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Role of UNIDO

UNIDO'S PROGRAMMES ON DEVELOPMENT
OF EXPORT-ORIENTED INDUSTRIES ^{1/}

prepared by

the Secretariat of UNIDO

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UNIDO'S PROGRAMMES ON DEVELOPMENT OF EXPORT-ORIENTED INDUSTRIES

I. INTRODUCTION

1. The improvement of international trade conditions has been given first priority among the measures to be taken by the world community during the United Nations Second Development Decade. Special stress has been put on the diversification and expansion of the exports of manufactured and semi-manufactured products from developing countries.
2. These products representing earlier a small fraction of exports of developing countries have become, as it is well known, one of the most dynamic factors of export development of these countries, with an annual growth rate substantially above the rate of increase of other export items.
3. Until some years ago, in line with the national policies of economic development and particularly the industrialization of the developing countries, the major stimulus to the development of manufacturing industries was provided by import substitution programmes. It was considered that through self-supply of imported products the outflow of foreign exchange could be stopped, and simultaneously the process of industrialization could be accelerated. For a small number of these developing countries which have a larger population, this policy has proved to be, to a certain extent, quite effective. However, for the majority of the developing countries, this concept did not bring the anticipated results.
4. With a relatively small size of the internal market, the manufacturing industries could not operate on an economic scale of production due to simple lack of demand. The unit cost of production rose to a high level on the one hand and caused idle or excess capacities on the other. Additionally, there was usually an excessive measure of protection imposed by the government to safeguard the operation of the import substitution industries established and such protection measures worked negatively in the sense of insufficient competition resulting into a still higher cost of products which quality-wise were quite often not capable of meeting the demands and requirements on the international market.
5. There was also the heavy pressure exerted on the balance of payments of the developing countries caused by the need of importing the production means as well as the raw material and components, without the possibility of counterbalancing the foreign exchange spendings through earnings by the export of the manufactured products.
6. A large number of developing countries, recognizing these disadvantages of import substitution policies, have therefore reoriented their industrial development policies to follow the line of export promotion and development.

recognizing the importance of manufactured exports, by no means, will exclude the necessity, importance or justification of a reasonable and well defined export substitution policy. However, measures directed towards export promotion and development are playing an increasing role and gaining in importance within the overall industrial development policy of many developing countries.

7. The new trend, however, has brought a new set of problems and difficulties to the developing countries. These difficulties arise in front of the manufacturers in such aspects as the lack of technology and know-how, the insufficient experience and knowledge in production as well as marketing and market requirements information. In a protected market, which leaves little or no choice of selection by the customers, the products can be sold comparatively easy. The situation in an international market is completely different and the producers have to cope with the changing fashions, habits and demands under keen international and domestic competition in the target market. A basic change in the overall concept or attitude of the manufacturers of the developing countries is required to meet with the sophisticated requirements of the potential customers.

8. Experience, unfortunately, has shown that in many cases the developing countries with their own resources could hardly cope with such demands of high standards and their technology and experience would seldom enable them to compete effectively on equal terms with the products of industrially developed countries in the export markets. Thus, although aiming at the promotion of manufactured exports, the reorientation of the developing policies by the developing countries is not often bringing the desired results.

I. UNIDO TECHNICAL ASSISTANCE

9. The technical assistance programme of UNIDO in the field of export industries development lays a heavy stress in providing assistance to the developing countries to cope with and solve these problems and difficulties. The concept is based on the theory of identifying and practicing the shortest and quickest way to overcome the obstacles which hinder a healthy development of the export activities. By referring to the shortest and quickest way, however, does not mean that UNIDO intends to solve the problems in a temporary, patch-work attitude, neglecting the importance of a medium and long term policy of export development and industrial development of the developing countries.

10. Within the overall United Nations Export Promotion Effort and the Resolution (RES.1819/LV) adopted by the Economic and Social Council, an expanded effort on the part of the United Nations is called for in the field of promoting the developing of manufactured industries in the developing countries. Furthermore, following Resolution 17(III) adopted

by the Industrial Development Board of UNIDO at its Third Session in 1969, the Executive Director of UNIDO was requested to take measures "with regard to the contribution of the United Nations Industrial Development Organization in promoting export-oriented industries within the developing countries, to give special emphasis to standardization, quality control, product improvement, design, packaging and similar measures, as well as subcontracting and licensing arrangements, aimed at improving the market acceptance and competitiveness of industrial products from the developing countries."

11. The UNIDO technical assistance programme is formulated to assist the governments in their efforts of manufactured export-oriented industries development through a number of aspects at different levels.

12. The First type of approach is in respect to the overall development of export-oriented industries. This deals with such aspects as the identification and selection of manufacturing industries with export potential and the formulation of policies and measures for the establishment and development of such export-oriented industries.

