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08943



Distr.
LIMITED
ID/WG.280/2
6 October 1978
ENGLISH

United Nations Industrial Development Organization

Expert Group Meeting on Institutional Infrastructure
for Industrial Development in the Least Developed
African Countries

Arusha, Tanzania, 13 - 18 November 1978

**MAJOR CONCEPTUAL ISSUES IN ANALYSIS OF
KEY FUNCTIONS ASSIGNED TO INDUSTRIAL INSTITUTIONS ***

Prepared by

Laurence L. Barber**

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** Public Management Consultant

A variety of functions aimed at stimulating and supporting industrial development are assigned to public or private industrial institutions. They are numerous; only the most important or key ones can be considered at a brief workshop such as this. Understandably each function and its institutions, such as those for transfer of technology, for financing, for training, and for consultancy has individual features. These have been described in some detail in Chapter V of the document "Institutional Infrastructure for Industrial Development" (UNIDO/ICIS 36) and will be considered more intensively in other papers and discussions of the present Workshop, dealing with particular functions and their institutions.

The processes of each of these functions are well established and are subject to little controversy. But they do not take place automatically. They must be implemented through various institutional devices. In asking how well any function is promoting or supporting industry, we must therefore begin by analyzing and evaluating the pattern and programmes and actions of the institutions charged with carrying out that function. All industrial institutions, regardless of function, have certain common features and problems, and a number of major concepts can be applied in measuring their performance as tools to assist industry.

Although economic development requires many and varied functions and institutions, this paper concerns itself only with those which are designed to promote and service industrial development. For simplicity, therefore, the terms "functions" and "institutions" will often be used as abbreviations for "industrial (service) functions or institutions".

A. Underlying Concepts

An industrial function or institution does not exist for itself. It has value only to the extent that it supports and promotes industrialization. This seems to be the basic thought which should guide any analysis, and it sets the measurement which should be applied. There is no value in the transfer of technology or in a scientific laboratory, an industrial development loan, or a vocational training institute, except as each represents a service which can be used in national development. Yet it is all too easy to lose sight of this and to concentrate upon a function or an institution as having a life and importance of its own, divorced from that fundamental reason for existence.

In each country a number of national decisions are made, or need to be made, as to the amount, types, location and timing of industrialization. These decisions should then determine the kinds of functions and institutions needed. For example, a policy of concentrating on widespread small scale industry requires completely different industrial support institutions than does a policy emphasizing a limited number

of large public manufacturing plants. The technology, financing, skills and advice needed will depend on the type of industry.

Unfortunately in many countries a number of institutions have been created to carry out promotional or support functions before any clear national industrial policy has been set. Reasons for this include lack of clear thinking, ambitions of certain officials, even misguided advice and assistance from outside. As a result, most developing countries ought to take a broad and critical look at their various institutions, revising them to ensure that they really are designed and operating to supply the functions needed by current and planned industry.

From all this a second major concept becomes clear: a country's pattern of industrial institutions should be unique to that country, since each nation's resources, stage of industrial development, and industrial development programmes are different from those of any other. In documents and workshops such emphasis has been placed upon what each country can learn from others -- and rightly so. Nonetheless, blind copying should be avoided, and that which is learned or borrowed must be intelligently adapted to specific national conditions.

Perhaps another concept, or at least a warning, is the importance of realism. Even as economic planners should try to keep their goals and projects within the capacity to achieve, institutions must set their scope and programmes realistically, considering not only the functions needed and the size and variety of industry to be served, but the institutions' own internal ability to deliver services. As an example, a financing institution may not need a \$100,000,000 loan

capacity during its beginning years, nor should an extension service recruit 1,000 field workers unless it has the ability to train and supervise them and has identified industrial needs to utilize them. The managers of institutions have a special responsibility to point out such realities to politicians, outside consultants, industrial promoters, and others who may have fine intentions but insufficient information or judgment.

