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## Industrial Development Board

Third Session  
Vienna, 24 April - 15 May 1969

### SUMMARY RECORD OF THE SEVENTY-FOURTH MEETING

Held at the Neue Hofburg, Vienna,  
on Monday, 5 May 1969, at 10.30 a.m.

President: Mr. ORTIZ de ROZAS (Argentina)  
Reporteur: Mr. BILLNER (Sweden)

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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.

TRIBUTE TO THE MEMORY OF MR. ZAKIR HUSSEIN, PRESIDENT OF THE REPUBLIC OF INDIA

1. On the proposal of the President, the members of Board observed a minute's silence in tribute to the memory of Mr. Zakir Hussein, President of the Republic of India.

2. Mr. WANCHOO (India) thanked the President and members of the Board and said that he would convey their message of sympathy to his Government.

CO-ORDINATION OF ACTIVITIES OF THE UNITED NATIONS SYSTEM IN THE FIELD OF INDUSTRIAL DEVELOPMENT (ID/B/WGFC/2 and ID/B/55, ID/B/56, ID/B/57 and ID/B/58)

3. Mr. SERRANO (Chile), also speaking on behalf of the Brazilian delegation, suggested that the Third Inter-regional Symposium on the Iron and Steel Industry should be held in a developing region, if possible in Latin America. He would like information about the first two Symposia, particularly with reference to the method of financing them and UNIDO's share in it.

4. Mr. ABDEL-RAHMAN (Executive Director) declared that UNIDO considered itself bound to meet the wishes of the developing countries so far as its resources permitted. No decision had been taken with regard to the third interregional seminar, and consultations would take place with the representatives of developing countries to consider the problems which might justify the holding of a symposium in 1971 or 1972. The date and place would be selected in view of the problems to be examined and of UNIDO's resources; for the secretariat's choice often depended on the contribution to be made by the host government. He assured the Chilean delegation that its proposal would be considered.

5. The PRESIDENT said that the Working Group had not had time to consider co-ordination problems. The Board would have in particular to rule on the co-ordination agreements concluded between UNIDO and other bodies.

6. Mr. ABDEL-RAHMAN (Executive Director) recalled that although the General Assembly of the United Nations had entrusted UNIDO with a central role in co-ordination, the problem had been examined before by both ECOSOC and the Administrative Committee on Co-ordination. United Nations bodies were autonomous and

their rules, like their programmes of activities, were diverse. They had different interpretations of the term industrial development; that of the UNDP, for example, was not the same as UNIDO's.

7. UNIDO had examined the reports of the other United Nations bodies on their activities in industry, had drawn up a comprehensive report with their help, and for the first time was submitting to the Board an analytical report. Its conclusions were not final but might be useful; it was for the Board to decide whether the Secretariat should continue to publish such reports with improvements, especially in the cost-analysis of projects.

8. In addition to that work of compilation, UNIDO had tried to establish co-operation with other United Nations bodies and to delimit their respective fields of competence. It had made agreements with the ILO, UNESCO, the Economic Commission for Europe, the Economic Commission for Latin America, the Economic Commission for Africa and the Beirut Office, which the Secretariat was submitting to the Board for approval. Negotiations were proceeding, in particular with the World Health Organization. Those agreements could be modified in the light of experience; he hoped that new forms of co-operation could be established.

9. He did not think it would be in the interests of the developing countries to adopt extreme attitudes, for instance to expect too much of UNIDO, or to ignore opportunities for assistance in industrial development. UNIDO would be able to discharge its duty of co-ordination and draw up a programme of activities to the extent of its available resources, the vital objective being to help the developing countries to industrialize, not to attribute greater or lesser importance to particular United Nations bodies. He thought it was vital, therefore, to set up a general system for co-ordination between all those bodies. At its second session the Board had invited the organizations of the United Nations system to co-operate with UNIDO in the timely preparation and distribution of the consolidated report, the analytical report and the review of future activities in the field of industrial development; the results had been rather disappointing and further efforts were needed to make the co-operation more effective. The Second Development Decade should provide an opportunity to improve the situation.

