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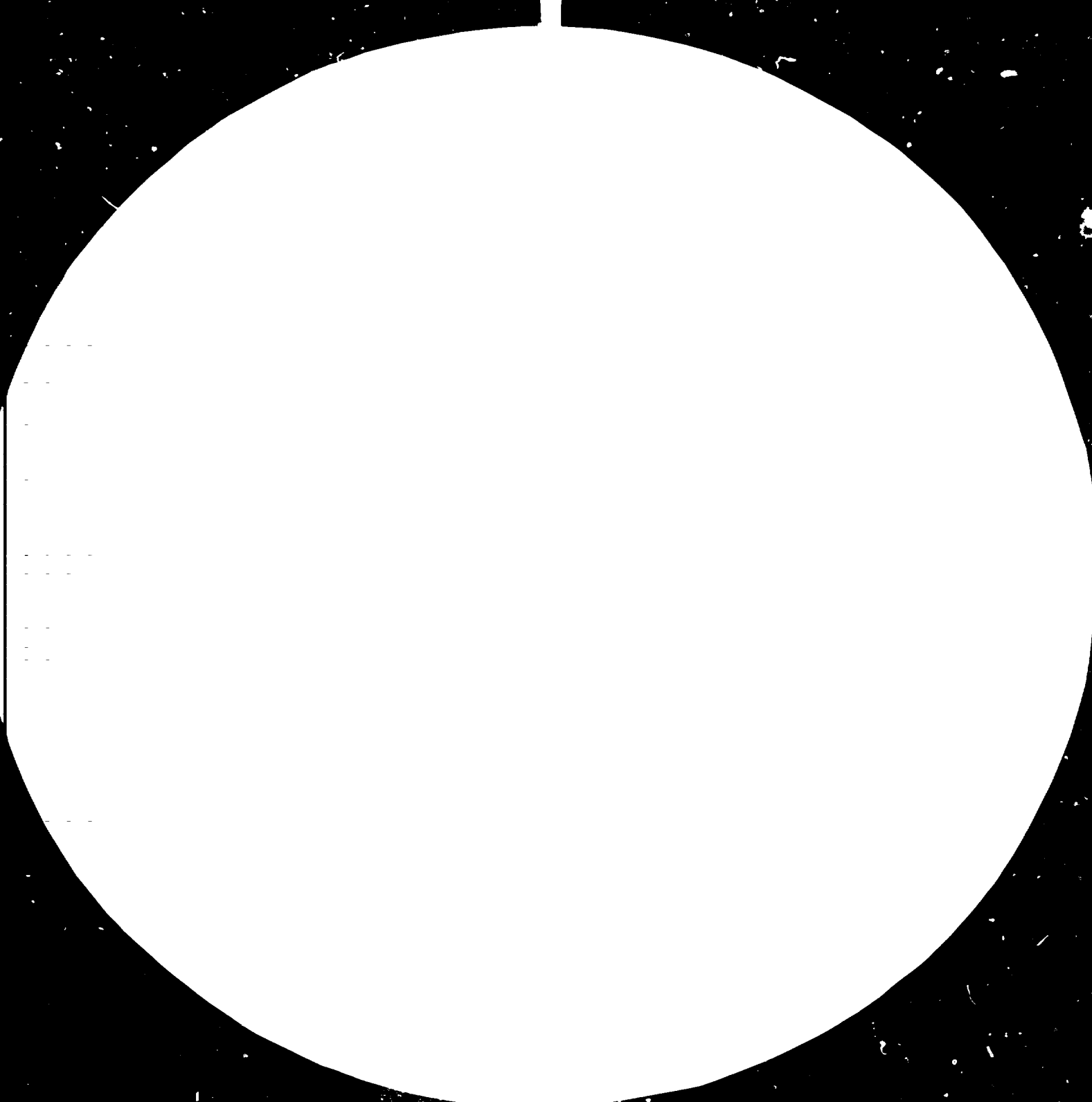
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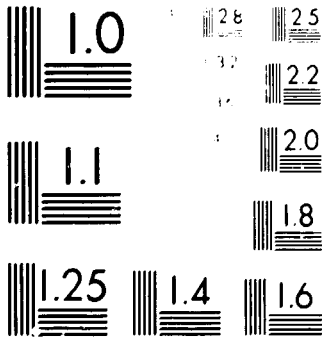
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NATIONAL COMMITTEES FOR UNIDO
PAST EXPERIENCES AND FUTURE PROSPECTS

O.A. El-Kholy

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This paper was prepared by O A. El-Kholy, Senior Adviser, Kuwait Institute for Scientific Research, and edited in the secretariat of UNIDO. 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.

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BACKGROUND

The demand for the establishment of national committees for the United Nations Industrial Development Organization (UNIDO) came from the International Symposium on Industrial Development held at Athens, 29 November-19 December 1967, one year after the establishment of UNIDO itself by the General Assembly. This Symposium was the first United Nations conference on industrialization and was attended by 78 countries, many of which were represented at a ministerial level. Preparations for the Symposium often involved public authorities and private institutions interested in the activities of the newly established organization. The draft recommendation for setting up national committees came from six developing countries, 1/ and called upon Member States to "... consider the establishment of national committees for UNIDO, composed of representatives of government departments and agencies as well as representatives of academic and research institutions and public and private industrial and business establishments concerned with industrialization. The national committee would serve in an advisory capacity to the Government and to the member institutions in regard to all questions related to the activities of UNIDO. Member States might assign the functions of national committees to already existing organizations in their countries, with any additional mandate as may be appropriate to enable them to perform their functions in an adequate manner." 2/

Many countries responded to this recommendation by either establishing national committees for UNIDO or designating organizations already in existence to perform the functions envisaged for the national committees. Two years later, the executive head of UNIDO, while reporting to the Industrial Development Board 3/ on the central role of UNIDO in co-ordinating the activities of the United Nations system in the field of industrial development, stated that 25 member States had set up national committees for UNIDO or entrusted existing bodies with the functions of such bodies.

