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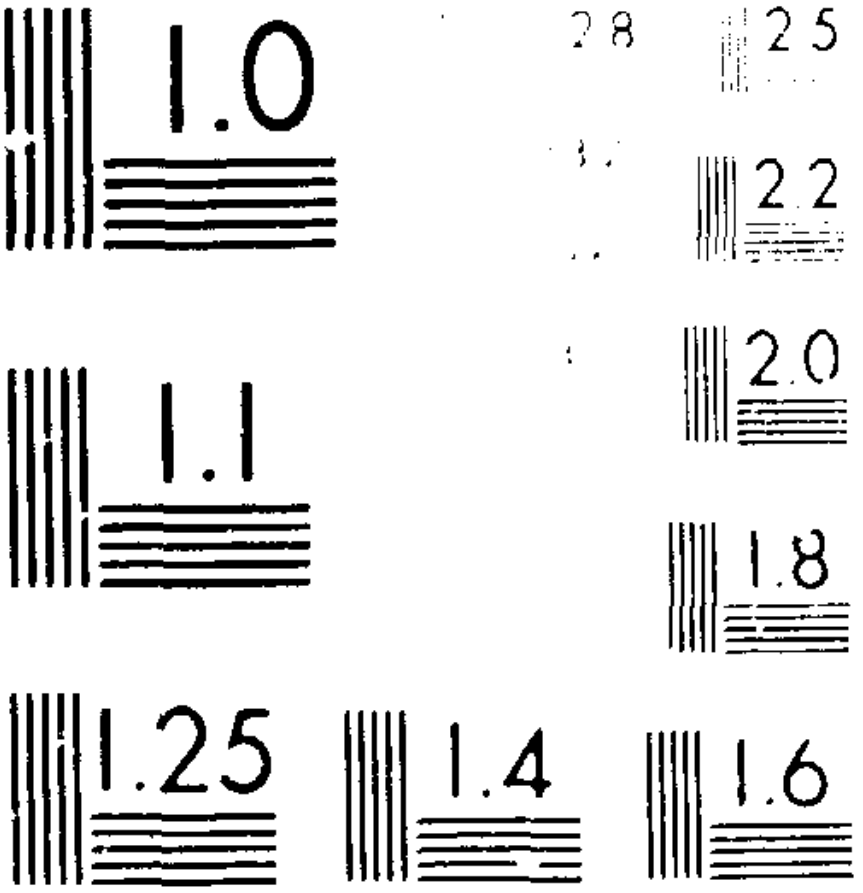
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PROSPECT OF CO-OPERATION BETWEEN SMALL AND MEDIUM SIZE INDUSTRIAL ENTERPRISES IN DEVELOPED AND DEVELOPING COUNTRIES IN THE FIELD OF TRANSFER OF TECHNOLOGY*

by

UNIDO Secretariat

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INTRODUCTION

1. Technology, which is the sum total of knowledge and experience involved in producing a commodity or in providing a service, is itself a commodity that is the object of commercial transactions amounting to tens of billions of dollars every year. This know-how covers the whole spectrum of activities involved in producing and marketing goods and services. While it is more common to concentrate on the know-how involved in design and production, technological know-how involves also procurement, marketing and distribution.

2. Almost all current and new technologies are produced in the industrialized countries and therefore have to be transferred to the developing countries. In most cases, such transfers take the form of procurement of plant and equipment, that is technology is transferred in its "embodied" form and not as know-how or software. It is now generally realized that this is an unsatisfactory state of affairs and that unless the transfer is backed by development of indigenous skills in operation, maintenance, management, financial control, distribution and product support, the results fall far short of original expectations.

3. Attention to the problem of technology transfer over the last few decades has been on a number of levels and has involved a variety of academic, governmental, private, national and international organizations. It has ranged from theoretical analysis and conceptual studies to action programmes at national and supranational levels. On the whole, developing countries have been more concerned up to now with the large-scale industrial enterprise, usually in the public sector. This is understandable for a stage in which developing countries wanted to accelerate industrialization and reap its benefits.

