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UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

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INTER-REGIONAL SYMPOSIUM ON TECHNICAL
SERVICES AND FACILITIES FOR
SMALL-SCALE INDUSTRIES

Vedbaek, Denmark
26 June to 8 July 1967

ANNOTATED PROVISIONAL AGENDA

AND

PROPOSED QUESTIONS FOR DISCUSSION

The following list of questions for discussion has been prepared by the secretariat of the Symposium with a view to facilitating the debates. Participants are invited to send any amendments or additional proposals in writing to the secretariat as soon as possible. These will be issued and distributed as further addenda to document ID/CONF.2/1.

- Item 1. Opening addresses
- Item 2. Adoption of the agenda
- Item 3. Review of the technical services and facilities for small-scale industries in the countries of the participants, and general evaluation of experience
 - (a) Economic, technical and management problems of small industry development
 - (b) The role of technical services and facilities in over-all programmes of development of small-scale industries

Participants are invited to complement the information in their country paper by a short statement on the problems confronting the establishment and operation of service institutions and facilities in their country, evaluating the experience gained and outlining future developments.

We regret that some of the pages in the microfiche copy of this report may not be up to the proper legibility standards, even though the best possible copy was used for preparing the master fiche.

Documents

Discussion papers

- Country Papers, by the participants (ID/CONF.2/CP. documents)
- A Summary List of Technical Services and Facilities for Small-scale Industries and Related Institutions, by UNIDO (ID/CONF.2/2)
- The Role of Industrial Extension Services in Small Industry Development Programmes, by UNIDO (ID/CONF.2/3)

Background paper

- Policies and Programmes for the Development of Small-scale Industry, by UNIDO (ID/CONF.2/BP.1)

Item 4. Functions and operating methods and procedures

(1) Functions and methods

- (a) Promotion of entrepreneurship and assistance at the pre-investment stage, including facilitation of financing

In document ID/CONF.2/BP.2, page 2, promotion of entrepreneurship is defined as "the provision of direct services to individual entrepreneurs, prospective or established, aimed at attracting and steering them towards new industrial activities, and assisting them, through counselling and training, in setting up or diversifying their undertakings".

For the sake of convenience, it is proposed to discuss, under sub-item 4(1)(a), assistance to prospective entrepreneurs, and, under sub-items 4(1)(b) through (j), assistance to established entrepreneurs. It is further proposed to discuss facilitation of financing after completion of the debate on sub-item 4(1)(b).

As mentioned in several documents submitted to the Symposium, promotion of new entrepreneurship requires: (i) surveys and studies to provide rational orientation; (ii) an active rather than a passive attitude on the part of the promotional agency; (iii) special measures of assistance at the pre-investment stage.

The following questions might be discussed in this connexion:

- (1) Should the preparation of area, industry and market surveys and "model schemes" be a regular and continuing activity of industrial extension centres and similar technical assistance agencies, or is it preferable that such studies be carried out by departments of a Ministry or of a Planning Board, or, where they exist, by special agencies such as industrial studies and development centres?
- (2) The adoption of an active attitude on the part of the promotional agency depends on its ability to undertake work on its own initiative. To what extent does this depend on the availability of sufficient

funds and personnel, the absence of statutory limitations, the avoidance of bureaucratic procedures and the maintenance of co-operation and co-ordination with other agencies?

- (3) "Intensive promotion campaigns" jointly undertaken by extension, finance and other officials have been tried in a few countries.
 - (i) What is the scope for organizing such campaigns in the countries of the participants? Can they be effectively organized in countries at the earliest stages of industrialization? What minimum institutional machinery should be in existence to permit the carrying out and follow-up of the campaign?
 - (ii) Would the organization of such campaigns require foreign technical assistance under international or other technical co-operation programmes?
- (4) Measures of assistance at the pre-investment stage call for close co-operation or co-ordination among various agencies. How can this be best achieved? Should leadership and a central co-ordinating role be played by industrial extension centres or by other interested agencies?

