

International Labour Office

Technical Co-operation  
Personnel Branch

# **ILO Technical Co-operation Programme 1980/81**

*Main fields of activity,  
future programme trends  
and expected needs in  
project personnel*

A comprehensive prospection document for the information of national recruitment services, other sources of recruitment and interested individuals.

Geneva, 1980



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## Table of contents

	<u>Page</u>
INTRODUCTION .....	1
Section I. <u>PLANNING AND PROMOTION OF EMPLOYMENT</u> .....	3
The World Employment Programme .....	3
A. Substantive areas of work .....	3
B. Means of action .....	6
C. Personnel required .....	7
Section II. <u>TRAINING</u> .....	10
A. Training policies .....	10
B. Management development .....	12
C. Vocational training .....	15
Section III. <u>PROMOTION OF INDUSTRIAL RELATIONS AND LABOUR</u> <u>ADMINISTRATION</u> .....	19
A. Labour law and labour relations .....	19
B. Labour administration .....	21
C. Workers' education .....	22
Section IV. <u>IMPROVEMENT OF WORKING CONDITIONS AND</u> <u>ENVIRONMENT</u> .....	25
A. The International Programme for the Improvement of Working Conditions and Environment (PIACT) .....	25
B. Conditions of work and life .....	26
C. Occupational safety, hygiene and health .....	27
Section V. <u>PROVISION OF SECTOR-SPECIFIC SERVICES</u> .....	31
A. The sectoral dimension of ILO activities .....	31
B. Maritime sector .....	32
C. Hotel and tourism sector .....	35
D. Co-operative sector .....	39
Section VI: <u>SOCIAL SECURITY</u> .....	46
Section VII: <u>LABOUR STATISTICS</u> .....	49
Section VIII: <u>GENERAL INFORMATION</u> .....	50
A. Qualifications required .....	50
B. Conditions of appointment .....	51
C. Applications .....	51
ANNEX I:      Alphabetical index of occupational specialisa- tions in which experts are required .....	53
ANNEX II:     List of ILO external offices .....	56

## INTRODUCTION

The Technical Co-operation Programme of the International Labour Organisation is a major form of activity by which the Organisation pursues the social objectives set forth in its Constitution. In the pursuit of these aims and purposes, the ILO's Technical Co-operation Programme is constantly guided by international principles and policies formulated by the International Labour Conference, in particular by international labour standards laid down as guidelines for national authorities in bringing these principles and policies into effect. Operational programmes also have to reflect the unique tripartite character of the ILO in which not only the governments, but also the employers and workers of over 130 member States are represented. The basic aims and purposes of the Organisation constitute permanent priorities applicable to all means of action and the broadest world-wide experience should be brought to bear for their attainment.

Broadly speaking, technical co-operation is a means to improve economic and social conditions in developing countries. It usually takes the form of specific projects which include the provision of foreign expertise, advisory services, fellowships and equipment for the development of managerial, technical, administrative and research skills and capabilities, for the transfer and development of technology and for the establishment of institutional infrastructures. Individual projects are based on requests of member Governments, employers' or workers' organisations. However, they are not planned or implemented in isolation but geared to the priorities established in national economic and social development plans. They are also integrated in the wider context of country programmes of the United Nations Development Programme, which set the framework for development assistance by the United Nations and the specialised agencies, including the ILO.

While the bulk of ILO technical co-operation activities is funded by UNDP, a constantly increasing proportion is financially assisted by direct contributions by individual member States while a relatively small part of the programme is supported by the ILO's own regular budget. But regardless of the origin of financial resources, giving advice to member States on objectives, priorities and methods of development has always been an intrinsic feature of international technical co-operation, for it is part of the continuous process of consultation amongst the representatives of the member States and those of the organised international community. Experience with the operational activities under ILO's World Employment Programme illustrates how international priorities, objectives or programmes sponsored by an international organisation can be positively co-ordinated with the programming system under the UNDP so as to produce tangible results.

Over the last three decades the ILO has undertaken a wide range of development projects in fields such as employment planning and promotion, human resources development, social institutions development and the improvement of living and working conditions. More than 5,000 experts of some 100 different nationalities carried out over 8,000 missions in more than 100 countries. The over-all expenditure for technical co-operation programmes reached in 1978 a total of 63 million US dollars, including a UNDP share of 39 million dollars.

In the coming years the ILO technical co-operation programmes are expected to expand further and to entail a growing need for highly qualified experts in the various fields of activity. Although many of the projects also include fellowships, group training programmes and the provision of equipment the crucial role in this large-scale and widespread programme has been and will be that of the ILO expert. In view of several shifts of emphasis in the major technical fields and the ensuing changes in the occupational profiles of experts needed, it has been deemed useful to issue this information brochure on the ILO's most important programme orientations and staff requirements for the period 1980-81. It is hoped that the brochure will reach potential sources of recruitment in many member States of the Organisation and encourage individuals who have a serious interest and the required qualifications to participate in this challenging endeavour to help developing countries improve the economic and social conditions of their peoples.

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## Section I

### PLANNING AND PROMOTION OF EMPLOYMENT

#### The World Employment Programme

The World Employment Programme (WEP) is currently one of the highest priority programmes of the ILO, and is expected to remain so into the 1980s. It is also one of the most ambitious and complex programmes of any of the UN family of organisations. The World Employment Programme is addressed primarily but not exclusively to the needs of the developing countries, and was born out of the realisation that development policies followed in the 1960s, which placed primary emphasis on high rates of aggregate economic growth, were not successfully solving many of the problems associated with underdevelopment, in particular those of unemployment, underemployment and gross inequality in the distribution of income and wealth.

Ever since the WEP's inception in 1969, it was envisaged that this ambitious enterprise would be linked to the Second, and no doubt subsequent, United Nations Development Decades, and fill some of the gaps of the International Development Strategy. In accordance with the ILO Employment Policy Convention and Recommendation of 1964 (No. 122), it was thus felt essential for higher levels of employment to be a major goal of economic and social development, and therefore of any international development strategy to be adopted. Employment should be an objective in its own right, in addition to that of increased national production and income, of improved health, and other development goals. Since the attainment of higher levels of productive employment in the developing countries calls for different paths and patterns of economic and social development from those followed hitherto, it would not be possible to attain this objective unless it were made a major and specific goal of development strategy.

A watershed in the development of the WEP was the June 1976 World Employment Conference (WEC), which proclaimed, inter alia, that "strategies and national development plans should include as a priority objective the promotion of employment and the satisfaction of the basic needs of each country's population". The Declaration of Principles and Programme of Action adopted by the Conference have become the basis for WEP advisory services and technical assistance activities during the transition from the 1970s to the 1980s. This approach was confirmed by the International Labour Conference at its 65th Session in 1979, which re-endorsed the conclusions of the WEC in a detailed resolution spelling out modalities for national and international action. The basic objective of such activities is to provide specific guidelines to national decision makers and planners on the above topics, so as to enable them to reduce unemployment and underemployment by the creation of productive work, and to assist countries in the implementation of such policies.

#### A. Substantive areas of work

Although the World Employment Programme is concerned with the whole range of policies affecting a national development strategy,

it has been necessary to identify key areas on which the limited resources of the ILO and associated multilateral or bilateral aid programmes would be concentrated. These key areas are:

(i) Population and employment

This work seeks to throw light on -

- (a) cost-benefit analysis of fertility reduction, as an aid to political decision making;
- (b) the determinants of labour force participation rates;
- (c) the economics of fertility reduction, particularly in so far as changes in employment and unemployment affect fertility;
- (d) the effects of changes in population growth on output and employment levels, growth and structure;
- (e) the effects of changes in population growth on income distribution and, through income distribution, on employment.

(ii) Technology and employment

The objectives of ILO work in this field are -

- (a) to promote understanding of the importance of the choice of appropriate technology, with special emphasis on the employment implications;
- (b) to help identify the kinds of technology that are appropriate, taking account of the specific factor endowments of individual countries;
- (c) to assist countries in deciding what specific measures in the fields of training, fiscal, trade and aid policies, and employment policies in general, can help ensure that appropriate technology is used.

(iii) Income distribution and employment

This programme is designed to throw light on the important relation between income distribution and employment, special attention being given to the many ways in which income distribution may affect employment - through savings, imports, capital intensity of production, government activities such as public industries, health services, public administration, and through redistributive measures such as land reform and minimum wage legislation.

(iv) Education and employment

The objectives of this programme area are threefold -

- (a) clearer definition of the role and responsibility of education in employment problems;

- (b) specification of desirable changes in the structure and context of education and training so as to achieve a better match between employment opportunities and expectations;
- (c) identification of ways of moving towards that desirable education and training system.

(v) Urban employment

The spectacularly rapid growth of the urban labour force in developing countries in recent years has not been matched by equally rapid growth in productive urban employment opportunities. Employment growth in large-scale manufacturing being particularly slow, an increasing share of the urban labour force has drifted into petty trade and services carried out by the underemployed at bare subsistence level (urban informal sector).

ILO work in this area aims at investigating how the urban unemployed and underemployed manage to exist, and coming up with policy recommendations to assist governments in combating urban unemployment.

(vi) Rural employment

The over-all volume of unemployment and, particularly, underemployment is in most developing countries still much greater in the rural areas than in the urban centres (although the rate of increase in unemployment is generally larger in the cities). In these circumstances, the ILO cannot fail to emphasise in its World Employment Programme specific aspects of rural employment policy, especially those which may act as a brake on the influx of rural populations to urban centres. Activities concentrate on -

- (a) an improvement of the knowledge base concerning rural employment problems in individual countries, as a prerequisite for sound policy formulation, project development and evaluation of rural employment schemes;
- (b) experimentation with comprehensive rural development pilot projects and narrower sectoral projects (rural public works; non-farm rural activities; small-scale industries and handicrafts) which are specifically employment oriented.

(vii) Feasibility of emergency employment schemes

The employment problem in developing countries can be tackled only within the context of well thought out economic and social policies pursued over a period of years. But many developing countries sometimes need specially designed programmes for immediate employment creation, at least in some sectors or regions, or among special groups such as young workers. There is now in the ILO an organised and readily accessible body of knowledge about crash employment schemes on which governments can draw in such an emergency.

ILO activities under this heading aim at providing advice to planners in developing countries on planning, organisation,

implementation and evaluation of special public works programmes and fuller utilisation of industrial capacity. Concessional resource transfers from potential donor agencies may also be facilitated through the ILO.

(viii) Comprehensive employment and manpower planning

Based largely on work done under all the previous headings, activities in this field have the following priority objectives -

- (a) to promote the adoption of over-all development strategies oriented towards employment promotion, and to assist in the definition of effective programmes to this end;
- (b) to strengthen national machinery for effective planning of comprehensive employment policies;
- (c) to promote study of the employment situation by national authorities so as to lay the basis for setting realistic employment objectives, for introducing policy measures for correcting undesirable long-term trends, and for evaluating the results of employment policies and programmes.

B. Means of action

The ILO has adopted two major means of action to meet the above objectives:

- (i) a research programme for the elaboration of employment-oriented development strategies;
- (ii) direct assistance to individual countries in the elaboration, implementation and evaluation of such strategies.

For each of the programme areas described above, the ILO has constituted a steering group of eminent outside consultants, or calls in consultants on an ad hoc basis, in order to advise on the general development of the programme and keep the ILO informed of what is going on elsewhere (e.g. in other international organisations and in research or other national institutions).

For research-oriented activities, considerable emphasis is given to contracting studies out to research and other institutions in both developed and developing countries, this on the grounds that the ILO cannot do everything itself and that local research institutes are in any case better placed to carry out country case studies and similar work. But small teams of specialists have been constituted at ILO headquarters and certain external offices in order to carry out long-term research, prepare the results of research for publication, and supervise the day-to-day running of each research programme. From time to time the project leaders of research studies commissioned outside the ILO meet in Geneva or elsewhere to report on progress in carrying out the studies and exchange ideas and experience with each other.