4. Recently, more and more attention has been given to the role of the small and medium-sized industrial enterprise in development, both in rural and urban settings. The advantages of the small/medium enterprise have become more obvious and are now generally realized. Now developing countries would like to see a base of

modern small/medium enterprises, at the urban and rural levels, closely related to the larger enterprises by forward and backward linkages in an economically viable manner. A typical small/medium enterprise could range from the very specialized and technologically-sophisticated small enterprise providing the larger enterprises with very special items to that which processes further some of the output of a large enterprise. It is also realized now that small-scale industry plays a particularly important role in rural development and in equitable distribution of income and income generation at the grass roots level. It is important, however, that such industries are not old-fashioned and backward copies of outdated or traditional technologies, it is, therefore, imperative to inject modern technology at the small and medium-size level.

I. THE PROBLEM OF TECHNOLOGY TRANSFER IN SMALL-SCALE INDUSTRIES

5. There are very particular conditions which pertain when dealing with technology transfer to the small-scale enterprise in a developing country. On the credit side, it is perhaps true to say that the small-scale enterprise is usually much quicker in taking decisions since the chain of command is very short and the one or few persons in charge and whose livelihood is directly at stake in such matters take decisions much more quickly than in the large hierarchical structure of the big private or public sector enterprise. It would also be true to say that, generally speaking, the small-scale enterprise is much more knowledgeable and is fairly well informed about its local market if not about the wider national market or foreign markets. It is also true to say that small-scale enterprises tend to be easier to manage than large-scale enterprises, at least in developing countries.

6. But against these advantages there are some very specific difficulties and problems when one discusses technology transfer to small-scale industrial enterprises. Foremost amongst these is the lack of information on available technologies, on the cost and conditions of their acquisition. This can be attributed to many

reasons. Perhaps the most important amongst these is the shortage of good industrial information services in most developing countries; that is an industrial information service particularly suited to the requirements of a developing country.[1/] One other problem which has been revealed by the experiences of TECHNONET in South-east Asia and in the Arab region has been that of providing this type of information in the national languages. Most entrepreneurs in small-scale industry do not have good command of a foreign language that would permit them to access personally and directly the sources of information on technology and to communicate with such sources. There is also a very limited ability on the part of captains of small-scale industry to assess available technologies and to select properly. This does not in any way belittle the wealth of direct experience of operation but it underlines the fact that in most cases these people get stuck only with the particular technologies. Consequently, they tend not to venture into new processes or if they do, they do so without proper knowledge of the merits and demerits of such processes, and sometimes even without really knowing how best to secure financial conditions for such transactions. This leads to the third point which is the very limited expertise and skill of the people responsible in the small-scale enterprise in negotiating and contracting an advanced technology deal. They do not have the detailed knowledge about the intricacies in new technology that would allow them to carry out investigations which the larger enterprise could do after the incubation period, for example unpackaging, subcontracting, comparing terms and conditions from various suppliers and the financial arrangements for carrying out these technological transactions.

7. This is by necessity a generalization and there are very notable exceptions depending on the quality of the person in charge of the small-scale enterprise, their educational and cultural background and their experience abroad. Nowadays, more and more entrepreneurs in small-scale industries served their apprenticeship in large-scale industry and have branched off on their own. They have adequate knowledge and expertise of the problems mentioned. However, it is also true to say that there are still others who venture into

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1/ UNIDO's activities in industrial information have been distinguished by their concern with providing a service directly relevant to industrial development, rather than establishing an information "system" per se.

industrial production without the benefit of such educational and cultural background.

II. UNIDO ACTIVITIES IN THE FIELD OF TECHNOLOGY TRANSFER

8. Perhaps the most significant feature of the current application of industrial technology for development is that almost the whole spectrum of applied industrial technology in the developing countries is transferred from the developed countries with the developing countries being the unequal partners in this transfer. Broadly speaking, the developed countries not only possess technologies that the developing countries do not, but their technological advantage is sustained on the one hand by their research and development effort and their access to financial and managerial resources and on the other by undefined rules for the transfer of technology and the working of the international patent system. Against this, the developing countries as a whole suffer from an inherently weak bargaining position compounded of an inadequate knowledge and skill to select, acquire, adapt and absorb technologies or to develop technologies of their own. The situation has developed into a vicious circle where existing technological dependence breeds further technological dependence. The continued application of the ensuing inappropriate technologies leads to distortions in the industrialization process, which in turn result in the benefits being withheld from the masses of population in the developing countries. The degree of industrial growth warranted by the Lima target is bound to aggravate the dimensions of this vicious circle unless corrective action is taken.