(b) Technical counselling

The methods of providing technical counselling to established small-scale industries, at the request of entrepreneurs or on the agency's initiative, include visits and consultations, in-plant studies, on-the-job or classroom training and demonstration, question-and-answer service including counselling by correspondence, issue of bulletins, etc. Participants are invited to discuss the main technical problems confronting small industrialists, the relative importance of the above-mentioned methods and the problems of organization and implementation facing the extension agencies. The following questions may be discussed, among others:

- (1) The obstacles to modernization include, among other things, the lack of awareness of small entrepreneurs of their own needs and a reluctance to introduce changes; physical obstacles such as unsuitability of premises; cost and difficulties of major alterations; cost of new machinery; lack of specialized manpower; etc. Discussion is invited of the view expressed in document ID/CONF.2/5 that, as a general rule, reforms should be introduced gradually, from simple to more complex alterations, from improvements in housekeeping to introduction of better processes and machinery, from elementary to more thorough quality control, etc.

- (2) Major problems facing small industrialists are under-utilization of equipment and use of obsolete or unsuitable plant and machinery. What are the causes and solutions of these problems? Should the use of second-hand machinery be encouraged or discouraged in a drive for modernization?
- (3) How can the co-operation of manufacturers or agents of imported machinery be obtained for after-sales service and training of operatives?
- (4) Discussion is invited of the view, expressed in document ID/CONF.2/BP.3, that production-cum-training centres - in which training is carried out as an integrated part of the production process in conditions close to actual industrial operation - are only moderately successful, their main defect being that they operate neither as efficient production centres nor as efficient training centres. Discussion is also invited of means of ensuring co-operation between industrial extension agencies and training and educational institutions, the need for which is mentioned in document ID/CONF.2/3.
- (5) In at least one country, "intensive modernization campaigns" jointly carried out by extension, finance and other officials have been carried out as an experiment. The scope for the organization of such campaigns in countries of the participants and related questions might be discussed along the lines of the debate on "intensive promotion campaigns".

Facilitation of financing

In several documents, especially in ID/CONF.2/3, 5 and 11, stress is put on the importance of maintaining a two-way relationship between extension service and financing. The following questions, among others, might be discussed in this connexion:

- (1) Are there advantages, especially in countries at early stages of industrialization or in countries where no industrial extension agencies exist, in setting up the first industrial extension centre as part of an industrial development bank?
- (2) If financial and extension agencies are separate, how can their activities be made complementary? In particular, how can industrial extension services be linked to operations of commercial banks?
- (3) Should a hire-purchase scheme for procurement of machinery be preferably administered by a special agency?

- (4) A drawback of a comprehensive "supervised credit" system is its high cost. What minimum measures should be adopted for linking technical and financial assistance?

(c) Technical servicing

In several documents, especially in ID/CONF.2/10 and 11 and BP.3 and BP.5, it is emphasized that common service facilities should be set up only if there is sufficient demand, present or prospective, for their services, and if they do not compete, actually or prospectively, with commercial undertakings. Stress is also put on the need for thorough techno-economic surveys of prospects of industrial development for effective planning of common service facilities. In document ID/CONF.2/11, the tool room with design and drawing office and heat-treatment shops, and the testing laboratory are considered to be the most useful facilities. Great importance is attached in that document to the proper selection of machines and equipment for common facilities in order to ensure a satisfactory rate of utilization. Discussion is invited of these aspects and of the following questions:

- (1) Although common service facilities serve promotional ends, they are also operational in nature, their cost is high and there is a possibility that they might compete with private initiatives. In view of this, should they be considered as a "luxury" which could be dispensed with in many countries and is it preferable to encourage and facilitate their establishment on a commercial basis?
- (2) If established as a promotional device, should common workshops and laboratories serve at the same time for: technical services to industrialists; training and demonstration; testing and development work?
- (3) In document ID/CONF.2/11, page 18, several methods of calculating charges are discussed. Which of these appear to be preferable?
- (4) Should publicly-sponsored common service facilities be turned over as soon as possible to private or co-operative ownership, management and operation?
- (5) The mobile van is an effective instrument for both promotional campaigns and servicing in scattered locations, but operating and maintenance costs are high. Do the advantages of the device outweigh its disadvantages?

