

UNITED NATIONS ECONOMIC AND SOCIAL COUNCIL



51692

Distr.
LIMITED



E/CN.14/WP.6/14
14 September 1966

Original: ENGLISH

ECONOMIC COMMISSION FOR AFRICA
Working Group on Manpower and Training
Addis Ababa, 26 September - 1 October 1966

ILO ACTIVITIES IN THE FIELD OF PRODUCTIVITY AND MANAGEMENT DEVELOPMENT AND THE PROMOTION OF SMALL-SCALE AND ARTISAN INDUSTRIES

(Background Paper prepared by the International Labour
Office in Relation to Item 7 of the Provisional Agenda)

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ILO ACTIVITIES IN THE FIELD OF PRODUCTIVITY
AND MANAGEMENT DEVELOPMENT AND THE PROMOTION
OF SMALL-SCALE AND ARTISAN INDUSTRIES

Background

1. The question may be asked why the ILO, whose primary concern is generally held to be improving the working conditions and the standards of life of the workers of the world should concern itself with productivity and management development and with the promotion of artisan and small-scale industries.

2. In the first place better management means better chances of continued success for the enterprise and thus better chances of stable employment for its workers, because the decisions and actions of the management are of vital influence to the well-being of the enterprise and all who depend on it for their livelihood. In the case of small-scale and artisan industries, which as a rule provide employment on a more labour-intensive basis than large-scale manufacturing, and which in many developing countries provide a livelihood for large numbers of workers, efficient operation which increases their economic viability and enables expansion of small enterprises, has a significant part to play in action against unemployment and underemployment.

3. Secondly, the ILO, as a member of the United Nations family, is concerned to play its full part in the general raising of the standards of life of peoples of the world, especially those in countries still in comparatively early stages of economic development. A major part of the ILO share of responsibility in this field lies in the development of the skills of people, from the managers down to ordinary workers, whether they are in industry, agriculture or other sectors of economic activity and whatever may be the size of the undertaking in which they are engaged, so that they may contribute to the best advantage and to the limit of their respective abilities to the development of their countries.

4. Thirdly, better management implies in the very words better working conditions, better remuneration, better training of workers at all levels and better relations between managers and men. Particularly in small-scale industries which usually operate on a low margin of profit, better management linked to action to modernize small establishments and raise their level of applied technology is necessary to increase their earning capacity and to enable them to offer better conditions to their workers.

5. While programmes for productivity and management development in large-scale enterprises and measures for the promotion of small-scale and artisan industries have common objectives and certain common features, the requirements of the latter group of enterprises differ in many respects from those of the former and necessitate a somewhat different approach. In its programme the ILO recognizes these special needs. A brief summary will be found in the following pages of the development of the ILO's productivity and management development programme in general and of its activities specially directed to meet the needs of small enterprises.

I. ACTIVITIES IN THE FIELD OF PRODUCTIVITY AND MANAGEMENT DEVELOPMENT

A. Development of the Programme

Early Emphasis on Work Study

6. The first requests (1952) for technical assistance in this area specifically invited the ILO to assist in improving labour productivity, primarily through the application of work study and incentive schemes, and through practical in-plant demonstration.

7. It must be recognized that the term "productivity" was, at the time, a new concept in the countries concerned. At best, it was thought of exclusively in terms of "labour" productivity, "rationalization" and/or the introduction of a higher degree of mechanization. The concept of raising over-all productivity through better management of existing resources was hardly known to the great majority of employers, managers, or government authorities.

8. Following the initiation of few restricted productivity programmes, governments and top management were soon to realize that it was very little use training middle managers or specialists in such techniques as work study or management accounting if their superiors either did not understand the value of what they were learning or, in many cases, knew very little about management as a whole. The result was, too often, that enthusiastic trainees returned to their firms to face frustration as they were not encouraged to apply their newly acquired knowledge.

9. African countries who have started productivity and management development programmes with ILO co-operation have fortunately benefitted by the earlier experiences and recognized the limitations of over emphasizing labour productivity.