9. The starting point for breaking the vicious circle is undoubtedly the development of indigenous technological capabilities. The development of new technologies by developing countries is, on current evidence, significantly slower than their industrialization. Hence, at least for some time to come, their reliance on imported technologies is bound to continue. Such imports cannot take place meaningfully in the absence of an indigenous capability to select, acquire, adapt and

absorb technologies. Besides, the transfer of technology within a country, particularly to decentralized sectors and rural areas and the upgrading of existing technologies are truly indigenous tasks which external agencies cannot perform for long or with any significant degree of success. Hence indigenous technological capabilities are a key element in ensuring that the benefits of technology are shared by as large a section of a country's population as possible. Thus indigenous technological capabilities are an imperative prerequisite for industrialization and the two have a cause and effect relationship. The essence of the strategy of industrialization of developing countries may well be to discover and exploit this relationship.

10. The General Assembly resolution 2152 (XXI), which established UNIDO, calls upon UNIDO to undertake operational activities, action-oriented studies and research programmes to promote the industrialization of the developing countries. In view of the fact that industrial technology is an integral part of industrial development, the resolution underlines UNIDO's role, inter alia, in "building and strengthening of institutions and administration in the developing countries in the matter of industrial technology ..."[2/] and providing "dissemination of information on technological innovations originating in various countries and, for the developing countries, assistance in the implementation of practical measures for the application of such information, the adaptation of existing technology and the development of new technology especially suited to the particular physical, social and economic conditions of developing countries through the establishment and improvement, inter alia, of technological research centres in these countries".[3/]

11. The Lima Declaration and Plan of Action has also been instrumental in initiating several mandates and activities for UNIDO in the field of industrial technology. Following a proposal contained in the Lima Declaration and Plan of Action, General Assembly resolution 3507 (XXX) called upon UNIDO to establish an industrial technological information bank. The same resolution called upon the Executive Director of UNIDO and the Secretary

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2/ Paragraph 2 (a)(iii).
3/ Paragraph 2 (a)(iv).

General of UNCTAD to continue their efforts in their respective fields, to assist in the establishment, in developing countries, of centres for the transfer and development of technology at the national, sub-regional and regional levels.

12. Endorsing the Lima Declaration and Plan of Action, General Assembly resolution 3362 (S-VII), asked UNIDO to establish a system of consultations between developed and developing countries and among developing countries themselves, in order to facilitate the achievement of the goals set forth in the field of industrialization. Such consultations include the associated technological aspects.

13. The Constitution of UNIDO as a Specialized Agency in articles (h) and (j) states UNIDO's role as follows:

> (h) Serve as a clearing-house for industrial information and accordingly collect and monitor on a selective basis, analyse and generate for the purpose of dissemination information on all aspects of industrial development on global, regional and national, as well as on sectoral levels including the exchange of experience and technological achievements of the industrially developed and the developed countries with different social and economic systems;
>
> (j) Promote, encourage and assist in the development, selection, adaptation, transfer and use of industrial technology, with due regard for the socio-economic conditions and the specific requirements of the industry concerned, with special reference to the transfer of technology from the industrialized to the developing countries as well as among the developing countries themselves.

