chief, Employment Branch  
Personnel and Administrative  
Services Department.



PROGRAMME DES NATIONS UNIES  
POUR LE DÉVELOPPEMENT



UNITED NATIONS  
DEVELOPMENT PROGRAMME

RECORDS CONTROL

Palais des Nations  
CH-1211 GENEVE 10

TELEPHONE: 34 60 11 31 02 11

OCT 18 1974

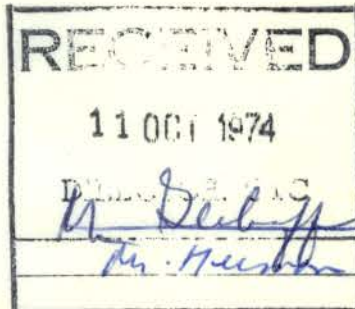
CABLE ADDRESS: UNDEVPRO GENEVA

REFERENCE:

BUL/73/027

30 September 1974

TG 210 (2) ILO



Dear Mr. Crooks,

BUL/73/027 Training Centre for International  
Tourism Specialists

... Please find enclosed three copies of the project summary for the above project. Copies of same have been forwarded to UNDP Headquarters, ILO, UNEP and FAO. We would appreciate receiving your comments, if any, on the attached summary.

Yours sincerely,

Sixten Heppling  
Director

Mr. R. J. Crooks,  
Director,  
UNOTC,  
United Nations,  
NEW YORK  
U.S.A.

UNITED NATIONS DEVELOPMENT PROGRAMME

Project Summary, Government of  
BULGARIAN PEOPLE'S REPUBLIC

Project Title:	<u>Training Centre for International Tourism Specialists</u>	
Number:	BUL/73/027/A/01/11	Date of submission: 30 January 1974
Sector:	45 Labour, Management and Employment	Subsector: 4550 Clerical Commercial and Service Training
Proposed starting date for full project operations:	November 1974	Proposed duration: 4 years
Proposed Government Co-operation Agency:	Committee for Recreation and Tourism	Executing Agency: International Labour Organization (ILO)
Amount requested from UNDP:	US\$ 1,376,700	
Proposed Government Counterpart Contribution:	in kind: 6,625,440	
	local currency (leva)	

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



1. BACKGROUND

1. Bulgaria has demonstrated to be the most receptive country of the Eastern European region for tourism. With a relatively small population (8,100,000 inhabitants) according to the last census, Bulgaria has welcomed 3,006,990 tourists during 1972, as compared with 1,089,930 in 1965, the steady increase has been at the rate of between 10 and 20 percent yearly during the last seven years and according to the forecast of tourism officials, the number of tourists visiting Bulgaria will be around 6,500,000 in 1976. Consequently the Government attaches great concern to this important field of the Bulgarian economy as tourism is regarded as having an economic multiplier effect in itself.

A development programme with the aim of developing tourism as a whole has been implemented since 1965, during the fifth 5 year plan (1965-1970) and extended under the sixth 5 year plan (1971-1975). Entire tourist towns are in full activity and others are in the project phase.

2. The hotel and tourism personnel which was about 15,000 in 1967 is now (end of 1972) 40,500 and it is foreseen to be no less than 48,000 by 1975.

The yearly output of the basic and middle-level training is of about 800 trainees which represents less than 60 percent of the yearly required skilled personnel. The service staff at all levels and skills had and still have great difficulty in trying to catch up with the yearly increasing number of tourists, at least as far as quality of training is concerned. Therefore it is of paramount importance to train the necessary personnel in the required skills and at the required level.

3. The Bulgarian authorities are aware of the needs derived from the situation and so has requested US\$ 450,000 out of the Indicative Planning Figure to be used from 1974 to 1976 for financing a large-scale project in the field of development of tourism, which will continue in 1977-1978 with the new country programme and related IPF for 1977-1981.

II. THE PROJECT

This project appears in Chapter IV paragraph 108-111 on pages 34-35 of the Country Programme document DP/GC/BUL/R.1. for Bulgaria (1972-1976) approved by the Governing Council at its Thirteenth Session.

The project is intended to assist the Government in further developing international tourism, thus increasing foreign currency income, developing tangible and invisible exports and reinforcing the economy of the country

continued/...



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

- (i) to assist the Government in the establishment of the "Training Centre for International Tourism Specialists" (TCITS);
- (ii) to train personnel for the hotel and tourism industry at a high level, such as:
  - high officials of the Committee for Recreation and Tourism
  - high officials of Ministries and local authorities connected with international tourism
  - complexes and hotel directors
  - hotel and tourism high-level personnel.
- (iii) train supervisors and teachers of existing training institutions/instructors in the high and middle level specialities such as:
  - front office, food and beverage, housekeeping, tourist office, travel agency operations, guides etc.
- (iv) prepare teaching manuals and training materials - including audio-visual teaching aids - in support of the above-mentioned training activities as well as for use in the existing basic-level and middle-level training institutions;
- (v) assist in the establishment - if necessary - of separate sections of the training centre;
- (vi) assist in the setting up of a computerized hotel reservation system;
- (vii) undertake studies and research in the field of tourism (promotion, organisation, legislation and statistics), travel agency organisation and hotel organisation;
- (viii) offer the existing hotels and tourist enterprises technical advice in order to improve the present standards of service and organization;
- (ix) offer new hotels and tourism undertakings all necessary technical advice relating to planning, organisation and operation, including training.

