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19009

Distr.  
LIMITED

ID/WG.515/5(SPEC.)  
12 June 1991

United Nations Industrial Development Organization

ORIGINAL: ENGLISH

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Workshop on Industrial Development in  
the Least Developed Countries:  
Towards an Industrial Action Plan  
Vienna, 19-23 August 1991

INTERNATIONAL SUPPORT FOR  
INDUSTRIALIZATION  
IN THE LEAST DEVELOPED COUNTRIES (LDCs)\*

Prepared by

the UNIDO Secretariat

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V.91-25544

PREFACE

Pursuant to the Paris Declaration and the Programme of Action adopted at the Second United Nations Conference on the Least Developed Countries (LDCs) held at Paris from 3 to 14 September 1990, UNIDO, with financial support from the Government of Italy, decided to organize a Workshop on Industrial Development in LDCs. The aim of the Workshop is to review the status of industry and to analyze key issues of industrial development in LDCs. The proceedings of the Workshop will form the basis for an Industrial Action Plan for LDCs to be submitted to the Fourth Session of the General Conference of UNIDO in November 1991.

One of the issues relates to the hitherto limited awareness of the general public in donor countries about the plight and potential of industry in LDCs. Public perception and awareness of industrialization in LDCs currently do not figure prominently in international media where the problems of the developing countries in general and of LDCs in particular are often projected with widespread "disaster fatigue". The international agenda for media exposure often changes its priority according to current thinking on emerging issues and trends on a wide range of topics.

This report attempts to reflect on the possible effective means of enhancing public awareness, with specific goals set to reach target groups and media and other information channels that could facilitate the augmentation of public support for industry in LDCs. The primary objective is to inform partners in development, bilateral donors and non-governmental organizations, and to ensure that not only is there a political understanding of the role of industry, but also a technical, professional know-how in implementing projects and programmes of industrialization. Concrete examples of success stories demonstrate that industry can play a significant role in the long-term process towards sustainable economic and social development also in the least developed countries.

This report has been prepared by staff of the Regional and Country Studies Branch of UNIDO. Substantial contribution was also made by Dag Leraand as UNIDO consultant with assistance from Lars Petter Henie.

This paper does not commit UNIDO to any particular course of action.

CONTENTS

	Page
PREFACE	iii
EXPLANATORY NOTES	v
1. THE NEED TO MOBILIZE PUBLIC SUPPORT FOR INDUSTRY IN LDC	1
2. INDUSTRY IN PUBLIC PERCEPTION	3
2.1 The place of industry in the international development dialogue	3
2.2 United Nations Conferences on LDCs	5
2.3 Limited development assistance to industry	6
2.4 The role of industry in the new Programme of Action	7
3. TARGETS AND TARGET GROUPS	10
3.1 Setting targets	10
3.2 Identifying target groups	12
4. OUTLINING A STRATEGY FOR MEDIA EXPOSURE OF LDC INDUSTRIAL POTENTIAL	18
4.1 Creating a coherent UNIDO profile	18
4.2 Publication and dissemination of UNIDO printed material	18
4.3 Compilation of fact-kits	19
4.4 Production and dissemination of UNIDO audiovisual material	19
4.5 Collection and dissemination of photographic/film material	19
4.6 Seminars and workshops	20
4.7 Expanding the media contact	20
4.8 Media field trips	21
4.9 Scholarships and awards for research and documentation	23
4.10 Financial incentives for publishing	23
4.11 A UNIDO award of journalism	23
4.12 Co-operation with other organizations	24
5. SUMMARY AND CONCLUSIONS	25
REFERENCES	27

EXPLANATORY NOTES

The following abbreviations are used in this document:

DAC	Development Assistance Committee
GATT	General Agreement on Tariff and Trade
GDP	Gross domestic product
IFAD	International Fund for Agricultural Development
ILO	International Labour Organisation
LDCs	Least developed countries
MVA	Manufacturing value added
NGOs	Non-governmental Organizations
ODA	Official Development Assistance
OECD	Organization for Economic Co-operation and Development
SAPs	Structural Adjustment Programmes
SNPA	Substantial New Programme of Action
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization

## 1. THE NEED TO MOBILIZE PUBLIC SUPPORT FOR INDUSTRY IN LDCs

A substantial part of international development assistance today is channelled through multilateral agencies and organizations - through the United Nations and its specialized agencies and funds, or through development banks or other financial institutions. Experience from information on development assistance, and results from an international survey on public knowledge about the UN carried out in 1990, indicates that information on multilateral assistance is not fulfilling expectations. The multilateral system and its mechanisms are more complex, more difficult to understand in general terms, than bilateral assistance, or the work of the non-governmental organizations. Part of the explanation may be a tendency for public information, often taken care of under the auspices of the foreign ministries within donor countries, to focus more on the bilateral part than on the multilateral component - indicating that the United Nations and the multilateral organizations themselves have to, increasingly, take over the reins in order to develop basic knowledge and understanding for their activities.

Public support for development assistance may be on the decline in the North, partly as a result of mounting economic and social problems at home, and the dramatic political changes in the North, Eastern Europe and the Gulf. In addition, a fatigue towards calamities and disasters have developed, resulting in less readily responses to appeals for help from disaster-ridden countries of the South. The fatigue has been nourished by a notion that international assistance has proven inadequate to significantly change the situation of the developing countries.

Facing the challenges of the 1990s, the least developed countries need concerted attention and assistance in several areas, including industrial development. The Paris Conference on LDCs, held in September 1990, recommended development partners to extend help through technical assistance in export development, promotion and diversification, including help to LDCs to participate in trade fairs, and through establishments of import promotion facilities. Exports could further be promoted through the improvement of the quality of packaging of products, using appropriate advertising techniques and with improved management and export marketing information network.

From studies made on public knowledge and perception of issues related to development affairs, it is fair to make the assumption about the lack of public comprehension of the complexity of launching the industrialization drive from the scratch.

Clearly, within an information strategy on industry in LDCs, one has to look carefully at goals and means, and keep the generally limited basic knowledge of development issues in mind when directing information at target groups. There is a general need for information on international topics related to the development of LDCs as well as the United Nations work on LDCs, a question that should be raised in an overall context and which UNIDO could follow up with its specialized information on industry. In this context UNIDO could draw up an information strategy to draw public attention to the question of industrialization in the least developed countries; based on a formulation of goals and means, and a careful analysis of the possible co-operation partners and target groups.