Somewhat akin to this is an appreciation of timing. Industrial institutions have a delicate task of making their services available precisely when needed by industry -- or even slightly before, but certainly not later. This is most obviously seen in the function of training. A number of developing countries have constructed large industrial projects, only to discover as the plants neared completion that the required lengthy training of skilled production workers would not be completed by the time the physical facilities were ready. Yet we can also recognize that functions such as industrial information or extension may be promotional, and their services often should be made available even before a need for them seems to exist. Each institution has to determine the appropriate timing for its function and make that timing a key factor in its programme and its own institutional development.

An institution cannot satisfy these concepts and fulfill its role effectively if it is passive and merely reacts to industry or to development plans. A proper industrial service institution has to provide dynamic leadership to industry. It must anticipate needs, seek

new alternatives, experiment imaginatively, break old habits and customs. In short, it must be an agent of change and innovation. Otherwise, why should it exist?

B. Structural Concepts

Another primary concept to be applied in analyzing any industrial institution is that it must be part of a total system. Even as these institutions do not exist except in order to service industry, none of them are isolated units. The functions and activities of each of them affect or are affected by those of others. As examples, consultancy interacts with financing of better equipment or with better training of employees; export promotion is dependent on standardization and quality control, which in turn requires trained management. In other words, effective servicing to industry by institutions is a joint or team effort. This is unfortunately not always the actuality in some developing countries.

As implied earlier, this system of national industrial functional institutions should be balanced. The great danger in the usual history of building these institutions is that we see a need or an opportunity for establishing or expanding one of them, but we fail to study whether this will cause overweight or unbalance. If we consider the institutions in our own countries, almost certainly we will recognize that some of those institutions are larger or more efficient or better financed than others, or than perhaps they need to be. As a result, industrial development moves ahead in a ragged fashion, with some functions overstimulated and supported while others are underactive.

One reason for this, to be watched and corrected, is that most industrial functions in developing countries are carried out by institutions which are parts of government's administration, but are scattered among a number of ministries, departments, and directorates. Some, such as development corporations, are parastatal or quasi-independent. Vocational training is often part of the Ministry of Education; transfer of technology within a Ministry of Scientific Research; industrial financing affiliated with the Ministry of Finance. No one official short of the Prime Minister or Chief of State, not even a Minister of Industry, has the breadth and responsibility to view all industrial functions and institutions as a total system, to see the weak spots, and to achieve balance.

Closely associated with the need for a balanced system is the concept of coordination or joint programme action. Not only should industrial support be a cohesive single system with no one institution notably weaker or stronger than the rest; in carrying out their assigned functions and setting their range and scope of programme, institutions obviously should be linked. The ideal situation, probably never to be expected, would be to have all industrial institutions in all functions jointly prepare a working programme which they could present as a unity to the planning and budgeting authorities. More practically, one can enquire as to the degree to which these institutions really talk to one another and consult as to future plans and current actions. Very few countries have interministerial industrial development councils or committees where this can take place.

Much more effort can be put into exploring joint programmes and especially into the possibilities of linkage and joint use of field staff. Among the more obvious examples of need for this are the re-training or upgrading of industrial workers as a follow-up of consultancy, and the financing of pilot plants as part of the process of transfer of technology. Cases such as this call for integrated action by several service institutions from several functions.

In some developing countries institutional staff in one ministry are actively discouraged or prohibited from talking with those in another. The usual requirement that interministerial communication be channelled through directors-general, permanent secretaries, or even ministers effectively blocks this needed consultation. Instead, governments ought to insist that all senior staff of each industrial institution meet and talk directly with those in other institutions frequently, frankly, and fruitfully.

Within recent years some large bureaucracies, industrial and governmental, in several of the more fully developed countries, have begun to experiment with a concept known as the "project team". This draws together specialists from several functions and assigns them joint responsibility for completely carrying out a single project. The project may be the establishment, construction, and start-up of a large factory, or the setting up of a multi-functional service programme, or the initiation of large-scale economic development of an empty region, or any of many other new activities. The essential is

that those who have the needed expertise and contacts are thus pooled directly, not scattered among a number of institutions which are bureaucratically remote from one another. While less developed countries with limited personnel may not always be able to set up large or full-time project teams of this sort, they may at least be able to create part-time temporary inter-institutional task forces charged with full responsibility for furthering particular industrial development projects.