### III FINANCIAL DATA

	m/m	Total US\$
<u>A. Contribution Request from UNDP</u>		
<u>Experts</u>		
Senior Technical Adviser (Team Leader)	48	
Tourism	19	
Travel Agency	26	
Tourist Guide	8	
Hotel organization	30	

continued/.



	<u>m/m</u>	<u>Total</u> US\$
Other experts	94	
Consultants	11	
Consultant (preparatory activities)	1	
Component Total	<u>237</u>	<u>709,000</u>

Training Component

Individual fellowships and Study Tours	129	
Component Total	<u>129</u>	<u>151,200</u>

Equipment Component

Expendable equipment		
Non-Expendable equipment including reserve for price escalation		510,000
Component Total		<u>510,000</u>

Miscellaneous Component

Reporting costs	5,000
Sundry	1,000
Direct costs	500
Component Total	<u>6,500</u>

GRAND TOTAL

1,376,700

B. Proposed Government Counterpart Contribution

		<u>Leva</u>
<u>Project Personnel</u>		
Professional and secretarial staff and other employees		
Component Total		<u>1,250,880</u>
<u>Training Component</u>		
Maintenance of trainees		
Component Total		<u>24,000</u>
<u>Equipment Component</u>		
Expendable equipment	60,560	
Non-expendable equipment and transport	300,000	
Premises (land and building)	2,700,000	
Component Total		<u>3,060,560</u>
<u>Miscellaneous</u>		
Operation and maintenance of equipment	60,000	
Food and lodgings of trainees in the Centre	2,028,000	
Component Total		<u>2,088,000</u>
<u>Sundries</u>		
Transport, travelling, gas, water, electricity, telephone and postal		
Component Total		<u>202,000</u>
<u>GRAND TOTAL</u>		<u>6,625,440</u>



# FIJI NATIONAL TRAINING COUNCIL

(Established under the Fiji National Training Act 1973)

Chairman : Hon. Jonati Mavoa  
Minister for Labour  
Director : A. Tiffany, B.Sc. C.Eng.MIEE  
Telephone : 25654



I.L.O.

TRAINING HOUSE,  
22, Carnarvon Street,  
Private Mail Bag,  
Suva.

In Reply Please Quote

Our Reference

OFFICIAL CORRESPONDENCE

CONTROL NO.

MUST BE RETURNED TO  
CORDS CONTROL, ROOM 2074

10-86

23rd. September, 1974.

RECEIVED IN RECORDS	
4 - OCT 1974	
ACTION TO:	
1. Mr. S.E. Vassiliou	
2.	
3. PUT AWAY	
INITIALS	
<input type="checkbox"/> BRING FORWARD	
ON	DAY MONTH YR.
TO	cl

Simon G. Vassilious,  
Assistant Director in Charge,  
Development Planning Advisory Service,  
CDPP.,  
U.N.  
Room 2668,  
New York,  
New York 10017,  
U.S.A.

TE 210(2) ILO

Dear Mr. Massilious,

Re: I.L.O. Hotel/Tourism Project.

Fiji/73/007, Suva, Fiji.

To assist with the above project, we shall be pleased to receive a copy of 'ITT-Sheraton International, Management Contract - April 1974' which we understand is held at your Office.

Thanking you for your kind attention,

Yours Sincerely,

*Donald Barker*

D.K. BARKER, (I.L.O.)  
C/- U.N.D.A.T.,  
P.O. Box 694,  
SUVA....FIJI.

*Miss Becker and/or  
Mr. Harbsten*



QUITO — ECUADOR  
APARTADO 4731

TELEFONOS: 233680 - 233690 - 234831

Referencia: N° 3573  
ECU/74/006

20 September 1974



RECEIVED IN RECORDS CABLE TR UNDEVPRO  
26 SEP 1974  
ACTION TO:  
1. MRS. Korn  
2. ☒ PUT AWAY  
3. ☒ INT/LS  
☐ BRING FORWARD  
ON DAY MONTH YR  
TO:

TE210(2)ILO

Dear Mrs. Korn:

Subject: ECU/74/006 "Security, Hygiene and Labour Medicine"

Thank you for your letter TE 311/1 of 11 September with comments on the above-mentioned project.

With reference to your suggestion to include a rehabilitation component, I am glad to inform that the hospital of the Ecuadorean Institute for Social Security has a very well equipped department of rehabilitation; it is, in fact, the best one in the country.

Yours sincerely,

Angel Herrera  
Resident Representative a.i.