The recommendation of the Athens Symposium that the role of the national committees may be performed by "already existing organizations" was interpreted as covering administrative units within the Government itself. This was accepted by the UNIDO secretariat and by the Industrial Development Board. Among the bodies listed in the report as having been designated as national committees were national planning offices and foreign relations departments in ministries of industry. It was significant to note that one half of the countries that recommended the establishment of national committees did not then have them, nor do they have them today.

To date, 57 national committees have been established. The rate of progress in establishing national committees has been erratic. The number of national committees established each year since 1968 is shown in table 1.

1/ Dahomey (now Benin), India, Iran, Kenya, Syrian Arab Republic, and Trinidad and Tobago.

2/ Report of the International Symposium on Industrial Development, Athens 1967 (United Nations publication, Sales No. 69.II.B.7), para. 73.

3/ Third session, 24 April-15 May 1969.

By the end of 1969, 28 national committees were established, either as separate entities or through entrusting the functions to existing bodies. In 1972, the executive head of UNIDO reported to the Industrial Development Board ^{4/} that between 1968 and December 1971 a total of 40 countries had established national committees for UNIDO "or similar institutions". Of these, 14 were in Africa, 10 in Asia, 9 in Europe, and 7 in Latin America. The original momentum to establish national committees dropped during the five years 1972-1976 and only one was established during this period. This was despite the fact that the secretariat continued to stress to the member States the importance of activating existing national committees and creating new ones.

The UNIDO secretariat's efforts culminated in the Meeting of Selected National Committees, organized jointly by UNIDO and the Government of Bulgaria, at Sofia, 17-19 May 1977. Representatives of nine national committees from different regions exchanged their experiences and discussed measures to strengthen the national committees and improve their co-operation with UNIDO. They adopted a number of comprehensive recommendations (ID/WG. 251/4). During the same year two more national committees were established, to be followed by 11 others during the period 1978-1981. The countries in which national committees have been established or in which the functions have been entrusted to an existing organizational body are as follows:

Afghanistan	India
Botswana	Iran
Bulgaria	Italy
Burundi	Ivory Coast
Central African Republic	Iraq
Chile	Kuwait
China	Lao People's Democratic Republic
Cuba	Lebanon
Czechoslovakia	Lesotho
Democratic Yemen	Luxembourg
Dominican Republic	Malta
Ecuador	Madagascar
Egypt	Malaysia
Finland	Mongolia
Ghana	Morocco
Guatemala	Nepal
Honduras	Netherlands
Hungary	Nicaragua

^{4/} "Report on the co-operation between UNIDO and the national committees for UNIDO" (ID/B/110), para. 2.

Norway	Sudan
Pakistan	Syrian Arab Republic
Panama	Thailand
Philippines	Togo
Peru	Tunisia
Poland	United Republic of Tanzania
Republic of Korea	Union of Soviet Socialist Republics
Rwanda	Upper Volta
Senegal	Uruguay
Singapore	Yugoslavia
Somalia	

The majority of national committees are in developing countries, but their distribution over geographical regions is comparatively uneven, with almost equal numbers in Africa, the Arab States, Asia and Oceania, Europe and North America, and Latin America and the Caribbean. Six Eastern European States have active national committees, five in Western Europe (including Finland), none in North America. As a result of political circumstances, five national committees are not operative. However, there is hope that they will be reactivated in the near future. Of the 57 national committees, 18 are located within government departments (see table 2).

PRESENT POSITION

In view of the geographical, economic and political diversities among the member States of UNIDO, it is natural that the structure and composition of individual national committees or of the organizations or bodies invested with their functions should also show considerable variations. Moreover, since the way in which a national committee, or an existing body performing its functions, is the prerogative of the country, it is no surprise that national viewpoints and conditions prevail over considerations of uniformity. Consequently, a review of the status of national committees shows a far from homogeneous picture, which does not in itself reflect unfavourably on the situation. If certain constraints on the performance of national committees are shown to be related to particular organizational features, then it would be reasonable for the authorities concerned in such cases to look into such cases and to devise alternative modi operandi which would lead to greater effectiveness of their particular national committee.

The most fundamental difference among national committees is between those countries where its functions are performed by discrete entities in the sense of the Athens recommendation, i.e. a non-governmental or collegiate body with a membership representing various sectors and groups, and those where a government unit is entrusted with such functions. The latter is the present case in eight countries. In five of these, the ministries in charge of industry, or units within these ministries, are assigned the functions of the national committee; in two it is another ministry; and in one it is the national planning office. In those countries where a collegiate body (a committee or a commission) acts as a national committee, many variations exist as regards size, membership, level of representation and other features. Yet, they all retain the essential "pluralistic" feature envisaged by the Athens recommendation which involves the various sectors and groups in industrial activities in a consultative body. The element of dialogue between the public and private industrial sectors is absent in national committees in countries without a private sector. What is more relevant, however, is the fact that in some developing countries where the public sector is predominant but not alone in industrial activity, the private industrial sector is not included in the national committee.

Differences exist also with regard to the mandates and spheres of activities. National committees have been established in 35 countries exclusively for this purpose, but in 10 other countries the bodies performing the functions of a national committee have other responsibilities.

The secretariat has analysed such factors in the past few years. In 1978, it sent out a detailed questionnaire to all national committees on the following topics:

- Establishment
- Composition
- States
- Procedure
- Powers

Unfortunately, no significant response was forthcoming. In February 1981, another, but less detailed questionnaire was sent to 40 national committees, as follows:

Does the committee have a permanent secretariat?

Does it meet regularly?

Does it pursue its activities on the basis of a work programme?

Does it report on its activities and, if so, to whom?

Does it make recommendations to the competent government authorities?

Is the committee satisfied with the communications, documents and publications received from UNIDO?

Do the documents and publications of UNIDO find their way to the people who could use them effectively, or does the committee have suggestions for improvements?

Are there any other suggestions coming from the national committee regarding its relations with UNIDO?

The purpose of this exercise was to assess the activities of those national committees that were still active and to attempt to find a way of making the national committees more active. The questionnaire was sent via either the UNDP Resident Representative or the Senior Industrial Development Field Adviser (SIDFA). Consequently, countries without either a Resident Representative or a SIDFA were not contacted. A summary of the replies from the 27 countries received so far and general remarks on each national committee, based on information in the secretariat are shown in table 2.