For direct assistance to individual countries, several instruments of action have been developed under the World Employment Programme:



- (a) comprehensive missions on planning for basic needs and employment, these may be medium to large missions (10-20 experts) which advise a country on an over-all macro-economic development path that would lead to greater employment generation without undue sacrifice of economic growth, on the fuller satisfaction of the basic needs of the poorer strata of the country's population, and on specific aspects of development policy related to a basic needs strategy (trade and fiscal policy, choice of industrial technology, education and training, agricultural, regional planning, the rural-urban balance, etc.). Such missions are composed of high-level specialists and are constituted for relatively short periods (6 to 12 weeks, depending on the country and the mission's terms of reference);
- (b) exploratory employment missions, these missions are small (2-5 experts) and are sent to countries where for one reason or another it would not be appropriate to send a large mission. They make a preliminary diagnosis of the poverty, basic needs and employment situation in the country concerned, of the strengths and weaknesses of the existing planning machinery and statistical base, and indicate possible forms of technical assistance or financial aid which might facilitate the adoption of a long-term national employment policy. They also operate for relatively short periods (6-12 weeks);
- (c) medium-term national employment projects, these are aimed at helping governments formulate an employment and basic needs-oriented development strategy and consequential sectoral policies and programmes, and at assisting governments in establishing the necessary planning, statistical and administrative infrastructure, in training the personnel required, and in initiating and implementing the policies and programmes adopted. Such projects are staffed by experts recruited for all or most of the project duration (1-4 years), supplemented by consultants brought in from time to time to advise on specific issues;
- (d) regional employment teams, these are inter-disciplinary teams stationed at a central point in each of the major developing regions of the world. Being highly mobile, they provide the ILO with an economical means of launching preparatory research work in or on countries to be visited by the comprehensive or exploratory missions mentioned above, and to follow up the recommendations of such missions once the government concerned has studied and take a position on the mission's report. The regional teams also prepare comparative studies of the employment situation of countries of each region, analyse technical assistance and financial aid programmes in the light of the employment objective, and prepare reports on employment topics for the regional conferences of the ILO and other international bodies. These teams are also staffed by experts on medium-term contracts, supplemented by consultants brought in from time to time to advise on specific issues.

C. Personnel required

The World Employment Programme is concerned with over-all national development strategies and with the whole range of sectoral

problems which need to be tackled if governments of developing countries wish to make a frontal attack on the serious problems of underemployment and unemployment, inequality of wealth and rapid demographic growth with which they are confronted.

It follows therefore that the ILO seeks expertise in a wide number of fields of specialisation in order to carry out the various types of activities described above. The following list is indicative only:

general economists

development economists

econometricians

labour economists

agricultural economists

education economists

industrial economists

labour statisticians

manpower planning specialists

rural manpower planners

youth employment experts

experts in planning techniques, national and regional

demographers

sociologists

small industry and handicraft development specialists

engineers specialised in labour-intensive construction techniques

economists specialised in technological choice, project feasibility studies or cost benefit analytical techniques.

Such experts are needed for periods ranging from a few days or weeks (e.g., consultancies, particularly in connection with employment missions) to a few years (e.g., research teams at ILO headquarters, and national employment projects).

Qualifications: Minimum qualifications for consideration in relation to research-oriented activities are the following:

- Ph.D. from a reputable university, preferably in one of the fields listed above;
- some published work (articles for technical journals, conference papers, etc.);

- ability to draft up to publication standard in English, French or Spanish;
- some practical familiarity with problems of employment planning and promotion in developing countries.

(The ILO is interested not only in applications from individuals, but also in research institutions which might be interested in undertaking case studies or other research work on a contractual basis.)

Candidates for consultancy assignments (e.g. employment and basic needs planning missions) will normally have outstanding technical qualifications in one or more of the above fields, good ability to draft reports, general familiarity with problems of underdevelopment and several years of practical experience in advising governments or institutions at the policy-making level.

Candidates for medium-term assignments (1-4 years) in projects giving direct assistance to governments will normally have good technical qualifications in one or more of the above fields, some familiarity with problems of comprehensive employment planning and promotion in developing countries, some experience in advising governments and training local counterparts, and the ability to work in the required language (generally English, French or Spanish).

## Section II

### TRAINING

The programme in the field of training has been and will remain for some time the largest of ILO technical co-operation programmes. The activities are centred around three main areas:

- training policies;
- management development;
- vocational training.

#### A. Training policies

This programme aims at developing, promoting and assisting in the implementation of total training policies. It is being developed to answer request for assistance from developing countries in the development of co-ordinated training strategies at the country and regional levels as well as for the development of vocational guidance programmes. The programme also promotes and advises on specific training policies for women, young, older and migrant workers. The technical co-operation activities cover such aspects as training policy formulation, planning and programming of human resources development, organisation and administration of training.

These activities are carried out through various means of actions namely:

- (a) short-term missions, for periods between three weeks to six months to conduct diagnostic surveys, at the country level, in developing countries, with a view to analysing in the field of training existing policies, planning and programming procedures, organisation and administration, and structures, identifying major constraints and recommending alternative plans of action for the future. These missions may also be required to study the extent to which national plans integrate training needs; the adequacy of training facilities, the existing institutional framework and the relationship between planning and programming of training and the over-all social and economic planning institutions. This type of expertise would require a university degree or equivalent with specialisation in subjects related to development economics and training (economics, sociology) as well as practical experience in the particular field of the mission;
- (b) longer-term missions, for a period of one year or more, to assist governments in setting up the institutional framework for human resources development planning. This type of expertise would require a university degree or equivalent with broad knowledge of all aspects of training policies, planning organisation and administration (vocational guidance and counselling, vocational training, management development and career opportunities) and specific knowledge and experience of planning techniques and required institutional frameworks.

The programme also covers, in respect of vocational guidance, the provision of advisory services for the creation of the administrative structure, the co-ordination of existing facilities, and the development of methods and procedures. It helps government in developing and implementing national apprenticeship policies.

A major effort of technical co-operation is undertaken with regard to training programmes for women. These programmes are concerned with several types of action described here below:

- assessing training needs and employment opportunities for women; background in economics/education/training;
- planning and organising suitable training programmes. Candidates should have substantial experience in planning and implementing vocational training programmes. Background in economics/education;
- needs assessment for rural women requires extensive experience of this work in rural areas of developing countries;
- training in community development for rural women. Candidates should have experience in community development, leadership training and development of income-generating skills for women in rural areas. Experience in helping local communities to define their needs and become involved in promoting their own development efforts;
- training in a wide range of skills, such as ceramics, leather-work, carpet weaving, block printing. Background in the specialisation in question, including marketing if possible;
- needs assessment for handicrafts, including utilitarian handicrafts. Broad experience of handicrafts and marketing of these.
- training in skills for the use of indigenous construction materials. Experience in the production of products for construction in developing countries;
- training for entrepreneurship. Wide range of experience of training entrepreneurs and developing supporting activities;
- training to develop products from local fibres. Extensive experience of developing local fibres in developing countries.

The ILO women's programme has expanded very rapidly since 1975. An increasing number of governments are interested in mounting special action in favour of women. This may be through technical co-operation and advisory services, or through research and exchange of information. The programme focuses on priority groups, and aims to make maximum use of national capacity. An important consideration is linking training with employment.

The ILO is particularly keen on receiving applications from women candidates, and candidates with experience of developing training and income-earning activities for women. A minimum of seven years' experience in the areas listed, plus experience of working in developing countries, is required.

## B. Management development

To help member States meet the management challenge, the International Labour Organisation has been organising international co-operation in management development and productivity improvement since 1952.

Although technical co-operation remains the single most important means of action, research and comparative studies, short-term advisory services, professional meetings, fellowships and publications play an important role in the over-all development of the programme.

Since the inception of the programme, management development institutions and programmes have been established in more than 70 countries and several hundred professional management trainers and management consultants have been trained.

The ILO has accumulated a vast amount of experience in this area and is contributing with its professional expertise in all aspects of the implementation of the programme in the field.

The following are the major programme categories:

### (i) Development of management training institutions

This activity constitutes by far the largest segment of the programme and, as its title indicates, is concerned with the establishment of national institutions aimed at the enhancement of managerial competences in all sectors of the economy. The creation of management training and management consulting capabilities represented by trained national professionals competent to carry on these activities independently therefore constitutes a key target for achievement.

As more and more governments recognise the benefits of a planned approach to the development of managerial resources, there is a growing trend towards encompassing institution development with management development systems building. Design of management development strategies at the national level, co-ordination of management training efforts and harmonisation of various training programmes within the wider framework of continuing education, are some of the issues to be considered in this connection.

The realisation of such programmes requires an interdisciplinary approach as well as expertise in such basic disciplines as:

- general management,
- financial management,
- production management,
- marketing,
- personnel management,

- supervisory training,
- management information systems (EDP based),
- operations research, as well as its applications, such as project management,
- behavioural sciences,
- organisation development,
- training methodology, particularly training of management trainers,
- training in management consultancy.

(ii) Sectoral management training activities

The Management Development Branch has identified three economic sectors which it regards as very important but not at present properly served by existing management development centres. These are construction, transportation and distribution. Their importance lies in the following considerations:

- (1) they are major sources of employment, largely made up of small-scale enterprises, which in general use much more labour-intensive technology than do large firms;
- (2) they are necessary for development and at the same time are potent catalysts of development; unlike the manufacturing industry, firms in these sectors enjoy flexibility as regards location and thus are vital contributors to economic development of rural communities, and to economic decentralisation in developing countries.

Work in these three areas is thus wholly in line with ILO policy concerning alleviating the state of the rural poor, creating employment, and promoting economic development.

Management development activities consist essentially of developing appropriate training materials and training programmes and contributing through the training of trainers to their introduction into the programmes offered by established management development centres. For reasons of cost-effectiveness this work will be carried out mainly on a regional or subregional basis.

Particular problems that must be overcome relate to developing training formats suitable for use with small-scale entrepreneurs of relatively limited educational backgrounds and helping the instructors to establish the good relationships with these entrepreneurs which help to persuade them to accept training.

Little of the work will therefore be done in the traditional mode of field projects with resident expatriate experts. Rather, the ILO will make use of short-term consultants to prepare training material, to show national instructors how to use this material for training, to make short surveys of the three sectors on a country-by-country basis in order to determine training priorities, and to conduct seminars and workshops.

(iii) Small enterprise development

The ILO recognises that economic and social development is not likely to be achieved solely by establishing and promoting large organisations in the industrial and other sectors and acknowledges that small enterprises have to play a major role in the developmental process.

For the past 20 years, ILO activity in promoting the growth and development of the small enterprise sector has taken place through its technical co-operation activities in field projects and research where the ILO's Management Development Branch has worked closely with national small enterprise development institutions as well as national productivity or management development institutions. The Branch works in co-operation with governments in developing this important sector, in conjunction with:

- small enterprise managers and owners,
- management consultants,
- management teachers, trainers and research workers,
- government officials,
- national planners and policy makers.

The ILO promotes the multi-disciplinary and integrated approach in which the environmental, economic, technical and human aspects are considered to interact rather than operate in isolation.

(iv) Management functions in rural development

More than 80 per cent of the world's poorest people live in rural areas calling for an accelerated effort to increase outputs and raise productivity in agricultural production. Rural development, however, extends beyond agriculture and embraces a mix of activities such as providing employment, enhancing systems for the establishment or improvement of energy supplies, housing, health, education, training and administration in rural areas.

The complexity of rural development calls for dynamic and creative management which can mobilise local resources and initiative and co-ordinate multi-sectoral and multi-functional programmes.

The ILO has long recognised the need to stimulate self-help, and diffuse knowledge of basic management and productivity techniques in rural areas, without which progress is difficult if not impossible.

Rural development programmes are prepared and implemented for existing national management institutions who in turn assist the appropriate authority responsible for rural development projects.



### Profile of an expert

To help carry out these programmes the ILO is looking for experts and consultants from developed and developing countries to carry out both short and longer term assignments. University-level qualifications are required, preferably at an advanced level in business administration or a related field, together with at least 10 years of solid professional experience which includes a responsible managerial position, management consulting with a reputable consulting organisation, management research, and teaching or training in an established teaching institution. The ILO also looks for highly qualified individuals who combine this background with strong managerial experience and ability to act as chief technical advisers heading up a management development project and leading a team of experts and consultants.