Mrs. Carmen Korn  
Chief, Human Resources Projects Section  
Europe, Latin America and Interregional Branch  
Office of Technical Co-operation  
United Nations  
New York, N. Y. 10017

RECEIVED

SEP 26 1974

SHR/ELAIP/OTC



ORIGINAL DIRECT

RECORDS CONTROL  
SEP 10 1974

FM/dm

12 September 1974

Mr. A. Messing-Mierzejewski, Chief  
Representation and Liaison Unit  
Office for Inter-Agency Affairs and Co-ordination  
Mr. Gustave Feissel

Special Assistant to the Under-Secretary-General  
Department of Economic and Social Affairs

Faqir Muhammad, Acting Director

Division of Public Administration and Finance

ILO - Asian Regional Seminar on Management of Family Planning Programmes -  
Singapore - 5-9 November 1974

TE210(2)ILO

Please refer to your interoffice memorandum of 6 September 1974 to Mr. Feissel on the above subject.

The topic of the ILO seminar is of considerable interest to the Division, as we have a major research project on Public Administration Aspects of Family Planning Programmes. We have already requested the ILO to let us have any reports and technical material emanating from the seminar in due course.

The Division does not intend to send a representative to the seminar in Singapore. We have brought the information about the forthcoming ILO seminar to the attention of the Asian Centre for Development Administration (ACDA), which is engaged in a similar project. They may wish to participate in this seminar.

ORIGINAL DIRECT

P. Francisco/MQ  
cc. Mr. Sims

RECORDS CONTROL  
SEP 12 1974

TE 311/1 ECU

11 September 1974

TE 210(2) ILO

Dear Mr. Herrera,

RE: ECU/74/006 - Security, Hygiene and Labour Medicine

We refer to your letter of 22 August addressed to Mr. Farah concerning the request from the Government of Ecuador for assistance under the above-cited project.

We have reviewed this request and find that the long-range objective of improving the welfare and the physical integrity of labourers through the prevention of labour accidents and occupational illnesses is laudable and directly supportive of labour welfare measures.

The project should strengthen the Ecuadorean Institute for Social Security's capacity for assuring a higher order of social security protection for the nation's workers.

We feel, however, that the project would be further strengthened if, because of the ever-present danger of industrial or occupational accidents, provision of a rehabilitation component were to be included among other preventive and occupational health measures.

Yours sincerely,

Carmen F. Korn, Chief  
Human Resources Projects Section  
Europe, Latin America and  
Interregional Branch  
Office of Technical Co-operation

Mr. Angel Herrera  
Resident Representative of the  
UNDP  
P. O. Box 4731  
Quito, Ecuador



UNITED NATIONS  
DEVELOPMENT PROGRAMME



PROGRAMA DE LAS NACIONES UNIDAS  
PARA EL DESARROLLO

QUITO, ECUADOR  
APARTADO 4731

TELEFONOS: 233680 - 233690 - 234831

REFERENCIA: No.: 3153  
File: ECU/74/006

CABLE: UNDEVPRO

TE210(2)ILO

22 August 1974

Dear Mr. Farah:

Subject: ECU/74/006 "Security, Hygiene and Labour Medicine"

.... I have pleasure in sending you enclosed herewith a copy of a request for assistance to the "Instituto Ecuatoriano de Seguridad Social" submitted by the Government of Ecuador.

Any comments you may wish to make on this request would be most welcome.

Yours sincerely,

BULK ENCL  
FILED SEPARATELY

Angel Herrera  
Resident Representative a.i.

BULK ENCL  
FILED SEPARATELY

Mr. Abdulrahim A. Farah  
Assistant Secretary-General  
Commissioner for Technical Co-operation  
United Nations  
New York, N.Y. 10017



RECEIVED

AUG 28 1974

SHR/ELAIP/OTC

ORIGINAL DIRECT

Mr. Nicolas V. Gleboff, Acting Deputy Director  
Europe, Latin America and Interregional Projects  
Branch, Office of Technical Co-operation

RECORDS CONTROL

AUG 13 1974

MAB/xc *md*

12 August 1974

TE 210 (2) ILO

Tse Chun Chang, Director  
Public Administration and Finance Division

Interregional - Planning and Administration of Special Public Works  
Schemes - INT/74/022

This is in reply to your memorandum dated 8 July 1974 inviting my comments on the project document relating to the above-mentioned project. The only comment we would like to offer is that substantively we are interested generally in management aspects of public works programmes and therefore we would very much appreciate having access to ILO findings and reports emerging from the project.



ORIGINAL DIRECT

Drafted: H. Herman/lk  
Cleared: C.E. Korn

RECORDS CONTROL  
AUG 13 1974

Mr. Gabriel Valdes S., Assistant Administrator  
and Director  
Regional Bureau for Latin America  
United Nations Development Programme

8 August 1974

TE 210 (2) ILO

R. J. Crooks, Director  
Office of Technical Co-operation

INTERREGIONAL - Planning and Administration of Special Public  
Works Schemes - INT/74/022

1. Some further controversy may be expected on the advantages and disadvantages of the subject interregional project proposal by the International Labour Organization, but it is our opinion that the project as formulated is premature.