10. UNIDO had direct responsibility for only fifteen per cent (by value) of the activities of the United Nations family in the field of industry, and its co-ordination role therefore applied to the majority of those activities, i.e. eighty-five per cent. Co-ordination related mainly to operational activities; consequently, UNDP, which provided funds and allocated projects, had a part to play in co-ordination, and he had drawn the attention of the Administrator of UNDP to that matter.
11. Co-ordination could also be improved at the country level. Requests for assistance originating from Governments were transmitted through the Resident Representatives, who also represented UNIDO, but closer and more frequent consultation with Governments, as well as the establishment of national committees for UNIDO in all the developing countries, would be likely to facilitate the distribution of functions among the various organizations of the United Nations family on the spot. UNIDO had been able to appoint ten field advisers, but that was not sufficient, considering the magnitude of the task, and the secretariat hoped to be able to increase the number.
12. UNIDO ought not to be satisfied, in the matter of co-ordination, with drawing up a balance sheet of activities and drafting reports; he therefore invited the Board to lay down guidelines for the secretariat that would make possible more active co-operation between UNIDO and the other organizations of the United Nations system.
13. Mr. LEWIS (Economic Commission for Africa) gave some information on the implementation of the agreement between UNIDO and ECA. In recent years, ECA had been mainly concerned with defining industrial problems and with identifying opportunities, and for that purpose had carried out extensive technical surveys of most industrial sectors, with the collaboration of UNIDO regional advisers who would now participate in studies on the implementation of industrial projects. UNIDO specialists were also working with two of the teams completing sub-regional industrialisation studies. ECA appreciated the assistance provided by UNIDO and hoped to have that organisation's help in the future in meeting technical needs which it was not yet in a position to evaluate.

14. With regard to specific projects, the respective programmes of work of UNIDO and ECA had only recently been approved and it had not yet been possible to establish the same degree of co-operation; however, UNIDO, the African Development Bank and ECA were to co-sponsor a meeting on industrial development in October 1989. Discussions were continuing on a variety of ECA and UNIDO projects in order to determine further areas of co-operation. ECA realized that the size of its Industry Division could not be compared with UNIDO, but was ready to place at UNIDO's disposal the whole of the accumulated experience of its Secretariat in the African region.

15. Mr. PROBST (Switzerland) said that by resolution 2152 (XXI) the General Assembly had entrusted UNIDO with the task of co-ordinating all industrial development activities, in order to identify not only areas of common interest where more thorough-going co-ordination would ensure greater effectiveness for the efforts made, but also areas which were relatively neglected. That did not mean that UNIDO ought to spread its efforts too wide; on the contrary, it should always take into account the priorities established.

16. His delegation noted with satisfaction the progress achieved since the Board's second session, especially the agreements concluded between UNIDO and various international organizations such as the ILO and UNCTAD. It was to be hoped that there would be more such agreements and, in particular, that UNIDO and FAO would succeed in defining the framework for their collaboration. Co-operation between international organizations should also be supplemented by closer co-ordination of the programmes of bilateral and multilateral assistance. The Swiss Government, for example, was engaged in preparations, in a Latin American country, for certain projects which UNIDO was also considering. The similarity between the problems being faced, and the aims of the projects ought to lead to fuller co-ordination between UNIDO and the Swiss Government. This was a subject which had been relatively little explored, and where a constructive analysis would no doubt contribute appreciably to increasing the effectiveness of development activities.

17. The problem of co-ordination was all the more important in view of the Second Development Decade, which was about to begin. Any global strategy for the coming ten years was dependent on close co-operation between all international organizations, not only at the planning stage but also when it came to putting the plans into effect.