An Integrated Management Development Approach

10. In fact, since the productivity of most enterprises in developing countries is usually low, raising it is relatively easy. But raising productivity means one of two things. Either the same amount of goods or services can be produced from a smaller amount of resources, material or manpower, or an increased quantity of goods or services can be produced from the same resources. In the first case, improved productivity implies, almost certainly, reducing the amount of labour employed. If alternative employment cannot be found in the same enterprise, it will result in redundancy. This, in most developing countries, merely means adding to the already too great number of unemployed or under-employed.

11. There is yet another aspect of the problem. Markets cannot be created to absorb increased production. But most firms in developing countries know little of modern marketing and are often unable to expand their markets to sell the production increase. Consequently, teaching management work study techniques to raise productivity is not enough; they should, at the same time, be trained in other management activities, especially marketing.

12. In many African countries problems of marketing may be specially acute where the channels of distribution for manufactured goods are as yet very little developed and where they rely heavily on limited international markets to export their raw materials.

13. It was not possible under EPTA even to plan an "integrated management development project" comprising the principal functions of management. The creation of the UN Special Fund made possible the implementation of projects large enough to include a balanced team of experts in such functions of management and of sufficiently long duration to ensure continuity of action that will have sufficient impact on the management development process. At the beginning of 1966, the ILO had management development projects (over half of which were under the Special Fund) approved or operating in 37 countries. In Africa, projects providing training in the major functions of management, namely general management, production, marketing, finance and personnel as well as supervisory training have been developed in Algeria, Ghana, Guinea, Kenya, Sudan, Tanzania, Tunisia, Uganda and UAR. About 70 experts are engaged in these projects.^{1/}

Training in Management Consultancy

14. Management training is essential if industry is to operate effectively, but, as experience in all industrialized countries has proved, it is impossible through training alone, however good, to implement really major reorganizations in industry, especially in large firms. For this it is necessary to provide management consultants who can stay, if necessary, for months or even years in an enterprise until the reorganization is complete. This does not mean that consultancy will supersede training. Any experienced management consultant can do a far more effective job in an enterprise where the management understands contemporary management practices and techniques than he can in one where the management does not.

^{1/} A list of ILO management development, handicrafts and small industries projects in Africa is provided in Annex II.

It is noteworthy that in the United States and in European countries, management consulting organizations have increased very greatly in numbers and size since management development and training facilities became widely available.

B. Institutional Arrangements for Management Development Projects
Productivity and Management Development Centres

15. Management development technical co-operation missions should be attached to an institution usually in the form of a productivity and management development centre which will ensure the continuation and expansion of the work after the experts have left.^{1/} Practically all ILO missions have been attached to such institutions. Most of the centres are under the auspices of a government department, such as the Ministry of Industry, of Labour or Planning or constitute an autonomous body.

The Participation of Employers' and Workers' Organizations

16. In its recommendations relating to productivity and management development centres, the ILO always stresses the desirability of an advisory or executive body, especially in the case of autonomous or semi-autonomous centres, which will include not only representatives of the educational institutions and the various government departments concerned but also representatives of both employers and workers.

17. However, the extent of participation of employers' and workers' organizations in the management development programmes would undoubtedly vary from country to country depending on their stage of development and the role of employers' and workers' organizations. In a large number of projects there is a close association with the employers' organizations, both formally and informally, and missions have often received considerable assistance from them. As might be expected workers' representatives

^{1/} The functions and organization of a typical productivity centre are described in some detail in Appendix 4 of the ILO: The Effectiveness of ILO Management Development and Productivity Projects, Management Development Series: No. 3 (Geneva, 1965) (offset).

are usually keen to take an active part in some of the programmes related to work study, which directly affect conditions of work. Other management techniques, for example accounting or marketing, have a less direct effect. By way of example, in the African projects in Ghana, Kenya, Tanzania and Uganda there are representation of the trade unions in the Councils of the centres.