To be successful, all this requires that the range of responsibility of each institution (and of each official within the institution) be clearly specified at a very early stage. Admitted that in some developing countries there is a dangerous tendency for "sticking to the rule book" and for officials to seek the safety of written restrictive regulations and job descriptions. Nonetheless, especially in a new country, where officials may be inexperienced and precedents are not yet built up, it seems safer to clarify areas of responsibility. We might note that those African countries which have followed the French code system of administration are usually in a more favourable position in this respect than are those which are following the more flexible and vague British administrative practices. Even where the original duties and responsibilities of each institution are rather clearly specified in law or ministerial regulation, reallocations have to be expected as time goes on and conditions change. The planning authorities, Ministry of Finance, or Council of Ministers have a responsibility to monitor this and to keep definitions up to date and duties assigned or reassigned to the proper institutions.

One concept which cannot be emphasized too strongly to the smaller or least developed countries is the necessity for simplicity in institutional structure. At the early levels of national industrialization there is no need for a complex institutional structure such as that found in Egypt or India or Yugoslavia, let alone the USSR, USA, or Japan. This concept of simplicity can be applied at two levels, to minimize the number of (a) institutions, and (b) individuals.

Any developing country has to apply stringent birth control to its institutions. No new industrial service institution ought to be created, and no existing programme ought to be broadened, except after rigorous enquiry to make sure that the proposed functional activities are not already being performed, or cannot be performed -- effectively -- by some existing institution. Otherwise a duplication and waste of scarce resources would result. That enquiry should take the form of a feasibility study such as is generally made prior to the establishment of a new industrial plant, and it definitely should include a cost-benefit analysis.

We must face the fact that in the average small and least developed country the supply of managerial skills, industrial specialist technicians, and public budget resources are so limited that the number of individual departments, divisions, or institutions needs to be restricted. For example, it is more important for a minimally industrialized country to have a single strong and broad-thinking development bank than several weak and badly staffed institutions each financing some narrow sector such as small industry, parastatal industry,

agro-industry, industrial cooperatives, etc. As a side benefit, programme coordination may thus be improved by organizational simplification.

Structural simplicity is also necessary within institutions to fit and utilize the limited number of qualified officials available. One is horrified when visiting industrial institutions in the smaller countries to see the number of "sections" composed solely of a section head, with little or no technical or secretarial support. Obviously this is a device to confer prestige and higher salary on that individual. Other ways might be found to do that. The proliferation of these phantom sections creates a cumbersome bureaucracy. It makes supervision and coordination difficult. It loads these scarce technical specialists with unnecessary administrative duties and paperwork as section chiefs, thus diverting their time from the industrial programme service for which they are presumably qualified and wanted. At times one wishes that all of a country's 50 or 100 or more industrial service specialists might be stationed in one big office room, as a single all-function industrial support institution, to provide industry with one point of contact and to encourage those officials to consult and work jointly rather than separately.

Perhaps this would not be completely desirable, however, because many of those officials ought not to be sitting in any office at all. They ought to be out among industrial plants and shops, among entrepreneurs and workers. If institutions and their staff exist only to service industrial development, that cannot be done effectively within

the ivory tower of an office. And it cannot be done alone by even the most experienced and dedicated institutional officers. Effectiveness of any industrial institution requires the fullest contact with, and participation by, industry itself. This has several aspects.

No institution and no group of officials can by itself estimate completely and accurately the needs of industry, especially for the future. Many of these needs are unique to a particular plant, or they are sudden, as when blockages occur in a production line. Others are vague, as in planning for new products or for plant expansion. Often entrepreneurs, management, or workers are too inexperienced or too close to daily operations to sense where they need help. It is commonly said of industrial consultancy that the first problem to be faced by a consultant is to identify the real problem or problems to be solved. In the same way, institutions far too often spend their effort trying to deal with what they imagine are the needs of industry, before consulting with industry as to what in fact those needs are.