A. DEVELOPMENT OF EXPORT-ORIENTED INDUSTRIES

13. When formulating the policy of export promotion and development, there are a number of factors which have to be taken into consideration by the government. The utilization of natural resources, the availability of basic infrastructure, technology and know-how, sufficient and suitable labour-force, transportation means, particularly in respect to its geographical location for the raw material as well as finished products, and last but not least the required industrial investment capital, are only a few of the numerous factors and preconditions which have to be carefully investigated, studied and assessed, so that the development plans do not end up in trying to build a castle on sand. In other words, the development plans should be of the most realistic nature, based upon a realizable action programme tailored to the prevailing conditions in that country.

14. UNIDO has developed a programme to meet with such needs of the developing countries where an overall approach is adapted in order to ensure a well-balanced and appropriately defined export industries development plan to be implemented. This programme, which deals with the long-term export development policies, is implemented usually by means of a team of up to eight or ten experts, operating under the co-ordination of a teamleader and for a duration of over one year. The teamleader, working in close co-operation with a government agency through the chief of the counterpart team of the government, and under the support and guidance of UNIDO Headquarters, carries out initial investigations to identify the areas where appropriate expertise is required. Once such areas are identified, expert posts are established, international experts recruited and fielded. The significant fact of these operations is that when the posts are established, the follow-up action is undertaken by the specific activity groups or Sections of UNIDO which have such activities under its terms of reference. In other words, the action of technical assistance can be tailored exactly to the needs of the recipient country and the expertise provided will be supported and backstopped by the most appropriate Section directly in charge of that particular field, ensuring the highest impact on the desired project development.

15. The advantage of this type of project lies also in the fact that the technical assistance provided maintains a flexibility sufficient to cope with the actual needs and priorities which may change in accordance with the time, especially the stage of development and progress of the individual project activities.

16. An example of this type of technical assistance is the Export-oriented Industries Development Project implemented in Iceland. A teamleader was appointed to carry out discussions with the Government and the counterpart organization to the project on formulating a plan of action to be undertaken for the overall development of export-oriented industries in the country. The project was provided with a total of 16 m/w of expert services and a sum reserved for eventual subcontracting studies to a consulting firm. As soon as a priority area was identified, the job description was designed and an expert recruited to implement the technical assistance work in that field. By this method, the actual input of the project was tailored to the needs and the priorities existing and as identified on basis of close discussions between the teamleader and the Government authorities. In some cases the aim of the task was achieved with a single expert, whereas in other cases further follow-up action was called for and the proper expert posts were formulated accordingly. The overall output of the project also contributed largely in asking the Government to formulate and finalize an industrial development plan with a heavy thrust on export orientation.

17. Similar projects were also successfully implemented in some other developing countries.

18. An overall export development project in this form, or in a slightly more limited scope, could be formulated for implementation upon request of the Government. In the Lebanon a joint project between the Export Industries Section and the Industrial Financing and Investment Promotion Section was implemented for an overall assessment of development potential of selected manufacturing industries. Such action resulted into organizing an Investment Promotion Meeting where interested and potential partners from the developed as well as the developing countries were invited to discuss possibilities of international industrial co-operation.

B. INDUSTRIAL FREE ZONES

19. Within this type of technical assistance offered by UNIDO, the Programme of Industrial Free Zone Development has proved to be outstandingly effective. The success achieved in a number of countries through their plans of creating export-oriented industrial free zones, has been increasingly receiving close attention by governments of developing countries. The basic concept of this type of action is to take advantage of the trend witnessed among the developed countries' manufacturers to transfer part or the whole of the production activities (see paragraphs 29 and 30).

20. The stimulation of industrial development involves a considerable amount of government expenditures in respect to the development of infrastructure, particularly required in connexion with raising the level of the "industrial investment atmosphere". The enactment of various laws and regulations, such as pioneer industry laws, new industries establishment encouragement laws, etc. have not served the creation of new industrial production activities as desired and hoped for by the governments.

21. The establishment of free zones, particularly industrial free zones or export manufacturing zones, has been found one of the very effective means of overcoming the hindrances. Namely the levelling-up of the industrial atmosphere, through the improvement of the infrastructure, can be achieved through a comparatively low government investment, since the spendings will only be required in a limited area in a concentrated manner. The industrial free zone administration, which is usually given an autonomous status, responsible directly to the government, can promote much more effectively new investments of domestic as well as overseas sources. The incentives provided to the entrepreneurs normally include physical incentives such as preconstructed factory buildings, banking, post, customs, transportation, forwarding and other general services, in addition to the fiscal incentives which are at any rate provided through the pioneer industries laws and similar other legislative measures.