II. ACTIVITIES SPECIALLY DIRECTED TO THE PROMOTION OF SMALL-SCALE AND ARTISAN INDUSTRIES

A. Scope and Nature of the Programme

18. Until 1960 the technical co-operation activities of the International Labour Organization in the field of small-scale and artisan industries in Africa were largely directed towards assisting the Arab States of North Africa where the Organization started its first field project in Egypt in 1952. Since the early 1960s, however, the changes which occurred in the areas lying south of the Sahara resulted in the extension of ILO's small industry programme to the newly independent States of East, Central and West Africa. The programme was initiated by making, at the request of a number of governments, surveys and studies on the developmental aspects of small industries, more particularly artisan enterprises, handicraft establishments and rural small industries.

19. This first phase of the programme completed, the ILO became increasingly engaged in the execution of technical co-operation projects designed to assist governments in implementing public policies and promotional schemes for small-scale industrialization. Requests for technical co-operation have steadily risen and the number of ILO experts in Africa dealing with artisan and other craft activities as well as small-scale industry questions, has increased from four in 1960 to over 30 at present. A list of the African countries where the ILO has projects in this field will be found in Annex II.

20. Projects which are being implemented include the development of institutional arrangements to provide the administration machinery for the promotion of small industries as well as assistance schemes for the

technical and organizational modernization and expansion of traditional industries such as tanning and leather goods manufacture, ceramics, textile crafts (weaving and rug making), metal and woodwork and artistic handicrafts.

B. Development of a Special Approach in Africa

21. In the early years of the UN Expanded Programme, the ILO mainly carried out technical co-operation projects in the small industry field in Asia and in the Near and Middle East, and to a limited extent in Latin America as well, i.e. in countries with a vastly different resource endowment with regard to available human and physical facilities as compared with those pertaining to the African continent. In Asia and in most Arab countries promotional activities for small-scale industries could usefully find a starting point in the existing cottage industries sector and the public authorities could employ, like in industrialized countries, methods and techniques of industrial promotion and extension designed not only to facilitate entry of new small industrial entrepreneurs into the manufacturing sector, but also to raising productivity in existing small workshops and helping small entrepreneurs in expanding their enterprises.

22. In this regard the position in Africa is vastly different. While in most African countries there are agglomerations of traditional crafts, producing both utilitarian and artistic products, many of great artistic beauty and displaying considerable manual skill, such crafts centres are in the minority, and would, therefore, not provide the broad base on which Africa below the Sahara could develop its modern small-scale industries. Africa has to create its own development methodology and choose its own tools to harness available resources for modern industrialization. Certain problem areas are briefly discussed below.

Entrepreneurial Development and Management Training

23. In the field of entrepreneurial development in particular, innovative action is required to assure an increasing Africanization in ownership and management of small-scale industries and to accelerate the emergence of a class of small workshop owners. Since limited opportunities exist to

acquire managerial skills in existing industry special measures might usefully be conceived to arrange for a system of on-the-job training of potential entrepreneurs and managers for small plants, e.g. through the establishment of pilot plants designed not only to demonstrate advanced techniques of production, but also to provide a practical training facility for persons potentially capable of managing successfully small enterprises.

24. Moreover, the need for creating in the shortest period possible the managerial cadre for the emerging small-scale industries will require the application of advanced training methods including programmed learning which is recognized as an increasingly advantageous method for the rapid acquisition of certain skills and the designing of programmes tailored to the specific needs of small-scale enterprises in selected manufacturing activities. The ILO is examining these questions so as to contribute to the organization of effective management training programmes for small enterprises; it is also preparing text-books for programmed learning of managerial skills common to all small enterprises.

Staff Training for the Execution of Governments Small Industries Programmes

25. Among the many problems confronting all countries in the region is the scarcity, in terms of experience, motivation and executive skills, of public administrators capable of designing, implementing and evaluating policies and programmes for small industry, and in particular for manning extension and consultancy services to help small entrepreneurs in the day-to-day operations of their enterprises, solving problems on the spot, and in general assisting them, particularly in the early formative years of the enterprise, in adjusting the manufacturing process to the ever-changing market forces and to the progressing social-economic environment in the country of operation.