For the management training for sectoral and rural development activities a different mix of qualifications and practical experience composed of good specialised training and practical experience combined with developed teaching and training skills may provide a satisfactory alternative to the expert profile described above.

### C. Vocational training

Ever since the early years of ILO technical co-operation activities the programmes in the field of vocational training have accounted for the largest number of projects and project personnel. Through its advisers, project managers, team leaders, experts and expert/instructors the ILO have provided assistance in over 80 countries to establish schemes for industrial, rural, women and clerical training. These vocational training projects have proved to be of primary importance for developing countries to acquire modern skills and techniques, work methods and technologies, thereby expanding and developing their national economies and furthering social progress among their populations.

As far as can be foreseen the demands for similar projects and hence for foreign experts highly qualified and experienced in the various sectors and functions of vocational training will increase over the next years; an estimated 150 vacancies will have to be filled annually. In particular, the needs for project personnel will be as follows:

#### (1) Chief technical advisers and senior experts

A chief technical adviser or senior expert is expected to take over-all responsibility for the successful execution of the international contribution to the project and to direct and co-ordinate the work of the other experts in his team. He also advises the national counterpart, who usually represents his government in the project, on technical and administrative matters. He has to ensure the development of adequate training standards, the initiation and operation of pilot schemes and the appropriate training of counterparts by the experts of his team and thus lay the basis for the continuation, development and expansion of the institution after the departure of the international team.

Qualifications required from future project managers are obviously of a high order. They should not only consist in a solid university or equivalent training, a wide experience and all-round competence in the vocational training field, but moreover in a proven ability to direct the work of others and to assume the responsibility for a large, complex and expensive technical co-operation project.

(2) Advisers

Highly competent senior specialists in their field, they advise and assist governments and high-ranking national bodies in the establishment and improvement of nation- or industry-wide training schemes and programmes. This may involve the exploration of needs, determination of priorities, evaluation of programmes, preparation of project requests, drafting of diagnostic reports for the government, etc. Advisers may function as members of a team or independently and in some cases they may have to serve several countries in a region.

Like project managers, advisers have to be outstandingly qualified in their technical field and have many years of experience in vocational training systems at high level. Knowledge of developing countries is a distinct asset.

(3) Experts

Usually as a part of a team, the expert is required to plan and implement courses in his field at all levels of training. This may include the organisation and planning of workshops/facilities, installation of equipment, demonstrations, etc. But more especially, he is required to update the knowledge, techniques, skill and supervisory capacity of his counterparts who will be responsible for the continuation of the project after his departure.

Experts are required to have a sound general and technical education up to at least technician level and substantial practical training and experience, both in their technical specialisation and as an instructor/teacher.

(4) Future needs by functions

Approved country programmes and preliminary government requests indicate that the future requirements of vocational training experts will be in the following functional fields:

- (a) Teaching methodology: applying occupational analysis techniques, standard setting and curriculum development; producing manuals and other teaching materials; developing and maintaining all types of teaching aids; establishing training, monitoring and control systems.
- (b) Modules of employable skill: occupational, job and task analysis to determine training specifications. Analysis of training specifications to determine curriculum content. Analysis of curriculum content to determine learning elements.

Compilation of learning elements into employment qualification-oriented learning packages. Compilation of learning packages into modules of employable skill at the job or occupation level. Determination of most efficient and effective delivery methods conditioned by considerations of culture, social attitudes, economic environment and other factors affecting learning in developing countries. Workshop organisation and management for modular forms of training including the concept of fixed achievement/variable time. Determination of implications of student centred self-paced modular approaches within a developing society.

- (c) Skills testing and certification: applying the techniques of test construction, programming and evaluation. Determining the criteria for different skills; methods of carrying out and marking tests; devising the tests, co-ordinating with specialists in each area of skill; examining and updating any existing schemes; drafting rules and regulations as necessary.
- (d) In-plant training: planning and implementing systematic in-plant training programmes for all levels of skills, including supervisors, instructors and training officers; advising both government and employers and drafting rules and regulations for the implementation of the programme.
- (e) Supervisory, instructor and training officer training: ascertaining needs, planning and developing programmes and training material on teaching; demonstration and use of audio-visuals, job analysis, curricula development, on-the-job training techniques; the organisation of workshops and courses.

(5) Future needs by trade specialisations

ILO experts will be needed in a very large variety of technical or trade specialisations which cannot be listed here in full detail. Major groups are:

- (a) Industrial trades: there will be numerous vacancies for experts in metal work, wood work, mechanical trades, automotive trades, building trades, electrical and electronic trades, as well as many others. Candidates must be experienced in both the technology of the trade and in instructor training.
- (b) Rural occupations: a number of experts will be needed to analyse trends and developments in rural training, assess needs and recommend measures for development. They will also have to organise training schemes in rural occupations of various kinds.
- (c) Commercial and clerical occupations: several ILO projects will require experts in clerical training, including accounting, office organisation and secretarial training. Candidates have to have substantial experience in responsible teaching positions.

(6) Vocational rehabilitation of the disabled

Experts will be required in this field to advise on the establishment and development of a national vocational rehabilitation programme including the evaluation of needs and possibilities and the necessary administrative legal and financial measures; the creation and development of pilot vocational rehabilitation schemes both in urban and rural areas; the organisation and development of vocational guidance, vocational assessment and vocational training facilities for the disabled; selective placement services for the disabled; the setting up of sheltered production workshops, small-scale industries and co-operative resettlement schemes for the disabled, etc. Expert services will also be needed for vocational rehabilitation of particular categories of disabled, e.g. the mentally retarded, the blind, the deaf, drug dependent persons, etc. Training of vocational rehabilitation personnel is an important function of all experts in this field.

### Section III

#### PROMOTION OF INDUSTRIAL RELATIONS AND LABOUR ADMINISTRATION

Field missions and projects aiming at the development and strengthening of social structures and institutions are the oldest form of ILO technical co-operation activities. Over the last decades, hundreds of experts and advisers have helped build up and promote social institutions and through them the framework for large-scale participation without which efforts to further social justice and to foster economic and social development would be wasted.

In order to assist governments, employers' associations and trade unions in building or consolidating the necessary institutions, the ILO needs experts in the following fields:

- labour law and labour relations;
- labour administration;
- workers' education.

The following paragraphs explain the requirements in these fields in some detail.

##### A. Labour law and labour relations

The ILO's work in standard setting has a positive influence on social legislation and labour law throughout the world. At the same time, the Organisation is supplying expert advice to countries on the measures needed to bring their legislation up to the level of development requirements and international labour standards or to solve certain social problems.

##### (i) Labour legislation

The duties of experts in this field consist in advisory assistance to government departments in either the formulation or drafting of new labour legislation or the revision and codification of existing legislation.

The qualifications required for these assignments are a university degree in law, experience in drafting legislation, general or specific experience in labour matters or aspects thereof (e.g. industrial relations) and, if possible, knowledge of developing countries.

##### (ii) Labour-management relations

Experts will advise governments in the organisation and functioning of industrial relations systems (or aspects thereof) and of government institutions involved in industrial relations systems; this takes a number of different forms such as organisation and training in respect of governmental labour relations and

conciliation services, consultation on content of legislative measures setting out the framework for industrial relations and strengthening of tripartite bodies, including assistance in the setting up of research institutes in the fields of labour law and labour relations.

Qualifications: University degree or equivalent in experience; solid experience in labour-management relations matters, normally with services of government concerned with industrial relations; exposure to developing countries would be helpful.

(iii) Advisers to employers' organisations

Certain ILO experts will have to advise employers' organisations on structure and activities, normally with special reference to industrial relations and personnel management activities of such organisations. Experts may also be required to train the personnel of employers' organisations in these matters.

The required qualifications are university training and specialised experience in working with employers' organisations on industrial relations matters. Exposure to developing countries would be helpful.

(iv) Wage experts for individual field assignments

This type of assignment usually requires on-site analysis of existing official data concerning minimum wages, wage structures, incentives, and other relevant information from which wage recommendations can be formulated for a given country. As most developing countries are still in the process of establishing readily available and reliable statistical data on wages, salaries, incomes, prices and household budgets, the wage expert must collect the relevant data through sample survey/studies.

Such a project should be carried out by an expert having extensive knowledge and experience in the remuneration field, including job classification, wage structure analysis and wage administration. Preferably he should have experience working with these questions and problems in developing countries. This kind of mission might be of short or long duration (three months to two years) depending upon terms of reference of government's request.

(v) Wage experts as seminar lecturers

A series of national and regional seminars on wage matters is anticipated for the period 1980-82. Subjects of discussion will be minimum wages, wage structures and incentives. Purpose of the two-week seminars will be to provide government, workers' and employers' representatives of a nation or region with the opportunity to benefit from the special expertise of the lecturers through exchange of ideas and experiences on these subjects.

Some of the proposed seminars are to be preceded by brief evaluation missions by the same experts who will serve subsequently as lecturers/discussion leaders.

Lecturers selected will normally be from university circles or from agencies specialising in wage matters. They should basically have the same qualifications as wage experts for individual field assignments (see above paragraph (IV)).

## B. Labour administration

ILO projects in the labour administration field generally aim at assisting the competent national authorities of the country concerned in the organisation, reorganisation or operation of the entire government machinery concerned with the conception and application of the country's social policy; in most cases it is the Ministry of Labour and Social Affairs to which the expert or adviser is attached.

The execution of such projects is seldom limited to the administrative organisation, the improvement of work methods and the training of personnel, and labour administration advisers frequently have to deal also with matters related to legislation, regulations, consultations and information representing the principal functions of a labour department.

### (i) National projects

Experts assigned to individual countries usually work alone and consequently have to assume all the tasks relating to conceptual matters, organisation and training. They propose ways and means to improve and expand the existing services and to establish close co-operation between the national labour administration and other agencies responsible for the formation of national, social and economic plans. They also develop methods of ensuring on a systematic and permanent basis the training of labour administration officials.

### (ii) Regional projects

Regional advisers in the field of labour administration are usually attached to an ILO Regional Office. They perform numerous and relatively short missions to countries in the region and advise the governments concerned on matters pertaining to labour administration in a very broad spectrum. They participate in training courses at country level and at regional level and help organise and run regional seminars. They also assist the ILO Regional Director in programme development in the region.

In a few cases labour administration projects take a larger and more comprehensive size and consist of a team of several experts. Their activities cover the whole range of functions of a labour ministry, including manpower services, conditions of work, social security, labour inspection, labour relations, etc. Such projects are of 2 to 5 years' duration while ordinary projects are programmed for only 1 to 2 years.

Qualifications required: Labour administration experts need to have a university training in law, economics or social science and a solid and varied experience of the practice of labour

administration on the national level. For regional assignments a long experience in a senior position is required. In addition, an ability to teach and organise training programmes is indispensable.

Project managers of large-scale projects are required to have the same qualifications plus managerial experience and leadership qualities.

(iii) Labour inspection

Technical co-operation and assistance in this field is very specialised and requires experts who in addition to a general experience in conditions of work should have a thorough technical knowledge in occupational safety and health and in accident prevention. The ability to teach others is of particular importance in view of the need to organise and run theoretical and practical training courses for labour inspectors in the recipient countries.

(iv) Employment service organisation

Likewise, the field projects for improvement of the organisation and staffing of national employment services, including labour market information and vocational guidance services, require experts with specialised knowledge and experience in this field. They will normally be required to train the country's public officials for such services, as well as to prepare working instructions and manuals, and to set up and operate occupational classification systems.

C. Workers' education

The basic mandate of the ILO's Labour Education Programme is to promote the active participation of workers' organisations in the task of national development. Within this framework, objectives and priorities have been defined and adjusted on different occasions to changing needs and world conditions. The following specific priority targets have been identified for this programme for the years to come:

- strengthening the educational services of workers' organisations, particularly through the training of labour educators;
- promoting and strengthening trade union research and documentation services;
- strengthening other union services through the training of workers, e.g. co-operative undertakings and economic and social services sponsored or supported by workers' organisations;
- promoting workers' participation in development through information and education;
- spreading information and education on labour matters through workers' education associations, universities and other educational institutions;



- developing and promoting the development in member States of study materials, audio-visual aids and methods and techniques of workers' education.