In April 1981 the UNIDO secretariat undertook a comparative study of UNIDO and UNESCO experience with their respective national committees and national commissions. ^{5/} UNESCO has a National Commissions Division under its Assistant Director-General for Co-operation, Development and External Relations. The Constitution of UNESCO, Art. VII, provides for the establishment by member states of national commissions or national co-operating bodies which act in an advisory capacity to their delegations to the General Conference and to their Governments in matters relating to UNESCO and also function as agencies of liaison in all matters of interest to them. Of the 146 member States of UNESCO, 137 have established national commissions. In 1975, an international meeting of the secretaries of the national commissions for UNESCO felt that the Constitution did not truly reflect their changed role. Consequently, the Nineteenth General Conference of UNESCO adopted the "Charter of National Commissions" which takes into account the variety of situations

^{5/} The Meeting of Selected National Committees for UNIDO, held in 1977 at Sofia, had recommended that the national committees for UNIDO examine their structure and financing in the light of UNESCO experience (recommendation No. 11) and that efforts be made to promote co-operation between the national committees of UNESCO and UNIDO, bearing in mind the recommendation of the Athens Symposium that the academic and research institutes be associated with the work of the national committees for UNIDO (recommendation No. 17).

in member States through its flexible framework of guidelines. The UNESCO regular programme budget for 1981-1983 provides under "Co-operation with National Commissions" the sum of \$3,479,100. Of this amount, \$381,000 is allocated to training programmes for staff of the national commissions, \$455,800 to consultations between them and the UNESCO secretariat, \$498,500 for conferences and meetings of national commissions and \$192,000 to support for national commissions. The remaining \$751,800 was allocated to staff the section for co-operation with national commissions. UNESCO participates, upon request, and to a fuller extent in:

(a) Fostering co-operation amongst national committees at the national, subregional, regional and international levels;

(b) Developing their effective contribution to technical co-operation among developing countries (TCDC);

(c) Greater participation in implementing UNESCO programmes in the country;

(d) Promoting better knowledge of UNESCO ideals, aims and activities through bulletins, seminars, round tables, exhibitions etc.

The UNIDO secretariat maintained its efforts to activate the national committees, particularly after UNIDO III and the New Delhi Declaration and Plan of Action, in preparation for UNIDO becoming a specialized agency. In its continuous effort to achieve the Lima target, the secretariat organized an expert meeting on the "Review of the scope of responsibilities of the national committees for UNIDO in the light of the New Delhi Declaration and of present and future programmes/activities of UNIDO". The meeting took place 15-17 December 1981 at Vienna, and was attended by representatives of eight national committees from different geographical regions. Possibilities for improving the functioning of national committees in the light of data gathered by the secretariat and the experiences of the participants were discussed, as well as ways and means of bringing about greater participation of national committees in UNIDO activities at the national, regional, subregional and interregional levels.

FUNCTIONS OF THE NATIONAL COMMITTEES FOR UNIDO

Ever since they were established the functions of national committees have been the subject of constant discussion. The Athens Symposium saw them as "consultative bodies" established by Governments to "give advice on all questions related to the activities of UNIDO". This concept is as valid today as it was then, notwithstanding the differences in those countries where the functions of the national committee are performed by a government unit.

Various attempts at making this concept work have been made since 1967. The UNIDO secretariat could only make suggestions and propose guidelines to Governments, but it has done so on several occasions at the request of national committees. However, the initiative and decisions always rest with the Governments and the national committees. In 1968, the secretariat transmitted (ID/B/55, p. 18) a list of possible activities for national committees which included:

(a) To advise their respective Governments on all questions relating to industrial development, and in particular, to participate in promoting, studying and submitting technical assistance projects;

(b) To co-operate with such professional institutions as may exist in their respective countries, such as chambers of commerce and industry, economic groupings, trade unions etc., in order to interest them in UNIDO activities and to persuade them to encourage, in their respective fields of influence, the organization's promotional activities and projects;

(c) To contribute towards making UNIDO better known in universities, research centres and institutes, as well as in institutions and organizations concerned with industrial development;

(d) To keep abreast of the activities and projects undertaken by UNIDO, with particular reference to the following fields: industrial information and promotion, economic studies, management training programmes, future UNIDO programmes of assistance to the developing countries in setting up specialized repair shops and maintenance centres for industrial and agricultural equipment, and preparation for the second United Nations Development Decade;

(e) To co-operate with the United Nations information centres in their respective countries in order to ensure wide dissemination of information on the activities of UNIDO and of the national committees.

The paper submitted by the secretariat to the Sofia meeting in 1977 (ID/WG.251/2, p. 4) listed the functions of the national committees as follows:

(a) Advise the Government and UNIDO on matters concerning industrialization and industrial planning and programming in the country, in the light of the provisions of the Lima Declaration and Plan of Action;

(b) Review industrial performance and identify areas where assistance is required;

(c) Advise on industrial legislation, policy, training, research, standardization and areas where co-operation with other countries may be necessary;

(d) Assess assistance required from UNIDO in specific industries or sectors of industries;

(e) Advise on any other matters which are relevant to industrial development and co-operation with UNIDO. These functions were broadly based on the Athens concept of the national committees as advisory bodies helping Governments in matters relating to industrial development. It reflects the development of UNIDO activities since 1968, particularly the outcome of UNIDO II and the expansion of UNIDO operations in the member States.

A recent review of the functions of the national committees (UNIDO/EX.75), prepared in April 1979, divides the functions into three categories: the consultative, the informative and the executive. Under each category, the functions relating to their Governments and those concerning UNIDO are given in some detail. This is the most detailed analysis of the activities involved in fulfilling the advisory role envisaged from the outset by the Athens Symposium.

The meeting of experts from the national committees, held at Vienna, December 1981, endorsed these views of the functions of the national committees, and emphasized their co-ordinating function. As examples based on experience in at least one country, and endorsed by the meeting, the national committees could collect ideas and opinions on matters relevant to UNIDO programmes from the responsible people in the country. They could also compile reliable statistics relevant to industrial development from within the country and synthesize data before transmitting it to the UNIDO secretariat, thus ensuring its integrity and homogeneity. Another co-ordinating function in countries where a government agency was not performing this task was the compilation and maintenance of a roster of national experts so as to enable a prompt response to requests from UNIDO for recruitment. They could also use their influence to obtain their release to UNIDO. Finally, in donor countries, some national committees could establish orders of priority, within governmental guidelines on the scope and magnitude of external aid, both for requests from recipient countries in various sectors and for different activities.