18. Mr. STEDTFELT (Federal Republic of Germany) congratulated the secretariat on having improved the co-ordination machinery in line with resolution 4 (II) of the Board, thus fulfilling its responsibility for co-ordinating all activities of the United Nations system in the field of industrial development.
19. The work of co-ordination should be based on an overall survey of the activities in progress. The consolidated report (ID/B/56) was extremely valuable in that respect, but perhaps it would be enough to produce a report every three or four years, updating it with a brief document each year. The analytical report (ID/B/57) was extremely valuable and should be still further improved.
20. Co-ordination should be undertaken at Headquarters as well as in the field. At Headquarters, several co-operation and co-ordination agreements had been concluded and it was to be hoped that the remaining problems could soon be resolved. Co-ordination in the field should be directed towards giving effect to those agreements. Of course, the central role of co-ordinating development assistance belonged to the UNDP Resident Representatives, but industrial field advisers had to see to it that all aspects of the industrialization process received due attention. The number of industrial advisers should be increased so that they could play an active part in industrial promotion and co-ordination at the regional level, in co-operation with the regional economic commissions.
21. In order to fill gaps which existed in industrialization programmes, it should be possible for UNIDO to suggest to the other organizations concerned that they should place greater stress on important activities which had hitherto been neglected. Nevertheless, it was not enough merely to co-ordinate projects; an industrialization policy should be evolved, taking account of the particular conditions and needs of countries or regions. That matter was closely linked with the trade system and with investment problems.
22. He was glad to note that UNIDO was co-operating with the UNCTAD/GATT International Trade Centre and with other bodies, that would make it possible to ensure a better harmonization of policies regarding industrialization, trade and export promotion. There was also a need to strengthen co-operation in agriculture and forestry; in that connexion, UNIDO and FAO should make every effort not only to co-ordinate their activities but also to initiate a dialogue on the harmonization of their policies.



23. Mr. ELAÏSSE (Netherlands) said that the lack of human and financial resources made it essential that the activities of the United Nations system in the field of industrial development should be co-ordinated.

24. It was clear from the analytical report that there was a continuing need for a co-ordinated and integrated approach to industrial development. It was likewise evident that certain areas of the industrialization process had not yet received sufficient attention. The programming procedures used by the organizations of the United Nations system should also be further standardized.

25. His delegation welcomed the agreements concluded with several organizations and hoped that UNIDO and FAO would reach an understanding as soon as possible. Such agreements were not, however, an end in themselves: they had to be acted on in a true spirit of international co-operation, aimed at promoting the well-being of the developing countries. Activities should be co-ordinated not only between secretariats, but also at the project level. The industrial field advisers could play a key role in that connexion; more of them were needed so that close co-operation could be established with the UNDP Resident Representatives and the regional economic commissions. In that regard, UNIDO could usefully call on the services of the staff of the Economic Commission for Africa in all matters concerning industrial development in that region.

26. His delegation would like to know why it was intended to postpone the establishment of a sub-committee on industry of the Administrative Committee on Co-ordination (ACC). That sub-committee, whose chairman would be the Executive Director of UNIDO, would greatly facilitate the co-ordinating task of the Organization. The Netherlands delegation would also like fuller information on progress made in the consultations under way with the Administrator of UNDP regarding preparation of a detailed analysis of UNDP experience in co-ordination matters.

27. Mr. YAYASSEUR (France) said he was pleased to note that agreements had been concluded with the Economic Commission for Africa and the Economic and Social Office in Beirut. It was essential that UNIDO should profit by the experience of other organizations of the United Nations system and that it should take account, in the field, of the particular features of each region or country. It was to be hoped that similar agreements could be reached with ECLA and CEAPE. The activities of all

international organizations should be complementary rather than parallel; co-ordination should be organized on the basis of needs and not worked out a priori, with the consequent risk of an unnecessary proliferation of institutional machinery.

28. Mr. MAJCHER (Poland) said that his delegation attached particular importance to matters of co-ordination: human and financial resources, which were in short supply, should be put to the best use in the interests of the developing countries. His delegation was therefore pleased to note that progress had been made in defining areas of competence and strengthening co-operation between UNIDO and other organizations of the United Nations system, particularly the regional economic commissions and the Beirut Office.