Despite the limited attention given to industrialization as a key element in development strategies during recent years, there is still

considerable amount of assistance that has been, and is, rendered to this sector, albeit not to the same extent in the least developed countries. A change of policy orientation, favouring the development of the productive sector, may place industrialization on the international development agenda with prominence - not only in bilateral and multilateral organizations, but also in the ever-increasing group of non-governmental organizations in order to strengthen the public perception of industry and to translate aspirations into deeds.

## 2. INDUSTRY IN PUBLIC PERCEPTION

Industrialization is one of many components of a continuous socio-economic development process. In the developing world, and even more so in LDCs, this sector still has serious shortcomings, albeit still being recognized as a key element to long-term, sustainable development in the South. UNIDO, in its Global Report 1990/91, Industry and Development, underlines the importance of industrialization in overall development planning: "To a developing country, industrialization means more than a simple improvement in income and output. It is a way of modernizing its primitive production structure and transforming the entire socio-economic tradition associated with it. In this context, it is important to measure industrialization in its full scope; that is, in its extensiveness as well as in its intensiveness".

Industrialization as a major force in development strategies does not feature as prominently as a decade ago, other priorities have become fashionable, and consequently, increasingly so also in international development assistance. Policy changes in development strategy orientation does not seem to catch on easily in the dissemination of information on development processes and the global situation, and consequently industry, a low-key priority even by the donors, can not be expected to play a prominent role in public perception and awareness.

A general trend in the late 1980s and early 1990s appears to be a greater concentration of focus from the media's side on a limited number of major international issues, where commercial considerations overshadows other criteria for the selection of news and priorities. General development issues are not among the topics given priority, nor do many of the social and economic disasters of the South receive attention. There reigns, as Newsweek points out in a cover story in May 1991, a fatigue towards disasters - which not at least tend to hit the developing countries, and among them several of the weakest, and least developed, like Bangladesh, Ethiopia, Mozambique, and the Sudan.

International, as well as national, media seldom focuses on industrial affairs in connection with development and "Third World"-reporting. In the general public, it is hard to believe it is possible to identify any specific perception of industry as a strategic sector in international development at all. In the specialized groups, in the donor community or the business sector, one must, however hope that the role of industry is well considered or has the potential to become appreciated.

### 2.1 The place of industry in the international development dialogue

In recognition of the pivotal role which industrialization could play in the economic development of the African countries, the Heads of State and Government, when elaborating the African Strategy for the Third United Nations Development Decade, ranked industrialization second among their priorities, first priority being accorded to self-sufficiency in food production.

The high priority accorded to industrial development is fully reflected in the Lagos Plan of Action (1980), which in paragraph 56 asserts that "the industrialization of Africa in general, and of each individual Member State in particular, constitutes a fundamental option in the total range of



activities aimed at freeing Africa from underdevelopment and economic dependence."

Thus the Lagos Plan of Action was adopted by the Organization of African Unity (OAU) in 1980, and emphasises the importance of industrial development as a driving force for economic growth and overall development. The effective implementation of the Plan hinges, to a large extent, on industry, both as a supplier of essential inputs to all sectors and as a user or processor of the outputs of those sectors. The Lagos Plan of Action calls for self-sustainment and self-reliance, entailing a pattern of economic development and growth consistent with the natural resources and human needs of the region, as well as with its socio-economic and socio-cultural potential. Self-reliant industrial development presupposes indigenous industrialization whereby industrial production is adjusted to the needs of the population. This contrasts sharply with the existing international division of labour which has led to the promotion of the production of raw materials for export, and the light assembly industry oriented towards consumption patterns in the developed countries. A strategy of self-reliance also entails the joint planning, financing and location of major educational institutions in countries in the same economic grouping so as to provide for the education and training of engineers, scientists, technologists and other skilled workers on the basis of comparative advantage.

In order to accelerate the achievement of these objectives, the Lagos Economic Summit adopted the years 1980-1990 as the Industrial Development Decade for Africa, later reinforced and adopted by the General Assembly of the United Nations, and in 1990 followed by the launch of the Second Industrial Development Decade for Africa.

Arguments for the importance of industry in development assistance, can be found in several prominent policy documents on international development issues: the report of the Independent Commission on International Development Issues (the Brandt Commission) - "North-South: A Programme for Survival" (1980); and its follow-up report "Common Crisis, Co-operation for World Recovery" (1983); the report of the World Commission on Environment and Development (the Brundtland Commission) - "Our Common Future" (1987); the report of the South Commission - "The Challenge to the South" (1990) - as well as major policy documents from various UN Organizations and the international development banks. Together, these reports constitute a politically most influential set of analysis, comments and recommendations towards the global problems of the world today.

The Brandt Commission emphasises global interdependence and the mutual interests of the rich and the poor countries as a fundamental element in international relations of our times. Its report recommends an action programme to assist LDCs, including support for industrialization, transport and other infrastructural investment. "Most official aid has gone to such purposes as agriculture and infrastructure, and industry has not received adequate support", the Commission notes. It is particularly concerned with protectionist terms-of-trade as the major obstacle to development in the South. The Commission recommends that the North should reverse the present trend towards protecting its industries against competition and promote instead, a process of positive, anticipatory restructuring.

The Brundtland Commission published its report at a time of growing concern for the damages to the environment, and consequently the report

accuses the Brandt Commission of sinking "below the short-term horizon of the international agenda". The report focuses on global interdependence in terms of the environment, and concludes that industry is central to the economies of modern societies and an indispensable motor of growth. To achieve sustainable development, rich and poor countries need to cooperate, and the developing countries will need all the assistance - technical, financial, and institutional - that the international community can muster.

The Brandt Commission's focus on the strategy of "trade, not aid", the Brundtland Commission's concern for "sustainable development", and the South Commission's emphasis on the need for industrialization as "a motor for development" and "improvement of the living conditions"; - in combination they reflect the fundamental concerns of both the donor and the recipient societies.

The international donor community, both on a bilateral and multilateral basis, has paid considerable attention to the role of industry in development. In its first report on Sub-Saharan Africa at the start of the 1980s, the World Bank - a key actor among the policy-setters in international development - proposed an agriculturally oriented strategy with industry in a supporting role, underlining that "the pace of industrialization should not be forced". More recently, in their joint 1989 publication, "Africa's Adjustment and Growth in the 1980s", the World Bank and the United Nations Development Programme (UNDP) hardly give industry a mention. In its report "Sub-Saharan Africa: From Crisis to Sustainable Growth" (1989), the World Bank lists six key strategies for the 1990s - industry not being one of these.