(d) Improvement of design, quality and standards

The following questions might be discussed, among others:

- (1) As indicated in document ID/CONF.2/2, assistance to small industrialists in the field of design of products is needed, on the one hand, to increase productivity and to suit resources and levels of skills, type and grade of equipment, raw materials, etc.; and, on the other hand, to meet customer requirements and tastes. Assistance of the former type would normally be provided by extension centres, but that of the latter type would call for specialized services including private counselling. How can assistance in the field of design be best provided? How can the co-operation of, or liaison between, extension centres, technological institutes, research centres, private consultants and universities be best arranged?
- (2) How can quality control methods and procedures, especially control at different stages of manufacturing, be introduced and maintained in small-scale industries?
- (3) How can quality certification marking be provided for small industry products? What would be the appropriate agency, its organizational pattern and procedures, service charges, etc.?
- (4) What role should be played by industrial extension centres in the adoption of, and adherence to, standards by small enterprises?

(e) Management assistance

The importance of assistance to, and development of, management is stressed in most of the documents submitted to the Symposium. Discussion is invited of the following questions, among others:

- (1) Appropriate institutional arrangements, in particular, the respective functions of management development centres and industrial extension centres and similar organizations.
- (2) Organizational and staffing problems of such organizations, including a discussion of the needs for generalists and specialists.
- (3) Methods of training and assistance in such areas as production planning and control, inventory control, financial management and cost accounting and control, supervisory development, including the role of the foreman and training of foremen and supervisors, productivity improvement, including work study, cost reduction, management-labour relations, etc.

(f) Marketing assistance

- (1) What are the main marketing problems confronting small industrialists in the countries of the participants and what forms of assistance and promotional action appear to be the most necessary ?
- (2) Should the adoption of government purchasing schemes or other preferential systems be recommended in the countries of the participants ?
- (3) What is the scope for promoting co-operative marketing schemes in the countries of the participants ?
- (4) What is the scope for stimulating the export of small industry products and what special technical services and facilities are required for this purpose ?

(g) Industrial research and demonstration

- (1) It is mentioned in documents ID/CONF.2/3, 8 and 12 that small-scale industries avail themselves very little of the services of industrial and technological research institutes. What are the causes of this situation and what can be done to improve it ?
- (2) Some technological research institutes also serve as technical counselling agencies for small-scale industries. Is this a desirable function for such institutes ?
- (3) Stress is put in document ID/CONF.2/3 on the two-way relationship between industrial research and industrial extension. How can this relationship be best maintained ?
- (4) In document ID/CONF.2/8, it is considered that it is not enough to set-up a question-and-answer service in a research institute. A more active role, including field work, on contract and at the institute's initiative, and special measures for the supply of technical information, are recommended. How can this be best achieved ?
- (5) With a view to developing prototypes of machines, implements, tools, accessories, components, parts, etc. suitable for production on commercial lines by small-scale units, three Prototype Production-

and-training Centres have been set up in India. Information in documents ID/CONF.2/BP.3 and 4 indicates that these centres have not, so far, entirely fulfilled their objective. A suggestion is made in document ID/CONF.2/BP.3 that the function of training might with advantage be dissociated from that of prototype development. Discussion is invited on this experience and on the means of evolving suitable technologies, especially machinery and equipment which could be both produced and used by small-scale industries.

(n) Facilitation of sub-contracting between small and large industries

The establishment of sub-contracting relationships between small and large industries requires the existence of large plants in certain fields of manufacturing, of efficient and usually highly specialized small industries, of an effective machinery for bringing together supply and demand, of technical and managerial assistance facilities, of a legislation to protect small establishments, and, in certain cases, of a favourable tax system. Participants are invited to discuss the scope for the establishment of sub-contracting in their countries, the technical services required, including the scope for the establishment of sub-contractors' exchanges, ancillary industrial estates, sub-contractors' fairs, etc., and the possibility of complementing publicly-sponsored financial and extension services with similar assistance from the large industries.