29. It was UNIDO's responsibility to co-ordinate the activities of the United Nations system of organizations and to speed up industrialization in the developing countries: that was an ambitious and highly complex task, and one calling for considerable effort and a well-defined policy. That being so, UNIDO should concentrate its activity on the main sectors for industrialization, with additional emphasis on those which were not covered elsewhere or in which the activities of other United Nations bodies were only fragmentary. To that end, UNIDO should prepare an overall strategy for industrialization, in which its own tasks could be better performed and in which the industrial development activities of the United Nations as a whole could be co-ordinated.

30. The co-ordinating function assigned to UNIDO by the General Assembly in resolution 2152 (XXI) did not mean the centralization of all industrial development activities; UNIDO must also co-operate with other organizations which had already acquired considerable experience in that field. It was therefore necessary to conclude agreements in which the respective responsibilities of different organisations were clearly defined and fields of common interest delimited, and to draw up joint programmes so that efforts might be harmonized and integrated and duplication avoided. Renewed efforts should be made to reach agreements of a more than provisional character.

31. Mr. LERENA (Argentina) said that problems of co-ordination arose not only because the secretariats, jealous of what they regarded as exclusive rights, did not pay sufficient attention to the needs of the recipient countries, but also from the fact that the countries themselves sometimes made requests to several different organizations for assistance in closely related fields. There should be no conflicts between the various organizations over fields of competence, nor any overlapping in requests made by a single country; that was, indeed, the aim of numerous resolutions adopted long ago by the General Assembly and its subsidiary organs, many of which, unfortunately, had never been translated into action.
32. The task was, of course, all the more arduous in so far as it meant co-ordinating the activities of a new organization with those of already existing ones. In resolution 2152 (XXI), the General Assembly had assigned to UNIDO a central role in all matters of industrial development, but co-ordination did not imply exclusivity, particularly in fields closely linked with one another but coming under the competence of different bodies. It was essential for the secretariats of the various organizations to co-ordinate their research work and supporting activities, as well as promotion work and assistance. In that connexion, the Argentine delegation was happy to note the agreements reached between UNIDO and the UNCTAD/GATT International Trade Centre. All co-ordination efforts should be aimed at making the maximum assistance available at the minimum cost. At the national level, industrial field advisers and national committees for UNIDO could make significant contributions. The Committees would enable UNIDO to become better acquainted with national objectives, policies and programmes; inversely, they would be able to inform interested parties, particularly in the private sector, of the services offered by UNIDO in the field of industrial development. In that way close and fruitful co-operation between UNIDO and the recipient countries could be established.
33. Mr. ANGER (Sweden) stressed the importance of planning and of the social aspects of industrialization. In providing its assistance, UNIDO should not only make a study of resources and markets, but also see that workers were assured of satisfactory living and working conditions. Action must be taken in such matters as safety, industrial hygiene, housing, health services, etc. Economic development was only of limited value if it did not lead to social progress and the elimination

of economic and social disparities UNIDO should co-operate with the agencies dealing with such matters, particularly the ILO, WHO and the United Nations Social Development Division, so as to be in a better position to take full account of the social aspects of the various industrialization programmes.

34. The Swedish delegation likewise attached particular importance to the question of export promotion. In that connexion Sweden had made a substantial contribution towards the work of the International Trade Centre. In evaluating industrial projects, UNIDO should also consider export possibilities and, for that purpose, co-operate closely with the International Trade Centre. UNIDO could offer its co-operation on all matters related to production, particularly regarding standardization, quality control, packaging and so on. It would do well to put more emphasis on that type of activity and to establish close links with the International Standards Organization. Export promotion, in its broadest sense, covered a wide range of highly diverse activities and called for an effective co-ordination system. The executive secretaries of the regional economic commissions and the heads of secretariats of GATT, UNCTAD and UNIDO and of other bodies did in fact meet each year to organize such co-ordination within the framework of the United Nations export promotion programme. In addition, the Economic and Social Council, in resolution 1362 (XLV), had requested the Secretary-General to prepare periodic reports on United Nations export promotion efforts.