A number of experts will be needed in the coming years to help the ILO carry out educational and organisational projects in various regions and countries of Africa, Asia, Latin America and the Middle East. Particular emphasis will be placed on the training of instructors and trade unionists in the principles, methods and techniques of workers' education as well as in its objectives. Another priority area will be the training of workers' education administrators and organisers in the planning, promotion and implementation of workers' education programmes. Some of the projects will aim at the establishment and consolidation of permanent institutions of workers' education, others at the strengthening of the education, research and documentation services of trade unions.

An assignment as expert in workers' education may involve both an advisory function and a training function, its geographical scope may be national, regional or inter-regional. The counterpart is usually a large national or international workers' organisation or a major trade union training institution, labour college, social study centre, etc. Both the advisory and the educational functions of workers' education experts cover a wide range of technical subjects in the social and labour fields, broader questions of social and economic policy as well as human rights, participation in development planning and the civic and cultural upgrading of the worker. In certain cases experts give direct training to special categories of workers or their representatives, such as women workers, young workers, new migrant workers, etc.

Population and environment: Within the ILO's over-all action programme in the field of population problems and family planning laid down in 1968 in response to the growing threat of rapid population growth in many developing countries, a major emphasis has been placed on promotion of information and educational activities on population and family planning questions at various levels and particularly through workers' education, labour welfare and co-operative and rural institutions programmes. The purpose of the educational action is to create awareness and understanding of population problems and their relevance to national development. A number of national or regional workers' population education advisers have been assigned missions in this field and others will be needed in the future. All these missions are financed by the United Nations Fund for Population Activities.

Another future workers' education activity will be focused on environmental problems because workers, whether industrial or agricultural, find themselves by their very occupation involved in activities which affect human environment. The documentation of trade union leaders on this matter as well as the full information of members are increasingly urgent subjects of workers' education to which the ILO has to make a contribution.

Qualifications required: Experts in workers' education should have an excellent general culture and understanding of socio-economic matters, they preferably should have a university degree in one of the relevant disciplines. Above all they must be fully familiar with trade unionism and have a solid practical experience

in workers' education and adult teaching. They should also have experience in the development of educational programmes and teaching materials in different situations and, if possible, experience in and knowledge of the problems of developing countries.

## Section IV

### IMPROVEMENT OF WORKING CONDITIONS AND ENVIRONMENT

The improvement of conditions of work and life in ILO member States has been one of the major objectives of the Organisation ever since its foundation in 1919. Although the work undertaken within this major programme concerns mainly the setting of international labour standards by the adoption of international labour Conventions and Recommendations by the International Labour Conference, the share of technical co-operation activities within this programme has constantly grown during the last two decades and numerous government requests are expected from developing countries in the years to come.

The working conditions and environment field is subdivided in the following programmes:

- A. the International Programme for the Improvement of Working Conditions and Environment (PIACT);
- B. conditions of work and life;
- C. occupational safety, hygiene and health;
- D. maritime labour conditions.

Although relatively smaller in number than those described in Sections I to III above, the future requirements in field personnel for these programmes will be particularly important in so far as the level of experience and qualifications of experts are concerned.

#### A. The International Programme for the Improvement of Working Conditions and Environment (PIACT)

The conditions under which workers perform their daily work are at the heart of the ILO's mandate. They have been one of the major objectives of the Organisation ever since its foundation in 1919. The launching by the ILO in 1976 of PIACT offers an opportunity of strengthening and stimulating technical co-operation activities in this field. In comparison with earlier technical co-operation activities, PIACT emphasises that problems of working conditions and environment should be approached globally within the framework of all aspects of economic, educational and social policy. In this regard, the use of multi-disciplinary teams of specialists in various aspects of working conditions and environment permits the establishment of a truly global and up-to-date diagnosis of the factual situation and assistance to countries in setting up permanent national structures assuring the co-ordination of efforts in this field or the solution of concrete problems.

The multi-disciplinary teams are composed of specialists in working conditions and environment. They can include, for example, a safety engineer, an occupational health physician, a specialist in such topics as the arrangement of working time, work organisation, technology transfer in specific economic sectors, social services, social security, a statistician, a labour inspector, an ergonomist, etc.

Field activities at the national, regional, and inter-regional levels under PIACT are systematically linked among themselves and reflect an appropriate balance of the methods of action at the ILO's disposal (short-term individual expert assignments, multi-disciplinary team missions, national seminars and conferences, study tours, fellowships, etc.); they aim at reinforcing technical co-operation among developing countries.

Among the specific problems related to work and the conditions under which it is performed, special reference is made below to those of them which are expected to need a substantial number of experts in the coming years.

#### B. Conditions of work and life

Working time: In the past there has been little technical co-operation in this area but it is hoped that a greater effort in the coming years to ratify and implement ILO standards in this field may help to identify possibilities for such activities. As regards hours of work, these are still excessive for a number of workers (high legal maxima in agriculture, construction industry and certain services); in many other sectors, excessive overtime is being worked, and there are insufficient reductions in working time especially for arduous work. In respect to shift and night work, the economic, social and medical considerations involved need to be specified and better international labour standards developed if appropriate. Other objectives include the promotion of better adaptation of work schedules to individual preferences and the needs of specific groups, and the possibility of giving workers a wider choice between work, training and leisure. In the meantime, more action-oriented research has been undertaken to understand better some of the more important aspects of working time issues, such as the complex one of employment-generating aspects of reduction of hours of work.

Work organisation and content: Some occupations impose excessive stress on workers and do not allow full utilisation of abilities and qualifications. There is therefore a need to secure widespread adoption of forms of work organisation leading to more challenging job content, more job satisfaction, appropriate work pace, reduced fatigue and greater worker association with the planning and organisation of work, and, further, to encourage the adoption of measures designed to reduce the number of dirty, noisy, arduous, tedious and otherwise unpleasant jobs.

Choice of technology: A technology is appropriate if it is more suitable to actual local conditions and national social and economic objectives than any other technology resulting in the same good or service. There is a further dimension to the problem, namely the effects of technological choices on the quality of work and thus on the quality of life. In general, technological change may have far-reaching social consequences but particularly so if the change is drastic or sudden. However these factors are often ignored and hardly ever anticipated in industrial planning in developing countries. Indiscriminate technological choices may result in inhuman working conditions, and unnecessarily high incidence of accidents and disease together with other adverse effects incompatible with social progress. Technological change in agriculture presents some special opportunities to improve working conditions with positive and negative consequences.

Working and living environment: While for legislative, administrative, functional and other reasons the working environment is often separated from the general environment, biologically this is an artificial separation. Action to improve the living environment of workers (in particular their housing, standards of nutrition, health and education) provides vital support for action to promote better conditions of work especially in the rural sector of developing countries.

Rural areas: The great majority of people in developing countries live and work in rural areas and if growth of income and creation of employment play a leading role in the solution of their problems, action in the field of working conditions and environment is also imperative, especially with respect to basic needs issues such as improvement of the most primitive implements of production, in order to render agricultural work less burdensome and more efficient, and of the conditions of life of the workers (better habitat, better equipment, better health and better nourishment).

Conditions of work of particular categories of workers: Certain categories of workers need special attention: children, young workers, women, migrants, indigenous populations, the handicapped, and older workers. Although there are not as yet any technical co-operation activities as such in connection with these particular categories, research has been undertaken and multi-disciplinary team missions may be called upon to consider their problems.

Labour administration: The technical co-operation input in general conditions of work for the ILO's efforts to strengthen the structures and functioning of labour ministries in developing countries requires the expertise of a highly experienced generalist. His job is to recommend all appropriate measures which will assure an adequate functioning of the institutional mechanisms for determining and adjusting legal minimum wages; to propose appropriate measures for establishment, at plant level or by sector of activity, of a realistic structure of remuneration; to prepare, organise, and direct training activities in the field of wages for participants selected from government, and from workers' and employers' organisations; organise and direct research activities delving into other aspects of general working conditions, such as hours of work, administration of shift work, etc.; and to recommend all measures that might contribute to improving living conditions of workers and their families, especially the development of plant-level or inter-plant welfare services dealing with feeding (e.g. plant canteens, stores), housing, transport and education of workers and their families.

### C. Occupational safety, hygiene and health

The scope of the field of occupational safety and health is a very wide one since it transcends by a large margin the area of accident and disease prevention in various occupations. The ultimate goal is to make work more human, more productive and, above all, more rewarding for all concerned. In addition to the classical approaches to providing safer and healthier workplaces the field embraces, amongst other things, sciences and techniques borrowed from disciplines as far ranging as psychology, physiology, biochemistry, biomechanics, not bypassing the many facets of nuclear

sciences. Although relatively simple methods may be sufficient to eliminate many of the most common and most serious hazards, it is not uncommon that dangerous situations call for the application at once and together of several types of expertise. Therefore, prevention work is most often referred to as team work in which may be called upon to co-operate several experts from one or more of the following general categories of activities. It is estimated that some 60 to 80 individual experts will be required under this programme during the period 1980-81.

1. Experts in general occupational safety and/or health activities

This type of expert is concerned with making a general assessment of conditions in a given country in respect of either safety or health, or both, in order to find a basis on which to plan prevention activities at various levels. A review of laws and regulations by appropriate categories, an examination of existing organisational arrangements and a survey of administrative and operational services are made with a view to arriving, in consultation with persons at the official and private levels, including employers' and workers' organisations, at a set of recommendations in each of the various areas involved. This calls for the services of an expert generalist with long-standing knowledge of and experience in the operation of a comprehensive prevention service such as, for instance, with a well-established factory inspectorate or public or private occupational safety and health organisation. In some cases the work may be divided in two areas, technical and medical, as a team effort. Depending on the quality and extent of preparatory work done at the local level, this work may be carried out in about six months' time. It is expected that individual experts or teams of experts will be able to pass on to local counterparts some of their knowledge and experience in order to ensure follow-up action after their departure.

2. Experts in laws and regulations

This type of technical co-operation may call for the revision of legislation or the preparation of new legislation of a basic nature such as that which is to form part of a country's labour code to which may be appended a set of general regulations dealing with safety, hygiene, health and welfare facilities. In other cases specific regulations are to be established for certain industrial or other operations, such as mining, agriculture, electricity, boilers and pressure vessels, etc. Each one of these fields calls for the services of individual specialists. In some cases there will be need for one expert to cover the general field of legislation as a generalist with possibly a certain degree of expertise in some other specialised area.

3. Experts in training activities

Once a programme of activities has been adopted in a country and local personnel have been made available there is need to embark upon an extensive training programme which may be designed to reach persons at many different levels. This may start with training in factory inspection services and extend to management, supervisory

personnel and officials of workers' organisations and involves the need to develop on-the-spot training material suitable to local conditions and requirements. Training courses may need to be developed for technical schools and graduate and post-graduate medical and science faculties as standard studies. Theoretical knowledge thus imparted will need to be reinforced by studies of actual work situations as practical demonstration projects. The emphasis will thus be on training potential trainers to give this area of activity a self-multiplying effect.

4. Advisers to official services and industrial and other enterprises

Advisory missions of this kind mainly involve the survey of workplaces for the detection of hazardous conditions and the design of corrective measures. They may call for the services of experts in safety engineering, industrial hygienists, industrial hygiene engineering and industrial physicians with general experience in the medical inspection of factories or in any one medical speciality for the detection, for instance, of lung diseases, intoxications or any other health failures related to work. In many such cases there is need to set up from the start or to complete existing laboratory and field facilities quite often in difficult conditions. The work here, as in other areas, contains a training component so that it may continue in the best possible conditions once the expert's mission comes to an end.

