



TOGETHER
for a sustainable future

OCCASION

This publication has been made available to the public on the occasion of the 50th anniversary of the United Nations Industrial Development Organisation.



TOGETHER
for a sustainable future

DISCLAIMER

This document has been produced without formal United Nations editing. The designations employed and the presentation of the material in this document do not imply the expression of any opinion whatsoever on the part of the Secretariat of the United Nations Industrial Development Organization (UNIDO) concerning the legal status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontiers or boundaries, or its economic system or degree of development. Designations such as “developed”, “industrialized” and “developing” are intended for statistical convenience and do not necessarily express a judgment about the stage reached by a particular country or area in the development process. Mention of firm names or commercial products does not constitute an endorsement by UNIDO.

FAIR USE POLICY

Any part of this publication may be quoted and referenced for educational and research purposes without additional permission from UNIDO. However, those who make use of quoting and referencing this publication are requested to follow the Fair Use Policy of giving due credit to UNIDO.

CONTACT

Please contact publications@unido.org for further information concerning UNIDO publications.

For more information about UNIDO, please visit us at www.unido.org



07417



Distr.
LIMITED
ID/WG.238/24
30 November 1976
ENGLISH

United Nations Industrial Development Organization

Ad-Hoc Expert Group Meeting on Co-operation
among Universities, Industrial Research
Organizations and Industries and the Role
of UNIDO in this Co-operation

Vienna, Austria, 29 November - 3 December 1976

FACTORS WHICH FACILITATE ASSISTANCE TO INDUSTRIES AND RESEARCH
INSTITUTIONS IN DEVELOPING COUNTRIES GIVEN BY UNIVERSITIES AND
FACULTY IN INDUSTRIALIZED COUNTRIES AND THE AREAS IN WHICH UNIDO CAN CONTRIBUTE^{1/}

by

Prof. H. Neunteufel*

* Participant from Austria

^{1/} The views and opinions expressed in this paper are those of the author and do not necessarily reflect the views of the Secretariat of UNIDO. This paper has been reproduced without formal editing.

id.76-6740

Introduction

The author has undertaken a small research project in support of this paper. He has mailed out questionnaires to several hundred American universities and some hundred European universities (in Great Britain, Germany, Switzerland, The Netherlands and Austria) collecting data on the motives and other factors which facilitate Western faculty support to industries and research institutions in developing countries. Not enough response to these questionnaires came back, so the author feels the material is insufficient for statistical evaluation. It appears however sufficient for qualitative evaluation and provides a fair indication of the essential factors at work. This will be explained in the paper and recommendations concluded as to what UNIDO can do to promote fruitful co-operation between universities of the West with industries in developing countries.

Need for Assistance needs to be identified

Some of the most critical problems in the way of wide-spread co-operation between universities of the West and industries in developing countries is poor communication and lack of interest on the part of scientists in the West. While the faculty of American and European universities are in close contact with their local industry for reasons of financial support of research ambitions and for reasons of income, American and European faculty shows little interest in industry clientele in developing countries mainly because of lack of communication, because of not knowing about the need of assistance on the part of these industries. There is no organized clearing house or organization keeping faculty talent in the West in evidence and inviting it to work on problems of industries in developing countries.

There are national and international authorities, which make the contacts with universities and research institutions in the West, but bureaucratic procedures often hamper the process rather than further it. In Europe less initiative on the part of the universities can be observed than in the States. As far as a rough quantification can be justified by the small sample, the contact was established with

<u>European Faculty</u>	<u>American Faculty</u>
50% by government agencies	30% by government agencies
50% by foundations and private entities	40% by foundations or private entities
none by the universities	30% by the universities themselves

From his own limited experience in developing countries the author knows that the identification of the need for assistance is a problem area also on the part of the industry in developing countries in need of such assistance. While as a rule such industry knows how to approach field offices of both international bodies as well as of foreign governmental representatives in applying for funds, once a project has been formulated, the expert help for identifying the problem and designing the solution can rarely be sought out.

Facilitating Factors

Among the facilitating factors for Western faculty assistance in developing countries the following main groups have been identified in the responses given:

- 1) Identification of Need
- 2) Readiness of Faculty to provide assistance, Expertise of Faculty and Motives of Faculty to give Assistance, Remuneration of Work
- 3) Funding, Resources, Intermediaries.