26. The training of such extension personnel (including their periodic retraining in order to keep their skills up to date and in line with the changing needs of the industry) forms an important part of technical co-operation projects, including those implemented under arrangements with

the Special Fund and the ILO. Such national training programmes could be usefully supported and complemented by regional training facilities, such as exist in Asia already, thereby providing opportunity for cross-fertilization of ideas and development methods.

C. Technical Co-operation within the United Nations System

27. The creation in 1959 of the United Nations Special Fund has provided the much needed opportunity -- previously absent -- for the development of composite projects to identify and tackle, over an extended period of years, a number of related problems limiting the establishment and growth of small industries, and to help them to progress and prosper; a number of projects have been undertaken by the ILO under arrangements with the Special Fund to co-operate with governments in the creation of institutions for small industries.

28. Another promising development is the increasing desire for inter-agency co-operation within the United Nations family. In this connection mention may be made of the agreement recently reached between the ILO and the United Nations Centre for Industrial Development, on co-operation in the field of small industry. The progress towards close and systematic inter-agency co-operation in the field of industrialization is a timely development in view of the great variety of technological, economic and social problems which have to be solved when developing small-scale industries in Africa.

III. ILO RESEARCH, TRAINING AND RELATED ACTIVITIES IN THE FIELD OF
MANAGEMENT DEVELOPMENT AND PROMOTION OF SMALL-SCALE INDUSTRIES

A. Development and Research

29. Efficient support of the operational projects calls for the preparation of syllabi, teaching materials, including publications, assisting, when requested, in the carrying out of special courses in the field, the conduct of seminars and meetings and undertaking research into questions relating to the problem as a whole. Such studies which are relevant to Africa include: Schemes of Payment by Results^{1/}, 1951; Means of Raising

^{1/} See Annex I

Productivity in Manufacturing Industry,^{1/} 1952; the Effectiveness of ILO Productivity Missions in Developing Countries,^{1/} 1957; Study of the Application of Productivity Improvement Techniques to Public Works especially in African Countries;^{2/} Management Development Needs in Some African Countries,^{3/} 1964; and Social and Cultural Factors in Management Development,^{4/} 1966. Of special significance to Africa, is the research into the application of productivity improvement techniques to public works which started in India in 1962. The results of these studies^{5/} were sufficiently encouraging for work to be followed in Africa in the following year and the findings of both the Indian and African studies were presented at the Technical Meeting of Experts on Productivity and Employment in Public Works in African Countries at Lagos in December 1963.^{6/} Both studies indicated that manual work could be more productive, less costly and even more competitive with mechanized methods. Hence labour intensive methods could be used to serve the dual purpose of increasing employment opportunities and saving foreign currency by reducing the imports of earthmoving machinery. Proposals are now under study in three African countries for the setting up of research, training and productivity centres to demonstrate that improved methods and better management in road building and low-cost housing construction could reduce costs while promoting employment opportunities.

1/ See Annex I

2/ See Annex I

3/ ILO: Survey of Management Training Needs and Facilities in some African Countries, op. cit.

4/ ILO: Social and Cultural Factors in Management Development, Management Development Series: No. 5 (Geneva, 1966) (offset)

5/ See reports in Annex I. The work in India is also described briefly in ILO News, New Series, No. 9, June 1964 (Geneva, 1964), pp. 4-7.

6/ Ibid.