However, the Organization of African Unity (OAU) and the Economic Commission for Africa (ECA) have both been actively involved in formulating development strategies with a prominent role for industry for the least developed continent, Africa, in the 1970s and 1980s. In their declaration officially known as "the Monrovia Strategy for the Development of Africa", the OAU Assembly of Heads of State and Government, proposed what the United Nations endorsed as the African Industrial Development Decade "for the purpose of focusing greater attention and evoking greater political commitment and financial and technical support, at the national, regional and international levels for the industrialization of Africa. This was prolonged with the proclamation of the 1990s as the Second Industrial Development Decade for Africa."

The South Commission's report (1990) was entitled "The challenge to the South" pays much more attention to the importance of industrialization and stresses the need to promote industrialization in the developing countries: "Only rapid industrial development can create the resources to satisfy the basic requirements of their populations for food, health, education, and shelter, and to provide jobs for their growing labour force".

## 2.2 United Nations conferences on LDCs

### The First UN Conference on LDCs, 1981

Recognizing the desperate situation of the least developed countries, the First United Nations Conference on LDCs, held in 1981, adopted a programme which was to constitute the blueprint for LDC development in the 1980s: "The Substantial New Programme of Action (SNPA)". Its objectives was to promote the structural change deemed necessary to overcome the extreme economic

difficulties of LDCs: to provide adequate, and internationally accepted, minimum standards for the poor; to identify and support major investment opportunities and priorities; and to mitigate as far as possible the adverse effects of disasters.

Five specific targets were set for the 1980s; amongst them a 7.2 per cent annual GDP growth rate; at least 4 per cent annual average growth rate in agricultural production; and a 9 per cent annual growth rate in manufacturing value added. Of the international measures recommended, the most important commitments were to opt for a transfer of 0.15 per cent of donor GDP to LDCs, and to stimulate economic growth by offering LDCs better access to the world market for their products.

For LDCs, the past decade has in many ways been disastrous: they are facing a crisis even deeper than the one experienced in the 1980s. The average growth rate of LDCs was only 2.2 per cent during 1980-1987, far from the 7.2 per cent target of the SNPA -and with negative growth rates in some countries. Manufacturing output increased by only 2.6 per cent a year, in contrast to the SNPA annual growth target of 9 per cent. The ODA/GDP target of 0.15 per cent set in the SNPA, has only been fulfilled by a few donors and the total remains at 0.08 per cent, according to OECD figures. Adding to this, population growth is higher than production, and the burden of external debt has become massive.

#### The Second UN Conference on LDCs, 1990

The assessment of the socio-economic situation presented to the Second United Nations Conference on LDCs at Paris in September 1990 pointed out that the marginalization of the LDC group in the world economy has become more accentuated, with their share in world exports amounting to merely 0.3 per cent in 1988, as compared to 1.4 per cent in 1960.

The Second United Nations Conference on the Least Developed Countries was held with the intention of establishing a Substantive New Programme of Action (SNPA II) for the 1990s. The conference called for effective macro-economic policies aimed at long-term growth and development, and donors were urged to concentrate on rural development strategies and improving the environment for a diversified productive sector based on private initiative. Special attention was to be given to investing in people, by offering support for education, health, and family planning. Donors were also under pressure from LDCs to articulate more ambitious funding targets.

#### **2.3 Limited development assistance to industry**

The OECD/DAC statistics on total development assistance by major purposes, show little emphasis on industry: industry, mining and construction receives an average of 5.5 per cent of the total DAC assistance, according to the 1989 statistics. The United States channels only 0.3 per cent of its assistance to this sector; the EC only 1.4 per cent. Education, health, transport and communication, agriculture and food aid have all higher priority.

The limited role given to industry in international development assistance is mirrored in aid priorities. For example, foreign assistance to industry in the least developed countries today constitutes, according to UNIDO estimates, not more than 2 per cent of total aid disbursements.

However, there are important possibilities for stimulating local manufacturing in LDCs through the considered use of development projects in other sectors. Examples of this include large-scale agriculture, health, education, and infrastructure projects. These form the bulk of the ODA targets within LDCs. Neither has industry been regarded as a first priority for technical cooperation activities in most LDCs, but there may be considerable scope for using some of the technical co-operation activities to stimulate local industry.

The structural adjustment programmes (SAPs) advocated by the World Bank and the International Monetary Fund and implemented by a number of developing countries - have featured prominently in international development debates during recent years. A key element in these strategies is the strong emphasis on an export-led growth through the export of raw materials and to some extent industrialization based on these commodities. Critiques of the SAPs have noted that competitive, export-oriented industries are likely to benefit from structural adjustment programmes, but because industries in LDCs tend not to be very efficient and competitive, they will rather suffer from such progresses, hence contributing to already high unemployment rates and social problems.

One objective for the Second United Nations Industrial Development Decade for Africa in the 1990s, is to reorient manufacturing industries towards serving the needs of the three-quarters of Africa's population found in agriculture. Past industrialization based on import substitution has fostered large enterprises catering to urban demand, with little regard for cost. The rural population has a relatively high propensity to spend increased income on simple, inexpensive products of local, small enterprises.

In several LDCs, not the least in Africa, industrial growth will depend heavily on the success of raising agricultural output and incomes. Rising agricultural incomes would mean a growing demand for manufacturers, and the availability of affordable consumer goods would give farmers an incentive to expand production. Industry can process surplus agricultural output and provide farmers with the inputs and equipment to raise productivity. Savings generated by agriculture can be used to finance industry. Agricultural exports will still be needed to pay for industry's growing import requirements while industry itself gradually generates more foreign exchange.

The justification for greater importance in development assistance depends upon an integrated economic development strategy where industrialization would have to generate as much employment as possible and contribute to the satisfaction of the basic needs of the population. To this end priority should be given to the transformation of local products and to stimulating linkages between the different sectors of the economy.

#### **2.4 The role of industry in the New Programme of Action**

The United Nations Conference on Least Developed Countries, held in Paris 1990, stated in its Programme of Action: "In this increasingly interdependent world, we all share a joint responsibility for creating favourable international economic conditions and in strengthening international co-operation which will help create an environment for sustained economic growth and development. The least developed countries have structural problems which are unique in their nature and degree: they are therefore deserving of special international support".

The main challenges facing LDCs and their development partners are spelt out in UNCTAD's 1989 report on LDCs: improving growth performance and economic efficiency; strengthening the productive base; improving the management of the natural environment; promoting human resource development and considerably strengthening international support measures.

International development assistance (mainly OECD/DAC) to LDCs has never come close to the 0.15 per cent of GDP target, basically due to the meagre efforts of two of the world's major donors: Japan (0.06 per cent; according to OECD figures) and the USA (0.02 per cent). Still - many LDCs depend heavily on foreign assistance. Nearly half of the 42 countries grouped as LDCs receive an amount of assistance equal to more than 20 per cent of their GNP.