Identification of the need for assistance at the level of the industry in need of help is critical and has been dealt with above. Communication to the available expert is the complementary half of this problem. Unless the need for a project has been identified at the level of the industry concerned, and unless the industry, after pinpointing the specific need for assistance can establish the contact with the right expert knowledgeable of solving the problem, carrying out the research, giving the advice or assistance, no such help will come forth, even if the funding is available and even if the funds are spent, which is often enough the case.

Availability of Faculty

For the great majority of problems, tasks and projects there are experts at universities both in America and in Europe, yet even if communication were to work well, comparatively few of these experts are ready to give such assistance. They may be completely occupied with their principal work or lack motivation and interest in any but the best prepared and best organized projects, on top of it not willing to accept the change in environment, for themselves and their family, of struggling with ignorance and indifference in the field. The small response received from American universities but also European universities reflects this lack of interest in the majority of the faculty:

- 1) lack of free time because of overwork in the principal occupation
- 2) insufficient premium in monetary reward over income from principal occupation
- 3) poor living conditions in the country of assignment
- 4) less than desired work support
- 5) insufficient language knowledge
- 6) tardiness in government action
- 7) lack of follow-up and implementation
- 8) short funds
- 9) insufficient compensation

Needless to say that generous funding and compensation, as the OPEC countries can afford, can facilitate any co-operation a lot better, and these countries find it increasingly easy to recruit the best of scientists for their projects.

Motives of Faculty to give Assistance

A central focus of the investigation carried out by the author was on the motives of faculty to accept assignments to assist industries in developing countries.

A variety of reasons were found to be instrumental in inducing a member of the faculty at a university in the West to accept an assignment of assistance to industry or research institutions in developing countries.

- 1) Attractive compensation in combination with possible tax advantages
- 2) attractive living conditions while on the assignment
- 3) generous allowances and logistic provisions
- 4) scientific interest in the subject of the research or work
- 5) opportunity to do paid research in the field
- 6) challenge of task and uniqueness of experience
- 7) promise of success of the project rewarding individual pride
- 8) building a reputation
- 9) field experience especially in the case of specialization in development economics
- 10) opportunity to experiment and to implement new ideas
- 11) training ground
- 12) desire to go back to previous places of work of of friends and students, whom the assigned had learnt to like

- 13) paid travel and seeing new and interesting places possibly with his family
- 14) change
- 15) importance of the job
- 16) desire to help

While, due to not enough response, the author cannot quantify the motivating reasons, he can attempt to estimate the importance of the reasons. Although not all responses were given honestly in the area of material gains and the European respondents appeared less candid on this issue than their American colleagues, the material gains seemed to rank first in importance. When the price was not right, the recruited faculty flatly refused in most instances. Other egoistic motives also weighed heavily like prestige, gaining experience and the opportunity of doing just the type of research or trying out ideas. Paid travel, far away experience and change was also high on the list. Among the altruistic motives the desire to work with and for old friends and students was ahead of all altruistic reasons, as was the desire to go back to a country in which the individual had lived before, a rather remarkable but important motive. The mere desire to help developing nations was a rare motive and even there the credibility is not very high.

Funding and Resources

Although generally less problematic the sources of funds for the support work and assistance were as diverse as the entities establishing the contacts. A quantification of the types of sources is beyond the scope of this study. More important is to make brief reference to the material resources and organizational support. More than in anything else it is in this respect that critical frustration comes in. Few are the instances, where the organizer provides for satisfactory material and organizational support. Fewer are the cases where the beneficiary of the project does his share even where it should be expected. Not only does this gross negligence make recruiting more difficult, it also can impair the very success of the project in progress. Among others one respondent deplored this lack of enthusiasm on the part of the host installation with the following bitter analysis:

"I was unhappy while on the assignment. Things weren't as they had been planned to be. No counterpart to serve as translator on visits to

companies. Accommodation was not organized as planned. The recipient of my services did not encourage me to do anything. I could have done nothing. Groups receiving foreign aid for any length of time can get to the point, where success is merely spending the foreign aid. As soon as I was hired for a sizable fee, that took care of that. Whether I did my dollars worth of work was immaterial. I questioned the secretary general of the beneficiary institution, if it really had a viable strategy for its future or if it was waiting for direction from the granting institution" - the Ford Foundation was the funder in this case.