In identifying the best areas for co-operation between the country and UNIDO, the national committees were also advised to consider their co-ordinating role with other bodies in the country which dealt with industrial development as well as with other foreign sources of external aid and technical assistance. It is difficult to define the co-ordinating role of national committees without taking into account the whole spectrum of activities.

However, some of these functions might be too ambitious to be realistic. For example, it is difficult to see how national committees could provide Governments with authoritative views on the solution of national problems to achieve the Lima target, or on the problem of mobilizing resources for establishing programmes for its implementation (UNIDO/EX/75, para. 1).

The meeting developed one interesting view of the function of national committees which saw them in the role of promotional units. This was in comparison to the co-ordinating function which was seen as essentially residing in the planning organization. In almost all the fields of activity, the meeting viewed the national committees' role as mainly one of promotion of ideas and mobilization of interest; as a two-way activity both in the country and within the UNIDO secretariat.

Nevertheless, this review of the way in which the functions of the national committees had been envisaged over the past 15 years clearly showed that there had never been any ambiguity, nor had there been drastic changes, additions or omissions. The functions had been spelt out in detail on a number of occasions, and reflected the pace of world-wide industrial development efforts and the expansion and diversification of UNIDO programmes and activities.

Consequently, an explanation must be sought elsewhere than in a reformulation of the functions of the national committees as a result of the general feeling within the member States and the secretariat that the national committees have not fulfilled the hopes pinned on them in a way that had left an impact on industrial development and the role of UNIDO. This does not exclude the possibility or the need for a reconsideration of the functions of national committees if and when it is demonstrated that the need has arisen. It is necessary, therefore, to focus on a limited number of priority functions that could be effectively performed within the constraints of material and human resources, as well as within organizational limitations.

MAJOR PROBLEMS

Since the establishment of national committees there has not been an explicit or detailed analysis of their problems either on a national level or within the UNIDO secretariat. For such an analysis to be undertaken is a rather delicate matter which needs a great deal of tact and discretion. However, if its purpose is to improve the performance of national committees within existing constraints, then it would be fully justified. This was the view of the experts at the December 1981 meeting when they discussed the problems at some length. It was felt that by ignoring this issue in previous deliberations, it had made most of the detailed analyses of functions and the scores of recommendations ineffectual. Such exercises had no impact on the performance of national committees since they had not been elaborated. The meeting discussed the matter in the light of the experiences of the participants, the implications of some of the previous recommendations and the data gathered by the secretariat and summarized in tables 2 and 3.

Most failures or inadequacies of national committees could be attributed to a number of basic problems which encompassed a host of secondary problems. Some national committees, however, have been successful in performing almost all of the functions expected of them. But their number is limited. In a large number of cases the national committees have not fulfilled expectations, and the following were identified as the basic problems that have severely limited the performances of a large number of national committees:

(a) Lack of adequate funds. This problem has a direct impact on the ability of the national committee to perform its functions. The provision of funds from national resources could be a problem in some developing countries. The UNIDO secretariat has been unable to assist in this respect and the meeting, while aware of the budgetary constraints, particularly in future years, could not help contrasting this with the attitude of the UNESCO secretariat;

(b) Lack of autonomy. Entrusting the functions of the national committee to a government department has not been successful it and was clear that this was not related to any one country's socio-political system. The problem seems to be that most government departments are unable to afford the time and effort needed when they are called upon to perform extra functions. This problem is related to the problem of the provision of funds, since the designation of a national committee as a discrete entity carries with it the obligation to provide resources;

(c) Lack of pluralistic representation. Limited representation within the national committee and the exclusion of some groups or organizations active in industrial development fails to meet the expectations of the Athens Symposium which is the genesis of national committees. The recommendation from the Athens Symposium envisaged the inclusion of "representatives of government departments and agencies as well as representatives of academic and research institutions and public and private industrial and business establishments concerned with industrialization". The Sofia meeting in 1977 added "labour (and trade unions in particular) to increase understanding of the principles of redeployment of industry, and support for the creation of new industrial capacities in developing countries".^{6/} This is also related to the previous problem. Lack of autonomy could lead to limiting the functions of the national committee to government officials with the minimal involvement

^{6/} ID/WG.251.4, p.4, recommendation No. 3.

of representatives of other interested groups. The inclusion of professional associations (engineers, managers economists etc.) has never been mentioned, although they could provide valuable expertise;

(d) Lack of political will. This is perhaps the most important problem. The basic problems are to be expected without the strong conviction at the decision-making level, both in the country and within the UNIDO secretariat, that the national committee is a useful instrument which could help rational industrial development. It is a vicious circle, since failure of weak and ineffectual national committees does not lead to political commitment supporting them in those countries which have them, nor does it encourage other countries to establish national committees or the secretariat to recommend the allocation of funds. The ways and means must be devised to break out of this trap if national committees are to flourish and proliferate.

The most significant of the secondary problems are as follows:

(a) Lack of visibility. This problem is reflected in a variety of ways, e.g. the absence of specific premises, the inability to set up a reference library of UNIDO publications for which there seems to be a real demand in many countries or to organize annual programmes of activities involving the public at large and attracting the attention of the mass media;

(b) Lack of staff. The shortage or absence of full-time staff who could ensure continuity of activities is another problem. The result is that part-time personnel cannot spare the time to activate the national committee to a significant extent. The turnover in part-time staff is usually high, and this leads to further difficulties, as enthusiasm for the cause wanes with frequent staff changes;

(c) Lack of knowledge. There is inadequate information about UNIDO, its work, procedures, programmes and potential in supporting local and world-wide industrial development. Related to this problem is the lack of contacts with personnel in the secretariat which could assist in making formal contacts and communications;

(d) Lack of communications. The poor communications with the UNIDO secretariat cannot be attributed entirely to the inefficiency of the national committees; but it is felt that the secretariat should investigate more reliable methods of communication. The role of the UNDP Resident Representatives and SIDFAs could play a part in this respect.