30. Research in the interest of small industry promotion in developing countries is currently directed towards three main areas. In the first place, studies are in progress on the subject of appropriate technologies for small-scale industrialization in developing countries, i.e. technologies (tools and equipment including processes and work methods) which are particularly designed to meet the resource endowments of the countries in which they are to operate and which generally are related to an abundance of unskilled and semi-skilled labour, scarce supply of small industrial entrepreneurship, in terms of quality and quantity, inexperienced management and dear capital. A preliminary paper on the subject is being circulated for review and comment among the 60 ILO small industry experts currently on field assignments; their co-operation is sought in this research project as their considered views and practical experience on the workshop level will help to shape the final version of the study for general circulation and guidance to the ILO field staff engaged in the small industry technical co-operation programme and other specialists interested in this particular field.

31. Secondly, studies are in progress to decide how best to modernize and develop existing small industry complexes through the setting of quantitative growth targets and the measured input of physical and human resources in order to obtain pre-determined outputs which are expressed in terms of quality and quantity of goods and services to be produced at any point in time during the growth process, the creation of additional employment, increase in average size of the operating establishments, and the like. Related to this study concerning the developmental methodology applicable to existing small industry complexes, is a research project on the question as to the most appropriate approach in creating new small enterprises in countries with a weak entrepreneurial resource base and lacking in traditional, technical (handicraft) skills. Consideration is being given to establish so-called "training enterprises", each catering to the requirements of a specific manufacturing or servicing branch with favourable growth potential in the developing countries concerned and designed to provide integrated on-the-job training in both the technical and managerial aspects of the establishment and operation of a

small enterprise. Detailed models for such training enterprises for selected manufacturing branches (including automotive maintenance and repair; installation, maintenance and repair of light equipment and household durables; bakeries and other food processing plants; apparel and footwear; light engineering jobbing work) will be prepared in due course.

32. Finally, studies have been initiated to determine the very nature of entrepreneurial and managerial activities in small-scale and handicraft industries by having regard to their various stages of growth (expressed in terms of the labour force employed, the degree of the use of power driven equipment, gross output or added value, and/or capital invested). Research in this area includes such questions as the role of proprietary (as distinct from professional) management, the influence of technology and other determinants which will shape the scope and content of entrepreneurial and managerial action in the small enterprise sector. The object of this study is to design a frame of reference for the preparation of entrepreneurial development and management training programmes and manuals within the parameters of human, organizational and technological factors.

B. Meetings and Seminars

33. Organization of meetings, seminars and study tours are among the activities required of the programme to promote an international exchange of experience and to evaluate work done. Annex I includes a list of all these items between 1951 and 1965.

C. Courses, Handbooks and Study Manuals

34. The development of practising managers and specialists being a relatively new field, there is, as yet, no general agreement on course content and methodology. It is even more so with respect to managers in newly industrializing countries including those in Africa, where the field is wide open for experimentation.

35. A substantial part of management development programmes is at post-graduate level, requiring subject knowledge and teaching ability of a very high order. In the process of developing these programmes a great deal of

pioneering work has to be done and new concepts to evolve. It is hoped that by the end of 1967 a compilation of ILO management courses, as adapted to the conditions of different countries, would become available for the use of other missions.

36. There is, throughout the world, a great shortage of simple, basic texts in the management field, comparable with those to be found in older fields of study. By way of indication, the ILO's Introduction to Work Study, first published in 1957 is now in its 16th impression in English, and with several impressions in French and Spanish.^{1/} This book was the predecessor of those which are now being published or are in the process of preparation on the enterprise.^{2/}

37. It seems likely that the problems of suitable publications will be resolved in the immediate future through the use of "programmed books". These books, being designed on the same principle as the texts used in teaching machines now becoming widely used in educational circles in North America and Western Europe, are structured according to recently developed theories of learning. Extensive comparative studies of the use of this type of text for learning basic subject matter have shown its superiority from many points of view over conventional texts, lectures and most other kinds of presentation.

38. The first handbook of this type, How to Read a Balance Sheet,^{3/} has appeared in the English version.^{4/} Two other such books are in course of preparation on marketing and quality control respectively.

1/ Also translated into at least ten other languages.

2/ ILO: The Enterprise and Factors Affecting its Operation, Introduction to Management Series (Geneva, 1965).