Potential Unido Contribution

UNIDO seems better suited to facilitate co-operation between faculty from the West and industry and research institutions in developing countries for many reasons, among them because it is better funded than many other organizations and it has already a well developed organization to cope with the problem areas. In most developing countries UNDP has its own capable staff. An attempt to suggestions as to how to facilitate a more fruitful co-operation between faculty from the West with its vast knowledge and industry in developing countries with its great need shall be undertaken. The main areas of contributions by UNIDO can be seen in the following:

- 1) UNIDO's Role in Identifying Need
- 2) Role in Keeping Evidence of Ready and Capable Faculty and Academicians
- 3) Role in Establishing Contacts
- 4) Role in Funding
- 5) Role in Facilitating Work
- 6) Role in Promoting Implementation

UNIDO's Role in Identifying Need and as a Clearing House

With its field organizations in developing countries UNIDO actively can locate industry in need of research and consulting help from foreign faculty and identify such need to the point of designing a programme. As far as UNDP and local UNIDO staff does not have the expertise, help by experts from foreign faculty, if not locally available can be obtained already in this phase.

Files of available and capable faculty can be kept in evidence and maintained up-to-date in UNIDO. It seems to be an unnecessary bureaucratic delay to start recruiting with a bid or through national governments in Western countries, when the need arises. Instead, interested faculty can be contacted on the basis of general advertising campaigns at universities,

experience checked out through questionnaires and submitted publications, motivations (required salaries, areas of interest) kept in evidence and the whole file stored in a computer, which can match the need with the available experts, as soon as the need is identified. Such comprehensive file could be made accessible to other aid giving entities, national government agencies, foundations, possibly even to aid recipients. As a rule faculty does not object being listed in such a manner, which would rather enhance its prestige.

Role in Funding and Facilitating Work

UNIDO may consider permanently retaining private service organizations for doing the leg work in host countries, wherever UNIDO cannot cope with the problem through its own field service. The advantage of such private and wherever possible nationally staffed auxiliary organizations is that they could be paid for the job rather than retained for a fixed fee, and that it may not be bugged down by the bureaucratic procedures as might be government agencies.

Such support organizations could provide interpreter service, seek out housing and such other living facilities and provisions as the consultant may request, not only for accepting the job but also for enabling him to perform optimally. Nobody else but skilled local individuals can take care of customs problems, advise on banking and taxes, transportation and freight-ing in an optimal way, especially when retained or replaced on recommendation of the consultant himself, and every other way of taking care of such tedious detail work is a lot costlier in any other way, most distracting from his assigned work for the consultant himself.

The funding itself if out of UNIDO resources must of course be kept under strict control of UNIDO or its field service up to certain limits, so as to prevent abuse of funds and corruption. Again the suggested support service retained by UNIDO in host country locations could be recommended also to other aid-givers, where UNIDO could be the mediator. Also would UNIDO staff have to constantly supervise such private support firms' performance and organization, since in many instances the consultant may fail to do so out of ignorance of local circumstances and conditions, or at least assist the consultant in his control of the supporting service entity.