SUGGESTIONS FOR REACTIVATING NATIONAL COMMITTEES

While bearing these problems in mind, and wishing to be realistic it was felt out of place to list the scores of recommendations, all of which were indeed highly desirable. What seemed necessary was to focus on a limited number of practical proposals in the expectation that this would lead to immediate action, both at the national level as well as within the UNIDO secretariat.

In this context the prevailing constraints with regard to these proposals are given in detail, as follows:

(a) Shortage of funds within the secretariat; under prevailing budgetary conditions this constraint is likely to exist for some years;

(b) Shortage of funds, particularly in developing and least developed countries. Until a marked improvement takes place in the world economy at large, no significant resources could be expected for the activation of existing national committees or the establishment of new ones;

(c) Shortage of qualified and dedicated personnel to run national committees and the absence of opportunities for training and acquisition of knowledge and experience, nationally, regionally or interregionally;

(d) Predominant role of the state in industrial development in many developing countries, particularly at the early stages of industrial development. The role of the private sector is usually limited in comparison to that of the public sector.

The UNIDO secretariat could undertake the following actions which could improve the situation considerably:

(a) Despite financial constraints, funds must be allocated by the secretariat to support national committees, particularly in developing countries. It is neither unreasonable nor unrealistic to suggest an annual allocation of \$250,000 for this purpose to be divided between the regular programme and the United Nations Industrial Development Fund (UNIDF). This sum would be spent in a selective manner. It is proposed that it be restricted to those national committees in developing countries that fulfil the requirements of minimum autonomy, visibility, and effectiveness, or promise to achieve them with support from the secretariat. The funds could be spent on the following activities:

- (i) Visits to the UNIDO secretariat of national committee personnel (particularly permanent secretaries or persons in charge) to acquaint themselves thoroughly with the UNIDO system, procedures and practices and to establish personal contacts with relevant officials;
- (ii) A number of structured meetings at the subregional, regional, or interregional levels to consider further action to strengthen national committees and to outline innovative and useful methods of performing their functions. Some of these meetings could be held during the meetings of the Industrial Development Board. This might place

a heavy burden on the Governments and Intergovernmental Organizations Relations Section (Division of Conference Services, Public Information and External Relations), but with the co-operation of other sections and divisions this extra burden could be endured until more resources were available and the reactivation of national committees necessitated other measures for coping with their increased demands on the secretariat;

(b) Funds for the support of active and competent national committees. Some approaches include:

- (i) Co-operation with subregional and regional organizations which have similar semi-official bodies to set up joint national committees for industrial development. This approach has been adopted by some regions in dealing with UNESCO. Apart from consolidating the available national resources for education, science and culture, they achieved good co-ordination of international and regional programmes in the country to the benefit of the three parties involved (examples of such organizations are the Arab Industrial Development Organization (AIDO) in the Arab region and the Industry Sub-Committee of the Southern African Development Co-ordination Committee);
- (ii) Subcontracting the implementation of programmes, or parts of them, to the national committee rather than to individuals or organizations in the country. This could cover training courses, compilation of data, studies, organization of meetings and implementation of projects. Not only will this funnel part of the cost to the national committee, as a handling charge, it will also attract competent elements to the national committees, upgrading the capabilities of its permanent staff and increasing its visibility in the country;

(c) Mobilizing support within the UNIDO secretariat for the national committees and involving them more in UNIDO programmes and activities. It is felt that SIDFAs could play a decisive role in this respect. There is a need to strengthen the conviction that a visible and powerful national committee could be of considerable help to SIDFAs in exercising their own decisions. National committees act in a semi-official capacity in SIDFAs' dealings with the central authority. If SIDFAs choose - in their capacity as representatives of UNIDO - to pioneer the cause of the national committees and to concentrate on convincing Governments of the value of a strong national committee, tangible results could be achieved fairly quickly. They could help maximize the benefits that could be obtained from UNIDO activities and help the Governments to strengthen them;

(d) Make use of the presence of UNIDO personnel (whether from the secretariat or as experts and consultants) and call upon them to give lectures or hold round-table discussions and seminars under the auspices of the national committees. Professional societies would be only too willing to host such activities. The beneficial impact on the prestige and stature of the national committees and the inevitable interest of the mass media would be immediate. UNIDO could well consider making this action mandatory when it prepared schedules of visits or drafted job descriptions and terms of reference;

(e) The role of the national committee as a recruiting agency should be supported. In a number of cases national committees are not informed regularly of vacancies, nor do they have the expertise to handle inquiries from the secretariat in a systematic manner. Technical assistance and guidance in the form of more regular communications, methodologies and standard procedures for organizing a national roster and in handling inquiries should be provided and regularly revised in the light of actual experience;

(f) When the new Constitution for UNIDO is ratified and the organization becomes an independent specialized agency, the Constitution should be amended to include an article dealing specifically with national committees. A conference of national committees should be called to draft a charter of national committees which reflects the variety of situations in the member States and bestows on them the appropriate status and clarity of function needed for their effective involvement in industrial development;

(g) With regard to government action it is necessary to underline the need for complying with the Athens Symposium as regards the composition and status of national committees. There is an urgent need to reorganize national committees which are not truly representative of the groups, associations and organizations involved in the multifarious activities of industrial development. It should not prove to be difficult to grant a national committee a minimum of autonomous status and to create more than just another unit in the bureaucratic structure of Government. This also implies the allocation of specific premises, and these should make it possible to have adequate space for an organized reference library, included in which would be all UNIDO publications. Public activities such as lectures, group discussions and seminars could be undertaken by learned societies or professional organizations. Finally, Governments should endeavour to involve national committee personnel in the preparation for meetings of the Industrial Development Board and in national delegations to these meetings.

This all involves the allocation of funds, yet what is no less important is the involvement of dedicated and competent individuals in the activities of the national committee. It is only through the efforts and perseverance of such individuals that the maximum benefit will result. Such individuals would also be in a position to transfer their enthusiasm to other national committee members as well as to other national committees in the region and world-wide.