14. UNIDO's work in the area of development and transfer of industrial technology has been substantial.[4/] More than three quarters of UNIDO's work is directly related to technology. This is natural and logical since it is only within the framework of such basic considerations that industrial technology can be applied realistically and effectively. To promote such application of technology, three major elements have been identified for purposes of national action. First, the linkage

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4/ See Development and Transfer of Technology Series No. 2: UNIDO Abstracts on Technology Transfer; Studies and Reports on the Development and Transfer of Technology (1970-1976) (ID/189), and the Annual Reports of the Executive Director to the Industrial Development Board.

of technology to industrial development, and through industrial development to overall development goals, will be successful only in the context of the formulation of relevant policy measures by the national governments, including special policy measures for developing small-scale industrial enterprises. Technology policy and planning therefore become important elements. Second, the development of technological capabilities in each country is a prerequisite for the selection, acquisition, adaptation, absorption or development of technology, and this involves, among other things, the building up of institutions and the training of manpower. The third element is the appropriate choice of technology, since inappropriate choice will be not only expensive but will distort the pattern of development.

15. In connexion with the third element mentioned above, UNIDO organized the International Forum on Appropriate Industrial Technology in New Delhi and Anand, India on 20-30 November 1978. This Forum was also intended as a contribution to the UNCSTD meeting held at Vienna in August 1979. The Ministerial-level Meeting and the Technical/Official-level Meeting preceeding it was not only concerned with formulating a conceptual and policy framework for appropriate industrial technology, but also with developing programmes of action which provide a basis for effective international co-operation in developing and promoting specific technologies in the fields of pharmaceuticals, pulp and paper, construction and building materials, textiles, basic industries, energy and low-cost transport for rural requirements etc.

16. UNIDO has always been aware of the need to operate at both the level of the government, of the big industrial concern and of small-scale industry. Considering the conceptual work and analysis that has already been carried out by UNIDO and other organizations, UNIDO has felt important to discuss the problem of technology transfer to small-scale industries from industrialized developed countries or between developing countries at the operational level as well. So UNIDO has placed emphasis on the modes and mechanisms of effecting technology exchange. First and foremost UNIDO has addressed itself to the difficulties mentioned under Part II of this document, including the lack of information, the limited ability to

assess and select. The Development and Transfer of Technology Series, the industrial information services of UNIDO and the emphasis placed on availability of relevant industrial information within developing countries, are all examples of UNIDO actions in the field of technology transfer.

III. UNIDO'S PROGRAMME FOR PLANT LEVEL CO-OPERATION FOR THE TRANSFER OF TECHNOLOGY TO SMALL-SCALE INDUSTRIES IN THE DEVELOPING COUNTRIES

17. This programme was recently initiated by UNIDO with the aim of enhancing technological and economical co-operation between small industrial enterprises in some selected developing countries on the one hand and similar enterprises in developed countries on the other hand; whereby the latter will make available technology packages to be utilized by the counterpart enterprises in one or more of the participating developing countries. Conditions for acquiring such technology packages shall be agreed upon by concerned partners and on the basis of equitable and mutually acceptable terms to both parties.

18. The packages of technologies promoted under this programme are selected according to the actual requirements of the enterprise and/or entrepreneurs of the participating developing countries (with due consideration being paid to the policies, plans and regulations of the particular developing country's government, and they are designed to promote and develop specific industrial sectors in the respective countries).

19. The mode for co-operation among the participating enterprises in this programme may take such forms as technical co-operation agreements, sub-contracting, co-production, licensing and include other supportive elements, for example financing, training, management systems, marketing etc.

20. In the context of this programme, UNIDO will be providing necessary assistance and guidance to the participating enterprises

from developing countries in the proper adaptation of technologies, particularly in redesigning technology to suit the indigenous raw materials as well as local conditions in the respective developing countries.

21. In implementing this programme UNIDO is endeavouring to maximize the utilization of the existing institutional infrastructure of the participating developing countries, such as small industry development organizations, small industry financing institutions and corporations, chambers of commerce and industry etc. Such institutions act as co-ordinators for the activities of this programme.

22. An example of one project which is presently being carried out under this programme in the field of metalworking and light engineering industry and being financed by a special purpose contribution from the Government of Sweden to UNIDO is described in Annex I of this document.