The least developed countries need infrastructural facilities. Transport and energy are vital sectors in which major investments are required. Most of the investment resources in these sectors have to come through external financing, mainly in the form of development assistance. The countries themselves can only mobilize a small proportion of these resources. A study by UNCTAD estimates that external assistance must be doubled and should reach a level of US\$ 36 billion (in 1988 dollars) by the year 2000; implying an ODA target of 0.20 per cent of donor GNP.

The Programme of Action from the Paris conference on LDCs, advises the international community to assist the least developed countries by "Extending support to sectoral policies and programmes designed and implemented for strengthening and diversification of the LDC economies, in particular through expansion and modernization of their productive base."

The Programme further states, with respect to development of industrial service, scientific and technological base, that the emphasis of public and private initiative of the least developed countries with regard to agricultural sectors should focus on three major objectives: rehabilitation, maintenance and upgrading of existing production facilities; expansion of the productive potential in line with dynamic comparative advantages, available resources and internal and external market prospects; and the diversification of their productive base.

All major documents on strategies of development point out the need for LDCs to diversify their economic base, away from the excessive dependency on imports and the predominance of primary commodities in their exports, and in these efforts they will need assistance from the international community. However, donors provide assistance for a variety of reasons: political, strategic, economic and humanitarian. Multilateral agencies generally lend more weight to criteria of long-term development. Non-governmental organizations (NGOs), dependent on raising support and funds, focus on the humanitarian needs. As for bilateral agencies, the rationality differ widely; reducing poverty is but one motive, and often far from the most important.

The least developed countries have little leverage on the commercial, economic - and even political - criteria. They are not likely to become profitable trade partners, they are generally not important in the overall picture of the world economy, their locations are generally not of strategic significance, and they are too poor to have strategic economic importance. This may contribute to an understanding of why LDCs receive relatively small bilateral contributions (measured as percentage of donors' GNP) from countries

like Japan, United States, Australia, Canada and most members of the European Community. This may also explain why, according to the World Bank, approximately 41 per cent of all external assistance from the OECD countries in 1988 was directed towards middle- and high-income developing countries.

The least developed countries score heavily on the humanitarian criteria for development assistance. The number of LDCs increased from 24 in 1971 to 31 in 1981, and to 42 in 1991. These distinctive under-privileged group of countries - weak in terms of economic, institutional and human capabilities - deserve a better treatment from the international community in order to fulfil their socio-economic aspirations. Marginalization of the productive sectors in general and industry in particular in the international public perspective of LDCs would imply a utopian aspiration of better future for LDCs. A better public perception of industry in LDCs is needed to alleviate poverty and other fundamental socio-economic problems with an industrial perspective. In order to enhance the public awareness of the crucial role of industry in LDCs detailed targets will need to be set to reach specific target groups who could comprehend and effectively participate in the industrial transition of LDCs.

### 3. TARGETS AND TARGET GROUPS

#### 3.1 Setting targets

UNIDO forecasts show the developing countries share of world Manufactured Value Added (MVA) at 13.8 per cent in 1990, increasing to 14 per cent in 1991. This is just above the average over the past 15 years since the Lima Declaration and Plan of Action, adopted by the Second General Conference of UNIDO; lagging far behind a goal that developing countries should produce 25 per cent of total world industrial output by the year 2000. It is considerably below the approximately 0.5 percentage point yearly gain over 25 years that would be required in order to achieve the 25 per cent goal.

The least developed countries in particular have lagged behind also in global technological and industrial development. Targets set have not been fulfilled. UNIDO's main task and challenge is to assist in bridging the increasing gap and to promote an industrial development in the South, keeping a special focus on LDCs. Drawing up a strategy for the promotion of industrial development in LDCs, it is necessary to identify the different groups, institutions and organizations involved.

Industrialization in LDCs requires a wide range of development components:

- development assistance;
- loans and credits;
- private financial investments; and
- export opportunities.

The different aspects of the development process involve different individuals and organizations. By taking a closer look at each of the components, the most important target groups to be included in the strategy can be identified.

#### Development assistance

Governments of the donor countries both bilaterally or multilaterally (OECD/DAC countries or others) are heavily involved in defining aid strategies. Governments are in turn influenced by: politicians and political parties (the political sphere); government officials of the "development assistance bureaucracy"; the grass-root organizations and interest groups; the mass media; and the general public.

Bilateral assistance can consist of government-to-government programmes, but also assistance channelled through non-governmental organizations (NGOs) of the donor or recipient country. The NGOs are no least important due to their links with political parties or other pressure groups such as trade unions, church organizations and environmentalist groups. These are valuable in creating international understanding and generating a favourable environment for development assistance.

The multilateral institutions of the United Nations system constitute the other most important channel for development assistance. Within this system, the United Nations Development Programme (UNDP) - as the central funding and coordinating mechanism for technical co-operation - plays an important role in creating the basis for industrial development. Whereas

industry plays a minor role in bilateral development assistance of most countries. assistance channelled through multilateral institutions can more easily be directed towards long-term programmes attacking the roots of poverty through industrialization.

### Loans and credits

A large part of the funds for industrial development will have to be borrowed. Credits and loans can be obtained from: private banks and credit instit . official export credit programmes; or through international financial institutions. A large share of international development assistance, furthermore, come in the form of soft-term loans.

Many developing countries have financed industrial investments through export credits from the industrialized countries or by borrowing on the open market. The poorest countries, however, have very limited access to private funds, principally because they can not afford credit on normal commercial terms. Consequently, LDCs depend primarily on concessional assistance from multilateral sources, the World Bank being the leading development lending institution.

### Private financial investments

Direct foreign investments are important in meeting the capital requirements of industrial development, but very few LDCs receive large-scale direct investment by multinational corporations or foreign commercial companies.

A strategy for promoting the understanding of the importance of industrial development in LDCs must include contacts with the private sector in order to stimulate and facilitate investments. An important initiative in this connection is the Investor's Forums organized by UNIDO and UNDP, where national managers get an opportunity to discuss investment projects with interested investors. For UNIDO to identify business opportunities in each individual LDC is of crucial importance in the strategic contacts with the private sector.

For a developing country to attract foreign private investments, it is fundamental to create an attractive business environment. The main problem facing LDCs in attracting investments, is that they generally lack all the fundamental requirements for a market-led growth: basic skills, education and training; physical and financial infrastructure; entrepreneurial skills and traditions; and national policies that are compatible with business environment.