(i) Collection and dissemination of technical, economic and legal information, organization of seminars and discussion groups

The major role played by information facilities - library, card-index system, audio-visual aids, etc. - in industrial extension services is pointed out in several documents, especially in ID/CONF.2/8 and 11. Discussion is invited of the best means of organizing information services, especially when several different types of institutions requiring the same basic type of information are established in a country; and of related questions of co-operation and co-ordination between different institutions, including universities, in the collection and dissemination of information, and the organization of seminars and discussion groups.

(j) Other functions and methods

Discussion is invited on the scope for joint production programmes among small enterprises, such as those carried out in functional industrial estates.

Participants are invited to submit proposals for discussion on aspects not covered in the preceding sub-items.

Documents

Discussion papers

- Industrial Extension Services for Small-scale Industry in Developing Countries in the Light of the Danish Experience, by the Copenhagen and Aarhus Technological Institutes (ID/CONF.2/4)
- Problems in the Application of Technical Assistance to Small-scale Industries in Developing Countries, by A. Neilson (ID/CONF.2/5)
- Advisory Services in Management, by E. J. A. Ohrt (ID/CONF.2/5)
- Quality Problems in Small Industry Production - Technological Institute's Wood Department: An Example of Co-operation with a Specific Branch, by M. Knudson (ID/CONF.2/7)
- Technological Research and Industrial Extension in Canada, by R. E. McBurney (ID/CONF.2/8)
- Industrial Research and Industrial Extension in India, by J. C. Shrivastava (ID/CONF.2/14)
- Productivity Improvement in Small Industrial Undertakings, by the International Labour Office (ID/CONF.2/15)
- Technical Services and Facilities for Rural Industries, by the Food and Agriculture Organization of the United Nations (ID/CONF.2/16)

Background papers

- Stimulation of Entrepreneurship and Assistance to Small Industrialists at the Pre-investment Stage, by UNIDO (ID/CONF.2/BP.2)
- Industrial Extension Services for Small-scale Industries, by P. C. Alexander, (ID/CONF.2/BP.3)
- Training for Industrial Production of Prototype Machinery, by A. D. Bohra (ID/CONF.2/BP.4)

(ii) Scope of functions

- (a) General-purpose facilities or specialized facilities
- (b) Industry specialization and/or functional specialization
- (c) Centralization or decentralization of facilities: extension of technical services for development of small-scale industries in rural and less developed areas

The following questions might be discussed, among others:

- (1) Technical and managerial counselling is often provided by a multiplicity of agencies, several of which may be established in the same country: small industry service institutes, industrial extension centres, productivity centres, management development centres, technological institutes, development corporations, industrial studies centres, etc. There are frequently overlapping and duplication of functions, dependence of agencies upon different ministries, and other drawbacks. Participants are invited to discuss the most rational institutional set-up and division of functions among institutions providing technical services and facilities for small-scale industries, taking into account differences in national conditions.
- (2) Under what conditions is it appropriate to set-up general-purpose or specialized institutions ?
- (3) Should specialization be based on type of industry and/or on functions of the institution ?
- (4) In document ID/CONF.2/10, pages 19 and 20, the point is made that, while small industry development programmes should be integrated, government agencies cannot ever hope to meet all the requirements of all small enterprises. It is recommended that the government should either withdraw from or not engage into activities which can be undertaken by other public agencies, private agencies, commercial establishments or co-operative associations, and should concentrate on areas in which assistance is most needed. Discussion of this view is invited.

(iii) Technical services and facilities on industrial estates

A brief discussion of the role of industrial extension services, common service facilities and other promotion measures on industrial estates is contained in document ID/CONF.2/3. A review of services and facilities on industrial estates is contained in ID/CONF.2/BP.5. Discussion is invited of the role of industrial extension agencies in planning and servicing industrial estates and of the need for, and organization of, common service and other facilities on industrial estates, taking especially into account the conclusions reached in the discussion of sub-item 4(1)(c). Discussion

is also invited of the types of services and facilities required on rural industrial estates and on specialized industrial estates, including functional and ancillary estates.