22. An effectively organized, managed and operating industrial free zone has the best chance of attracting new industrial activities in the host country, bringing simultaneously other positive effects, such as creating new job opportunities, increasing foreign exchange receipts through the value-added, even if the raw material needed for the production has to be paid in foreign currency, and also an effective means of training. The employees of such factories receive an efficient training in the various levels of manufacturing operations, from the management level to the skilled and semi-skilled workers level.

23. Needless to say, there are a number of pitfalls which should be carefully analysed and means undertaken to be avoided. A well prepared cost-benefit analysis should be carried out in order that the government does not plunge itself into an operation which brings less positive results than the cost and spendings made.

24. For this reason, UNIDO has formulated a programme where, upon proper request from the developing countries' governments, international experts could be fielded to assist the governments in planning and creating an industrial free zone. For existing free zones, UNIDO may organize a clinic service type of assistance, where the improvement of the functions would be looked after and appropriate action recommended. Another type of technical assistance are the promotional activities concerned with the industrial free zone, namely to identify, encourage and induce potential investors to establish themselves in the zones for manufacturing activities. In the last case, a co-ordinated and, if necessary, a joint action is undertaken with the Industrial Investment Promotion Programme of UNIDO.

25. UNIDO has already implemented industrial free zone development projects in a number of countries. Usually, the first phase of such a project includes a pre-feasibility study assessing the possibilities of creating an industrial free zone. After recognizing the positive factors for such type of ventures, the second phase of the project is going to be implemented to prepare a feasibility study including a selection of the location. The third phase would be to assist the Government in the actual construction and establishment of the free zone.

26. In view of the strong interest of several developing countries in developing industrial free zones, UNIDO is presently preparing to hold a Training Workshop on Industrial Free Zones, probably for Free Zone officers of the Middle East Region. UNIDO has already experience in such Training Workshops. Once the details of such a Workshop are decided upon, it is hoped that senior officers, in charge of the industrial free zone management and operation in their countries, will attend this Workshop in order that they can largely benefit through acquiring knowledge and experience for carrying out their tasks.

6. INTERNATIONAL SUBCONTRACTING

27. Whereas the abovementioned first type of technical assistance aims at providing the developing countries with a sound and realistic guideline of export industries development, particularly in the field of creating new production activities, the second type of UNIDO's technical assistance activities deals with the problems related to the existing production capacities, namely, to improve the conditions of export-oriented production of the factories in the country and to utilize existing production capacities or unused capacities for export-oriented production.

28. Although many of the developing countries are at their initial stage of industrial development, there are still a considerable number of manufacturing units, or factories, operating in these developing countries. However, as already referred to earlier, the production activities are seldom oriented towards export and the possibilities of utilizing such existing capacities and facilities are not fully exploited. If these production capacities could be brought into the front line of export-oriented manufacturing activities, it would solve immediately a number of the obstacles which would have to be dealt with otherwise, in case new industries have to be created from the very beginning.

29. When observing the situation of industrial production in the developed countries an undeniable trend is taking place, namely the trend of "production transfer" or "transplantation" is slowly but steadily expanding. The manufacturers in the developed countries are finding it more and more difficult to continue their production activities in their home countries.

30. The rise in cost of living, as well as the inflationary development of the economic conditions effecting such aspects as higher labour, raw material and transportation costs, in addition to the increasing difficulties in securing the needed labour forces, are forcing the entrepreneurs to search for other venues and means to maintain their production activities. Large scaled international concerns have already put these considerations into practice by creating new production units outside of the home country in the form of local production, to cover the demands of their existing foreign export markets.

31. For the medium and smaller producers in the developed countries it is not so easy to act similarly, particularly due to the lack of contacts and information sources abroad. This is the reason why a number of developed countries have undertaken to create an institutional set-up to fill in these needs.

32. Having recognized this situation, namely the existence of production capacities - often idle capacities - in the developing countries on the one hand and the trend of transfer of production from the developed countries - often related to the non-availability and high cost of labour - on the other hand, UNIDO has formulated and is implementing a Programme on International Subcontracting Activities.

33. The aim of the Programme is to assist the developing countries in creating and managing a local centre of international subcontracting where:

- a) information and data on existing production capacities are collected;
- b) subcontracting inquiries or offers are identified and the information disseminated to the potential subcontractors for further negotiation on a commercial basis;
- c) other types of support and assistance are provided to the potential subcontractor to bring the negotiations into a successful conclusion of a subcontracting agreement with the developed country partner, or possibly with partners from other developing countries.