### Export opportunities

The industrialization of LDCs is not only a matter of development assistance, loans and commercial investments. These countries also require access to international markets. The General Agreement on Tariffs and Trade (GATT) and the United Nations Conference of Trade and Development (UNCTAD) are among the institutions involved in establishing international terms of trade that are more favourable to the developing world than today's trade regimes. This, again, involves the political decision-makers.



Specialized departments within bilateral donor agencies are working with the promotion of imports from developing countries, and may likewise play an important role in a strategy to improve export opportunities for LDCs.

### 3.2 Identifying target groups

As noted above, the question of industrialization in the least developed countries is an extremely complex one, not at least considering the many obstacles and limitations connected to the process. Accordingly, a strategy for promoting industrial development - and addressing the problem of lacking public interest and knowledge on the issue - will have to include the paving of the ground in different quarters. It is necessary to identify a number of specific target groups, at both the national and the international level; including:

- the political decision-makers;
- the terms-of-reference suppliers;
- the business community;
- voluntary organizations; and
- the media.

#### The political decision-makers

Industrial development needs to be put on the international agenda of the political decision-makers worldwide: the ministers and parliamentarians of each individual donor country. The politicians, being responsible not only for the development co-operation strategy of their own government, but also setting the terms for multilateral assistance through international fora where they are represented, must be considered an important target group in connection with attempting to reach a wider appreciation of the problems of industrialization in the least developed countries.

A study of the determinants of political decisions related to development co-operation with LDCs is necessary as a basis for a promotion strategy directed towards political decision-makers. One of the determinants will be the general tendency towards allocating tax-payers money to identifiable projects whose successful completion can be monitored and the benefits clearly discerned and understood.

The least developed countries have high leverage on the humanitarian criteria for international development assistance. The natural and human disasters of many LDCs are frequently covered by the media, often resulting in public demand for quick government response. This political reality results in a tendency towards increased use of official development assistance for crisis-management. Promoting industrial development in the political environment will have to be supplemented by a strategy to counter-balance the media-defined public perception of the problems of LDCs as being of a strictly humanitarian nature.

Target groups at the national level of the donor countries are:

- ministers and junior ministers of foreign affairs and development; and
- parliamentarians of the foreign affairs committees and other relevant committees.

Target groups at the international level are:

- members of the European parliament involved in relevant committees and working groups;
- members of the Inter-Parliamentary Union; and
- members of intergovernmental groups, councils and committees.

#### The terms-of-reference suppliers

Top-ranking politicians are not likely to operate completely on their own. Their decisions are heavily influenced by people behind the scene: the party officials and political advisors; and the public officials of the national and multilateral institutions, often referred to as the "development assistance bureaucracy". The officials provide the political decision-makers with the information and propositions necessary to formulate policies. In this process, the terms-of-reference inputs from the "development assistance bureaucracy" are of great significance to the policy outputs.

A study of the officials involved in development co-operation and in what ways they differ from the politicians' priorities is necessary in order to formulate a more specific promotion strategy directed towards this group.

The officials operate in an intellectual environment with close links to universities and research institutions, and usually have an approach to the development process which is more scientific than political. An information and promotion strategy directed towards the terms-of-reference suppliers will have to include the full width of this intellectual environment. It must be aimed at stimulating intellectual interests for the industrialization process as a motor for economic growth and social development in LDCs.

Target group at the national level:

- public officials of the government institutions involved in development co-operation.

Target group at the international level:

- senior and junior officials, resident representatives and field workers of the multilateral institutions involved in relevant development co-operation, such as the UNDP.

#### The business sector

Private enterprise is an important participant in the development process, and many of the least developed countries have a dedicated interest in expanding the role of the private sector. A number of OECD development assistance agencies are providing financial support to local enterprises through development banks or other institutions that provide financial services to small and medium-sized enterprises. Donor programmes for investment and assistance to local enterprises are often parts of the development strategies.

The United Nations Development Programme (UNDP), the World Bank and other institutions are helping the developing countries foster the right environment for economic growth through structural adjustment programmes and by devising policies that will stimulate private enterprise. As a result,

many LDCs are developing market-oriented mechanisms and promoting competition, but the domestic financial and human resources are too scarce to achieve the desired results. Foreign direct investment can bring capital, management expertise and technology if other supporting policies are in place. The development potential of private investment is to a certain degree recognized by donors.

The idea of combating poverty in LDCs is rarely sufficient to create incentives for private investment. The determinants of business decisions are usually strictly based on cost/benefit analysis. When it comes to LDCs, good investment possibilities should be identified and made known to potential investors, if necessary with the support of financial incentives from national and transnational development institutions. This is done through investment guarantee schemes to protect investors against non-commercial risks, and incentives for the establishment of joint ventures. Such mechanisms are, however, worthless, if a distinctive business opportunity on commercial terms are not to be found. The donor institutions can also provide technical, managerial and marketing skills, finance feasibility studies and market surveys and assist LDC-enterprises design investment promotion strategies and negotiate agreements with foreign investors.

Attracting foreign private investments in LDCs is a complex matter which includes facilitating LDC exports of manufactured products, promoting profitable investment possibilities, and making private investments more attractive by establishing joint development assistance/commercial arrangements.

Target groups at the national level:

- national export councils;
- commercial associations;
- national banks and financial institutions; and
- government institutions.

Target groups at the international level:

- international commercial associations;
- transnational companies;
- development banks, financial and development institutions; and
- EC institutions.

#### The voluntary organizations (NGOs and INGOs)

The sphere of voluntary (humanitarian) organizations involved in development co-operation is important not only because the organizations themselves are formulating strategies for development and carrying out projects of their own. Most non-governmental organizations maintain close links with interest-groups and organizations in the donor countries; such as trade unions, church groups, co-operativist movements, political movements, organizations for the disabled, solidarity groups, or environmentalist and feminist organizations.

To a large extent the organizational links of each NGO define the characteristics of the organization's development strategy. Most NGOs, however, advocate a "help-to-selfhelp" strategy. Their activities are based

on idealism and a commitment to long-term grass-root development. The dependency upon public funding and private donations obliges the NGOs to keep a high profile, with extensive public information activities and contacts with political decision-makers. Because of the organizations' extensive information activities and their close links with grass-root movements and the political sphere, their strategies tend to be trend-setting.

Due to their characteristics of independence and flexibility, the NGOs can rapidly redefine their strategy, move into new areas and play the role of pioneers. Their ability for quick reorientation together with their trend-setting qualities justifies giving NGOs high priority in a strategy to promote industrial development in the developing countries, including LDCs.