2. It would seem that if the UNDP is to devote \$697,000 of its limited interregional programme resources for a project of this nature, it has every right to expect that the Executing Agency will have already well developed its own headquarters activities along the lines indicated. This means that the Executing Agency will have committed the budgetary resources from its own funds for an adequate and qualified headquarters staff, have set up the organizational unit to specialize in the required tasks, have recruited the personnel, and have carried out necessary studies and other preliminary work to situate project formulation in its substantive context and shape it to urgent requirements. If this had all been done, then the project would be a logical extension of prior work, conform to its findings and communicate this experience to developing countries as assistance in improving their development efforts and prospects.

3. In the most recent years, the UNDP has turned to a policy of advocating institutional regional projects only where there is an institution already in existence on which to build. It would seem even more important to insist upon such a requirement for the Executing Agencies themselves when they propose interregional projects to the UNDP. Otherwise, the UNDP would find itself in a position of financing the institution-building of Executing Agencies themselves from its limited regional and interregional programme funds. If the UNDP shares our point of view on this matter, then it will find it difficult to approve the proposal as presented.

4. We would recommend that at this time the commitment of a small amount of funds be considered for the sponsorship of an interregional seminar on the place of large-scale public works schemes in economic development. Such a seminar could consider research findings already available and debate the advantages and disadvantages of this approach in development. Since the UNDP is interested in applying this topic to problems of the least developed countries, the seminar could be oriented



toward their problems. However, we would recommend that some Latin American countries in addition to Haiti be invited to attend, perhaps some of the relatively poorer ones, since it would be unwise to exclude the Latin American experience from an interregional consideration of this problem area for development. The present larger project proposal has excluded Latin America and has limited its attention to Africa and Asia.

5. With a truly interregional representation, seminar participants could also define the problem areas as they perceive them with respect to decisions on implementation of large-scale public works schemes and lay down recommendations for the type of assistance which they consider desirable for international organizations to provide at this stage to probe the matter further. It has been observed that numerous development projects fail because the intended beneficiaries have not participated sufficiently in planning or decision-making on their implementation. This is frequently the case with respect to smaller-scale community projects, which explains the more recent emphasis on popular participation in development, but it is also the case with respect to large-scale undertakings and underlines the need for national decision-makers to take the leading role in technical assistance project formulation. An interregional seminar on large-scale public works schemes would provide the opportunity for early major involvement by decision-makers from developing countries in any follow-up scheme of international technical assistance directed toward this.

6. Even before such a seminar, it is to be expected that the ILO would take some steps to provide itself with an effective organizational unit to develop further research and special expertise in this particular area. This would greatly assist in making the seminar a success and in providing the institutional basis whereby follow-up assistance could be provided in accordance with well-studied needs and through organized competence.

7. From the project document, it appears that the ILO has carried out some limited activity with respect to emergency employment schemes but has not set up a regular apparatus to handle the whole area of large-scale public works schemes. Reference is made to a general survey of a large number of emergency employment schemes in connexion with the world employment programme, but it is not suggested that it has been comprehensive and exhaustive or has gone in detail into the advantages and disadvantages of large-scale public works schemes, situated them within over-all development planning, submitted them to cost-benefit analyses with respect to a range of objectives. In fact, no evidence is presented in the project document with respect to the utilization thus far of the "general survey".

8. Prior to promoting a significant large-scale interregional action-oriented research and training programme on public works schemes, it would seem important for the headquarters of international organizations to collect all available information on the subject, including professional literature and data and studies in the hands of national Governments. This



should be studied further with a view to presenting a comprehensive research paper on the advantages and disadvantages and apparent reasons for successes and failures of such schemes. Bilateral donors, such as USAID, have frequently had considerable experience with such projects. The OECD may also have some involvement in related activities. All available information should be thoroughly studied before international organizations promote further action-oriented research in countries where the proposed teams would put further strains on limited administrative infrastructure and human resources for such a purpose. The presentation of such a document to an interregional seminar would greatly assist in defining the problems and assisting the seminar to determine in which directions to proceed before any decision is reached on project design for international assistance.

9. All in all, the proposal seems to wish to jump to the implementation of large-scale public works schemes as quickly as possible through mobilizing national teams for preparatory purposes without adequate prior examination of the pros and cons. Although we acknowledge that such projects should, in principle, contribute to employment, it has not been demonstrated that this is necessarily a long-term phenomenon as compared with contrasting uses of available resources for development. The short-term advantages are more clear.

10. While we do not discredit the merits of public works schemes and their advantages for employment creation, we feel that it is too soon to advocate the creation of national action-oriented research teams which will also have the aim of establishing administrative guide-lines for such projects before international organizations have done sufficient prior work to make a proper contribution. The hardship on developing countries to provide these teams is evidenced by the proposal that the UNDP pay the bulk of their salaries as well as all internal travel. Further, the training programmes, which represent the bulk of project costs, have been left practically undefined. Technical meetings to last for only two weeks and training courses for only three weeks suggest that they will have no practical value and simply stimulate ideas and discussions. They certainly cannot provide technical expertise in the time allotted. The international project personnel will suffer similar frustrations, since a staff of two experts plus 24 man-months of consultant services will find that it can deal only in the most superficial way with at least 20 national Governments and possibly others, by our suggestion that Latin America be included within the interregional concept.