35. In conclusion, he said that several delegations were thinking of submitting a draft resolution on the co-ordination of export promotion activities undertaken within the United Nations system.

36. Mr. ASANTE (Ghana) wished to add a few remarks to the statement he had made during the General Debate. He felt that the agreements between the various organizations of the United Nations system, described by the Executive Director in his report (ID/B/55), should endorse action already begun - as had been the case between UNIDO and ECA - rather than serve merely to mark out fields of competence or settle disputes.

37. The Ghanaian delegation hoped that UNIDO would attach greater importance to the role of co-ordinating agent which UNDP could play - a role that it was moreover already fulfilling by financing many projects in the respective programmes of the various organisations within the United Nations system.
38. It agreed with the Swedish delegation that co-ordination should be established between the countries themselves. That form of co-operation was all the more important as the supplementary funds for the Second Development Decade would be principally earmarked for bilateral aid projects.
39. Lastly, it felt that so long as the Board was not fully informed of all the aspects of co-ordination activities, it could not give the Executive Director any precise instructions but would have to confine itself to indicating the broad guidelines to be followed.
40. Mr. MALGUJC (India), considered that although under the General Assembly resolution UNIDO was called upon to play a central role in the co-ordination of industrial activities, it should nevertheless take into account the activities undertaken by many other organisations long before its establishment but which fell within its sphere of competence. The greatest tact was thus needed and the Executive Director was to be congratulated on the steps he had already taken in that respect.
41. As UNIDO's share of the combined industrial development activities undertaken by all the organisations within the United Nations system was only 15 per cent in value, it should be substantially increased. As financing was a decisive factor in industrial development, the Board should more carefully explore areas where UNIDO could exercise greater autonomy of action at relatively less cost.
42. His delegation also attached the greatest importance to the co-ordination of activities between UNIDO and the regional economic commissions; it therefore regretted that no agreement had yet been reached with ECAFE, as the Industrial Development Committee of that body and UNIDO had a common area of action.

43. Field advisers had a primary role to play in co-ordination. Their presence was of vital importance at least in the larger countries. In India, for instance, responsibility for all UNIDO activities was entrusted to a few collaborators of the resident UNDP representative. It would be well if each National Committee for UNIDO could benefit from the assistance of a field adviser. Co-ordination would thereby be greatly improved.

44. Mr. Adani (Pakistan) said he was convinced more than ever of UNIDO's central role in co-ordination in view of the fact that the activity undertaken by the other organisations of the United Nations system accounted for 85 per cent of the total value of the projects.

45. The Pakistan delegation also believed that the number of field advisers should be increased and that co-ordination should be strengthened at the national level. It noted with satisfaction the progress being made towards achieving closer co-operation with the regional economic commissions and hoped that UNIDO would very quickly settle its differences with FAO, in keeping with the spirit of General Assembly resolution 2152 (XII) and in view of the vast experience FAO had acquired in some industrial sectors.

46. Endorsing the views of the Swiss delegation, Mr. Awan said he fervently hoped that UNIDO would co-operate more closely with the UNCTAD/GATT International Trade Centre with a view to promoting joint action to abolish trade barriers that still hindered the export of manufactured products from the developing countries. At the same time UNIDO should strive to speed up the industrialization of developing countries and to help them to find outlets for their products. The industrialization efforts of these countries would be a senseless proposition if, in conjunction with those efforts, the markets of the advanced countries were not opened to their products. There was therefore need for concerted action between UNIDO and UNCTAD in that respect.

47. Furthermore, UNIDO could establish a better co-ordination of its activities with those of a large number of countries through National Committees for UNIDO, with which it should have very close relations. It was for the Board to determine in what form such co-operation should take place.