Many NGOs, particularly those with close links to trade unions and co-operative movements in donor countries, are particularly involved in establishing productive co-operatives, already promoting the idea of (small-scale/cottage) industries. It should also be noted that a number of NGOs have more or less specialized themselves in supporting and promoting the productive sector.

#### The relevant media

In our time of modern mass-communication, the media have decisive influence of peoples attitudes as to what is important and what is not. To influence the above-identified target groups - the politicians, the government officials, the company managers and the researchers in addition to the general public - media coverage is essential, if not entirely decisive.

There are a number of different media today, and different media reach different groups. As to the general public in the North, television and newspapers, radio and magazines - in that order - provide a major share of the population with their information. According to a survey conducted by the Norwegian College of Journalism in 1987, 97 per cent of the respondents indicated that they had received information on development issues through television; 93 per cent from newspapers and 85 per cent from radio broadcasts. On the other hand, no more than 34 per cent answered that such information was gathered from reading books; 67 per cent had read brochures. For those responding that they had received "a lot" of information, television and newspapers were clearly the most favoured media - in a country where the general information on development issues probably is more readily available than in most other countries of the North.

Attitudes are probably a combination of influences from a variety of media that mutually reinforce each other, but television and newspapers are the most important factors in influencing public opinion. Coverage by the major television networks, such as the BBC, NBC or CNN, or by the most important international news agencies, such as Reuters, Associated Press, Agence France Press, or more specialized agencies such as Inter Press Service and global feature agencies, as the Third World Network and Gemini - is particularly important. Media visibility is important not only as a means of disseminating information on industrialization, but also serving as a constant reminder of UNIDO's mandate and image.

Selected target groups - including politicians, company managers, civil servants and researchers - are likely also to be found among the consumers of specialist periodicals and magazines, such as Far Eastern Economic Review,

Africa Business, Latin America Monitor, and the promotion strategy would have to include obtaining coverage in the specialized publications most essential to reach the defined target groups, as well as coverage in publications such as Time, L'Express or the Economist which will also reach several of the target groups. Coverage of LDC investment opportunities in papers such as the Financial Times or the Wall Street Journal can have positive effects on the business community.

The influence of modern media on public perception makes the media gate-keepers (editors and sub-editors) themselves an important target group. The editors set the priorities and decide what to be featured prominently or less prominently - or not at all. One of the general trends among the gate-keepers of Northern mass media is the tendency to concentrate on spectacular, often violent, events. The coverage related to LDCs often feature the human disasters; the misery of man-made and natural disasters is transferred directly into peoples' living-rooms and - as a result - generating a public understanding of LDC problems as immediate. Public opinion in turn influences political decisions, and the tendency towards increased use of ODA for crisis management with a short-term perspective can thus be seen as a direct consequence of the gate-keeper's priorities.

A considerable amount of money is spent every year by governments and voluntary organizations trying to mobilize public support in favour of their long-term development assistance programmes. National donor agencies, multilateral donor institutions and NGOs can all be important partners in the effort of spreading information on industrialization in LDCs. Most NGOs carry out extensive information campaigns, including, in many cases, the publication of periodicals and magazines, pamphlets, books and the distribution of photographic material and videos -directed towards their members and supporters, as well as the educational systems and the general public. Some NGOs have specialized in information activities, both in the North and the South. Likewise, in some countries, national United Nations Associations and UNIDO National Committees could play important roles informing the general public on the multilateral part of development assistance, and on development issues in general. Equally, these may be considered relevant as a target group or co-operation partner in an information strategy.

Target groups at the national level are:

- UNIDO National Committees;
- UN Associations;
- journalists and editors (gate-keepers);
- journalistic associations and training institutions;
- news agencies;
- photo agencies;
- radio and television networks/stations;
- newspapers and magazines;
- information officers of organizations involved in development information; and
- publishing houses.

Target groups at the international level are:

- journalistic associations;
- news agencies;
- photo agencies;

- feature agencies;
- television networks;
- international broadcasters;
- magazines;
- publishing houses; and
- information officers of international organizations.

#### **4. OUTLINING : STRATEGY FOR MEDIA EXPOSURE OF LDC INDUSTRIAL POTENTIAL**

The viability of the strategy for media exposure of the potential contribution of industry in the overall development of LDCs, outlined in this Chapter, depends on financial support from external co-operation partners. Specific suggestions listed below could be treated as activities to be co-funded by voluntary contributions from special donor agencies.

##### **4.1 Creating a coherent UNIDO profile**

A coherent information profile is a basic foundation for any organization's public appearance and image. A programme of this kind involves identifying the basic mandate of the Organization, and presenting its values through a set of information initiatives, with the ultimate goal of enhancing the public perception of the Organization and its activities. Within the various fields of information and publicity activities, UNIDO could develop a programme that would enable the Organization to present itself to the public in an easily recognizable way.

To the extent UNIDO decides to launch a special campaign in order to instill the importance of industrialization in the least developed countries, involving a number of publications and special activities as suggested below, a special symbol and design could be made for this purpose; derived from the main graphic design drawn up for UNIDO. The specially designed symbol and layout for the purpose of an LDC campaign would increase the identity of the effort to draw attention to the importance of industrialization in this group of countries. Thus the information profile with a distinction, justifying the industrial perspective of economic development in LDCs, should put LDCs on the global industrial map.

##### **4.2 Publication and dissemination of UNIDO printed material**

In a general development perspective and pointing out the particular problems these countries face, it is advisable to produce a fairly concise booklet/pamphlet on LDCs as a group, including basic statistics and characteristics - with photos, charts and maps.

A very basic booklet/pamphlet containing general information on LDCs, with a specific focus on the role of industry could be distributed as widely as possible, including to the general public. The booklet/pamphlet could be made on a consultancy basis by a professional journalist. For more specialized target groups, it could be supplemented by other kinds of reports and material. Based on these UNIDO publications, national donor agencies could be urged to publish their own material on industry and LDCs or simply translate UNIDO's material into local languages and publish them.

##### **4.3 Compilation of fact-kits**

For general information as well as for more specialized target groups, it would be advisable to compile fact-kits to comprising a set of printed material presenting UNIDO, the industrial potential of LDCs based on the printed material suggested above. Additionally, selected technical papers and studies on countries and promising ventures could be added where available and appropriate.

#### 4.4 Production and dissemination of UNIDO audiovisual material

A comprehensive video film on the industrial potential of LDCs could be made for screening as an introduction to industrialization in LDCs for the benefit of participants at seminars and symposia. The film should focus on success stories in industrial ventures and personal interviews with industrial entrepreneurs. At the same time, a television version of the production could be made, and offered to television stations around the world for public transmission.