The institution cannot rely passively on industry coming to it, for a number of reasons. Small or new institutions are usually located in the national capital, while industry, especially small industry, may be spread far away throughout the country. As we shall note, industry often lacks information as to the services an institution can provide. In many countries entrepreneurs, especially small-scale ones, hesitate to deal with bureaucracy. Tribal and linguistic barriers may be other constraints. All in all, it is clear that any institution

must take its services to industry and sell them. Where the number of staff allows, regional offices or village posting and visits for officials can facilitate outreach to industry and enable the institution better to recognize variations in types of industry and needs in the different parts of the country. We might note in passing that plant visits and other methods of getting the institution's bureaucrats out directly into industry can serve a vital role in giving them the practical knowledge which is essential if they are to be able to serve industry effectively.

Especially in a country with a very small amount of industry, persons skilled in various aspects of industry's needs are in very short supply. They must be identified and used very carefully. Many of these knowledgeable persons are working in industry rather than in service institutions. Hence the institutions need to supplement their own staff capability by drawing heavily on resources of skills from industry. As examples, this is the practice in virtually all countries in setting industrial standards, as well as in training through apprenticeship.

The institutions themselves would benefit greatly if they could establish some temporary interchange of personnel from industry into the institutions as well as outward to industry. While differing salary and promotion structures, as well as confidentiality of enterprise data, make for some difficulties, this is an area where effort and imagination could produce major practical advantages. (In passing, we might note that a similar exchange of staff from one institution to another could also be stimulating.)

Another sector from which industrial institutions can draw resources is from the universities or other institutes of higher education and research. Until recent years there was a tendency to regard universities and their personnel as impractical. But it is now notable that in nearly all developing countries, as well as in the more developed ones, the universities are being asked to participate rather heavily in economic development functions. There is a growing interchange as economists are drawn from the classroom to ministries of finance, development banks, and planning commissions, and as civil servants from those institutions are asked to become part-time professors. In a number of countries university laboratories are the centers for study of transfer of technology, the development of indigenous technology, and the testing of industrial product and quality improvement. Universities are beginning to train industrial managers and to recognize the need for fitting their technical graduates for industrial employment. More and more university staff members are being employed as consultants in a variety of industrial service functions. All this is desirable, as a means for mobilizing all of the nation's expertise in the effort toward economic development, and at the same time keeping its academicians aware of the practical realities of that development.

We tend to think of industrial servicing as the transfer of expertise and/or resources from an institution to an industrial enterprise, whether large or small. Yet most developing countries actually have situations in which such service transfer can also take place within

or among industry itself. The cooperative movement is an example of this, encouraging a pooling and sharing of resources, skills, and efforts. Apprenticeship is a transfer of knowledge from more experienced workers to new trainees; the same is true of in-plant training as a part of vocational education.

One characteristic of most developing countries is an industrial dualism, with a few very large plants, usually in state or foreign ownership, and a mass of very small industrial shops, usually privately owned and managed. Few countries have yet explored the possibilities and responsibilities of assistance from the larger plants to the smaller ones. Simplification and transfer of technology, basic training in the various aspects of management, and consultancy are all possible functions for this. As one entrepreneur recently said, "Those of us who 'have it made' now have a responsibility toward those who are 'trying to make it'". In some countries large industry is subcontracting as much as possible to small plants, providing financing and production help along with purchase of the sub-product. All this suggests that a new function for industrial institutions, especially in the least developed countries, may be to marshal and encourage greater services by industrial enterprises to one another.