3/ ILO: How to Read a Balance Sheet (Geneva, 1966).

4/ The preparation of Spanish and French versions are currently being negotiated. In this type of book, straight translation is not always possible; texts have to be adapted to the educational systems involved.

39. In order to assist experts on mission as quickly as possible with information which they could use in the preparation of their teaching programmes, a series of stencilled manuals have been prepared from teaching material used successfully by experts in different countries. They currently total 20 and cover a fairly wide range of management subjects or parts of subjects.^{1/} They are constantly being added to as suitable new material is sent in from the field. They are not normally circulated outside the ILO, but have been provided to institutions requesting them.

D. Film Library

40. A film library containing nearly 100 films on management has been set up, offering a loan service to small missions and a catalogue with critical appraisals of the films.

^{1/} See Annex I

ANNEX I

ILO MEETINGS, SEMINARS, COURSES AND PUBLICATIONS
RELATING TO MANAGEMENT DEVELOPMENT, PRODUCTIVITY
AND SMALL-SCALE INDUSTRIES

1951-66

(a) Meetings, Seminars and Study Tours

- 1951 - Tripartite Meeting on Payment by Results - Geneva
- 1952 - Tripartite Meeting on Raising Productivity in Manufacturing Industries - Geneva
- 1956 - ILO Asian Regional Training course on Industrial Co-operatives, Mysore, India
- 1959 - Technical Meeting on Problems of Productivity Improvement in Certain Countries - Bangalore (Tripartite).
- 1961 - Seminar on the Technical and Human Aspects of Raising Productivity in Asian Countries - Tokyo (Tripartite).
- 1961 - ILO Technical Meeting on Small-scale and Handicraft industries, New Delhi
- 1961 - Study Tour for Staff Members of National Productivity Centres - Western Europe
- 1962 - Technical Meeting of Experts on Management Development and Productivity in Latin America, in association with ECLA - Santiago (Tripartite)).
- 1963 - Technical Meeting on Productivity and Employment in Public Works in African countries - Lagos
- 1963 - ILO Inter-regional study Tour and Seminar on Smaller industries, Scandinavia.
- 1964 - Regional Seminar on Marketing, Employment and Management problems of Industrialization in the Countries of the Near and Middle East and North Africa - Baghdad (Tripartite).
- 1964 - Technical Meeting of Directors of Management Development and Productivity Centres and Associated ILO Experts - Geneva

- 1965 - Meeting of Experts on the Social and Cultural Factors in Management Development - Geneva
- 1966 - I.L.O. Seminar on Programmes and Policies for Small-Scale Industry within the framework of over-all Economic Development Planning, Prague.

(b) Advanced Management Programmes and Other Special Courses in which Headquarters Personnel have Participated

- 1960 - Advanced Management Programme - Bangalore (Pilot Programme) 4 weeks - Residential
- 1960 - Conference of Indian Industrial Leaders - New Delhi, 3 days - Residential
- 1961 - Advanced Management Programme - Alexandria, 3 weeks - Residential.
- 1962 - Programme for Directors of Public Transport Undertakings - Bombay, 4 weeks - Residential.
- 1962 - Top Management Seminar on Decision-Making - Warsaw, 3 days - Residential.
- 1964 - Itinerant Top Management Seminar - Central America (Pilot Programme), 4 weeks - Residential.
- 1964 - Fifth Indian Advanced Management Programme - Ootacamund, 4 weeks - Residential.
- 1965 - Top Management Programme on Setting up New Industries - Malta (Pilot Programme), 2 weeks - Non-residential.
- 1965 - Modern Teaching Methods for Experts and Staff Members of Centres - Middle East and Asia, 7-10 days each.

(c) Publications and other Documents relating to Management Development and Productivity

(i) Printed Publications

- 1951 - Payment by Results (Studies and Reports, New Series, No. 27).
- 1954 - Higher Productivity in Manufacturing Industries (Studies and Reports, New Series, No. 38).
- 1957 - Introduction to Work Study
- 1957 - I.L.O. Productivity Missions to Underdeveloped Countries (bound reprint of articles from the International Labour Review).
- 1959 - Raising Productivity - Conclusions of three international Meetings of Experts.