11. You have asked what the UN contribution might be to such an interregional project. While we do not feel that it should be developed further along the present lines at this time, we do advocate that ILO go about establishing an advisory service in this field. Relevant fields in which UN participation in this activity could be considered in the course of time include rural sociology through the Social Development Division, economic development planning and regional planning through



the Development Planning and Advisory Services, road and water resources engineering through the Resources and Transport Division, housing and building construction through the Centre for Housing, Building and Planning, and public administration and finance through the Public Administration and Finance Division. You will see from this already long list that this project area really requires an interdisciplinary team which borders on integrated economic and social development planning team efforts. Ideally, public works schemes should not be isolated projects or represent a separate field but should be integrated with all other economic activity. This is a further overriding reason for much more work to be done by the headquarters of international organizations in defining the nature of the problem from the standpoint of technical assistance before embarking on an operational interregional project which related to development planning, national and international financing, and major political and economic policy decisions in the least developed countries.

12. In addition to the seminar proposal, which we could advocate at this stage, we might also suggest that a panel of eminent experts on public works schemes be asked to present a study to ILO and UNDP on the organization and type of international assistance in this field which could be best directed to the least developed countries at this time. Such a study could be considered by the seminar participants in their own efforts to define the problem and recommend the appropriate form of international assistance.



## UNITED NATIONS



NATIONS UNIES

INTEROFFICE MEMORANDUM

MEMORANDUM INTERIEUR

TO: Mr. Nicholas V. Gleboff, Acting Deputy Director  
A: Europe, Latin America and Interregional Projects  
Branch

DATE: 23 July 1974

THROUGH: Office of Technical Co-operation  
S/C DE:

REFERENCE: TE 210 (2) ILO

FROM: Emmanuel Keukjian, Principal Officer  
DE: Social Development Division

SUBJECT: INTERREGIONAL - Planning and Administration of Special Public  
OBJET: Works Schemes - INT/74/022

With reference to your memorandum of 8 July 1974 to Mr. Howard on the same subject, we have the following comments to offer:

1. A major reason for the failure of numerous development projects has been the lack of participation by intended beneficiaries in their planning and in decision-making concerning their implementation. This is probably true of public works projects as well. We suggest, therefore, that in the detailed analysis of problems encountered in implementing public works schemes (see page 1, paragraph 2), which is to be the next phase of the UNDP project, particular attention be paid to lack of participation as a major problem area. If we single out this problem, it is because traditional analyses of project failure have seldom considered it as a possible major contributing factor.

We would also suggest that community participation in the planning, financing and maintenance of public work projects be emphasized throughout the project document. This has implications for several of the project activities such as training programmes, selection of experts, and evaluation of the socio-economic impact of public works. It is true that on page 10, lines 9-10 there is a reference to such local community participation, but it is not clear what the authors of the project document have in mind.

2. Evaluation of both the anticipated and actual socio-economic impact of public works schemes on the communities affected must take into account a number of variables that are not taken into account in traditional cost-benefit analysis. Since this Division has done some work on this broader type of evaluation, the authors of the project document or better still, those in charge of training or evaluation may wish to get in touch with the Division.

3. It is stated on page 8, paragraph 3, that research to be carried out in the first stage of the project will be conducted for each country by a national team of four or five members, composed of a senior planning official as director of the team, and of economists (including one manpower economist) and engineers. It seems to us that such a team would lack expertise in dealing with the social aspects of public works schemes. We therefore propose that one member of the team be someone having such expertise, for example, a rural sociologist.



Hand DIRECT

EF/es

Mr. W. van der Heide, Acting Deputy Director  
Asia and Middle East Branch, OTC

23 July 1974

Mr. Stephen Tanail, Officer-in-Charge  
Development Planning Advisory Services, CDPSP

TE/311/1

PNG

TE 210(2) FLO

Eustace P.C. Fernando, Special Technical Adviser  
DPAS, CDPSP

PNG/73/016 - Development of Vocational/  
Technical Training Programme

1. This project proposal seems to have resulted from the "Vocational and Industrial Training Project" under which "four ILO experts assisted the Government in analyzing manpower and training needs, and in drafting a formal proposal for the major phase...", as stated in the Papua New Guinea (PNG) Country Programme, dated 30 March 1973. Apparently, after consultations between the PNG Government, the UNDP and the Australian Government this project proposal has been modified and formally submitted. As such, the project falls clearly within the 8 point development strategy of PNG, and deserves a high degree of priority in view of its focus on training technical/vocational training teachers.

2. The document states that by 1976, 44% of the 2.85 million population will be under 15 years of age. Therefore, a policy of expanding vocational/technical training as rapidly as possible would seem appropriate and timely. However, the document does not provide an analysis of the specific technical and vocational fields to be developed whether building, construction or masonry/carpentry, agricultural engineering or farming, etc. Such a specific breakdown of needs would seem very helpful in assessing the full merits of the proposal more specifically. The proposal seems to focus on a more general support of technical/vocational teacher training as a whole.