Documents

Discussion paper

- The Role of Industrial Extension Services in Small Industry Development Programmes, by UNIDO (ID/CONF.2/3)

Background paper

- Services and Facilities for Small-scale Industries in Industrial Estates, by A. D. Bohra (ID/CONF.2/BP.5)

(iv) Recruitment and training of extension personnel

- (1) It appears from documents ID/CONF.2/8, 9 and 11, ID/CONF.2/BP.3 and other sources that systematic training of extension workers is provided in a very small number of countries only. In most cases, training is provided on-the-job and several authors see merits in this practice. Discussion is invited of the scope for the establishment of special training facilities in the countries of the participants and of the need for foreign technical assistance, including fellowships, for this purpose.
- (2) Participants are invited to discuss the qualifications of field officers of different levels and following different career development patterns in extension work, research training and specialized services.
- (3) Discussion is also invited on the organization and contents of training courses and "refresher" courses for extension, research and other field workers of different levels.

Documents

Discussion papers

- Training of Small Industry Workers, by Yap Kie Han (ID/CONF.2/9)
- Technological Research and Industrial Extension in Canada, by R. E. McBurney (IE/CONF.2/8)
- Operational Problems of Small Industry Service Institutes in the Light of the Indian Experience, by G. Sain (ID/CONF.2/11)

Background paper

- Industrial Extension Services for Small-scale Industries, by I. C. Alexander (ID/CONF.2/7.3)

Item 5. Sponsorship, organization, financing and management

- (a) Government, private or mixed sponsorship; degree of autonomy of public agencies; provision of technical services and facilities by associations of small industrialists, chambers of commerce and industry and other groups, and by large industries.
- (b) Financial arrangements; capital investment and working capital of servicing institutions; free services vs. paid services; subsidization; financial control.
- (c) Requirements in staff and equipment by type of facilities.
- (d) Administrative and management problems; selection of projects, programme scheduling; contractual practices.
- (e) Location of agencies and facilities.

Discussion is invited of the above questions and, in particular, of the following pointer

- (1) In several documents submitted to the Symposium, especially in ID/CONF.2/10, pages 16 to 19 and in ID/CONF.2/11, it is pointed out that while technical services and facilities for small-scale industries should, as a rule, be sponsored and financed by the government, the application of government procedures and regulations leads to serious difficulties in the provision of assistance and services. Is autonomy or semi-autonomy a satisfactory solution of these problems?
- (2) In the same documents, it is mentioned that, in India's experience, very little service and assistance are provided by private consulting agencies, trade associations, industrial co-operatives, etc., and the contribution of large industries under sub-contracting arrangements is still very modest. The same situation is likely to prevail in most countries of the participants. How can the government stimulate the participation of private groups in the provision of technical services and facilities?
- (3) The questions of free vs. paid services and of subsidization is raised in several documents. The main positions appear to be: (i) all services should be free of charge; (ii) all services should be paid for, some being subsidized, if need be on a diminishing scale, or services should be paid for after a certain period of time; (iii) services of an

educational nature should be free, while those which are in the nature of operational costs for industrialists should be paid for, with subsidies, if necessary, or exemptions in the case of industries in depressed or backward areas. In document ID/C/NP.2/10, it is suggested that free services by publicly-sponsored institutions discourage the desirable establishment of private consulting firms. In some countries, because of scarcity of technical talent in publicly-sponsored extension agencies, private firms are hired or subsidized by the government for services to small-scale industries. Discussion of these questions is invited.

- (4) Document ID/C/NP.2/11, page 10, contains a rough estimate of staff requirements in India for technical extension service and for economic investigation and industrial management and training. Discussion is invited of requirements of staff and of the means of meeting them.
- (5) Problems of recruitment, tenure, transfer and termination, staff turnover, salaries, difficulties in combining administrative and field work, in renewing or expanding workshop equipment, etc., are mentioned in several documents. How can these problems be solved or alleviated?
- (6) In many countries, small industry development is limited to a few localities, usually the main cities, and technical services and facilities are located in the capital city or the main centres. This is generally the case even when small industries are established in various parts of a country. Discussion is invited of the location of service institutions, of problems of industrial extension services to dispersed industries and of the role of industrial estates in providing technical services on a decentralized basis, within the framework of regional industrial development programmes.