Table 1. Establishment of national committees

Year	Africa	Arab States	Asia and Oceania	Europe and North America	Latin America and Caribbean	Developing countries	Developed countries	All national committees
1968	3	6	4	1	4	17	1	18
1969	3	-	2	3	2	9	1	10
1970	1	-	-	1	1	2	1	3
1971	2	-	1	2	1	5	1	6
1972	-	1	1	-	-	2	-	2
1973	2	-	-	-	-	2	-	2
1974	-	-	1	-	-	1	-	1
1975	-	-	-	-	-	-	-	-
1976	-	-	-	1	-	1	-	1
1977	-	2	-	-	1	3	-	3
1978	-	1	2	1	1	4	1	5
1979	-	-	1	2	-	2	1	3
1980	1	-	1	-	1	3	-	3
Total	12	10	13	11	11	51	6	57

Table 2. Organization of national committees for UNIDO

Country	Date of establishment	Type of institution		Sponsored government body	Chairman or secretary
		Independent committee	Government body		
Afghanistan	1978		x	Planning Department of Ministry of mines and Industry	President of Planning Department
Botswana	1980		x	Ministry of Finance and Development Planning	
Bulgaria	1971	x		Commission for Economic, Scientific and Technology Co-operation of Council of Ministers	Permanent Secretary of Commission
Burundi	1969	x		Ministère de l'Economie	Direction Générale de l'Economie
Central African Republic	1971		x	Commission Nationale des Investissements	Ministère de l'Industrie
Chile	1971		x	Oficina de Planificación Nacional (ODEPLAN)	Patricio Yunis
China	1980		x	Ministry for Economic Relations with Foreign Countries Sixth Department	
Cuba	1968	x		Commission Nationale de colaboración Economic y Cient.-Téc.	
Czechoslovakia	1969	x		State Planning Commission	Deputy Chairman of State Planning Commission

Table 2 (continued)

Country	Date of establishment	Type of institution	
		Independent committee	Government body
Democratic Yemen	1978	x	
Dominican Republic	1969		x
Ecuador	1969		x
Egypt	1968		x
Finland	1971	x	
Ghana	1971	x	
Guatemala	1980		x
Honduras	1968		x
Hungary	1970	x	
India	1968	x	
Iran	1969	x	
Italy	1978	x	

Sponsored government body	Chairman or secretary
Ministry of Industry	Deputy Ministry of Industry
CORDE	Director General of CORDE
JUNAPIA	President of JUNAPIA
Foreign Relation Department in Ministry of Industry, Petroleum and Mining	Under-Secretary of State for Industry
Ministry of Foreign Affairs	Secretary-General, Engineering Society
Ministry of Industry	Commissioner for Industry
Consejo Nacional de Planificación Economic	Viceministro de Economic
Ministry for Economy	Director-General for Industry
Secretariat International Economic Relations of Council of Ministers	Deputy Minister, Head of Secretariat, International Economic Relations
Ministry of Industry	Minister of Industry
Ministry of Economy	
Ministry of Foreign Affairs	Sous-Secr. d'Etat

Table 2 (continued)

Country	Date of establishment	Type of institution	
		Independent committee	Government body
Ivory Coast	1973	x	
Iraq	1977	x	
Kuwait	1968		x
Lao People's Democratic Republic	1968		x
Lebanon	1977	x	
Lesotho	1968	x	
Luxembourg	1979	x	
Malta	1979	x	
Madagascar	1968	x	
Malaysia	1971	x	

Sponsored government body	Chairman or secretary
Ministry of Economic and Finance Planning	Minister of Economic and Finance Planning
Ministry of Industry and Minerals	
Industry Development Commission	Minister for Commerce and Industry
National Commission on Mining and Industry	
Ministry of Industry and Petroleum	Minister of Industry and Petroleum
National Development Corporation	Prime Minister
LUX-Development	Managing Director of Chamber of Commerce
Ministry for Development, Energy, Port and Telecommunications	Malta Development Corporation
Planning and Industry	Director General du Plan
Ministry of Trade and Industry	Chairman of MIDA

Table 2 (continued)

Country	Date of establishment	Type of institution	
		Independent committee	Government body
Mongolia	1979	x	
Morocco	1968		x
Nepal	1978	x	
Netherlands	1968	x	
Nicaragua	1968	x	
Norway	1970	x	
Pakistan	1972		x
Panama	1977	x	
Philippines	1974	x	
Peru	1978		x

Sponsored government
body

Chairman or secretary

State Commission for
External Economic Relations

Chairman of State
Commission for External
Economic Relation.

Centre d'Accueil et
d'Orientation des
Investisseurs

Department of Industry

Director General,
Department of Industry

Ministry of Foreign Affairs

Director General
International Co-
operation, Ministry
of Foreign Affairs

Ministry of Foreign Affairs

Commission for Industrial
Co-operation

Industry Advisory Council
Ministry for Industry

Secretary, Ministry for
Industry

Ministry of Planning

Director, Planning of
International, Technical
Co-operations

Ministry of Industry

Assistant Minister of
Industry

Ministry of Industry, Trade,
Tourism, Integration

Table 2 (continued)

Country	Date of establishment	Type of institution	
		Independent committee	Government body
Poland	1976	x	
Republic of Korea	1969	x	
Rwanda	1968	x	
Senegal	1973	x	
Singapore	1968		x
Somalia	1968	x	
Sudan	1968	x	
Syrian Arab Republic	1972	x	
Thailand	1968	x	
Togo	1970		x
Tunisia	1968	x	

Sponsored government body	Chairman or secretary
Ministry of Foreign Trade and Maritime Economy	Minister of Foreign Trade and Maritime Economy
UNIDO-Korean Association	Secretary-General of UNIDO-Korean Association
Ministry of Finance, Economy, Planning	
Ministry for Industrial Development and Environment	Minister for Industrial Development and Environment
Economic Development Board	Chairman, Economic Development Board
Ministry of Industry and Commerce	Director General, Minister of Industry and Commerce
Ministry of Industry and Mining	Under-Secretary of Ministry of Industry and Mining
Ministry of Industry	Minister of Industry
Ministry of Industry	Minister of Industry
Investment Commission	Minister for Development of Public Enterprises
Ministry of Industry and Commerce	Director General Cellulose Co.