Participation by consumers in industrial activity and institutions may seem to be uncommon in the less developed countries. Yet if we substitute the word "buyers" for consumers, it becomes clear that they play a vital role in industry, for without their purchases production would have to grind to a halt. This means that if institutions are to

be realistic in such actions as deciding what kinds of production to finance, what standards to enforce, what markets to exploit, they clearly need buyer or consumer input.

This input will be needed from two rather different consumer interests. One is the domestic market, which may be concerned with a number of basic and inexpensive but solid products. The other market, for export, may want bulk shipments of semi-finished goods, or very cheap simple consumption goods such as textile products, or agro-industrial products, or exotic handicrafts. In any of these alternatives, the foreign buyers will be explicit as to exactly what they want. In planning to meet those demands local industry could use assistance from institutions. In that assistance, cooperation and even participation from committed or potential foreign purchasers would be helpful. Greater thought needs to be given to ways in which those purchasers could be drawn into industrial service functions, from the earliest stages of contact and negotiation. The results will be a better product, greater satisfaction, and better chances for additional purchases.

If industry and all other concerned parties are to participate in the planning and work of an institution, obviously they need information regarding the institution's existence, functions, and activity. Securing this may not be a major problem for the relatively sophisticated managers of large public corporations, or for members of the capital city chamber of commerce or industry. They probably are well aware of the institution

and what it can do to serve them. But the small industrialist or trade union officer out in the provinces may never have heard of the institution or may have no idea what it could do to help him. Many institutions make insufficient use of newspaper and radio publicity. Even that is not a sufficient substitute for personal contact. Since institution staff are usually too few to visit all the small industrial plants throughout the country, village or regional meetings for particular types of industrial personnel may be needed to spread information. In many countries the machinery of the national political movement could well be enlisted for this purpose.

Another group who find it difficult to secure information about the services available from industrial institutions are foreigners interested in investing, selling equipment, or purchasing manufactured goods. If they are trying to do these acts from overseas, they usually do not know to whom they should write; if they are visiting the developing country they have little idea which office to consult or where it is located. Even if some types of chambers of commerce or industry exist, their names and scope of interests vary. Also, many of these chambers in the least industrialized countries are weak and do not themselves have sufficient information to assist the enquirers. Often there is a national industrial development corporation, but frequently that corporation is primarily interested in its own large subsidiary enterprises and has little concern or knowledge about smaller industry or the private sector.

What is desirable in most developing countries is a small "industrial information centre" which can intelligently and helpfully serve to receive enquiries, know exactly which service institutions should deal with them, confirm this by telephone or letter, and facilitate putting the enquirer into direct contact with exactly the officials who can help. You will notice that this is somewhat different from the traditional technical information service for industry. Instead, it is a simplified version of the "one-stop service office" as developed in the Republic of Korea and elsewhere. The essential is to provide a single knowledgeable spot to which both local and foreign industrial enquirers can first go, with some who knows enough about all the industrial institutions and their functions and services to put the enquirer immediately into contact with the specific one which is appropriate.

3. Psychological Concepts

Analysis of industrial institutions is not complete if it merely deals with organizational or administrative concepts, or with specialized technical concepts such as are to be considered in other Workshop papers and sessions. There are also several psychological concepts which we should at least notice. These will vary somewhat from country to country and from function to function, but to the extent that all men and women in industry and institutions are human beings, the concepts have some general applicability.

Perhaps the most controversial of these psychological concepts is that of equity. To a certain degree, especially in a competitive world, equity may not be desired by industrialists or workers. Many, if not all, would like institutions to favour them even at the expense of others. In reality we know that in most countries, developing or developed, certain industrial establishments or groupings are likely to receive especially favourable treatment from service and regulatory institutions, particularly from governmental bodies. In part this is based on relationships of friendship, family, tribe, or political support.