34. A number of developing countries have already such institutional set-ups whereas others are planning to establish newly international subcontracting exchanges. The objective of UNIDO's Programme is to organize a system of international subcontracting activities which would incorporate the existing centres or exchanges in the developing and the developed countries and to service and facilitate the operation of establishing contacts, as well as the identification of such opportunities. This action is implemented through international subcontracting experts on interregional and newly on regional basis. The regional operation has, however, started only from 1974 and firstly for the region of Asia and the Far East only.

35. Apart from such regional or interregional activities, UNIDO also provides direct assistance on the country level, for the establishment, organization and operation of international subcontracting centres in the developing countries and its incorporation into the international network of the subcontracting activities. A standard type of technical assistance in this form is to attach an international subcontracting expert to the centre or the exchange or the subcontracting unit created in a ministry in the developing country for a period of usually about 6 to 12 months.

36. For example, UNIDO has been providing assistance to the Centre National d'Etudes Industrielles in Tunisia and within that framework special assistance was delivered in formulating and stimulating international subcontracting activities.

37. Through the positive results obtained in the trial participation to the International Subcontracting Fair "VAT 73" and "VAT 74" a joint project of UNIDO and the Government of the Netherlands, through the CBIF, a new component has been incorporated into the work programs of UNIDO, where developing countries will be invited to participate in a number of selected international fairs, specializing in the promotion of international subcontracting activities. In order to enlighten the cost of participation, a certain portion of the transportation cost of the exhibitors, the cost of the stands and the decorations, per diem and other minor expenditures will be subsidized by the government of the Netherlands and by UNIDO. The international subcontracting centre or exchange, or the organization in the developing country carrying out similar functions, will advise UNIDO and UNIDO in the selection of the suitable participants.

38. As mentioned earlier, the International Subcontracting Programme of UNIDO aims at revealing and promoting subcontracting activities between developed and developing countries (or among developing countries themselves as well) but once the potential partners are identified, it is up to the partners themselves to continue the negotiations up to the point of reaching an agreement of contract manufacturing. Under UNIDO's terms of reference and in view of the resources available in UNIDO, it is not possible to provide assistance further than that stage.

D. PRODUCT ADAPTATION AND DEVELOPMENT

39. The third type of technical assistance activities of UNIDO in the field of export industries development deals with the products which are already being produced in the developing countries and is referred to as the Programme of Product Adaptation and Development of Export-oriented Industries.

40. The programme aims at supplying manufacturers in the developing countries with information on the changes and improvements required to be undertaken, chiefly from the technological point of view, in order that the products may meet the demands and requirements in the international markets.

41. As a result of the high priority given to the industrialization by the government, quite a number of new manufacturing industries have been created in the developing countries. However, a large portion of these factories have been established in line with the import substitution policy advocated at the time and little attention was paid to the possibility of supplying to the international export markets. Except in a few cases, there is a definite lack of experience and contacts in the foreign markets, resulting into insufficient information on the market requirements. The manufacturers had a number of "potential" export products, which, however, were not straight-away accepted in the export markets due to inadequacies in such aspects as product design, quality, quality control, standards, functional properties, external finish, packaging and presentation, high costs and irregular deliveries, to mention a few.

*CBIF: Abbreviation for Centre for the Promotion of Imports from Developing Countries, a Governmental organization created in the Netherlands.

42. It was, therefore, quite often the case that, in spite of the efforts of the manufacturers themselves, as well as the government, the potential export products could not be developed into becoming a permanent item of manufactured export. A certain type of technical improvement was to be undertaken. As known, UNIDO is providing the necessary technical assistance for such improvements, subject to the receipt of an official request from the respective government. Through such action of undertaking appropriate changes and improvements, the products could well be made acceptable to the foreign markets.

43. The Product Adaptation and Development Programme operates on the basis of "forcing" or "accelerating" the identification process of such needs, so that the required improvements may take place to upgrade the potential export article into an export article. The Programme represents a highly pragmatic means of developing and strengthening the export orientation of existing industries in the developing countries.

44. The Product Adaptation and Development Programme, shortly referred to as PAF, is implemented in two forms, namely.

- a) the visit of a team of international experts, covering a certain industrial branch, to the developing country factories, where on-the-spot advice is given directly to the manufacturers on the shop-level;
- b) the organization of consultation meetings in a certain developed country, where products of a certain preselected industrial branch are exposed to a large number of international experts, and practical advice and suggestions provided directly to the technical representative of the developing countries' manufacturers.

45. In both cases, the action results into partially solving problems of product adaptation on the spot, but chiefly contributing in identifying areas where further technical assistance would be required before the product or products could be improved to meet the requirements of the export market.

46. As is well known, UNIDO is in a position to assist the developing countries in solving this problem through its Operational Programme, provided that the official request for such technical assistance is submitted by the government and subject to availability of the necessary resources.