48. Mr. SUTERBAL (Czechoslovakia) said that all co-ordination questions should be considered in the light of the central role UNIDO is called upon to play under General Assembly resolution 2152 (XXI). It was important, not only to ensure co-ordination between the activities of the organization within the United Nations system, but to strengthen the co-operation between advanced and developing countries by promoting the exchange of information between the two groups, so that their industrial development programmes might be better harmonized and the sectors requiring technical co-operation more clearly defined.

49. Regional co-operation was another means of improving co-ordination; it could have a favourable impact on industrial production and investment, but experience had shown that it was difficult to conclude agreements laying down the economic and institutional framework of such co-operation. It was thus by undertaking an objective analysis of the possibilities of co-operation between different countries on a bilateral or multilateral basis, at the regional or sub-regional level, that UNIDO could play the most effective role as an impartial adviser on the possible modes of co-operation.

50. Mr. SPORSHCHIKOV (Union of Soviet Socialist Republics) said that the time had come for UNIDO to play, in the industrial field, the co-ordination role that had been undertaken by the Economic and Social Council before its establishment. UNIDO could be expected to achieve much in the realm of co-ordination. It was in the light of those considerations, and bearing in mind the spirit of General Assembly resolution 2152 (XXI) that Mr. Sporshchikov wished to review UNIDO's activities.

51. He noted in the first place that, since the second session of the Board, the secretariat had done useful work and achieved some concrete results. But it should of course be realized that UNIDO's co-ordination efforts were still in their infancy, as the Consolidated Report on The Industrial Development Activities of the United Nations System of Organizations (ID/B/56) bore witness. That report, which differed from its predecessor only in volume, consisted of a mere list of projects which the secretariat had briefly outlined without making any attempt to give a coherent overall picture. It was even difficult to speak of a "consolidated report" in view of the abundance of heterogeneous matter and non-comparable data that it contained. It

should also be noted that such fundamental concept as "industrialization" had not yet been defined clearly and distinctly within the United Nations system, since it seemed that sectors such as transport, power and the extractive industries fell outside UNIDO's sphere of competence. Furthermore, the document in question gave no idea of the progress accomplished by developing countries as a result of the efforts made by the international community which it was UNIDO's responsibility to co-ordinate.

52. The analytical report corroborated that point of view, since the Executive Director himself had recognized (ID/B/57, para 33) that the analysis of the activities undertaken by the organizations of the United Nations system had revealed the limitations of the data contained in the Consolidated Report.

53. It was apparent from both the documents and the discussions of the Working Group and the Board that UNIDO was considering requests for assistance from developing countries only on an industry basis, whereas it was essential to consider technical assistance from the broader viewpoint of the national or regional programmes to which it should be adopted.

54. The Soviet Union delegation felt that UNIDO should not confine itself strictly to bilateral aid. Its role was to consider requests from developing countries in the light of their respective economic and social conditions, and direct those requests towards the ends that best suited their interests.

55. UNIDO should lay down the general principles that must guide its action in the field of industrial development and establish a method that should be followed by all the organizations of the United Nations system concerned with industrial development. It should duly take into account not only the economic, scientific and technical factors involved, but the social aspects of industrial development. It should be constantly borne in mind that the purpose of the industrialization of developing countries was to improve the standard of living of the people. UNIDO should also endeavour to strengthen the part played by the public sector in developing countries and help them to lay the foundations of a planned economy and to choose an industrial structure that would enable them to develop and diversify their economies as much as possible.