#### 4.5 Collection and dissemination of photographic/film material

To a large extent, photographic material presented from the Third World tend to concentrate on rural areas and rural development. Much less attention has been paid to the urban areas, and to industrial settings. Not only does this contribute to a distorted image of the developing countries, it adds to the prevailing picture of destitution, poverty and haplessness - to the fatigue that endangers further interest and involvement in the industrial development of the least developed countries. A focus on stemming the roots of poverty by enhancing the industrial production and potential could project a distinct picture of LDCs in general and facilitate greater understanding of the plight and potential of industry in LDCs.

UNIDO could aim at collecting more and better photographic material for use in its own publications as well as by other users. Clearly, a photo can be much more than a mere decoration; it has an information value of its own, if used in a proper way. A photo conveys a message, as well as detailed information. To some extent, photographic agencies seem to possess a rather limited stock of industrial photos from LDCs, increasing the tendency to portray them as a rural communities. For UNIDO to systematically build up a better photographic library, enabling the Organization to provide high quality photos on all phases and dimensions of industrial production and development - for its own publications as well as for the use by others - would be one way to contribute to an increasing awareness of the industrial dimension in development.

Rather than collecting photos randomly, from project personnel and others, it would be highly advisable, subject to resources availability, to hire a few photographers who have proven their capability of shooting industrial documentation, to travel to designated places in order to provide the desired material. Additionally, one could survey the market for existing photos of the right kind, and acquire them for UNIDO's archives.

An international photographic contest, if planned carefully and advertised properly, could increase the photographic profession's awareness of industry in LDCs, and at the same time add to the UNIDO photo archive. For a contest to be worthwhile, one should primarily aim at the professional photographers. If held annually, or biannually, the contest could be limited to selected themes, and differ from one year to another.

The best photos, to be judged by a jury dominated by professionals from the media and the photographic profession but with the participation of UNIDO Public Relations and Information Section, would be awarded attractive prizes; possibly through a sponsoring agreement with the private sector. UNIDO would have to reserve its option to acquire any desired entry for free use thereafter. UNIDO could choose to present the best photographs submitted:



through a publication/book to be sold internationally or through an international exhibition, both contributing to the understanding of and interest in industry's role in development.

#### 4.6 Seminars and workshops

Seminars and workshops are worthwhile as a fundamental contribution to build up a reservoir of knowledge within different target groups. A high level seminar for the media on the potential for industrial development in LDCs, may be considered possibly in connection with the launching of UNIDO's Plan of Action for LDCs. Catering for specialized representatives of the media, to be briefed by prominent persons representing UNIDO as well as leading development economists - both from the United Nations and/or the international development banks, independent institutions and academia, representatives from LDCs could be invited to contribute to open-minded discussions on industrialization as a main strategy towards economic and social transformation.

The high-level seminar could be followed by a series of regional workshops aimed at journalists who are working with development issues and international economy, but necessarily on a specialized basis. The goal would be the same, to put the question of industrialization in a development context, and industry's relevance for economic development in the least developed countries, on the agenda. The regional workshops would particularly try to combine two objectives: to inform, educate and engage the attending journalists, and to provide information that may result in actual reporting - from the workshop or based on information disseminated at the workshop.

The basic concept of seminars focusing on industrialization in LDCs can also, if funding is made available, be applied to other groups than journalists; e.g. decision-makers and officials within governmental as well as non-governmental organizations.

#### 4.7 Expanding the media contact

With a global tendency today towards more freedom for the press, the international media is increasingly emerging as a multi-faceted institution through which information can be disseminated to all levels of society, in all geographical areas. The character and position of the media - the press, the broadcasting sector, film and photography, publishing - differ greatly from region to region, sometimes from one country to another within a region or sub-region.

The media, nationally, regionally and globally, obviously is of paramount importance to a UNIDO strategy for mobilizing public awareness of and support for industrialization in LDCs, as the case would be with any other campaign the Organization would want to embark upon. Whatever the purpose of the campaign, the differentiation of and the approach towards the media would be more or less the same. Fundamentally, it is necessary to categorize the media organizations, and to differentiate the role the various parts of the media may be expected to play; subsequently they have to be identified and approached. Journalistic traditions as well as the freedom of the media differs considerably, as is the case with the way newspapers, magazines and radio/television programmes are made - with purely commercial considerations in mind, or with a philosophy of public information reigning paramount. The

latter differentiation is decisive of what approach to take and the realistic chances of breaking through with any information or message.

For any information purpose, the compilation of a register of international media - institutions as well as individual journalists and editors - would be of great help. A continuously updated mailing list would be invaluable in reaching the right persons with press releases, briefing material, reports etc. UNIDO has already embarked upon such a task, and this work could be expanded in view of a public awareness campaign on LDCs. The expansion of such a list/data base could be undertaken with the assistance of local and international development assistance organizations as well as press organizations.

Having identified journalists who have specialized or taken a particular interest in international development affairs or the industrial perspective of poverty alleviation in LDCs, they should be provided with the information kit and other material produced by UNIDO in connection with the campaign to raise awareness of the special problems of LDCs. Furthermore, the same group of journalists should be kept regularly updated on UNIDO's work.

Press conferences should be selectively confined to individual countries covered by the Action Plan on Industrialization in LDCs. However, the introduction of the Plan of Action would prove a golden opportunity for achieving global media visibility for UNIDO; a parallel to the much-acclaimed media coverage of the presentation of the Lima Plan of Action and well-published proceedings of UNIDO General Conferences.

On a limited scale, a free feature service may be of interest to some newspapers and magazines, especially for less resourceful ones in the South. Objectively written articles, or subjective comments, preferably accompanied by graphic material and photos, could be sent to a selected number of papers and magazines on regular basis. Some articles dealing with UNIDO affairs and statistical material could be produced. However, the chance of having feature success stories and comments printed, would increase if written on an independent basis, by acknowledged reporters.

In connection with any launch of a campaign to promote interest in and knowledge about industry in the least developed countries, a special dossier-kit could be prepared and provided free of charge to newspapers and magazines. Composed of a set of feature articles and factual success stories, together with appropriate graphs, charts, and photos, the collection could be used as a special dossier on industrialization in LDCs - or constitute a basis on which the papers and magazines could prepare their own material.

#### **4.8 Media field trips**

Field trips for media representatives could be considered with a view to complementing information presented through reports and press releases. A field trip gives a crucial added dimension, and contributes to arouse further interest in the topic as well furthering practical knowledge. This could also serve as an important psychological incentive for journalists working with a topic that might otherwise appear difficult to work with, particularly in view of the fact that it is seldom given high priority within a media organization.