5. Experts in miscellaneous fields of specialisation

Uppermost in the ILO's long-term plan of action is the humanisation of work and the achievement of job satisfaction. To this end a number of sciences and techniques, deriving from several individual disciplines or groups of disciplines, are often brought into play, singly or collectively, to provide developing countries with modern means of dealing with problems commonly encountered in rapidly growing economies. The technology developed in industrialised countries for the betterment of the conditions of man at work can now be transferred to other countries thus sparing them many costly experiments through trial and error. High-level expertise is required from time to time for periods of 3 to 12 months, as experts working individually or as member(s) of a team engaged, for instance, in assisting a country in establishing a specialised centre or institute to deal with labour questions. The fields most commonly drawn from include industrial psychology (engineering as distinct from educational psychology), industrial physiology (particularly as regards stresses resulting from heavy work and high temperatures), both meant to achieve a better all-round adjustment of tasks to a worker's capabilities and thus contribute to higher productivity and decreased fatigue. These techniques, variously called human engineering or human factors engineering, coupled with other engineering sciences applied to better design and layout of workplaces and tools and equipment and enhanced environmental conditions as a whole, constitute the several-pronged approach, within the broad concept of ergonomics, by which the ILO expects to reach its goal.

In the next few years it can be assumed that there will be a drive on the part of developing countries toward the protection of

the total environment. The ILO's major contribution to this end will be to step up its activities concerned with the prevention and control of pollution in the working environment. In addition to expert projects in the form of team operations in hygiene (technical) and health (medical) expertise will be needed in improved technology for traditional and new industrial operations and in the design, installation and operation of pollution-control equipment.

Another major area in which the ILO will be increasing its field activities is that of occupational health services in relation to population questions. The type of projects requiring varying expertise will include extensive training of medical and para-medical personnel of occupational health and welfare services at all levels in order to prepare such personnel to make a more useful contribution to family planning and family welfare and the development of practical schemes designed to demonstrate the methods best suited to make this contribution more effective in industrial and agricultural enterprises.



## Section V

### PROVISION OF SECTOR-SPECIFIC SERVICES

#### A. The sectoral dimension of ILO activities

1. The Technical Co-operation Programme of the ILO is formulated and delivered through organisational arrangements which are contained within three major dimensions:

- a functional dimension,
- a sectoral dimension, and
- a regional dimension.

The first of these, the functional dimension, is represented by the assistance provided in fields such as employment promotion, training and human resource development, promotion of tripartism and improved industrial relations, improvement in conditions of work and life. The second of them, the sectoral dimension, is applicable to different economic sectors and worker categories and is represented on the one hand by the special attention given to the maritime sector, the hotel and tourism sector and the sector for co-operative organisations, and on the other hand by the sector-specific services provided in the functional fields to problems of employment, training and working conditions in such sectors as transport, distribution, construction, mining, iron and steel, chemical industries, metal trades. The third, the regional dimension, is represented by the assistance provided through the ILO's regional structure and is applicable to problems and issues of a functional and sectoral kind encountered in the regions.

2. The Sectoral Activities Programme of the ILO aims at ensuring that a continuing and proper attention is given by the ILO as a whole to the labour and social problems which are specific to particular economic sectors and worker categories. To give effect to this a number of means of action are used besides that of technical co-operation; but these other means can have considerable significance for the quality and impact of the technical co-operation delivered. Amongst these means the most important is that of the ILO's standing Industrial and Analogous Committees which are tripartite in structure. These Committees perform in particular the following functions:

- (a) they provide opportunities for the exchange of data based on experience and provide member States and the ILO with practical guidance on particular problems in the sectors concerned;
- (b) they assess the progress made in the various countries in implementing the conclusions adopted at previous meetings;
- (c) they advise the ILO on its programme of action relating to individual sectors;
- (d) they review and evaluate the sector-specific activities carried out by the ILO.

3. The range of sectors and subsectors to which attention is given include, besides those given special attention (as referred to in paragraph 1 above): inland transport; coal mines; iron and steel; metal trades; textiles; petroleum; building, civil engineering and public works; chemical industries; work on plantations; postal and telecommunication services; banking, insurance and real estate; public administration; social services; education; health services; scientific and industrial research; recreation, entertainment and the arts; public information.

#### B. Maritime sector

By focusing on continuing improvements in the working and living conditions of merchant marine officers and ratings, fishermen, inland boatmen and dockworkers, the maritime programme of the ILO gives special attention to such questions as manpower planning, recruitment, decasualisation, vocational training and certificates of competency, occupational safety and health, labour problems owing to technological change and modernisation, labour legislation and administration, labour-management co-operation and workers' welfare.

The technical co-operation activities of this programme are designed to help countries in process of establishing or developing their maritime industries to improve labour standards therein. It draws upon international skills and the ILO's long experience of operational activities, and is furnished in such forms as expert advice and assistance, fellowships, seminars and training courses and exchange of technical information.

As regards the services of international maritime experts or teams of experts in developing countries, the ILO requires on a continuing basis qualified experts for assignments ranging in duration of from 1 to 36 months. Candidates for these posts must have qualifications and practical experience in either the shipping, fishing, inland waterway or port industries, and preferably have had responsibility in administration and vocational training of personnel, improving working methods and conditions, and maritime labour legislation. They must have the ability to summarise problems, draw sound conclusions and write clear, concise and objective reports on operations.

#### 1. Training of merchant marine officers and ratings

##### (a) Feasibility studies

Experts analyse in depth the over-all situation regarding sea-going manpower in a particular country, both in terms of the numbers of seafarers required at present and in the future in the various categories and grades of officers and ratings, as well as the institutional facilities needed to train these personnel, including a description of the nature of the necessary instructional programmes. They prepare comprehensive final reports on the surveys' findings for submission to the government concerned.

(b) Advisory/instructor services

In co-operation with the competent maritime authorities, experts undertake responsibility for the planning, organisation and execution of programmes establishing and initially operating pre-sea or advanced training schemes for ships' officers and for ships' ratings of the deck, engine-room and catering departments for service on board modern merchant vessels. Some experts are required to establish training programmes, and in particular develop curricula and examinations for the theoretical and practical instruction of trainees; assist in the execution of training courses and furnish other required technical advice and assistance to the national maritime authorities on other problems relating to maritime training, including systems of certificates of competency for seafarers.

2. Training of fishermen

The functions of ILO experts in fishermen's training generally deal with the instruction of navigating personnel only - skippers, mates, engineers and catering staff. Experts may be required to carry out feasibility studies or act as training advisers or course instructors as described in (a) and (b) above for the case of merchant marine seafarers. In addition, experts are sometimes required in the mechanisation of native fishing craft and in the design and construction of physical facilities of fisheries training centres.

3. Training of inland boatmen

In this field ILO experts are concerned with every aspect of the professional competency and proficiency certification of all categories of inland boatmen. Again, experts may be needed to conduct feasibility surveys of a particular country's needs for training boatmen, or act as advisers or instructors at existing training centres for these personnel, and with duties similar to those described for seafarers in section 1(b) above.

4. Regional surveys and advisory services  
in the field of training and  
certification of shipboard personnel

Experts conducting regional surveys and advisory services advise governments and representatives of shipowners, and personnel employed in the shipping, fishing and inland waterway industries in various countries as regards manpower planning and development and the improvement of different aspects of the general conditions of work and life of workers in these industries. In addition, experts assigned to regional surveys will conduct investigations of existing national maritime training facilities of various countries within a region, with a view to formulating proposals regarding inter- or intra-regional co-operation in meeting training needs.

5. Labour legislation, administration and conditions of employment of seafarers, fishermen and inland boatmen

Experts in this general field are required to undertake, in co-operation with the competent national authorities and with shipowners' and workers' organisations, general studies and analyses of the social and labour needs and labour organisation in the shipping, fishing and inland waterway industries. On-the-spot assistance to governments in respect of drafting and implementation of maritime labour laws and regulations governing conditions of employment are also included among the tasks of experts in this field.

6. Training of port personnel

In this field experts normally advise and assist port authorities in the training of port personnel at all levels and assess the training needs of all categories of personnel, including management, administrative and accounting personnel; supervisors; foremen; tally clerks; operators of mechanical equipment; and ordinary dockworkers. They identify the training facilities required, draft syllabi of training courses, and determine the duration of courses and the qualifications required for admission. Counterparts are trained to carry out the training activities organised.

(a) Training of dockworkers

Experts assess the training requirements of all categories of dock personnel, including supervisory staff, with special attention to the needs of operators of cargo-handling equipment and of personnel in charge of its maintenance. Experts prepare syllabi for courses and determine the qualifications required for admission and the certificates issued to trainees.

(b) Training in maintenance of port equipment

Experts assist port authorities in the training of personnel in charge of maintenance of port equipment. Organisation of the work of all maintenance personnel for mechanical and electrical equipment, the preparation of course syllabi and training of counterparts, are among the normal tasks undertaken.

7. Organisation of work in ports

Experts advise port authorities on the organisation of cargo handling, in particular regarding labour standards, incentives and cargo-handling methods with the object of raising the productivity of dock labour and streamlining cargo-handling operations. Assistance is also given in the organisation of sheds and warehouses, and in examining possibilities for rationalisation and increased work mechanisation.

8. Regional advisory services in port operations

Regional advisers in port operations advise governments or port authorities on all aspects of port operations and activities. They examine which fields require further assistance and give advice in connection with all aspects of port activities, with particular reference to those which are related to the use of the dock labour force. Special attention is given to the social consequences of the introduction of new methods of cargo handling in ports. Advisers also assess the training needs of port personnel in the countries visited, and advise the governments concerned regarding appropriate training facilities and activities.

9. Dockworkers' labour legislation and conditions of employment

Assignments in this field normally comprise the following activities: advising governments with reference to port activities related to the use of the dock labour force, its recruitment, hiring, systems of payment, regularisation of employment and stabilisation of earnings, welfare facilities and training. Assignments also involve examining the best ways to improve conditions of employment of dock labour, giving due consideration to the social consequences of the introduction of new methods of cargo handling. Assistance also includes the drafting and implementation of labour legislation and regulations governing port workers' conditions.

C. Hotel and tourism sector

Since 1957 the ILO has been assisting developing countries in creating a modern hotel and tourism sector. The structure organisation of this sector includes a number of subsectors and activities largely uncodified. Over the last 25 years tourism has expanded rapidly in many countries where unskilled labour is abundant, but the stage has now been reached where the future of tourism consolidation and further expansion is being jeopardised by an increasing lack of qualified personnel. These activities, till now confined to travellers, are widely extending to many aspects of the daily life as catering for collectivities (hospitals, schools, enterprises), information hostesses for administrations, industrial or trade establishments, etc.

In developing countries, where tourism is at its take-off stage, the competent authorities, planners, promoters and heads of enterprises have to face varying technical and financial problems in building hotels, organising tourist circuits, establishing and improving tourist services, training personnel at all levels. These problems are complicated by the rapidly growing size of enterprises and by transition to mass tourism.

Frequently, where the infrastructure has been expanded too rapidly because of growing demand for services, the result for the individual enterprise and the industry as a whole is a shortage of know-how at all levels. Therefore, few countries have programmes or facilities for training personnel at all levels working in hotels, tourism, restaurants and similar establishments.

The technical co-operation activities of this programme are designed to assist countries for establishing or developing their hotel and tourism sector, including improvement of the working and living conditions of personnel working in such sector.

Programmes are designed to meet the technical needs of the major hotel and tourism branches such as hotel and catering management organisation, food production, food and beverage services, hotel front office operations, hotel administration, housekeeping management, hotel repairs and maintenance, hotel buying office and stores control, travel agency management and operations, tour operations, ticketing and tour guides techniques.

## 1. Organisation of technical co-operation

The ILO field action in the field of hotel and tourism is generally represented by expert missions of two types, i.e. short- and long-term missions.

1.1. Short-term missions, for periods between one and six months, to conduct surveys in developing countries, with a view to identifying main needs for hotel and tourism manpower requirements, training possibilities and working conditions and environment.

Experts are required to work in close co-operation with the competent national authorities and employers' and workers' organisations. They conduct surveys on existing and potential hotel and tourism training facilities, at a national level with a view to formulating proposals, under the form of a report for submission to the government concerned, related to preparatory assistance for the setting up of a technical co-operation project. In other cases, such short missions are meant to provide technical advice for an existing project.

Background: For this type of expertise a university degree, or equivalent experience, is required with specialisation in subjects related to human resources development, as well as practical experience in the field of hotel and tourism management.

1.2. Longer-term missions, for a period of one year or more, to assist governments in establishing institutional framework for manpower development according to hotel and tourism needs.