Documents

Discussion papers

- Sponsorship, Organization and Financing of Technical Services and Facilities in the Light of the Indian Experience, by P. C. Alexander (ID/C/NP.2/10)
- Operational Problems of Small Industry Service Institutes in the Light of the Indian Experience, by G. Jain (ID/C/NP.2/11)
- Technological Research and Industrial Extension in Canada, by R. S. McBurney (ID/C/NP.2/8)

Item 6. Co-operation and co-ordination

(1) between national agencies

Inter-agency co-operation in use of staff, workshops, laboratories and other facilities. Exchange and dissemination of information on technical problems and research.

(2) International co-operation

(a) Scope for or organization of technical services on a regional or inter-regional basis.

(b) Scope for international co-operation: sharing of facilities, exchange of personnel and technical information, training courses.

(c) United Nations technical co-operation for the establishment, development and operation of technical services and facilities for small-scale industries.

The following questions might be discussed, among others:

(1) Documents ID/C NT.2/3, 11 and 12 refer to the role of the foreign expert and the national counterpart in the provision of technical services and facilities, describe problems in recruitment of experts and counterparts, job descriptions, personal relations, day-to-day work, etc., and suggest some solutions. Discussion of these questions is invited.

(2) Document ID/C NT.2/12 contains suggestions, based on the experience of a regional institute, on conditions for setting up and operating technical services on a regional or sub-regional basis. These suggestions relate to: functions of regional or sub-regional institutes; size, resources, level of development and degree of economic integration of participating countries; agreements and obligations of participating countries; organization, staffing, equipment; and other aspects. Participants are invited to discuss the scope for the establishment of such centres in different regions or sub-regions and to formulate recommendations on conditions for planning, establishing and operating them.

(3) Several projects for the establishment of regional or sub-regional centres for the development of small-scale industries are under consideration in Africa, Latin America and the Middle East. These centres would provide technical assistance to participating countries in the formulation and implementation of policies, programmes and major projects

such as industrial extension centres, industrial estates, etc.; train officials of service and promotion institutions, industrial development banks, industrial estate authorities, etc., in small industry development techniques; and undertake action-oriented research, especially in the form of feasibility studies and pre-investment surveys in the participating countries, on which the technical assistance and training functions of the centres, and national action, could be based. Discussion is invited of the scope for the establishment of such centres and their relationships to regional, sub-regional and national centres for the provision of technical services and facilities for small-scale industries.

- (4) Discussion is invited of the scope for international co-operation in sharing facilities, exchanging personnel and technical information and organizing training courses.
- (5) Document ID/CONF.2/13 indicates that while a large number of projects in the field of industrial development set up with the assistance of the United Nations have a bearing on the development of small-scale industry, there is much scope, in many countries, for new projects relating specifically to this sector, in particular industrial estates with common service facilities, especially tool rooms and testing laboratories, small industry service institutes, industrial extension centres, training of extension workers, specialized training in industrial estates, intensive promotion and modernisation campaigns, etc. There is also scope for increased technical assistance, including expert missions and fellowships, in the various fields of action listed in the publication submitted under cover of document ID/CONF.2/SP.6. Participants are invited to discuss requirements for technical co-operation in various areas, in the light of conditions in their countries.
- (6) Suggestions are invited on research work in the field of technical services and facilities for small-scale industries which could be undertaken by international and national agencies.