To a very sizeable extent, however, some favouritism in financing, locating, or otherwise servicing industry can be justified on other grounds. Nearly all countries have areas or persons presently less advanced economically or socially than others. As a result, programmes are established to stimulate industrial growth in those areas, or to assist those persons in becoming more active in industry. There is an element of present favouritism, as well as of ultimate equality, in most national programmes designed for spreading industry from the capital city to the provinces, or for industrial training of rural or depressed youth, or for preferential government purchasing from cottage industries. This sometimes produces dilemmas, as when a firm receiving special support from various institutions because it is a small industry becomes just successful enough to move into the category of a medium-sized industry, and immediately loses all that special support.

Despite all this, we have to remember that the industrial service institution is part of a system of development for the nation as a whole. The rising expectations of the New Economic Order are supposed to be for the entire population, not merely one group or class or region or tribe. Factors such as post-independence nationalism and indigenous socialism contribute to this feeling that all have a right to share in the expected economic and social improvements, a feeling which is commonly expressed in political speeches and in planning documents. Hence some concept of equity needs to be embodied in the programme targets of any institution.

Another psychological concept which is important when analyzing the effectiveness of these institutions is that of satisfaction. This takes a number of forms. One is the morale or satisfaction shown by the institution's own personnel. Without considering in detail this complex subject, we can note that the extremes of high and low morale do have a major impact on service effectiveness. Highly motivated and satisfied staff will push vigorously to serve industry and usually will achieve fine results; staff with low morale will act sluggishly and carelessly and will achieve little or nothing. Although morale in public institutions is often considered to be uniform throughout an entire civil service, there is abundant evidence in institutions in the less developed countries that the quality of leadership within the individual institution and the personality of its director are really the crucial factors.

The satisfaction given by the institution to the national planning organ(s) is also of considerable importance. Its reputation with the planners can have a major effect in decisions regarding the responsibilities to be laid on the institution and the resources which are to be allocated to it. That reputation will depend on two factors: (a) the degree to which the institution carries out the functions assigned to it in each development plan, and (b) the degree of day-by-day rapport which exists between the industrial institution and the planners. In many developing countries there are complaints that the institutions are not sufficiently admitted to participation in plan preparation. This may well be true, yet it can be valuable to explore whether the institutions themselves make an effort to talk with the planners, to inform the latter of institution proposals, needs, and programmes, and thus to align them more favourably toward the institutions.

Much the same comments could be made regarding building satisfaction on the part of political personalities. While each director of an industrial institution can concentrate on a single function, the politician has to consider a wide range. The latter must spread his time, interest, and information rather widely; hence he may have little knowledge of what a particular institution does or needs. This means that the politician's evaluation of the institution may result from chance, from the complaint of a single constituent or from noticing a single unsuccessful project; or more favourably, from one happy visit to a plant or cooperative or school. The remedy, as with the planners,

is for the institution to take active measures to keep itself more steadily within the politician's span of attention, to build a more intimate relationship which hopefully will increase satisfaction and support.

When all is said and done, however, the most important satisfaction to be sought by these institutions is that of industry itself. One of the most obvious ways in which that can be assessed is through the extent to which industry uses and re-uses an institution's services. As in any business, the satisfied customer will return again and will pass on recommendation to others. Not all institutions seem to collect and publicize statistics as to the actual use of their services. Those who are analyzing and evaluating the effectiveness of an institution can properly demand such statistics and review them objectively.

Yet industry's satisfaction or dissatisfaction with the work of an industrial institution is to be measured by much more than raw numbers of loans granted, mechanics trained, hours of consultancy. "Why" and "why not" are as important as "how much"; so are the alternatives which industry might prefer to existing programmes. This means that machinery must be provided to supply "feedback" from industry. In most developing countries institution officials conscientiously try to sense informally what industry wants and needs. The difficulty, however, is that there is only a rudimentary unorganized structure through which they can secure that feedback. Often the chambers of industry and commerce are not fully representative of industry, especially of small industry. Those chambers do not always sense

accurately the feelings of industry or express such feelings fully and honestly to the institutions. Similarly, few official political parties have developed or encouraged the types of self-criticism which might reveal defects in public industry.