Usually, as a part of a team, the long-term expert is required to plan his work, to apply his technical knowledge in his field and to give courses at all levels of training. This may include the organisation and planning of workshops/facilities, installation of equipment, demonstrations, etc. In particular, the expert is required to update the knowledge, technical skills and supervisory capability of his counterparts, who will be responsible for the continuation of the project activities after the termination of the expert's assignment.

Background: According to the level of the mission, the long-term experts are required to have a sound appropriate general education, an extensive technical experience and substantial practical training and experience in the field of hotel and tourism operations.

1.3. Chief technical advisers and team leaders - When a project includes a team of ILO experts, they are under the management of a chief technical adviser (CTA) (or a team leader) who co-ordinates the implementation of the project.

In carrying out his assignment, the CTA will notably:

- co-ordinate the actions of the project with government agencies as well as professional associations, co-operate with other technical programmes in order to ensure the achievement of the project's objectives;
- be responsible for the detailed planning and execution of the project as set forth in the project document; provide technical advice on matters relating to the organisation of the training programmes and to physical facilities; assist in the selection of project counterpart personnel and auxiliary staff, including the selection of candidates for fellowships;
- prepare terms of reference, co-ordinate and supervise the activities of the ILO experts;
- be responsible for the communication on matters connected with the project between the government, the ILO and the team of experts on one side, and on the other to be responsible for all equipment and material provided to the project;
- supply periodical reports on the progress of the project as well as a terminal report on the project achievement.

Background: The qualifications required for a CTA are obviously of a high level. They should not only consist of a solid university, or equivalent, background, a wide experience and all-round competence in the training of hotel and tourism personnel, but, moreover, of a proven ability to direct the work of others and to assume the responsibility for the management of a large, complex and extensive technical co-operation project.

## 2. Expected achievements of experts' missions

2.1. Assessment of employment needs for hotel and tourism development. Analysis of main economic data in tourism, analysis of employment in the hotel and tourism sectors (distribution: geographical, by type of enterprise, capacity, level of services, etc.), structure of the employment, manpower forecasting, social and physical environment problems.

Background: These missions require high level qualifications. Experts must possess solid knowledge in manpower statistics, and management related to tourism and hotel enterprises, as well as working experience in a consulting, managerial or similar position.

2.2. Assessment of training needs according to the tourism development plan; types of suitable systems, infrastructure, premises, equipment, personnel; planning and establishing suitable training systems according to local facilities; outlining manuals and other teaching material including audio-visual aids; systems of certification relating to the jobs to be provided; establishing monitoring and control systems, administrative organisational charts of training personnel status, and regulations for trainees; analysis of the economic aspects of training.

Background: Experts for these missions are required to have a sound knowledge concerning economics, legal and administrative training operations related to hotel and tourism training operations, as well as a sound experience in the direction of a training institution in the field.

### 2.3. Training implementation:

#### Hotel training experts:

- management and organisation,
- administration, accounting, bookkeeping,
- front office operations,
- housekeeping (including laundry and linen),
- food production (kitchen, pastry, bakery),
- food and beverage service (restaurant, bar),
- hotel buying office and stores,
- hotel repairs and maintenance (equipment, installations).

#### Tourism training experts:

- travel agencies management and organisation,
- tourist guides training,
- tourist reception,
- tourism economic forecast and planning,
- physical planning,
- marketing,
- publicity,
- research, studies and documentation,
- organisation and administration,
- organisation of recreational activities.

#### Training experts for:

- architecture and construction of hotel and tourism training institutions,
- audio-visual aids for hotel and tourism training,
- language teaching and language laboratory.

Background: Experts have to possess sound technical education, a high level of experience in order to be able to



transfer the necessary know-how to introduce imaginative adaptations. Such missions demand a preliminary experience of training in the concerned specialisation. They involve direct teaching, demonstration, setting up and follow up of the technical and pedagogical equipment, carrying out appropriate tests, producing manuals and other teaching aids, organisation of working sessions with professionals.

2.4. Improvement of working conditions and environment in hotel and tourism activities:

- assessment of general conditions of work in hotel and tourism activities: working time, night work, overtime, systems of rest, weekly rest, paid leave, wage and salary systems determination;
- occupational safety, hygiene and health: assessment of conditions of board and lodging, prevention of accidents, medical care, rest facilities.

2.5. Legal aspects of work in hotel and tourism enterprises: Classification of enterprises, classification of jobs, organisation of shift work, recruitment of the work force, texts regulating the various aspects of work in the sector; working standards, relationship with employers' and workers' organisations.

Background: Experts must possess extensive knowledge and experience in the related subjects, working experience in various countries in order to set up comparative analysis and to recommend actions fully adapted to local situations.

Protection of physical and human environment

This mission is directly linked with hotel and tourism development. Experts should take into account the global aspects of the tourist resources of the country or the region concerned in order to introduce appropriate measures concerning the installation under development, to safeguard genuine potential resources and to set up appropriate relations between hosts and guests, particularly when international travelling is emphasised.

Background: Experts are required to have university qualifications, particularly in sociology and physical and economic geography.

D. Co-operatives sector

Technical assistance in the co-operative field is the oldest form of ILO aid to developing countries, as it started in 1937 with a mission to Morocco. At present it is a large aid programme, the third in volume and number of projects in the ILO. Its character has changed considerably during the last ten years. Earlier it consisted mostly of projects in the field of development and promotion of co-operatives, in countries where co-operative movements were in the initial stages of development. Later, an increasing number of projects in specialised fields replaced the earlier and more general type of technical assistance to co-operative movements. In the beginning, ILO's co-operative experts

worked mostly on individual assignments; today more than half of them work together in teams either on national or regional based projects. The duration of most individual assignments is one or two years, whereas assignments with a team of experts are sometimes for a period of up to five years. There are also some short missions of a few months' duration (consultants' missions) but these are relatively rare.

In the on-going and future technical assistance programme there will be a particular need for experts in the following fields (further specialisation is often required within each group of expert assignments):

#### 1. Co-operative organisation and management

This is the largest group of missions of co-operative experts and covers all types of technical assistance required in the organisation of co-operatives at local, regional and national levels, as well as for advisory services designed to improve the management of co-operatives.

- (a) In countries with recently established co-operative movements the expert would be required to deal with many different types of co-operatives, but particularly with those of rural people. He would be attached either to a government department in charge of co-operatives, to a co-operative development centre or, perhaps, to a national co-operative organisation where such a body already exists. His work would comprise such tasks as: investigating the needs for organisational and structural improvements of the co-operative movement, for consultancy services to be rendered to managers of co-operatives, for creating secondary and national co-operative organisations; drawing up guidelines for the organisation and management of co-operatives; providing short-term advisory services to co-operatives in the form of "on-the-spot" assistance (in such fields as financial management, accountancy, organisation of supply, storage, processing, marketing, transport and other services); assisting in the establishment of consultancy units within the central co-operative organisation; training of counterpart personnel, etc.

Background: Training in the field of business administration; practical experience as manager of a rural co-operative organisation, preferably of a co-operative union combining several functions, or as consultant employed by a central rural co-operative organisation.

- (b) In countries where co-operative movements have already reached a higher level of development, and where specific branches of co-operatives have formed their own regional or national organisations, an expert in co-operative organisation and management may be required to work mainly in one of the following fields:

- agricultural co-operatives (marketing, processing, supply, services, storage, wholesale operations of secondary organisations, etc.);

- consumer co-operatives (activities may range from advice on shop management to assisting managers of co-operative wholesales);
- co-operative credit and banking (assistance in the establishment and operation of co-operative credit institutions in rural and urban areas, of credit unions, of regional or national co-operative banks, etc.);
- special forms (housing, insurance, transport, etc., see under 7).

Background: Theoretical training in business administration or in one of the special technical fields related to the above-mentioned types of co-operative activities (agricultural economics, handicrafts, banking, etc.). Practical experience at higher management level of specialised co-operative organisations (preferably a co-operative union) or as consultant employed by a central co-operative organisation.

## 2. Co-operative education and training

This is another wide category of co-operative expert assignments. A distinction is made between:

- (a) co-operative education (covering all activities aimed at the co-operative membership and designed to improve the understanding of, and motivation for, co-operation);
- (b) co-operative training (covering the more formal training of employees and office bearers of co-operatives and government staff concerned with co-operatives, for specific functions).

In both fields, experts would work with central institutions (government departments, co-operative development centres, co-operative colleges, co-operative unions, etc.).

A co-operative education expert has to: investigate education needs, analyse reasons for opposition (apathy) to co-operative development, ascertain interest and economic needs (motivation) of the groups concerned, etc.; prepare comprehensive education programmes covering either co-operatives in pilot areas or throughout a country. He has also to help in the preparation of adequate education material (pamphlets, posters, films, slide series, etc.) and, at a later stage, to participate actively in carrying out the education programmes "in the field", in constant touch with the local co-operative membership. He also has to train national counterpart staff in this type of work.

A related field is that of the expert in education methods, usually a specialist in audio-visual education techniques who has not necessarily a co-operative background. This expert works usually in a team and has to operate complex equipment such as a printing workshop with roneo and offset machinery, photo-laboratories, film units, tape production units, etc. He uses the technical information supplied by his expert colleagues who are specialised in various fields of co-operative activities, and translates it into readily understandable material designed for a

local co-operative membership, often with low standards of literacy. He is also involved in lay-out work, design, illustrations of booklets, etc., and has to train local staff in these complex techniques. Making sure that the education methods developed by him are employed on a broad scale among the local co-operative membership, getting "feedback" and adapting continuously the form and substance of the education material is an important task of such an expert.

The co-operative training expert would be required to analyse training needs at all levels, but mainly those of managerial staff of all types of co-operatives and of government co-operative offices. He would then define training goals, prepare training programmes (syllabi), elaborate training material and participate actively in carrying out the training programmes. His work would be mainly residential (classroom type), but often combined with outdoor demonstrations, field visits, "decentralised" short-term seminars, etc.

Attached to a central co-operative training establishment his work would follow the normal schedule of a school year. Course contents and lecture programmes would differ from case to case with regard to level and duration; there are short-term courses for specific categories of co-operative staff (managers, accountants, committee members, etc.) and long-term courses for new recruits (e.g. future employees of government co-operative departments). Some co-operative colleges have developed training cycles of several years' duration culminating in a recognised diploma.

#### Background:

Co-operative education experts should have practical experience in membership education and relations, particularly in rural areas (e.g. as education secretaries of co-operative societies). They should know techniques of adult education and the use of audio-visual aids. Practical experience with educating people with low standards of literacy is a great advantage.

Experts in education methods need not be co-operative specialists but should have wide experience in operating printing, photo and film equipment to produce material for adult education (particularly for less literate or illiterate populations in developing countries). They should have practical experience in lay-out work, illustration and design of simple education material.

Experts in co-operative training should have worked as teachers in a central co-operative training establishment, preferably in a field such as co-operative management. They could also be consultants employed by a national co-operative organisation and specialised in follow-up training and development of managerial staff of co-operatives.

### 3. Co-operative accountancy

This is a rather specific field of increasing importance in co-operative projects.

Typically, such an expert would first analyse the shortcomings in existing accountancy systems, including the whole area of manage-

ment of financial resources of co-operatives. He would then elaborate proposals for improvements or for the introduction of new standards and techniques. This would be followed by the preparation of standardised material to be used either for training purposes or within the co-operatives themselves. A corollary to these functions is advisory work carried out in the course of frequent field visits.

Another task of such an expert would be accountancy training which can take place within a co-operative college (often as part of a long-term course), or as short-term seminars for already employed accountants, mostly in the form of "itinerant" training.

Background: A thorough training in accountancy, with a recognised professional degree; the latter is important because of formal requirements for accountancy teaching which exist in many developing countries. Practical experience should cover accounting and/or financial management in co-operative organisations (preferably in local co-operatives), or work as accountancy or management consultant for local co-operatives within a central co-operative organisation.