Table 2 (continued)

Country	Date of establishment	Type of institution		Sponsored government body	Chairman or secretary
		Independent committee	Government body		
Union of Soviet Socialist Republics	1969	x		GKNT	Vice-Chairman, State Commission of Science and Technology
United Republic of Tanzania	1969	x		Ministry of Industry	Principal Secretary at Ministry of Industry
Upper Volta	1969		x	Ministry of Commerce, Industrial Development and Mines	Minister of Commerce, Industrial Development and Mines
Uruguay	1968	x		Ministry of Industry and Energy	Director of Industrial Property
Yugoslavia	1969	x		Federal Committee for Energy and Industry	Under-Secretary, Federal Commission for Energy and Industry

Table 3. Present status of national

Country	Questionnaire sent		Sponsoring departments (location of national committees)
	Yes	No	
Afghanistan		x	Planning Department of Ministry of Mines and Industry
Botswana		x	Ministry of Finance and Development Planning
Bulgaria		x	Commission for Economic, Scientific and Technological Co-operation of Council of Ministers
Burundi	x		Ministère de l'Economie
Central African Republic	x		Commission Nationale des Investissements
Chile	x		Departamento de Cooperación Técnica de Oficina de Planificación Nacional
China		x	Ministry for Economic Relations with Foreign Countries, Sixth Department
Cuba	x		Com. Nac. de colaboración Econ. y Cient.-Téc.

committees for UNIDO

Reactions/remarks

The functions of a national committee are performed by a government institution

The functions of a national committee for UNIDO are performed by the Ministry itself

No questionnaire was sent as the national committee is actively involved in UNIDO activities. Joint UNIDO/Bulgaria venture is usually co-ordinated by the national committee. The national committee has a permanent secretariat and is usually kept informed of all matters relating to the joint UNIDO/Bulgaria co-operation programme

Further information regarding national committee requested from the SIDFA

National committee meeting will be held soon. Answers to questions still awaited

The functions of a national committee for UNIDO have been entrusted to the Department of Technical Co-operation of ODEPLAN. Further information has been requested from the SIDFA as response to all questions not received

The functions of a national committee for UNIDO are performed by the Ministry itself

No response received so far

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Table 3 (continued)

Country	Questionnaire sent		Sponsoring departments (location of national committees)
	Yes	No	
Czechoslovakia		x	State Planning Commission
Democratic Yemen	x		Ministry of Industry
Dominican Republic	x		Corporación Dominicana de Empresas Estatales (CORDE)
Ecuador	x		Junta Nacional de Planificación y Coordinación Económica (JUNAPLA)
Egypt		x	Foreign Relations Department in Ministry for Industry, Petroleum and Mining
Finland		x	Ministry for Foreign Affairs
Ghana	x		Ministry for Industry
Guatemala	x		Consejo Nacional de Planificación Econ.
Honduras	x		Ministry of Economy

Reactions/remarks

The national committee is actively involved in UNIDO activities. It has a permanent secretariat, pursues its activities on the basis of a work programme which is adopted annually and is kept informed of all matters relating to the joint UNIDO/CSSR co-operation programme

No response received to the questionnaire

Interim reply received. Further information regarding questionnaire requested

The national committee periodically informs the small and medium enterprises on the functions and activities of UNIDO. Further information requested

No questionnaire was sent to the national committee as its activities are carried out by the Ministry

The national committee has ceased to function for the time being

Government at present not interested in re-activating national committee

Response still awaited

SIDFA requested to make efforts to reactivate the national committee for UNIDO

Table 3 (continued)

Country	Questionnaire sent		Sponsoring departments (location of national committees)	Reactions/remarks
	Yes	No		
Hungary		x	Secretariat for International Economic Relations of Council of Ministers	The national committee is actively involved in UNIDO activities. It has a permanent secretariat, pursues its activities on the basis of a work programme and is informed of all activities relating to the joint UNIDO/Hungary Co-operation programme
India	x		Department of Industrial Development	The national committee has a permanent secretariat, meets once a year and functions as a nodal authority for UNIDO in the Government of India. Publications received from UNIDO are distributed to concerned organizations for information and action
Iran	x		Ministry of Economy	Because of the revolution in 1979 the national committee for UNIDO in Iran ceased to function
Italy		x	Ministry for Foreign Affairs	The national committee has a permanent secretariat and it is furthering co-operation between UNIDO and Italy
Ivory Coast	x		Ministry of Economy, Finance and Planning	The functions of the national committee commenced in 1976 after the formal inauguration. Meetings were convened to discuss important events relating to UNIDO, such as the Third General Conference. Reports of meetings are sent to the UNIDO secretariat, as well as to other specialized organizations. The national committee has members from various sectors of the economy and has an executive office and a general secretariat. It makes recommendations to the interested Ministries on the above-mentioned occasions. It is satisfied with its relationship with UNIDO
Iraq	x		State Organization for Industrial Development	The national committee is being relocated in the Ministry of Industry and Minerals. All correspondence on UNIDO activities should now be channelled through the national committee

Table 3 (continued)

Country	Questionnaire sent		Sponsoring departments (location of national committees)	Reactions/remarks
	Yes	No		
Kuwait	x		Industrial Development Commission	No response so far
Lao People's Democratic Republic	x		National Commission on Mining and Industry	No response received so far
Lebanon	x		Ministry of Industry and Petroleum	No response received so far
Lesotho	x		National Development Corporation	No response so far
Luxembourg		x	LUX-Development	The national committee is active, has a permanent secretariat and is actively furthering co-operation between Luxembourg and UNIDO
Malta		x	Ministry of Development, Energy, Port and Telecommunications	The national committee is active, has sought the assistance of UNIDO on several occasions and is furthering the objectives of UNIDO
Madagascar	x		Planning, Industry	No response received so far
Malaysia	x		Ministry of Trade and Industry	The national committee has a permanent secretariat, meets when the need arises, no predetermined work programme, makes recommendations to the Ministry of Trade and Industry and has an important co-ordinating role. It is satisfied with UNIDO publications but would like to have sample terms of reference of activities of national committees in other countries

Table 3 (continued)