47. Another basic merit of the Product Adaptation and Development Programme is that, while the Programme enables the developing countries' manufacturers to secure realistic and pragmatic advice on the requirements of upgrading the potential export products from experts of the business community in the export market, it also provides the parallel opportunity to the manufacturers in establishing actual business contacts with the eventual importers of the products. In other words, once the identified needs of product adaptation are complied with, the manufacturers have the possibility of entering into business contracts with those partners who have helped in identifying the problem areas. Quite often, this partnership does not end as a simple buyer-seller relationship, but goes much further into

the field of international industrial co-operation, and in some cases agreements of technical co-operation, licensing and know-how agreements, international sub-contracting agreements and even transplantation agreements (production transfer from developed to developing countries).

48. The technical assistance offered under the Product Adaptation and Development Programme is referred to as a Promotional activity, which is, in fact, a non-traditional type of UNIDO's Operational activities. It identifies and stimulates further action to be taken by the government and by the manufacturers. However, it is also contributing greatly to overcome one of the most difficult obstacles by the developing countries' manufacturers in their efforts to enter into the foreign export market.

49. It is a well-known fact, that with the lack of experience, knowledge and contacts in the foreign markets, and under the strong competition of the existing suppliers already established and operating, the most difficult, time and energy consuming and costly exercise is to find the appropriate channel and the partner through which the export activities could be practiced.

50. The main objective of the Product Adaptation and Development Programme being to stimulate technical improvements on products, the various activities within this Programme, however, offer, as a spill-over effect, possibilities for manufacturers in developing countries to establish contacts with potential partners from developed countries having serious intentions to enter into long lasting relations on the principle of mutual and reciprocal benefits. The possible positive experience gained in this manner might further encourage the developing country manufacturers to extend the export activities to foreign markets more intensively.

51. During the period 1970-1973, UNIDO has implemented a number of Product Adaptation and Development projects for the countries of the Asian and Pacific Region. An example of these are the projects carried out vis-à-vis India, where teams of consultants visited various manufacturers in the field of textiles, sport goods, etc. having the potential and being interested to improve their export activities through technical assistance adaptation and improvement of their products. These missions were in the field for a duration of one to three weeks. The technical guidance given in the upgrading of the products to suit the demand and requirements of the United States' market is expected to result into purchase orders issued by the company which has provided the two consultants.

52. It must be specifically pointed out, however, that the UNIDO Product Adaptation and Development Programme is not designed to provide assistance in the fields of export marketing and sales. For these aspects, there are within the United Nations family, separate organizations dealing specifically with these problems namely UNCTAD and particularly the UNCTAD/CAMP International Trade Centre. These organizations are well prepared to offer the needed assistance in the field of trade and export promotion, whereas UNIDO's assistance deals exclusively with production aspects, that is the production of articles which are on the level of being internationally accepted in the export markets.

53. In this respect it must be clearly understood that the two fields cannot be dealt with separately - there should be a well balanced approach in the export development and the export promotion aspects. Quite often, the problem of export industries development is misunderstood as export promotion and thus trade promotion.

In the industrial development programmes of developing countries outlined in the UNDP Country Programme Exercise, presently under practice since 1972, many governments are stressing the importance of export development. A considerable amount of UNDP technical assistance funds are therefore requested to be allocated for this purpose. Unfortunately, due to misinterpretation of the objectives these projects are quite often categorized as problems of trade and commerce, or, in other words enlisted as assistance required in "Export Promotion".

54. When, however, observing the actual situation, it becomes clear that the basic problems of the developing countries are lying primarily in strengthening of export-oriented manufacturing activities and diversification of exportable manufactured products. It is for this reason that UNIDO has been advocating so far, - however unfortunately with little success - the needs of a balanced approach to solve these problems. It would be most desirable, for its own interest, if the developing country governments would give appropriate thoughts to this question and clearly specify the problem areas and the nature of technical assistance required from the United Nations in connexion with the industrial development and particularly the export industries development field.

55. Needless to say, between UNIDO and UNCTAD as well as the UNCTAD/GATT International Trade Centre, constant consultations are taking place in order to find the way in formulating and implementing technical assistance projects in the most efficient and useful manner. However, due attention should be paid on the part of the developing country governments to also avoid any misinterpretation of their intentions from the outset, which might lead to unnecessary complications and delays in receiving the desired type and form of technical assistance.