23. In an effort to promote this type of plant level co-operation among small enterprises in developing countries UNIDO has implemented a project where the state of Karnataka in India has acted as a supplier of technology to small enterprises in the least developed countries. This project has resulted in various follow-up activities which are now being implemented or considered for implementation. Worth mentioning is the assistance now being extended through UNIDO to small enterprises in Western Samoa for establishing a coir industry, a raw material which is abundantly available, utilizing technology developed by small enterprises in Bangalore.

ANNEX I

UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

PROJECT PROPOSAL

PART A - BASIC DATA

COUNTRY: Interregional
US/INT/79/257

PROJECT TITLE: Plant Level Co-operation for the Transfer of Technology to Small-scale Industries with particular Reference to the Metal Working and Light Engineering Industries

UNIDO CONTRIBUTION: 265.620 US $ *

GOVERNMENT CONTRIBUTION:

ORIGIN AND DATE OF OFFICIAL REQUEST:

N.A.

CURRENCY REQUIRED:

FOR UNIDO INPUT:

CONVERTIBLE: 265.620 US $

GOVERNMENT COUNTERPART AGENCY:

N.A.

UNIDO SUBSTANTIVE BACKSTOPPING SECTION:

Development and Transfer of Technology Section in collaboration with the Institutional Infrastructure Section

PROPOSAL SUBMITTED BY:

G.S. Gouri/W. Kamel
Technology Group

DATE OF SUBMISSION:

18 January 1980

* Under special purpose contribution of Swedish International Development Authority (SIDA) to UNIDO

PART B

1. Background and Justification

The development of small-scale industry in developing countries is generally acknowledged as an effective tool for

a) achieving a well balanced economic growth among urban and rural areas, e.g. increasing the employment opportunities for local population in non-metropolitan areas.

b) strengthening indigenous technologies and managerial capabilities for more self reliance.

It is also recognized that the small-scale industry sector in developed countries constitutes a sound base of the industrial structure in those countries. In most cases small industries in developed countries are suppliers of various industrial products and components which enter into the production of larger enterprises. While the capacity for innovative and competitive industrial technologies has been a decisive factor in the survival of small enterprises in developed countries, their relatively limited resources, however, have reduced their capabilities to operate beyond a limited geographical area.

Given the opportunity, small enterprises in developed countries may prove to be exemplary partners for co-operation with equivalent enterprises in developing countries whereby they can provide appropriate technologies required for accelerating the industrialization process of those countries.

It is within this frame of understanding that this project for co-operation at plant level is launched with the aim of establishing industrial and economic co-operation between small enterprises in Sweden and similar enterprises in selected developing countries on the basis of equitable and mutually beneficial terms.

For this first programme, it is proposed that it will be restricted to two industrial branches, namely the metal working and light engineering industries. This will ensure a greater impact as well as to check various aspects of the programme before contemplating other future programmes. For the same reason it is also proposed that this programme covers only one developed country (in this case Sweden) and four developing countries, namely Egypt, India (State of Karnataka), Kenya and Sri Lanka. The choice of Sweden was made due to its long-standing experience in the metal working industry and the fairly large number of small enterprises actively involved in this sector. The developing countries were selected among those countries which have the potential capabilities for the development of the metal working and light engineering industries, particularly at the small enterprise level and whose governments have accorded priority to these sectors.

In implementing this project UNIDO will endeavour to maximize the utilization of existing institutional infra-structure of the participating developing countries such as small industry development organizations. In each country, one of these institutions will be selected as a co-ordinator for activities.

2. Special Consideration

The project could be considered as an instrument for strengthening the co-operation between developing and developed countries within the framework of the LIMA Declaration and plan of action on Industrial Development and Co-operation, particularly with reference to Section III, paragraphs j, k, n, and p of the same.

3. Objectives

Development Objectives

This project is part of UNIDO's programme for the establishment of a rational and operational mechanism for accelerating the flow of technology from developed to developing countries in the small industry sector.