Country	Questionnaire sent		Sponsoring departments (location of national committees)	Reactions/remarks
	Yes	No		
Mongolia	x		State Commission on External and Economic Relations	The national committee has a permanent secretariat, meets regularly, drafts work programme, which after preliminary study and discussion is considered at a general session of the national committee. It reports to its members, who are representatives of various ministries. It actively participated in working out the country programmes for 1982-1986 and is satisfied with UNIDO publications, which are forwarded to appropriate government ministries
Morocco	x		Centre d'Accueil et d'Orientation des Investisseurs	No response received so far
Nepal	x		Department of Industry	The national committee consists of several public officials and also representatives from the private sector. It meets on an <u>ad hoc</u> basis. The Department of Industry functions as its permanent secretariat and it has not been institutionalized as an advisory body. It seems satisfied with UNIDO publications, but their distribution is not entirely to its satisfaction. It is interested in information regarding the functioning of national committees in other countries and their relationship to their respective governments
Netherlands		x	Ministry for Foreign Affairs	The national committee has a permanent secretariat, is very active, and actively promotes co-operation between Netherlands and UNIDO
Nicaragua	x		Ministry for Foreign Affairs	The national committee has ceased to function since the revolution
Norway		x	Committee for Industrial Co-operation with Developing Countries	The national committee has a permanent secretariat, and actively furthers the objectives of UNIDO

Table 3 (continued)

Country	Questionnaire sent		Sponsoring departments (location of national committees)
	Yes	No	
Pakistan	x		Industrial Advisory Council, Ministry of Industry
Panama	x		Ministry of Planning
Philippines	x		Ministry of Industry
Peru		x	Ministry of Industry, Trade, Tourism, and Integration
Poland		x	Ministry of Foreign Trade, and Maritime Economy
Republic of Korea	x		UNIDO-Korean Association
Rwanda	x		Ministry of Finance, Economics and Planning
Senegal	x		Ministry of Industrial Development and Environment

Reactions/remarks

Revitalized national committee is preparing to convene first meeting

SIDFA and Resident Representative trying to reactivate national committee

The national committee is not really active as the National Economic and Development Authority (NEDA) does not support it. NEDA regards the setting of priorities regarding United Nations technical assistance under its jurisdiction. An attempt is being made to change the national committee into a high-level discussion forum which would keep industry informed of UNIDO activities and also discuss areas and methods of necessary technical assistance

No questionnaire sent to national committee as its functions are performed by a government institution

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The national committee is actively involved in UNIDO activities. It has a permanent secretariat, pursues its activities on the basis of a work programme which is adopted annually and is kept informed of all matters relating to the joint UNIDO/Poland co-operation programme

No response received so far

Further information requested from SIDFA

The national committee discussed possible industrial projects for United Nations assistance. Meeting held on 27 May 1981

Table 3 (continued)

Country	Questionnaire sent		Sponsoring departments (location of national committees)
	Yes	No	
Singapore	x		Economic Development Board
Somalia	x		Ministry of Industry and Commerce
Sudan	x		Ministry of Industry and Mining
Syrian Arab Republic	x		Ministry of Industry

Reactions/remarks

The national committee has a permanent secretariat. Its work concerns all aspects of promoting industrialization. It co-ordinates with Government and private sector, serves as a liaison body between Government and industrialists and has a wide range of functions

The national committee established in 1968 was dormant and so the Government has reconstituted it as from May 1981. It will consist of five members at Director-General level from the following Ministries: Industry, National Planning, Education, Finance, Labour and Agriculture. The national committee will elect its Chairman and Secretary, advise Government on all UNIDO matters concerning industrial development, appraise, review and monitor progress of UNIDO projects in the country, advise on future course of action and assess the level of UNIDO assistance needs for the existing and new projects sponsored by UNIDO. It will also review and co-ordinate activities of various private and public bodies in the field of industrial development. It will be responsible to the Ministry of Industry and will maintain special relations with the Ministry of National Planning, UNIDO, UNIDO projects in Somalia, Chamber of Commerce and National University as well as with research institutes

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No response received so far

No response received so far

Table 3 (continued)

Country	Questionnaire sent Yes No	Sponsoring departments (location of national committees)
Thailand	x	Ministry of Industry
Togo	x	Commission Nationale des Investissements
Tunisia	x	Direction Générale de l'Industrie
Union of Soviet Socialist Republics	x	State Committee for Science and Technology
United Republic of Tanzania	x	Ministry of Industry
Upper Volta	x	Ministry of Commerce, Industrial Development and Mines

Reactions/remarks

The national committee has a permanent secretariat, meets when necessary, acts as a policy-maker, activities reported to superior officers, makes recommendations to government regarding important matters concerning UNIDO. The national committee is not satisfied with UNIDO publications, and considers them too academic. Prefers to receive documents from regional representatives. Recommends that documents should be prepared bearing in mind the level of technology and know-how in development countries.

No response received so far

The Direction Générale de l'Industrie of the Ministry of National Economy has assumed the functions of a national committee and it establishes, co-ordinates and carries out the industrial policies of Tunisia

The national committee is actively involved in UNIDO activities. It has a permanent secretariat, pursues its activities on the basis of a work programme and co-ordinates all activities relating to co-operation between USSR/UNIDO

The national committee played an active role in programming for the third cycle and to co-ordinate UNIDO industry sector programme in United Republic of Tanzania. Answers to other questions requested

Resident Representative urged to reactivate national committee in Upper Volta

Table 3 (continued)

Country	Questionnaire sent		Sponsoring departments (location of national committees)	Reactions/remarks
	Yes	No		
Uruguay	x		Ministry of Industry and Energy	The national committee has a permanent secretariat. It meets when necessary, but it has no definite work programme as documentation is received with much delay. At present, it reports to the Ministry of Industry and Energy. Documents received are forwarded to interested people. The national committee requests that UNIDO should maintain closer contacts with it with regard to regional meetings, projects, experts etc. More copies of publications are requested
Yugoslavia		x	Federal Committee for Energy and Industry	The national committee is closely involved in UNIDO activities. Joint UNIDO/Yugoslav Centre's activities are usually co-ordinated by the national committee. It has a permanent secretariat and is usually kept informed of all matters relating to the joint UNIDO/Yugoslavia co-operation programme