ANNEX

TECHNICAL ASSISTANCE PROJECTS
IN THE FIELD OF EXPORT INDUSTRIES, 1970 - 1974

I) Europe and Middle East

<u>COUNTRY</u>	<u>YEAR</u>	<u>PROJECTS</u>	<u>OBJECTIVES</u>
Iceland	1971-1974	<u>Development of export-oriented industries</u> Technical Assistance	To promote export-oriented industries
Iran	1970	<u>Export Industries Development</u> Technical Assistance	Assistance in selection and promotion of export-oriented industries
Kuwait	1972	<u>Industrial Free Zones</u> Technical Assistance	Pre-feasibility study on establishment of IFZ
Lebanon	1970	<u>Industrial Free Zones</u> a) Exploratory Mission	Pre-feasibility study on establishment of IFZ
	1972	b) Technical Assistance	Feasibility study on establishment of IFZ
	1971	<u>Export Industries Development</u> Advisory Mission	Selection of potential export-oriented industries in cooperation with Investment Promotion Section of UNIDO
Malta	1974	<u>International Subcontracting</u> Technical Assistance	To promote subcontracting opportunities
People's Dem. Rep. of Yemen	1971	<u>Industrial Free Zones</u> Technical Assistance	Pre-feasibility study on establishment of IFZ at the port of Aden
Saudi Arabia	1974	<u>Industrial Free Zones</u> Exploratory Mission	Pre-feasibility study on establishment of IFZ

T) Europe and Middle East (continued)

COUNTRY	YEAR	PROJECTS	OBJECTIVES
Syrian Arab Republic	1973	<u>Generalized Scheme of Preferences</u> UNCTAD/UNESCO/UNCTAD/ITC Joint Advisory Mission	Investigation and advice on possibilities of benefiting from GSP
	1974	<u>Industrial Free Zones</u> Advisory Mission	Pre-feasibility study on establishment of IPZ and clinic-service to the free zone in Latakia.

VI) Asia and the Far East

COUNTRY	YEAR	PROGRAMS	OBJECTIVES
India	1973	<u>Product Adaptation</u> Technical Assistance	Promotion of non-traditional exports
	1973	<u>Development of Export-oriented Industries</u> a) Technical Assistance	Interfirm comparison
	1972	b) Technical Assistance	Establishment of a Pilot Test House for Quality Control
Korea	1974	<u>Product Adaptation</u> Technical Assistance	Pilot Project in Product Adaptation
Malaysia	1973	<u>Industrial Free Zones</u> Technical Assistance	Assistance in the Operation of an Industrial Export Processing Zone
Pakistan	1974	<u>International Subcontracting</u> Technical Assistance	To promote subcontract opportunities
	1973	<u>Product Adaptation</u> Technical Assistance	Promotion of non-traditional exports
Samoa	1973	<u>Industrial Free Zones</u> Exploratory Mission	Pre-feasibility Study of an Industrial Free Zone
Sri Lanka	1974	<u>Industrial Free Zone Development</u> Preparatory Assistance	Establishment of an Industrial Free Zone
Thailand	1972-73	<u>Development of Export-oriented Industries</u> Technical Assistance	Development of Industrial Design for Export Market

Country	Year	Project	Objectives
Argentina	1973	<u>Development of Export-Oriented Industries</u> Technical Assistance	Assistance to electronics industries
Belize	1972	<u>Industrial Free Zones</u> Technical Assistance	Feasibility study
Brasil	1973-1974	<u>Development of Export-oriented Industries</u> Technical Assistance	Assistance to Sudene in Industrial Design for Export Promotion
	1974	Technical Assistance	Advisory Mission on Industrial Design
Colombia	1973-1974	<u>Industrial Free Zones</u> Technical Assistance	Development of Industrial Free Zones
	1974	<u>Industrial Free Zones</u> Expert Working Group Meeting	Exchange of information on Industrial Free Zones activities
El Salvador	1974	<u>Industrial Free Zones</u> Preparatory Mission	Prefeasibility Study
	1974	<u>Industrial Free Zones</u> Preparatory mission	Prefeasibility Study
Mexico	1974	<u>Development of Export-oriented Industries</u> Technical Assistance	Short-term assistance to different branches of industries with export potential
Netherlands Antilles	1974	<u>Development of Export-oriented Industries</u> technical assistance	Attracting export-oriented industries
Trinidad and Tobago	1973-1974	<u>Industrial Free Zones</u> Technical Assistance	Feasibility Study