Immediate Objectives

a) The creation of a mechanism for the transfer of technology in the field of metal working and light engineering industries on the basis of technological and economic co-operation between small industrial enterprises in Sweden and similar enterprises and organizations in Egypt, India (State of Karnataka), Kenya and Sri Lanka. The modes for co-operation among the participating enterprises may take forms such as technical co-operation agreements, co-production, sub-contracting and licenses, including other supportive elements, i.e. financing, training, management, marketing, etc.

b) The provision of technologies appropriate for small-scale industries in the metal working and light engineering sectors in the participating developing countries, thus contributing to increased efficiency in their operation, improved product quality and widening of product range.

c) Adaptation of processes offered by the small industries in Sweden to small-scale enterprises in Egypt, India, Kenya and Sri Lanka for production in national markets and for anticipated export with due regard to aspects of better utilization of indigenous raw materials, labour and other local conditions prevailing in the developing country concerned.

d) To strengthen the capabilities of small-scale industry development and financing institutions in the participating developing countries as intermediates for technology transfer between small industries in their respective countries and sources of technologies abroad.

e) The mobilization of small industrial enterprises in developed countries to be aware of the role they can assume as supplier of appropriate technology and other know-how.

4. Project Output

The project is estimated to provide 15 - 20 viable proposals and/or agreements on transfer of specific technologies in the sector of metal working and light engineering industries from small enterprises in Sweden to their respective partner enterprises in Egypt, India, Kenya and Sri Lanka.

5. Project Activities

a) Identification of viable small-scale industrial operations (plant level co-operation proposal) at the enterprise level requiring foreign collaboration for providing specific technological inputs for improving product quality, design and productivity for existing small industry or for acquiring necessary technological capabilities for the setting up of new manufacturing operations in the participating developing countries. In carrying out this activity consideration will be given to government policies and plans designed for the promotion and development of the metal working and light engineering industries in their respective countries.

b) Identification and consultation with small industrial enterprises in Sweden willing, through their technological resources and capabilities, to co-operate towards the fulfilment of requirements stipulated in the plant level co-operation proposals identified under a) above.

c) For each of the plant level co-operation proposals identified under a) above and bearing in mind the preliminary response of Swedish small enterprises contacted, prepare an evaluation report to include as appropriate information such as nature, range and capacity of the operation, including infra-structure, management, labour and financial limitations and proposed form for foreign co-operation.

d) Within the framework of matching the requirements of each of the Plant Level Co-operation Proposals, identified under the context of this project, to the resources offered by the small industry in Sweden; individual visits and meetings will be organized between concerned partners from Sweden and those in the participating developing countries for negotiating a mutually agreed form of co-operation, taking into consideration the forms suggested under a) of Immediate Objectives.

e) Provide necessary assistance and guidance to the participating enterprises from the developing countries on proper adaptation of technologies offered by Swedish enterprises and negotiated under the context of this programme, particularly as to the redesigning, scaling down and modification of such technologies, bearing in mind aspects of better utilization of indigenous raw materials, technological absorbation capacity, and other local conditions prevailing in the developing country concerned, as required.

Activities mentioned under a) will be carried out jointly by the Development and Transfer of Technology Section (DTTS) of UNIDO, the designated Swedish counterpart institute or organization, i.e. Small Industry Development Fund and in co-operation with the Small Industry Development Institution or the department designated as project co-ordinator in the developing country concerned (please see last paragraph of the Introduction).

Activities mentioned under b) will be undertaken by the designated Swedish institute.

Activities mentioned under c) and e) will be carried out by DTTS and appropriate Sections in UNIDO in collaboration with specialized institutions which will provide specialized short term consultancy services for the purpose described under these two activities.

It is understood that activities described under d) will involve inputs from all concerned parties.

6. Project Inputs

a) Selection and briefing of co-ordinating institutions in the participating developing countries.

b) Two exploratory and identification missions, one to India and Sri Lanka and one to Egypt and Kenya (4 weeks each) to be carried out jointly by UNIDO Staff Members and Staff of designated Swedish counterpart institution (Expolaris).

c) Specialized short term consultancy service for a total of 6 m/m including travel and per diem in the participating developing countries. The consultants will be required for preparation of evaluation reports on proposals primarily selected as appropriate for plant level co-operation on transfer of technology from participating Swedish small enterprises to enterprises in the participating developing countries.

d) Travel and per diem costs for 20 representatives of small and medium enterprises in the participating developing countries to Sweden in conjunction with meeting with their counterpart enterprises in Sweden.

e) Provision of conference facilities for Meeting in Sweden, including secretarial assistance, internal transport, reproduction facilities, factory visits and other miscellaneous costs.

f) Consultants for a total of 20 m/m to carry out necessary techno-economic investigations on methods for proper adaptation of technologies offered by Swedish enterprises and negotiated under the context of this programme.