3. Nevertheless, the proposal does convey a sense of urgency regarding the increasing social and economic needs of "...a rapidly growing pool of primary school leavers, who will, in the main, be required to develop self-employment and rural improvement projects for their occupations rather than wage employment..." The immediate objectives of the project provide for close cooperation with the Central Planning Office and the Department of Education's planning section in reviewing the manpower needs of the monetised sector work force, in preparing training needs schedules for the period 1975-1980. The needs of the non-monetised sector work force do not seem to be explicitly mentioned.



4. We would recommend that the project be given high priority in keeping with the PNG Government's development strategy. We would hope that the ILO as Executing Agency will examine the observations made under paragraphs 2 and 3 above.

UNITED NATIONS



NATIONS UNIES

INTEROFFICE MEMORANDUM

MEMORANDUM INTERIEUR

TO: Mr. Nicolas V. Gleboff, Acting Deputy Director  
A: Europe, Latin America and Interregional Projects Branch  
OTC

DATE: 19 July 1974

THROUGH: Mr. Stephen Tanzil, Officer-in-Charge  
S/C DE: Development Planning Advisory Services, CDPPP

REFERENCE: TE 210(2) ILO

FROM: Eve Resnick, Economic Affairs Officer  
DE: DPAS/CDPPP

SUBJECT: INTERREGIONAL - Planning and Administration of Special Public  
OBJET: Works Schemes - INT/74/022

We have examined the ILO proposal for an interregional project dealing with the planning and administration of special public works schemes and we would like to offer a few comments on it.

Looking at the proposal as a whole we fully support the objective of increasing employment in the developing countries and we share the urgency which permeates the project document. We do not, however, find that a good case has been made for this type of project. To date, there have been far more instances of failures of projects in this area than successes and we do not find any justification based on economic analysis presented in this paper. The project proposal does not offer any specific ideas, backed by appropriate analysis which may be considered suitable for support at the level suggested. The literature is replete with studies on various aspects of public works programmes and the problems associated with them have been identified. This proposal does not indicate on any quantitative level what innovations or improvements may be expected.

According to the project proposal a first phase has already been completed; that is, a general survey of a large number of emergency employment schemes. We believe that it would have been useful if these findings had been summarized in the project document. It would be relevant at this stage if policy-makers in developing countries were queried as to their opinion on the worthiness of such a project. If the response is not very great it may be more feasible to conduct country employment studies similar to those already prepared for Kenya, Colombia, Iran, Sri Lanka, etc. In any event we are not certain that anything but generalities can be derived from this type of project and the main task for developing countries will still be to draw up projects relevant to their priorities, taking into account the particular economic and social and institutional milieu in which they are to become operational.

In the project document reference is made to a study by John P. Lewis prepared for the Committee for Development Planning <sup>1/</sup> in which some attempts were made to justify public works projects. We should like to address ourselves to these remarks briefly, inasmuch as they appear to support public works projects and some relevant

<sup>1/</sup> John P. Lewis, The public works approach to low-end poverty problems - The new potentialities of an old answer (document E/AC.54/L.42)



points pertaining to the project in question were raised in the paper.

Mr. Lewis states that in the past one of the major constraints to a successful employment oriented public works programme has been the trivial scale of operations. He notes, "Public construction activity in the past has been held back by resource constraints and most particularly, by food-supply constraints. In countries where agricultural acceleration is now removing the food-supply constraints, it is, at the same time, raising the prospective returns to agriculture-supporting public works." Unfortunately, since Mr. Lewis has written these words resource restraints as well as food supply restraints have greatly intensified for most developing countries partially due to the rise in petroleum, fertilizer and cereal prices. In addition, to date, the so-called "green-revolution" has fallen far short of the expectations held out for it. Especially in the countries of South East Asia, the countries confronting some of the worst unemployment problems, and in many African countries, financial and food resources are tighter today than previously. Moreover, the prognosis for the near future is also not very good.

Mr. Lewis also believes that public works efforts are mostly additive to other on-going programmes and therefore "efforts to launch bold new public works programmes are bound to encounter financial constraints". Mr. Lewis states "Big programmes are worth talking about only if Governments are determined to redouble their fiscal efforts". Given the circumstances with which developing countries are confronted today this is a pretty tall order and we are sceptical whether the LDC's can or would be willing to fill the prescription. Moreover, a case has not been presented, in this paper, which would support the diversion of funds for public works.

While we are unable to support this project we would like to stress that we believe that the type of projects which have been lumped together under public works are often extremely useful and individual projects can be justified on the basis of a cost-benefit analysis. Specific projects may also be extremely worthwhile from the point of view of employment creation and indeed manpower training.