III Africa

COUNTRY	YEAR	PROGRAMS	OBJECTIVES
ARR		<u>Product Adaptation and Development</u>	
	1971	a) Exploratory Mission	Identify possibilities of implementing PAP
	1972	b) Exploratory Mission	Making selection of products for PAP
		c) Advisory Mission	Formulating country programme project
	1973	d) Advisory Mission	Preparation of Project Document for Country Programme
		<u>Industrial Free Zones</u>	
	1974	Advisory Mission	Pre-feasibility study on establishment and operation of IFZ
Ethiopia	1974	<u>Development of export-oriented Industries</u> Technical Assistance	Advice in investment and promotion of export-oriented industries
Gabon	1974	<u>Product Adaptation</u> Advisory Mission	To ascertain product adaptation opportunities
Gambia	1974	<u>Industrial Free Zones</u> Preparatory Assistance	Pre-feasibility study
Ivory Coast	1974	<u>Industrial Free Zones</u> Preparatory Assistance	Pre-feasibility study
Ivory Coast	1972	<u>Product Adaptation</u> Advisory Mission	To ascertain product adaptation opportunities
Kenya	1974	<u>Industrial Free Zones</u> Preparatory Assistance	Pre-feasibility study
Liberia	1974	<u>Industrial Free Zones</u> Technical Assistance	Comprehensive feasibility study
Mauritius	1971-1974	<u>Industrial Free Zones</u> Technical Assistance	Industrial advisory services to establish industrial free zones

IV) Africa (continued)

COUNTRY	YEAR	PROJECTS	OBJECTIVES
Morocco	1972	<u>International Subcontracting Advisory Mission</u>	Assistance in preparing participation to VAT / 3
	1971	<u>Generalized Scheme of Preferences UNIBO/UNCTAD/ECG Joint Advisory Mission</u>	Investigation and advice on possibilities of bene- fitting from GSP
	1971	<u>Product Adaptation and Development</u> a) Exploratory Mission	Identify possibilities of implementing PAP
		b) Technical Assistance	Technical Assistance in adaptation of potential export products
Senegal	1974	<u>Industrial Free Zones Technical Assistance</u>	To give advice on the promotion of industrial zones
Tunisia	1971	<u>Product Adaptation and Development</u> a) Exploratory Mission	Identify possibilities of implementing PAP
		b) Technical Assistance	Technical assistance in adaptation of potential export products
		<u>International Subcontracting Advisory Mission</u>	Advising on establishment and operation of Inter- national subcontracting exchange
Esire	1972	<u>Industrial Free Zones Preparatory Assistance</u>	Pre-feasibility study

TRAINING COURSES IN THE DEVELOPMENT OF INDUSTRIAL EXPORTS

Brussels

Brussels

Brussels

Date:

April/June 1972

January/February 1973

January/February 1974

Number of participants:

15

11

10

Participating countries:

(Chile, Cuba, Ethiopia, India, Indonesia, Iran, Kenya, Pakistan, Singapore, UAR)

(Colombia, Dahomey, Madagascar, Morocco, Senegal, Togo, UAR)

(Afghanistan, India, Niger Republic, Korea, Philippines, Sri Lanka, Thailand)

MEETINGS ON INDUSTRIAL FREE ZONES

Shannon

Rarranculla

Date:

March 1972

October 1974

Number of participants:

17

11

Participating countries:

(Belize, Colombia, Greece, Haiti, Iran, Israel, Indonesia, Korea, Malaysia, Mauritius, Panama, Philippines, Senegal, Thailand, Trinidad and Tobago)

(Barbados, Belize, Dominican Republic, Guatemala, Haiti, Jamaica, Mexico, Nicaragua, Trinidad and Tobago, Uruguay, Venezuela)