1965 - The Enterprise and Factors Affecting its Operation
(Introduction to Management Series: No.1)

1966 - How to read a Balance Sheet (programmed text).

Publications currently being prepared and due to Appear
in 1966 or early 1967

- Introduction to Quality Control (programmed text).
- Creating a Market (programmed text)
- The role of the Management in an Enterprise (Introduction to Management Series: No.2). (Provisional Title).

(ii) Research Reports and Reports of Meetings and Seminars
(mimeographed or offset)

- 1962 - Report on Productivity Study Tour (30 September-4 November 1961), Part I (English, French and Spanish).
- 1964 - Technical Meeting on Productivity and Employment in Public Works in African Countries - Conclusions and Papers, Management Development Series: No.1 (English and French).
- 1965 - The Effectiveness of I.L.O. Management Development and Productivity Projects - Report and Conclusions, Management Development Series: No.3 (English, French and Spanish).
- 1965 - Survey of Management Training Needs and Facilities in some African Countries, Management Development Series: No. 4 (English and French).
- 1965 - Regional Seminar on Marketing, Employment and Management Problems of Industrialization in Countries of the Near and Middle East and North Africa - Conclusions and Papers, Management Development Series: No.2 (English and French)
- 1966 - Social and Cultural Factors in Management Development - Papers and Conclusions, Management Development Series: N.5 (English, French and Spanish).

(iii) Management Development Manuals

These are stencilled documents compiled from material developed by experts on mission. Most have been developed in English, but selected manuals are being translated into Spanish and French to meet the growing demand in these languages.

- Manual 1 Personnel Practice in the Office
- Manual 2 Production Planning and Control
- Manual 3 Lecture Outlines for a Production Planning and Control Course
- Manual 4 Human Relations - Case Studies and Role-Playing
- Manual 5 Office Management
- Manual 6 Plant Maintenance
- Manual 7 Production Planning and Control
- Manual 8 Outline for an Office Management Course
- Manual 9 A Collection of Papers by Members of the Specialist Divisions of the I.L.O.
- Manual 10 Cost Control
- Manual 11 Job Evaluation and Job Analysis
- Manual 12 Standard Bonus Set-Up
- Manual 13 Process Layout versus Line Layout (French, Spanish and English)
- Manual 14 Management Audit and Loan Appraisal
- Manual 15 Visual Aids Library - Film Brochure
- Manual 16 A New Method of Management Courses
- Manual 17 Anatomy of an Industrial Enterprise (filmstrip) (Spanish and English)
- Manual 18 Management Accounting - Introductory Course, by F.A. Wedds, Korea Mission
- Manual 19 Advanced Course in Management Accounting by J.S.D. Dey, Korea Mission
- Manual 20 Cases in Financial Management in Tanzania (with Instructors' Manual) (reproduced with the kind permission of the Director of the International Training Department of the Israel Institute of Productivity, Tel Aviv)

(d) Publications and Documents Relating to Small-Scale and Handicraft Industries

Note on the Establishment of a Small Industries Service Institute (Doc.D.7.1960, Geneva 1960, roneo)

Co-operatives and Rural Industries and Handicrafts (Doc.D.18(2).1960, Geneva 1960, roneo).

Modernization and Revitalization of Small-Scale and Rural Industries (Doc.ACC/XI/D.6/1, Geneva 1961, roneo).

Services for Small-Scale Industry (Studies and Reports, New Series, No.61, Geneva 1961).

Problems of Mechanization and Raising of Labour Standards in Small-Scale and Handicraft Industries (Doc.SSHI/1961/1, Geneva 1961, roneo).