Public works as we understand it includes a very diverse bag of activities such as the construction and lining of irrigation canals, drainage and land levelling, construction of roads, schools, hospitals, and housing in general, to mention a few. It seems much more reasonable to us that projects which would fall in this category were directly included within the sectors to which they are most closely related. We believe that the chances of receiving budget allocations for these types of projects are enhanced if they receive the backing of the sectoral ministry to which they pertain. We believe that this is especially relevant since as Mr. Lewis states the public works projects in the past have been viewed by governments

by sharing the  
results of the study  
with the public

but you will  
take on the study  
and some control  
which goes beyond  
individual sectoral projects



as additive to other on-going programmes. They have thus been often viewed as a residual item. Moreover, from the point of view of integrated national and regional planning as well as from the view of implementation and supervision, this type of organization appears to make more sense.

As regards the manpower assigned to the task under this project we do not see how the limited number of technical experts assigned to this project (2 experts in public works schemes, 1 expert in civil engineering, consultants equivalent to 32 m/m) could handle this project or have the broad global experience required. Furthermore, although the training component of this project absorbs 2/3 of the funds, the programme of training is not spelled out at all. For example, it is stated "The project will therefore aim at training persons in homogenous groups coming from several participating countries. Short training courses with about 20 participants would seem to be the best solution but the specific content of the programmes, as well as the exact duration and location of the courses, can be defined only after consultation with interested governments." Further, with respect to fellowships it is stated "A total of 20 fellowships of an average duration of 3 months each can be expected to be needed. As far as possible the fellows will be sent to other participating countries with more experience in the fields concerned." Which countries are being referred to? As is readily seen the above is extremely vague and amorphous.

In conclusion we are unable to support this project essentially for two reasons, one, a good case based on economic analysis has not been presented and two, the project has been extremely vaguely defined.



UNITED NATIONS



NATIONS UNIES

*Shrestha (Ria)*

DEVELOPMENT PROGRAMME

PROGRAMME POUR LE DEVELOPPEMENT

*cc DPA2 Joints WF*

Téléphone - 2342 - 2501

BOITE POSTALE 345  
VIENTIANE, LAOS

Télégrammes : UNDEVPRO - Vientiane

Référence

LAO/72/002 - 388

10 July 1974

*RECEIVED CONTROL  
JUL 11 1974*

*TE 210 (2) ILO*

Dear Mr. *van* der Heide,

Subject: LAO/72/002 - Vocational Training

..... Please find attached, in accordance with the instructions  
in Chapter IV, V.D.I. of the UNDP Operational and Financial Manual,  
one copy of the draft preparatory assistance document for this  
..... project, together with its summary and letter of presentation.

I look forward to receiving your comments on this document  
at the earliest opportunity.

Yours sincerely,

Roger Guarda  
Resident Representative a.i.

Mr. W. van der Heide  
Acting Deputy Director  
Asia and the Middle East Branch  
Office of Technical Cooperation  
United Nations  
New York

RECEIVED

*1527*  
JUL 17 1974

OTC

cc. - Mr. S.K. Jain, Regional Director for Asia  
ILO - Bangkok





## DEVELOPMENT PROGRAMME

## PROGRAMME POUR LE DEVELOPPEMENT

Téléphone - 2342 - 2501

BOITE POSTALE 345  
VIENTIANE, LAOS

Télégrammes : UNDEVPRO - Vientiane

Référence LAO/72/002 - 913

11 July 1974

Dear Mr. Coomaraswamy,

Subject: LAO/72/002 - Vocational Training Centre  
- Preparatory Assistance

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..... I am pleased to attach five copies of the preparatory assistance document for the above project, together with its summary.

This document was prepared primarily by the ILO Office in Bangkok, and finalised during a visit to Laos by Mr. La Serra, of ILO, together with the Government and this Office. The document was particularly carefully discussed with the Head of the Technical Education Division at the Ministry of Education, Mr. Khamphat Syhanath.

As you know, the project has had a very slow and difficult start, and has never been adequately defined, for the somewhat simple reason that the manpower situation in Laos is an unknown quantity. However, it has steadily become apparent that, with the return to peacetime conditions, the basic policy and economic justifications for the project can now be clearly viewed and stated.

1) Present technical training in Laos is frequently ill adapted and inflexible, and can only be changed with difficulty at present, as each donor country (France and the Federal Republic of Germany) simply imposes its norms.

...2/.

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

- cc. - Mr. S.K. Jain, ILO Bangkok  
- Mr. F. Blanchard, ILO Geneva  
- Mr. W. van der Heide, UNOTC New York  
- Mr. Kenneth D. Luke, c/o UNDP New York





- 2 -

2) With the forthcoming reconstruction and development plans, Laos' needs for intermediately trained personnel are considerable, and in the short and medium terms, a major problem will be to avoid manpower bottlenecks that may arise. Often, the need is for task training, which is not provided by existing training institutions, as opposed to job training: this will be particularly true when the army is demobilised, and the avowed Government policy of Laotianization is put into effect in industry. This also applies, of course, to technical training for the rural areas and the integration of the handicapped into economic life. In this context, it is important to note that the Centre will provide the administrative framework for the training of the handicapped foreseen in the project "social reintegration of handicapped" included in the Draft Country Programme, 1975-1979.