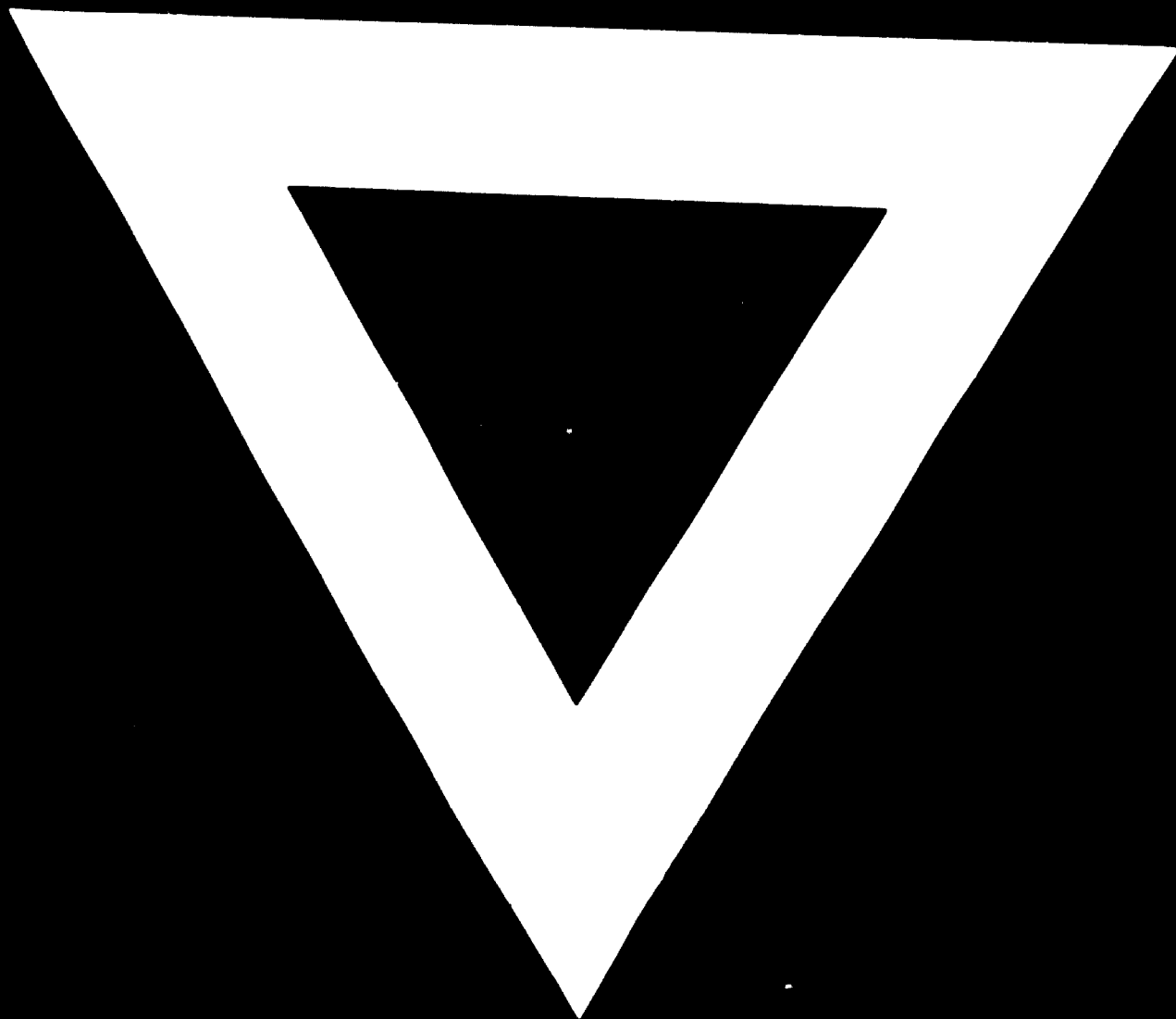
CONSULTATION MEETINGS ON PRODUCT ADAPTATION AND DEVELOPMENT FOR EXPORT INDUSTRIES

	Stockholm	New York	Brussels	Tokyo
<u>Date:</u>	August/September 1972	October 1972	November 1972	November 1972
<u>Number of participants:</u>	13	106	57	55
<u>Participating countries:</u>	2 (Philippines, United Republic of Tanzania)	15 (Brazil, Colombia, Costa Rica, El Salvador, Guatemala, Honduras, India, Iran, Ivory Coast, Lebanon, Malta, Mexico, Morocco, Nicaragua, Pakistan, Philippines, Tunisia)	14 (Costa Rica, India, Indonesia, Iran, Iraq, Ivory Coast, Lebanon, Malta, Mexico, Pakistan, Republic of Korea, Thailand, Tunisia, Turkey)	9 (Colombia, Costa Rica, India, Indonesia, Nepal, Pakistan, Philippines, Sri Lanka, Thailand)
<u>Objectives:</u>	Test, discussions	Seminars, consultations	Tests, seminars, consultations	Tests, seminars, consultations
<u>Number of government representatives:</u>	2	15	14	9
<u>Industrial sectors and products:</u>	Rattan furniture, food stuff, sport shoes, textiles, handicrafts, sandals, pipes, miscellaneous	Home furnishings, leather products, light metal and plastics, sub-assemblies, parts and components for electronic equipment	Travel goods in leather, textiles and plastics, personal articles in leather and textiles, decorative articles in metal, wood and ceramics.	Sports goods such as: dining leather items, household and office articles.

INTERNATIONAL SUBCONTRACTING PROGRAMME

COUNTRY	YEAR	PROJECTS	OBJECTIVES
Interregional	1972-1974	Interregional Adviser on International Subcontracting	To promote international subcontracting
Regional: Asia and the Far East	1974	Regional Adviser on International Subcontracting	To promote international subcontracting
Cyprus Morocco Pakistan Tunisia Turkey Yugoslavia	1973	VAT 73 in Utrecht	To promote international subcontracting
India Malta Mexico Pakistan Tunisia Turkey Jamaica Zaire	1974	VAT 74 in Utrecht	To promote international subcontracting





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