7. Project Evaluation

Evaluation for this programme will be carried out on the basis of plant level co-operation programmes for the transfer of specific technologies to the participating developing countries and initiated in the course of implementing this project.

8. Envisaged Follow-up

The Technology Group in co-operation with other relevant Sections of UNIDO and in consultation with parties concerned will draw up an appropriate follow-up plan which will mainly be concerned with:

a) The phased programme of action (projects) on implementation of each of the programmes of plant level co-operations generated within the framework of this project, including, if required, provision of complementary technical assistance by UNIDO.

b) In view of the pilot nature of this project, assessments of modes and dynamics for technology transfer among participating small enterprises and possible dessimination of results to institutions and centres concerned with aspect of technology transfer in developing and developed countries.

ANNEX I

Project Work Plan		1980/81/82	
1.	Selection and briefing of counterpart organizations (project co-ordinator) in India, Egypt, Kenya and Sri Lanka on project activities, objectives and work programme	April/ June 80	UNIDO
2.	Selection of co-ordinating Swedish agency and briefing of participating enterprises in Sweden on project activities, objectives, and work programme	Sept.	UNIDO Co-ordinating Institute in Sweden SIDA
3.	Selection and recruitment of consultant(s) for identification mission	Sept./ Oct.	UNIDO
4.	Identification mission to Egypt and Kenya (one representative of Swedish counterpart institution + one consultant + one UNIDO Staff Member)	Nov.	UNIDO Co-ordinating Institute in Sweden Consultant
5.	Assessment of project proposals identified during mission in Egypt and Kenya	Jan./ Feb. 81	UNIDO
6.	Dissemination of project proposals to enterprise in Northern Sweden (Egypt and Kenya)	Feb./ March	Co-ordinating Institute in Sweden
7.	Identification mission to India and Sri Lanka (one representative of Swedish counterpart institution + one consultant + one UNIDO Staff Member)	April/ May	UNIDO Co-ordinating Institute in Sweden Consultant
8.	Assessment of project proposals identified during mission in India and Sri Lanka	June/ July	UNIDO
9.	Dissemination of project proposals to enterprises in Northern Sweden (India and Sri Lanka)	Oct.	Co-ordinating Institute in Sweden
10.	Feedback on project proposals primarily selected for "Plant Level Co-operation by Swedish Counterpart enterprises" - Proposals and suggestions for utilization of short term consultants	Jan. 82	Co-ordinating Institute in Sweden

		1982/83	
11.	Selection and recruitment of short term consultant(s) (6 m/m) for preparation of evaluation reports on project proposal selected	Jan./ Feb.	UNIDO
12.	Consultants mission	March	UNIDO Consultant
13.	Assessment of consultants' reports in consultation with the co-ordinating institute in Sweden	May/ June	UNIDO Co-ordinating Institute in Sweden and the participating developing countries
14.	Individual and group visits of representatives of counterpart enterprises in Egypt, India, Kenya and Sri Lanka to Sweden for negotiating terms of co-operation for the transfer of specific industrial technologies as identified under the context of this project	Sept.	UNIDO Co-ordinating Institute in in Sweden SIDA
15.	Preparation of term of reference for consultants to carry out necessary studies for adopting specific technology to requirement of the recipient participating developing country taking into account the outcome of negotiations conducted in Sweden (activity 14 above)	Sept./ Oct.	UNIDO
16.	Selection and recruitment of consultants (20 m/m)	Oct.	UNIDO
17.	Assessments of results achieved and preparation of a follow-up plan	March/ April 83	UNIDO SIDA Co-ordinating Institutes in the participating developing countries and Sweden