#### 4. Studies, planning, research

This type of assistance covers work such as feasibility studies, planning for the establishment of co-operative institutions at various levels, studies and planning for structural changes, sociological studies, analysis of legislation, capital investment planning, statistical analysis, etc. Missions may be of short duration for individual assignments, or of long-term duration (one to several years) within a team of experts, e.g. attached to a co-operative development centre. Sometimes, feasibility studies are carried out by experts in co-operative organisation and management or experts in co-operative accountancy.

Background: Theoretical training in business administration (financial management, accountancy, organisation, etc.) or in sociology (according to nature of assignment). Practical experience as consultant, not necessarily employed by a co-operative organisation, but with knowledge of the co-operative type of enterprises. In special cases, practical experience in sociological research in developing countries.

#### 5. Women's co-operative programmes

The ILO has in recent years worked out specific technical assistance programmes for women. Within the field of co-operatives, ILO programmes are aiming at helping women to have greater access to co-operative education and training, to take a more active part in the life and affairs of co-operative societies, to find increased opportunities for employment, to make more extensive use of services offered by the co-operatives, e.g. consumer co-operatives in which women's involvement should be dominant. To achieve such involvement requires a careful approach, especially in countries where by tradition the woman has a special defined and regulated status.

Background: Sound technical experience in a specific practical field, e.g. handicrafts, nutrition, with extensive training experience. Ability to adapt to often very different

cultural systems in which women's activities are not generally considered to be of economic importance. While technical expertise will form the basis for an assignment in a women's co-operative programme, a well-developed cultural understanding together with a flexible personality will also constitute major requirements.

6. Co-operative support to the World Food Programme,  
United Nations Fund for Population Activities,  
trade unions and other organisations

By its very nature the co-operative form is a potential instrument for organising almost any service - or production-orientated development. This has been recognised by a number of international and national organisations concerned with economic and social development. Some examples are mentioned below:

- (i) The World Food Programme is to an increasing extent using co-operatives when organising food distribution either on food for work projects or in emergency schemes. The benefit of such arrangements is reciprocal as co-operative members experience an immediate use of their co-operatives and staff members get an opportunity to practice management and other skills.
- (ii) UNFPA are using co-operatives as forums for educational population activities. Mainly because co-operatives represent organised groups of which the leader can be informed and educated on specific issues with a resulting multiplier effect among the membership and perhaps even among a wider audience. However, co-operatives are also suitable for UNFPA programmes because co-operatives already have an in-built educational structure.
- (iii) Trade unions in developing countries are becoming increasingly interested in promoting co-operatives for the benefit of their members or for the general public. Such development efforts often take the form of consumer outlets, housing schemes or other services.

Background: Theoretical training in business administration, with practical experience in administration and management preferably with some basic training in a specific technical field within a co-operative enterprise. A good understanding of the structure and functions of the related organisations (WFP, UNFPA, etc.) would be desirable.

7. Organisation and development of and  
assistance to specific types of co-operatives  
(housing, transport, disabled, artisans,  
small-scale industry, insurance, etc.)

This group of co-operatives often appear as separate components of larger development projects, or in certain cases as specific individual development projects. The expertise required should cover knowledge or supply of raw material, joint processing facilities, marketing and market research, installation and maintenance of workers' productive co-operatives in such fields as construction, small industries, etc.

Background: Theoretical training in business administration or economics with a sound knowledge of one of the special technical fields related to the above-mentioned co-operatives. Although co-operative management experience is preferable, this qualification may not be of primary importance in larger projects where a certain co-operative expertise already exists.

## Section VI

### SOCIAL SECURITY

The scale of technical assistance by the ILO in the field of social security is very large. The different expert activities can be divided into the main types outlined below. It has to be pointed out, however, that in practice these typical forms do not always occur in isolation; they sometimes overlap and may call for simultaneous action from one expert or a number of experts.

#### 1. General social security experts

This type of technical assistance consists of a general investigation into the economic, social and administrative position in the country and the establishment of an outline social security scheme consistent with present needs and future requirements. In studying social security needs, the impact of various social risks on different groups of the population should be examined, as well as existing measures of protection including family ties, community and religious programmes, private employers' schemes and existing and projected social services. The study of potentialities should consider to what extent the economic, financial, administrative and health resources of the country will permit the setting-up of social security schemes.

Such a project should be carried out by a general social security expert having a broad knowledge of social security and perhaps of economics, and may involve a mission of three to six months.

#### 2. Experts in social security legislation

Another type of technical assistance concerns the preparation of specific social security legislation. This task includes the drafting of legislation and, where necessary, of the detailed regulations. Help is given either in establishing new legislation or in revising or amending existing legislation. This type of project may also involve the making of a number of policy decisions on matters such as specific rates of benefit, detailed qualifying conditions for benefit, contribution rates, general administrative structure, etc.

A project of this kind may require from 4 to 12 months, and should be carried out by an expert with a thorough knowledge of social security principles and practice in the specific branches concerned.

#### 3. Experts in organisation and methods

Technical assistance in the administrative sphere involves essentially assisting a government to either implement a statute that has been adopted or to improve already established procedures in the light of experience. Among activities covered by this form of assistance are the drafting of rules and regulations; designing



or revising the administrative organisation of the scheme; drawing up administrative procedures, forms and instructions; and the training of officials at various levels. Two specialised fields are the accounting organisation and the organisation of EDP departments.

The expert handling this type of project should ordinarily be an expert with broad experience in social security administration, organisation and methods (particularly in respect of pensions and/or employment injury).

The task will usually require between 12 and 24 months.

#### 4. Actuarial experts

Technical co-operation assignments in the actuarial field relate to actuarial analyses concerning either proposed social security schemes or social security schemes already in operation. In the latter case, it may be a periodical actuarial review, as required by the legislation or actuarial estimates relating to extensions or basic reforms.

The duties of an actuarial expert essentially include organisation and supervision of the compilation of statistical and other data needed for establishing actuarial estimates, preparation of actuarial analyses including formulation of recommendations relating to the financial organisation of the scheme, as well as on other aspects resulting from the actuarial analysis.

The expert must be a fully qualified actuary with social security (particularly with pensions and/or employment injury) experience.

The assignments are usually of 6 to 12 months duration.

#### 5. Experts in the organisation of medical care services under social security

The experts engaged in these posts are generally required to advise social security institutions, usually financed through the insurance system, on the planning, implementation and organisation of the statutory medical care services provided to protected persons in the event of various contingencies.

Contingencies covered by social security schemes might include employment injury, injuries and diseases of a non-occupational nature, maternity and invalidity. Services usually comprise physician care in its various settings, hospitalisation and the supply of pharmaceutical preparations.

Ordinarily, medical care is furnished as a direct service through facilities and personnel managed by the social security institute, or on a contractual basis through other medical facilities, governmental or private. Occasionally, benefit is provided by reimbursement expenditure on medical care incurred by protected persons.

The duration of the engagements vary from six months to one year, depending on the nature and complexity of the project.

As a rule, experts for such assignments are required to be medically qualified with good experience in the organisation and administration of medical care services. A knowledge of the operation of health insurance schemes is usually desirable. Experience in developing countries is an advantage.

6. Experts in family planning services  
within the framework of social security

Experts assigned to these posts are generally required to advise social security institutions on the incorporation of family planning information, advice and services within the appropriate settings of the statutory medical care services provided to protected persons.

Protected persons generally comprise insured employees and their family dependants, wives and children. The services rendered usually include medical practitioner care in its various settings, hospitalisation and pharmaceutical preparations. Most social security programmes provide maternity and child health services.

Projects might involve advising on the planning, implementation and operation of family planning services; assessing the personnel, material and financial resources required for the provision of the services, the training of staff engaged in family planning activities and the establishment of measures that would encourage protected persons to avail themselves of the family planning services made available.

The duration of the engagements generally vary from three months to one year depending on the nature and complexity of the projects.

Experts assigned to these posts must be medically qualified with good experience in the administration and operation of family planning services. A knowledge of the operation of health insurance systems is usually desired.

## Section VII

### LABOUR STATISTICS

The ILO technical co-operation activities in statistics usually involve long-term direct assistance by experts to countries in order to set up general labour statistics systems and/or to conduct labour force sample surveys, household income and expenditure surveys and establishment surveys of employment, unemployment, working hours and wages, to design and establish consumer price indices, to develop other types of labour statistics such as those of industrial disputes, accidents, and occupational diseases. These activities concern collection of primary data but they sometimes also include statistical analysis of quantitative information in order to throw light on various labour problems.

Shorter-term advisory assistance is given by regional statistical advisers who are generally attached to ILO regional offices. They perform numerous short-term missions to advise countries on specific technical problems in the development of labour statistics programmes, to identify the countries' needs for assistance or to follow-up on past statistical projects or to lecture in statistical training centres.

Qualifications: These experts and advisers should have a university or comparable degree which include statistics as a major subject. They should have good practical experience in developing labour statistics systems, in conducting household or establishment surveys and in sampling and survey methods generally.

## Section VIII

### GENERAL INFORMATION

#### A. Qualifications required

Apart from the specific professional and technical qualifications described in the preceding sections of this leaflet - which depend of course on the type of work to be performed under each assignment - each successful candidate for appointment under the Technical Co-operation Programme of the ILO has to fulfil a number of general conditions which will be briefly described below.

Age and physical condition. Although the ILO has not fixed any rigid age limits, either upper or lower, for the appointment as technical co-operation expert or consultant, experience has shown that candidates under 30 years of age have hardly any chance of meeting the rather stringent requirements of the majority of posts. On the other hand, applicants of over 60 years may often have difficulties in adjusting to the climatic and other conditions in some developing countries. It should also be mentioned that national counterparts in development projects tend to be relatively young and to prefer working with international experts and consultants in the same age bracket, i.e. 35 to 55 years.

In any case, successful applicants will be required to undergo a thorough medical examination. The ILO applies rather severe health criteria and sends no expert or consultant to the field who is not in a perfect state of health.

Education and experience. As a rule successful candidates need to have a university or equivalent education (for certain types of posts, a technical education is sufficient) with at least 5 to 10 years' high-level practical experience in their professional field. Teaching experience is highly desirable (for certain types of posts it is essential).

Language qualifications. Any candidate wishing to be considered seriously for appointment to a technical co-operation project has to have a fully satisfactory knowledge of at least one of the following languages:

English

French

Spanish

The percentage distribution of posts by working language is approximately the following: English 60 per cent, French 30 per cent, Spanish 10 per cent. In a small number of cases knowledge of additional languages, such as Arabic or Portuguese is desirable.

Personal qualities. Successful field experts and consultants should have a mature personality and be open-minded, tactful and adaptable to the conditions of a new environment and the habits and customs of other peoples. They should have an understanding for the problems of economic and social development and take a positive and

sympathetic attitude to the beneficiary country, its people and institutions. They should be entirely free of any prejudice in respect of race, religion, colour and nationality. Last but not least, they should have a proven ability to work successfully in a team or, in some cases, to direct the work of a team with tact and efficiency.

#### B. Conditions of appointment

Duration. Successful candidates are appointed as ILO field project officials for periods ranging from a few weeks to one or two years with the possibility of further contract extensions under the same or other projects. Although the temporary financial basis of technical co-operation programmes does not allow experts to become permanent officials of the ILO, a number of them have been able to serve the Organisation for many years without interruption.

Salaries, allowances and other benefits. The total emoluments of a field project official include, in the case of a one-year or longer term contract, a basic salary, cost-of-living post adjustment, child allowances, education grant for children, assignment allowance, installation allowance and repatriation grant. Consultants appointed for a few weeks or months receive a basic salary and a daily subsistence allowance.

Salary and allowances vary from approximately \$20,000 to \$36,000 per annum, depending on the level of the post, family status, seniority of the incumbent and country of assignment. All payments are net, free of income tax.

Other benefits: the travel expenses of the appointee from the place of recruitment to the duty station are paid by the ILO irrespective of the length of the appointment. If the appointment is for at least twelve months, the ILO also bears the travel expenses of the wife and dependent children. The annual leave entitlement is six weeks. Home leave travel expenses for the expert and his dependants are paid every two years provided they stay at least six months at the expert's duty station. If the appointment is for at least twelve months, participation in the United Nations Staff Pension Fund; participation in the ILO Staff Health Insurance Fund, including coverage of medical expenses of the expert and his family.