3) Consequently, a training centre is required that can provide at once a wide variety of skills and which, by its adaptability and especially, originality of outlook, will provide a catalyser effect on other vocational training institutions in Laos.

As a result, the proposal was made to provide one year's preparatory assistance. During this year, the future project manager will above all study the situation, and recommend a variety of non-conventional or conventional solutions to the training problems and possibilities that emerge, embodying the proposed modus operandi in the final project document. In this he will be assisted, where necessary, by consultants who can either assist with the analytical basis (e.g. manpower studies, training methods) of the project, or provide experimental training sessions prior to the Centre's opening. Similarly, the basic equipment required for the centre is being ordered now, while the more specialised elements would be selected two or three months after the preparatory assistance expert's arrival.

The phasing of project activities is, I think, a feasible one: although the starting date, namely 1 August 1974, is obviously a little early, the ILO has already begun to search for a suitable candidate for the expert post.

...3/.





- 3 -

The institutional framework is sound: much of ILO's efforts so far have been to ensure that a solid base has been laid for the project, particularly with the creation of a permanent National Technical Training Coordination Committee. Moreover, the Government has already finished the buildings for the Centre, and two of the future counterparts for the project are already being trained abroad. Finally, the Government counterpart contribution in kind has been carefully studied, and should not pose any problems when it comes to delivery.

There are two possible causes for concern in the preparatory assistance to this project: the first is that from the start, the special nature of the programme will have to be asserted, made real in a situation in which two somewhat aggressive technical training programmes are already operating, while ensuring full coordination of all available resources. The second problem follows from this: I cannot stress too much how important the choice of candidate will be to this project, and a mediocre or even only an average expert will not suffice, if the project is to succeed. I must therefore insist that ILO only attempt to provide a candidate of proven capacity, experience and originality. I trust that they will be able to do so.

I look forward to receiving your comments on this project at the earliest opportunity, as the Government is understandably anxious to see this project begin, after so many delays and false starts.

Yours sincerely,

A handwritten signature in dark ink, which appears to read "Roger Guarda", is written over a horizontal line.

Roger Guarda  
Resident Representative a.i.



Mr. Gabriel Valdes S., Assistant Administrator  
and Director  
Regional Bureau for Latin America  
United Nations Development Programme

9 July 1974  
TE 210(2) ILO

Nicolas V.Gleboff, Acting Deputy Director  
Europe, Latin America and Interregional Projects Branch

MEXICO - Employment Planning and Promotion - MEX/74/007/A/01/11

1. Human resources planning as an integral part of Mexical social and economic planning is relatively recent. The fundamental and complex problems with which it must deal are associated with a very high rate of population growth, dispersal of the population, regional and sectoral imbalances, great inequities in income distribution, and the present rapid structural transformation of the economy. Strong migratory trends and high rates of urbanization are being experienced, with low per capital income in rural areas and substantial underemployment of labour in both rural and urban areas.

2. The adoption of advanced capital-intensive technology and economic and administrative modernization have promoted a high rate of economic growth in recent years, but one-third of the population has been bypassed by progress. Side by side with a modern labour market, there exists a traditional labour market which absorbs a high proportion of labour into economic activities with very low productive indices. The fundamental problem of employment in Mexico is that of underutilization of labour, and labour in marginal activities represents an immense and unexploited productive potential.

3. As part of a global strategy, to redress the situation the Government has devised an employment policy which aims to convert an oversupply into relative scarcity of unskilled manpower and to broaden the base of GNP generation without reducing its rate of growth.

4. This project should represent a major step towards utilization of the productive potential in the traditional sector of the Mexican labour force.

cc:Mr. Luis Perez-Arteta  
Resident Representative,UNDP, Mexico

ORIGINAL DIRECT

Drafted: G. Velez/lk

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

8 July 1974

TE 210 (2) ILO

Nicolas V. Gleboff, Acting Deputy Director  
Europe, Latin America and Interregional Projects Branch  
Office of Technical Co-operation

INTERREGIONAL - Planning and Administration of Special Public  
Works Schemes - INT/74/022

- .....
1. Please find attached one copy of the Project Document concerning the above project request.
  2. Kindly note that ILO is being appointed Executing Agency.
  3. We would appreciate receiving your comments by 17 July 1974.



Drafted: G. Velez/lk

Mr. Tse-chun Chang, Director  
Division of Public Administration and Finance, ESA

8 July 1974

TE 210 (2) ILO

Nicolas V. Gleboff, Acting Deputy Director  
Europe, Latin America and Interregional Projects Branch  
Office of Technical Co-operation

INTERREGIONAL - Planning and Administration of Special Public  
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ORIGINAL DIRECT

Drafted: G. Velez/lk

Mr. Vladimir Baum, Director  
Resources and Transport Division, ESA

8 July 1974

TE 210 (2) ILO

Nicolas V. Gleboff, Acting Deputy Director  
Europe, Latin America and Interregional Projects Branch  
Office of Technical Co-operation

INTERREGIONAL - Planning and Administration of Special Public  
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