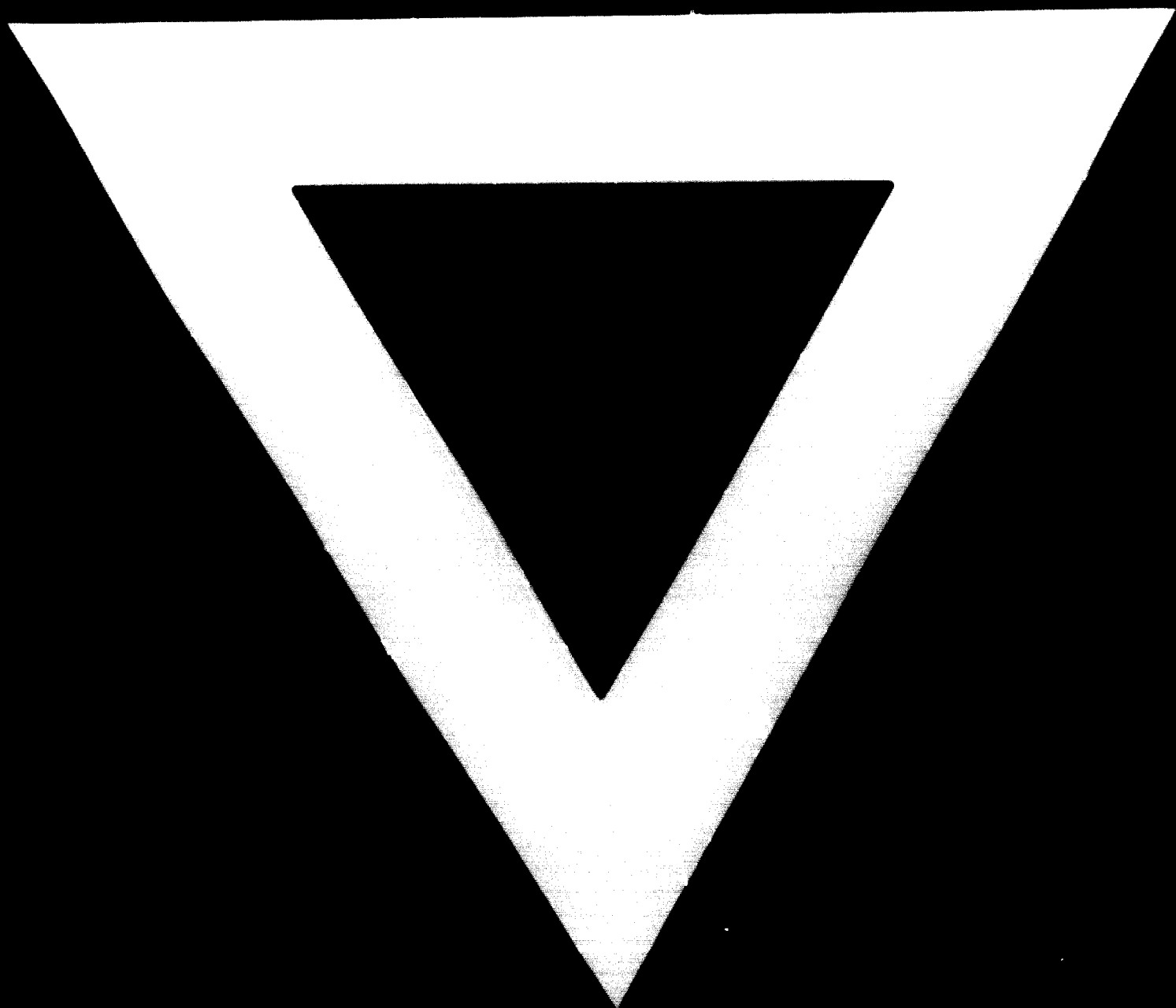
56. UNIDO should also become a centre for collecting, analyzing and disseminating all available information relating to industrial development.

57. Furthermore, the Soviet delegation felt that the Board should endeavour to persuade UNDP to earmark a greater portion of its resources for the industrialization of developing countries and that UNIDO should be given a very wide autonomy in the utilisation of the funds allocated to it.

58. The central role that UNIDO should play in co-ordination would be logically sanctioned and established on the day when it would submit to the Economic and Social Council and to the General Assembly a detailed analytical study of all the activities in the industrial field undertaken by the organisations of the United Nations system, supplemented by comments and resolutions on the means of making the most effective and judicious use of available resources. Such was the earnest wish of the Soviet delegation.

The meeting rose at 1 p.m.





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