It should be stressed that as a rule an assignment as ILO expert offers to the incumbent a challenging professional experience, the satisfaction of rendering a public service, as well as excellent opportunities for self-development and broadening of his knowledge. The educational benefits derived by the family from the travel and sojourn in distant countries should also be mentioned.

#### C. Applications

The ILO invites applications from qualified candidates either for its immediately available posts or for inclusion in a waiting list. Candidates are asked to provide a curriculum vitae on an ILO Application for Employment form which is obtainable from:

Technical Co-operation Personnel Branch,  
International Labour Office,  
1211 GENEVE 22 (Switzerland).

Nationals of certain countries have to return the completed form through a national technical co-operation recruitment service or similar body; the necessary information will be supplied by the ILO as desired. Most applicants are free to return the completed form directly to the above address or, preferably, to the director of the nearest external office of the ILO (see list in Annex II) for transmission to Geneva.

ANNEX I

Alphabetical index of occupational specialisations  
in which experts are required

<u>Specialisation</u>	<u>Page</u>
Accident prevention .....	22,26,27
Accountancy, co-operative, see: Co-operative accountancy	
Agricultural economics .....	8,40
Apprenticeship schemes .....	11
Appropriate technology, see: Technology, choice of	
Automotive trades .....	17
Basic needs .....	3,7,8,27
Behavioural science .....	12
Building trades .....	17
Clerical training .....	15,17
Commercial training .....	15,17
Comprehensive employment strategy .....	6-9
Conditions of work, see: Working and living conditions	
Construction industry .....	12,18,44
Construction, hotel and tourism institutions .....	38
Construction, labour-intensive .....	8,13
Consultancy, managerial, see: Managerial consultancy	
Consultancy training .....	12,13
Co-operative accountancy .....	42
Co-operative education and training .....	41-42
Co-operative organisation and management .....	40-41
Co-operative sector .....	31,39-45
Demography .....	8
Development economics .....	8,10,13
Distribution and marketing, see: Management, marketing	
Education, training and employment .....	4-5
Education economics .....	8
Econometrics .....	8
Economics, general .....	8
Electrical, electronic trades .....	17
Emergency employment schemes .....	5-6
Employment consultants .....	6
Employment economics .....	6
Employment planning .....	3,6,8
Employment promotion .....	3,5,6
Employment service organisation .....	22
Employers' organisations .....	20,27
Ergonomics .....	29
Factory inspection .....	28
Family planning .....	4,30,48
Financial management, see: Management, financial	
General management, see: Management, general	
Handicrafts .....	5,8,11,43
Hotel and tourism sector .....	31,35-39
Hotel training .....	38
Hours of work .....	26,27
Human engineering .....	29

Human resources development .....	10
Income distribution and employment .....	4
Industrial economics .....	8
Industrial hygiene .....	29
Industrial psychology .....	29
Industrial physiology .....	29
Industrial relations, see: Labour relations	
Industrial trades training .....	17
In-plant training .....	17
Job classification .....	20
Labour administration .....	19,20-22,27
Labour economics .....	8
Labour inspection .....	21,22,28
Labour-intensive methods .....	8,13
Labour law .....	19,39
Labour legislation .....	19,39,43
Labour legislation, maritime .....	32,34,35
Labour-management relations .....	19
Labour market information .....	22
Labour relations .....	19,21
Labour statistics .....	8,49
Labour standards .....	32
Legislation, safety and health, see: Occupational safety and health legislation	
Management development .....	10,12-15
Management, financial .....	12
Management, general .....	12
Management information systems .....	12
Management, marketing .....	12,13,37
Management, personnel .....	12,20
Management, production .....	12
Management, transport .....	13
Managerial consultancy .....	12,14,15
Manpower planning .....	6,8,32,39
Maritime sector .....	31,32-35
Medical care, see: Social security, medical care	
Mechanical trades .....	17
Metal work .....	17
Migrant workers .....	10,27
Modules of employable skills .....	16
Occupational classification .....	27
Occupational safety, hygiene and health .....	25,26-30,32
Occupational safety and health legislation .....	28
Operations research .....	12
Population and employment .....	4
Population problems .....	23,30
Port operations .....	34-35
Production management, see: Management, production	
Productivity improvement .....	12
Public works programmes .....	5,6
Protection of physical and human environment .....	39
Rural development .....	5,13,14
Rural employment .....	5
Rural vocational training .....	11,15,17
Skill testing and certification .....	17
Small-scale industries .....	5,8,13,14,44
Social institutions development .....	19
Social security .....	21,46-48
Social security, actuarial science .....	47



Social security legislation .....	46
Social security, medical care .....	47,48
Social security, organisation .....	46
Sociology .....	8
Statistics .....	49
Supervisory training .....	12,13,16,17
Teaching/training methodology, standards .....	12,13,15,16,41
Teaching, training policies .....	10-11
Technology and employment .....	4
Technology, choice of .....	4,7,8,25,26,32
Tourism training .....	38
Training of managers .....	11,12,14,15
Training of maritime and port personnel .....	32-35
Training, occupational safety and health .....	28-29
Transport management, see: Management, transport	
Urban employment .....	5
Vocational guidance and counselling .....	10,11,18
Vocational rehabilitation .....	18,43
Vocational training .....	10,11,15-18,32,48
Wages, policy, administration, structure .....	20-21,27
Welfare services .....	30
Women, training programmes .....	10,11,15,43
Women's co-operative programmes .....	43-44
Wood work .....	17
Workers' education .....	19,22-24
Working and living conditions .....	21,22,25-26,36,39
Working conditions in ports .....	25,32,34,39
Work organisation and content .....	26
Work shops .....	16,36
World Employment Programme .....	3
Youth employment, training .....	8,10

ANNEX II

List of ILO External Offices

Algeria

BUREAU DE L'OIT A ALGER

19 Avenue Chadid El-Ouali,  
Mustapha Sayed,  
ALGER

Argentina

OFICINA DE LA OIT EN BUENOS AIRES

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núm. 710, 3º Piso,  
BUENOS AIRES

Bangladesh

ILO OFFICE IN DACCA

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House 514,  
Road No. 7,  
Dhanmandi,  
DACCA

Belgium

BUREAU DE LIAISON DE L'OIT AVEC LES  
COMMUNAUTES EUROPEENNES ET LE BENELUX

40 rue Aimé Smekens,  
B-1040 BRUXELLES

Brazil

ESCRITORIO DA OIT EN BRASIL

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70.000 BRASILIA D.F.

Bulgaria

CORRESPONDANT DU BIT A SOFIA

Boite postale no. 759,  
(INTERLAB),  
1000 SOFIA

Cameroon

BUREAU DE L'OIT A YAOUNDE

Boite postale no. 13,  
Place Elig-Essono,  
YAOUNDE

Canada

ILO BRANCH OFFICE IN CANADA

Fuller Bldg.,  
75 Albert Street,  
Suite 202,  
OTTAWA, Ont. K1P 5E7

Chile

OFICINA DE ENLACE DE LA OIT CON CEPAL,

Casilla 2353,  
Bandera núm. 341,  
Esquina Huérfanos,  
SANTIAGO

Costa Rica

OFICINA DE LA OIT EN SAN JOSE

Ap. postal 10170,  
Calle 32 - 86-S,  
Esquina Avenida Segunda,  
SAN JOSE

Egypt

ILO OFFICE IN CAIRO

9 Dr. Taha Hussein Street,  
Zamalek,  
CAIRO

Ethiopia

ILO REGIONAL OFFICE FOR AFRICA

P.O. Box 2788,  
Africa Hall,  
ADDIS ABABA

Fed. Rep. of Germany

INTERNATIONALES ARBEITSAMT,  
ZWEIGAMT BONN

Hohenzollernstr. 21,  
D-5300 BONN 2 - BAD GODESBERG

Fiji

ILO OFFICE IN SUVA

P.O. Box 2415,  
Government Buildings,  
SUVA

France

BUREAU DE CORRESPONDANCE DU BIT  
A PARIS

205 Boulevard St.-Germain,  
F-75007 PARIS

German Democratic Republic

CORRESPONDANT DU BIT A DRESDEN

Zentrales Forschungsinstitut  
für Arbeit,  
Gerhart-Hauptmann-Str. 1,  
8020 DRESDEN

Haiti

OFICINA DE LA OIT EN LA CIUDAD  
DE MEXICO

Ap. postal 12-992,  
Adolfo Prieto No. 628,  
esq. Torres Adalid,  
Colonia Del Valle,  
MEXICO 12, D.F.

Hungary

CORRESPONDANT DU BIT A BUDAPEST

V. Szabadság-ter 15,  
Ministère du Travail,  
1370 BUDAPEST

India

ILO OFFICE IN NEW DELHI

7 Sardar Patel Marg,  
Chanakyapuri,  
NEW DELHI 21

Indonesia

ILO OFFICE IN JAKARTA

P.O. Box 75,  
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2nd Floor,  
Jalan M.H. Thamrin, No. 14,  
JAKARTA

Iran

ILO REPRESENTATIVE FOR IRAN  
AND AFGHANISTAN

P.O. Box 1555,  
12 Khiaban Banda Pahlavi,  
Off Tahkte Jamshid,  
TEHERAN

Italy

UFFICIO DELL'ORGANIZZAZIONE INTER-  
NAZIONALE DEL LAVORO IN ITALIA

Villa Aldobrandini,  
Via Panisperna 28,  
I-00184 ROMA

Ivory Coast

BUREAU DE L'OIT A ABIDJAN

O. - B.P. 3.960,  
ABIDJAN - 01

Japan

ILO OFFICE IN TOKYO

5th Floor, INAOKA Building,  
36 Jimbo-cho 2-Chome,  
Kanda, Chiyoda-Ku,  
TOKYO 101

Kuwait

ILO OFFICE IN KUWAIT

P.O. Box 20275 SAFAT,  
Shawaik Camp,  
Opposite Water Distillation Plant,  
KUWAIT

Lebanon

BUREAU DE L'OIT A BEYROUTH

Boite postale no. 114-5096,  
Rock and Marble Building,  
Ramlet-El-Beida,  
Apt. 1B, 2A, 2B,  
BEYROUTH

Madagascar

BUREAU DE L'OIT A ANTANANARIVO

Boite postale 683,  
13 rue Lumumba,  
ANTANANARIVO

New York

ILO LIAISON OFFICE WITH THE UNITED NATIONS

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18th Floor,  
NEW YORK, N.Y. 10017

Nigeria

ILO AREA OFFICE IN LAGOS

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LAGOS

Pakistan

ILO AREA OFFICE IN ISLAMABAD

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Ramna - 5,  
ISLAMABAD

Peru

OFICINA REGIONAL DE LA OIT PARA AMERICA LATINA Y EL CARIBE

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LIMA 27

Phillipines

ILO OFFICE IN MANILA

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5th Floor, Sa Makati Building,  
106 Amorsolo Street,  
Legaspi Village,  
Makati,  
MANILA

Poland

CORRESPONDANT DU BIT A VARSOVIE

Ministry of Labour, Wages and  
Social Affairs,  
Room No. 619,  
ul. Nowogrodzka 1/3,  
00-513 WARSZAWA

Senegal

BUREAU DE L'OIT A DAKAR

Boite postale no. 414,  
El Hady Amadou,  
Assane Ndoye No. 22,  
DAKAR

Tanzania

ILO OFFICE IN DAR ES SALAAM

P.O. Box 9212,  
Corner of Independence,  
Avenue/Mkwepu Street,  
DAR ES SALAAM

Thailand

ILO REGIONAL OFFICE FOR ASIA AND  
THE PACIFIC

P.O. Box 1759,  
United Nations Building,  
Rajadamern Avenue,  
BANGKOK 2

Trinidad/Tobago

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19 Keate Street,  
PORT-OF-SPAIN

Turkey

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c/o United Nations Building,  
197 Atatürk Bulvari,  
Kavaklıdere,  
ANKARA

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USSR

BUREAU DE CORRESPONDANCE DU BIT  
A MOSCOU

Petrovka 15 - Apt. 23,  
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Yugoslavia

CORRESPONDANT DU BIT A BELGRADE

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Zaire

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Zambia

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