Documents

Discussion papers

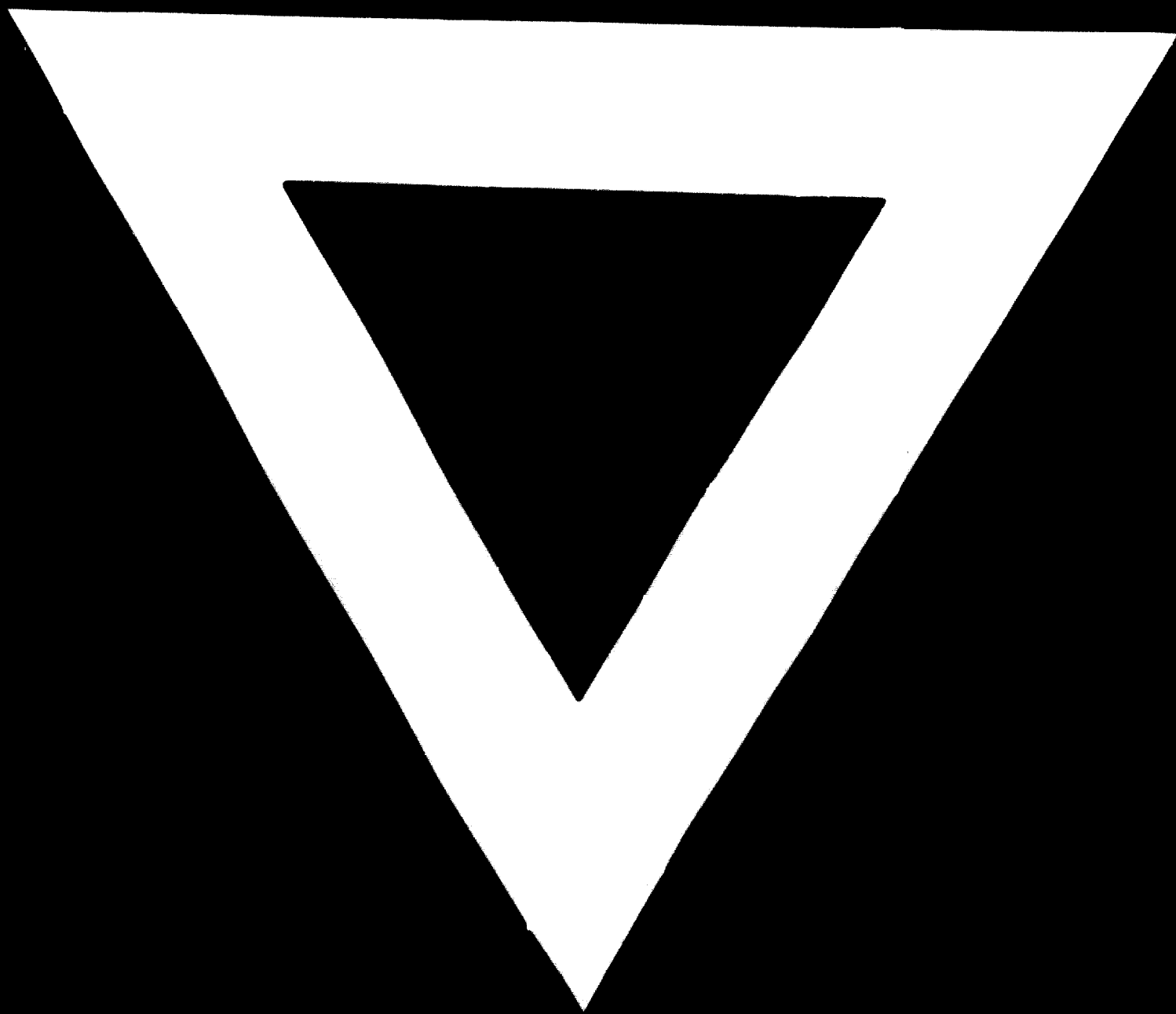
- Conditions for Setting up and Operating Technical Services for Small-scale Industries on a Regional or Sub-regional Basis, in the Light of the Experience of ICITI, by E. Noriega Morales and S. Witkowski (ID/CONF.2/12)

- United Nations Activities Relating to Technical Services and Facilities for Small-scale Industries, by UNIDO (ID/CONF.2/13)

Background papers

- Technical Co-operation for the Development of Small-scale Industries (Sales No.:67.II.B.3) (ID/CONF.2/BP.6)
- Problems of Procedure, Administration and Relationship to be Considered in Establishing the United Nations Organization for Industrial Development (ID/CONF.2/BP.7)





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