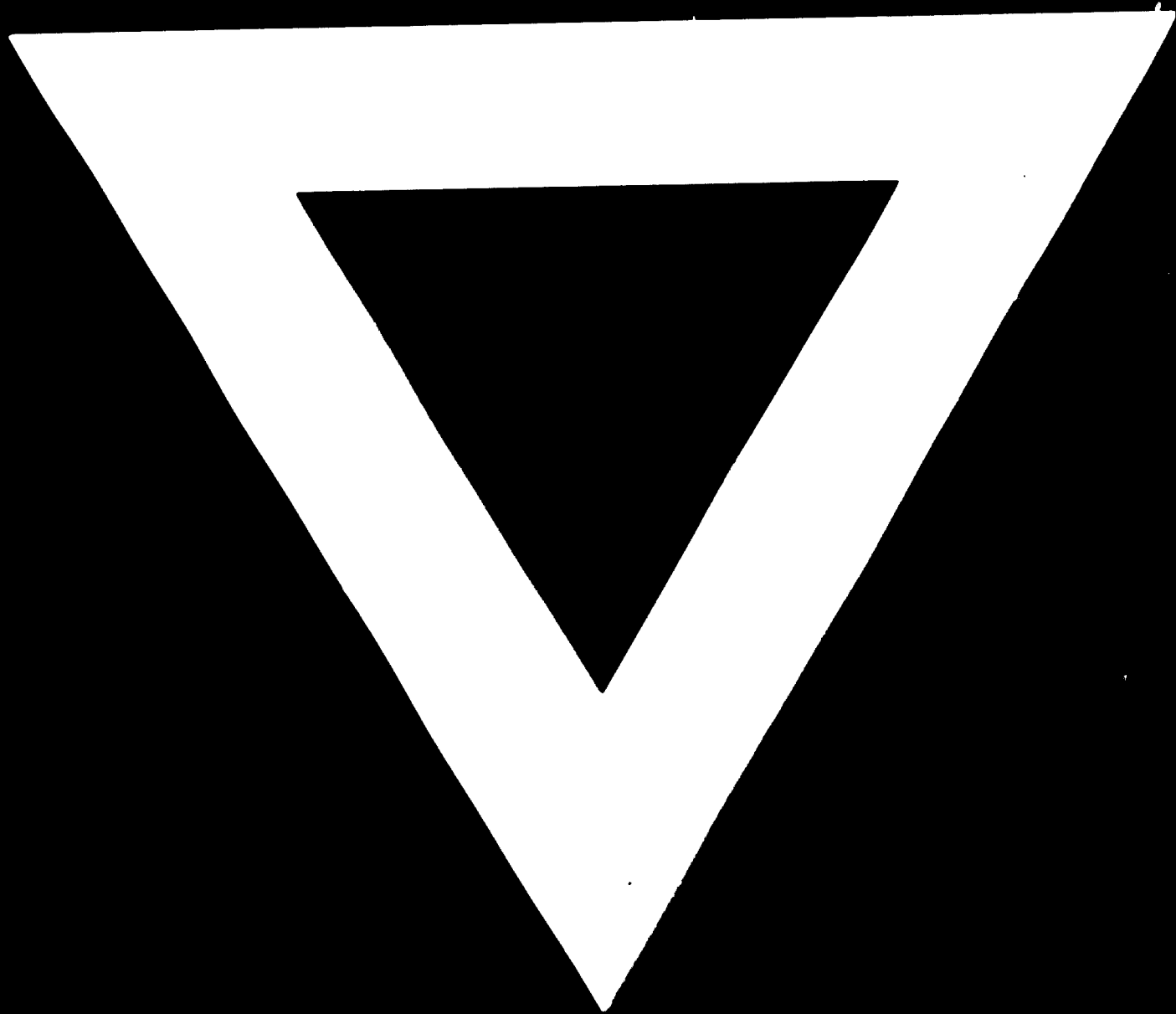
Role in Promoting Implementation

This is probably the most vital area, in which UNIDO must step in actively, wherever foreign faculty gives assistance or works on a project in a developing country's industry. More often than not gives the expert the best of advice but the recipient fails to make use of it or does not even understand it or how to use it. As in the case of identifying needs, promotion of implementation may take special consultants either local managers or foreign consultants. The control over their work should be retained with UNIDO's staff and carried through to the ultimate success of the project according to the plans elaborated at the time of the identification of the need and updated currently under the supervision of the project leader. A special project planning and control division can take care of such work and take responsibility within UNIDO.

Among all the reports of the colleagues who provided responses only a single one felt that one of the two projects was completed successfully. The critical opinion of the other faculty from universities in the West had to answer the question about implementation and success with such evasive phrases as "considered successful by the host country", "not completed", "marginal" or outright "unsuccessful". Such discouraging experience is most frustrating to the university professor who has given his time and knowledge, by far the scarcer resource than monetary aid itself.

Every aid dollar spent on a project, which has not yielded the planned success because of failure to properly implement the given advice, is a dollar wasted. It was not only this author's personal experience in his work in development economics, but also that of many of his colleagues and the opinion of nationals of recipient countries that foreign aid is extremely easy to come by. A Dutch Colleague wrote in his remarks: There is little knowledge about thinking and working in developing countries in the countries, which supply the funds.

G - 320



77.09.15