Joint Action by Small Producers' Co-operatives and Other Forms of Organization (Doc.SSHI/1961/2/1, Geneva 1961, roneo)

The Adaptation of Management Techniques to Small Undertakings and the Integration of Large and Small-Scale Industry (SSHI/1961/2/II, Geneva 1961, roneo).

Services for Small-Scale and Handicraft Industries (SSHI/1961/3, Geneva 1961, roneo).

Role and Contribution of International Technical Assistance in the Development of Small-Scale and Handicraft Industries (Doc. SSHI/1961/4, Geneva 1961, roneo).

Report of the Technical Meeting on Small-Scale and Handicraft Industries (New Delhi, 1961, Doc. SSHI/R/1961/5, Geneva 1961, roneo).

Small-Scale Engineering Industries in The Punjab (New Delhi 1961, roneo).

The contribution of Co-operative Organizations for the Development of Handicraft and Small Industries in Rural Areas (Geneva 1961, roneo).

Aspect of Labour and Management on Industrial Estates with Special Reference to Small Industries in Asian Countries. (Geneva 1961, roneo)

Marcel Lalcoire: Small-Scale Industry in the Modern Economy,
in International Labour Review (Geneva), Vol. LXXXIV, No. 4
October 1961 (reprint)
Published since 1960, including industrial co-operative
questions.

Small-Scale and Handicraft Industries in African Countries
and I.L.O. Activities in this Field (Doc. D.41.1962, Geneva
1962, roneo).

Institutional Arrangements for the Promotion of Small-Scale
Industries in Asian countries (Doc. D.3.1963, Geneva 1963 roneo)

Valor Constructive de la Organizacion Cooperativa para el
Desarrollo de la Artesania e Industria Rurales (Doc.D.6.1964,
Ginebra 1964, roneo).

Recent trends in Public Policies for the Development of Small-
Scale and Handicraft Industries in Asian Countries (Doc. D.5,
1965, Geneva 1965, roneo)

Enfoques para el desarrollo de la artesanía y la pequeña
industria, y acción de la OIT en este campo (Ginebra 1965,
roneo)

ILO Activities Relating to the Development of Small-scale
and Handicraft Industries (Doc.D.24(1)1965, Geneva 1965,
roneo) - Information Paper No.1

Household and Small-Scale Metal Industries in Developing
Countries and Measures for their Development (Doc. D.24 (2)
1965, Geneva 1965, roneo) - Information Paper No. 2

ILO Activities Relating to the Development of Small-scale
and Handicraft Industries in Africa, 1960-1965 (doc.D.24(3)
1965, Geneva 1965, roneo) (English and French).

Appropriate Technologies for Small Industries in Developing
Countries (Doc.D.7(1966), Geneva 1966, roneo) - Information
Paper No.3 (English and French).

The Role of Small Enterprises in the Industrialization of
the Arab Countries (Doc.D.2/1966, Geneva 1966, roneo)

The Role of Small Manufacturing Enterprises in the Balanced
Economic and Social Development of Latin America (Doc.D.5/
1966, Geneva 1966, roneo) - (English and Spanish).

ANNEX II

LIST OF ILO MANAGEMENT DEVELOPMENT,
HANDICRAFTS AND SMALL INDUSTRIES PROJECTS IN AFRICA

<u>Country</u>	<u>Nature of Projects</u>	<u>No. of Experts</u> (planned or in post)
Algeria	Management and Produc- tivity	14
Basutoland	Handicrafts	1
Cameroon	Small Industries	1
Ghana	Management	2
Guinea	Management	2
Kenya	Management	8
Libya	Handicrafts	1
Mali	Management	1
Mauritania	Handicrafts	1
Morocco	Small Industries and Handicrafts	2
Niger	Handicrafts	1
Nigeria	Small Industries and Handicrafts	2
Senegal	Handicrafts	2
Sierra Leone	Small Industries	1
Sudan	Management	6
Tanzania	Management and Productivity and Small Industries	2
Tunisia	Management and Productivity	10
Uganda	Management	11
U.A.R.	Management and Small Industries	13