Direct feedback from workers is almost unknown in most developing countries, where unionization is usually rare and weak. It is understandable that the workers in industry, whose livelihood depends on it and who are essential participants in its production processes, should be consulted as much as possible in matters concerning industrial development and servicing. Yet in practice some industrial services lend themselves to worker input more than others. Worker opinions and participation may be crucial in functions such as training and consultancy, helpful in the detailed application of transfer of technology but not in its experimental or theoretical aspects, and of little applicability in the function of industrial financing. Much depends on the sophistication of the workers or their representatives, upon the ways in which worker ideas are fitted into the servicing process, and upon the creation of a feeling that the workers are being consulted and informed, even if their practical input may be somewhat small. Workers will then be more able to understand and accept innovations suggested by the institutions.

There seems to be no single satisfactory way of ensuring adequate feedback from the various sources desirable, but a number of devices do enable limited or partial reaction. Some institutions have governing

boards with industry representation. Many have advisory boards or committees drawn from industry or from particular sectors thereof, or from universities or the public. Mention has earlier been made of technical committees to prepare standards. Plant visits and consultations supply some industry opinions as to institution services.

Despite their limitations, all these devices and others seem the best we have, and their use ought to be encouraged. If any feedback is to be of value, however, it must be honest and constructive. It must also be accented and utilized. In any assessment of an institution, enquiry needs to be made as to exactly what feedback has been sought and received, and what changes have been made as a result of it. Fundamentally such feedback and its use will be most valuable if it results from two-way trust and cooperation: from institutions desiring to help industry as practically as possible, and from industry desiring to gain practical benefits from institutional services.

4. Concepts as Questions to Help Analysis

No adequate checklist has ever been devised for use in the analysis of how well industrial institutions are carrying out their functions. In view of the variety of functions and the differences among countries and their industrial conditions and needs, it is improbable that any such checklist could be of more than limited value. Nonetheless the concepts which have been brought forth on the preceding pages suggest goals which we might expect most institutions to target, and questions

which might reasonably be asked concerning most institutions. It may be helpful, therefore, by way of summary, to restate those concepts in question form:

1. Has the institution been created from national thinking and culture, or does it copy an institution in some other country?
2. Exactly what are its functions, and what need(s) of the national industry is it supposed to be meeting?
3. What other institutions within the country also have any responsibility for the same function or functions?
4. In what ways does the institution act to meet immediate needs? In what ways is it acting to prepare for the needs which industry will face one or two or more years in the future?
5. What innovations or new ideas for industrial action within the country has the institution produced within the past year? What evidence is available to show their acceptance and application by industry?
6. How do the economic planners and political leaders see the institution's role as part of a total pattern of industrial and economic development?
7. What specific joint action programmes does the institution have with other industrial development institutions?
8. How does the institution's budget and staffing compare with those of other industrial institutions in the country, and what are the reasons for any differences in scale?

9. In what documents are the functions and responsibilities of the institution and of its senior staff members specified? What methods are used to ensure that those specifications are followed?

10. What actions have been taken, and by whom, within the past two or three years to review and simplify the institution's organizational structure?

11. What specific data is available showing the degree to which there is participation in the institute's programme planning and actions: By industry as a whole? By appropriate sectors (such as small-scale or agro-industry)? By industrial workers? By consumers?

12. In exactly what ways does the institution supply information regarding its present and planned work: To industry? To other institutions? To the political leadership?

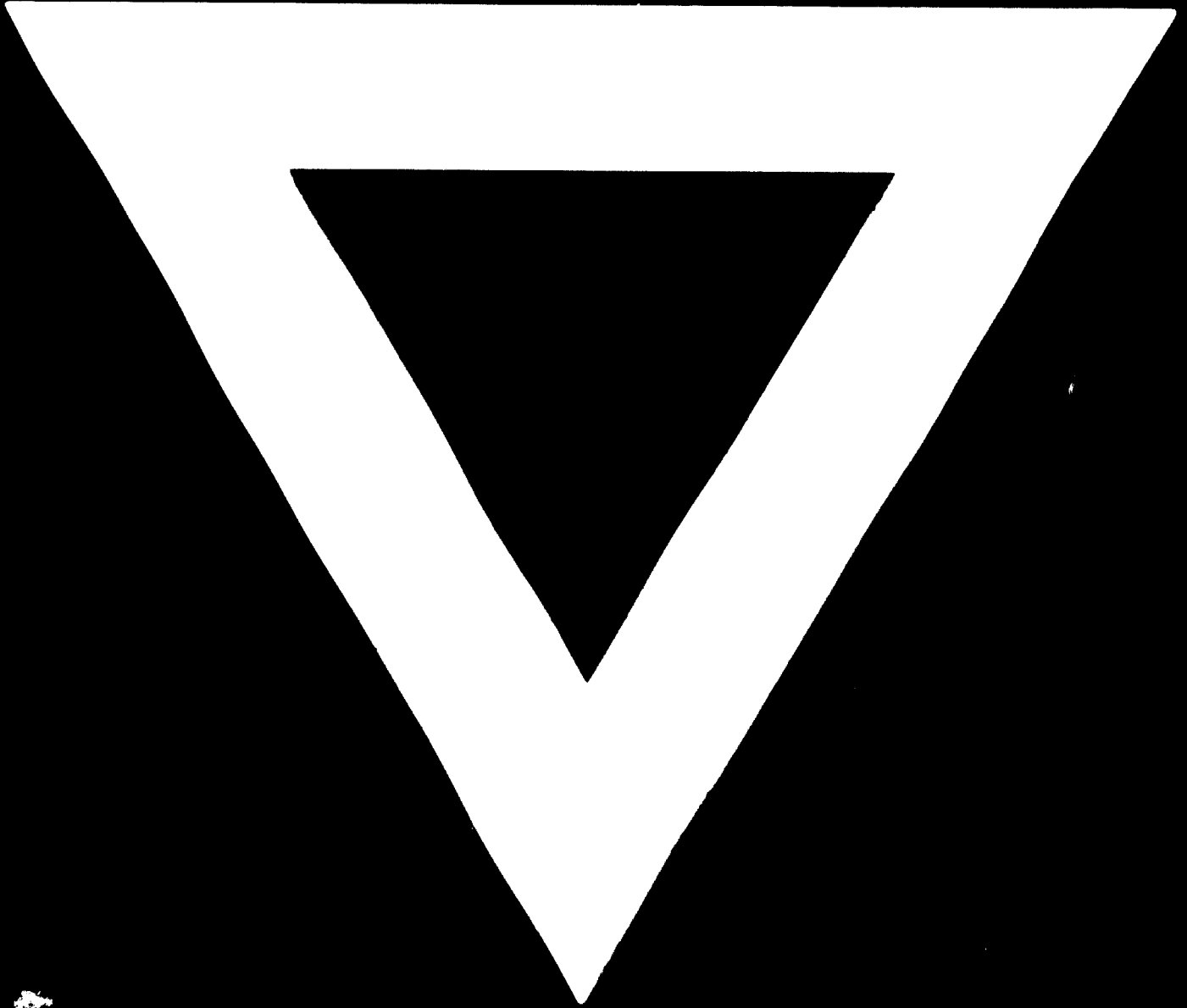
13. What evidence is available to show positive effort by the institution to provide its services equitably to all industrial enterprises and industrial promoters? What evidence is available showing the ways in which the institution is attempting to spread industrial benefits to regions within the nation which are presently less developed, or to less privileged groups?

14. What data can the institution itself provide as evidence of industrial satisfaction with its services? What data regarding this is available from other sources, particularly from industry and its workers? What devices exist to provide feedback, not only to show satisfaction and dissatisfaction but also to supply industry's suggestions for improvement of the institution's services?

Finally, and overall, 15. Taking all of the above into consideration, is the institution adequately justifying its cost and existence by really fulfilling its function and meeting some specific needs of the nation's industry?



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