Field trips can involve either the mere facilitating of a press tour, or it may also include full or partial financing from the organizer's side. Possibly, UNIDO could use both models, recognizing the fact that quite a number of news organizations, both in the North and the South, are often operating on very restricted budgets.

Apart from a limited number of resourceful media organizations in the North, who will not need - nor accept - financial support to carry out their work, for a great number of other papers, magazines, agencies and broadcasters, sponsored field mission may be the only option to make a field visit come true. However, it appears likely that UNIDO may attract interest from donors for such a project - having individual journalists from different countries sponsored by their respective donor agencies, leaving UNIDO to facilitate and organize the trips.

Such media field trips organized by UNIDO, facilitated through the co-operation of UNIDO field representatives and in liaison with local authorities, could be a follow-up to some of the seminars arranged for media representatives, in order to supplement the information and broaden the scope of the debate from the workshops. For financial and practical reasons it might be preferable to choose a region where two or more LDCs can easily be reached on one trip of approximately ten days duration.

A field trip would include briefings from and discussions with representatives of UNIDO and other United Nations representatives in each country, as well as with representatives from development banks and institutions, and local authorities: leading politicians and economic planners. Furthermore economic analysts from local banks, as well as social scientists. Visits to industrial plants and UNIDO sponsored projects would form a prominent part of the visit, combined with discussions with local and expatriate industrialists and other members of the business community, including the export sector.

The group of touring journalists would have to be kept rather limited, and should not exceed 10 people. It would be advisable to compose the groups from different media, including newspapers, magazines and agencies, and radio; television requirements are too different from the others to be included in a general trip. For a general mission, there should be only one journalist from each participating country, and it would be expected that a trip like this would generate some coverage.

The severely limited possibilities for travelling is even more the reality for media organizations of the South, not least in the least developed countries. Hence, one should include media representatives of LDCs, and other developing countries, in some - if not all - of the groups visiting the field. These should be sponsored by UNIDO, or by a donor agency working in the concerned country.

A valuable experience, provided external funding could be found, would be to compose a group of journalists from, e.g., three industrialized countries in the North and three least developed countries of the South - for a two-way field trip; the journalists from the South accompanying the visiting colleagues from the North in the field visit in LDCs, and returning with them to their home countries for a reverse visit, reporting on the industrial experience in the North, and the possibilities for industrial co-operation between the two countries.

#### **4.9 Scholarships and awards for research and documentation**

In order to attract attention to economic and social research in the industrial sector, and with a focus on industrialization in the least developed countries, it would be worthwhile providing a number of research grants to facilitate a limited number of research projects. Scholars and students might be invited to apply for a grant, based on a detailed terms of reference. Such grants could also be co-sponsored by donor agencies and industry itself.

An international contest for university students, principally aimed at students of economics and social sciences, with a stipulated topic, could increase awareness of the least developed countries. The competition could be organized with the co-operation and support of other United Nations agencies, e.g. UNDP, UNESCO and the United Nations University, as well as independent institutions. Invitations might be issued with the assistance of donor agencies and educational institutions throughout the world, and could be organized at national, regional and global levels, with juries and awards on each of the three levels. Essays/papers qualifying for the final round, would be judged by a jury consisting of an official from UNIDO as well as from independent institutions, and prizes awarded to the best.

The prize-winning papers, or a selection of them, could be collected and published, as one of several publications on industrialization in LDCs. These could be published and sold by UNIDO, or be co-published and marketed by commercial publishers.

#### **4.10 Financial incentives for publishing**

Through a technical and financial support mechanism, UNIDO could initiate and encourage the publishing of books on industrialization in the least developed countries, corresponding to the co-operation with Basil Blackwell Publishers on the "Industrial Development Review Series" covering country by country surveys of industrial development. The technical and financial support for such activities could recoup the limited sales potential of publications on LDCs.

Also on more general studies on industrialization and development, focusing on LDCs, financial incentives - possibly in co-operation with national donor agencies - would make publishing of such books more attractive and practicable.

#### **4.11 A UNIDO award of journalism**

In order to attract interest in industrial journalism, UNIDO may consider instituting an award; either as a one-time appearance, or on a regular basis. Journalists could be invited to participate according to a prepared set of criteria, and a jury should be appointed to judge the entries. The announcement of the competition would have to be done with the assistance of donor agencies and media organizations. The winner would be awarded a cash prize and a diploma, and the best entries could possibly be offered as a package of articles, a dossier; or they could be printed and presented as a special feature magazine put out by UNIDO in connection with its special Plan of Action on LDCs. Special care should be taken to accommodate freelance journalists in such a scheme.

#### 4.12 Co-operation with other organizations

The success of any specialized information campaign, depends on the groundwork done before the actual campaign itself. As the general knowledge of development issues are limited among the general public, and in more specific target groups, it is clearly appropriate to consider joint information efforts with other organizations, within and outside the United Nations system, with whom UNIDO has an established framework for co-operation.

The most obvious partner for co-operation within the UN, would be UNCTAD, the United Nations Development Programme (UNDP) and UNESCO, but others could be considered, the International Labour Organisation (ILO) and the International Fund for Agricultural Development (IFAD) - all preoccupied with income generating and creating employment at different levels.

Outside the United Nations, UNIDO could consider co-operation with national donor agencies taking an interest in the least developed countries and in industrialization. The same would be the case with non-governmental organizations, both in the North and in the South. All actors in the development sphere tend to be, at some stage or another, involved in awareness-raising through information, and might prove important channels for UNIDO material as well as possible co-operation partners in producing information material.

As noted earlier, the non-governmental organizations constitute an important group in the field of development assistance; because an increasing amount of funds tend to be channelled through NGOs, and because they play an important role in the debate on strategies for development and as testers of new models of assistance in the field. Furthermore, NGOs are increasingly seen to influence development policies of governmental agencies, and must, therefore, be considered an important target in UNIDO's endeavour to involve more partners in the industrialization process. Also, one should take into account that a number of NGOs are working in LDCs, in some cases in close co-operation with the governments as well as the local communities, subsequently being in a physical as well as political position to implement new ideas and project models. Even within the NGO community there is a tendency to give higher priority to the productive sector, and NGOs seem likely partners in the strive for developing small-scale and cottage industries in LDCs.

Consequently, NGOs could be included in plans for a concerted round of national, sub-regional or regional workshops on industrialization and development in the least developed countries. Such workshops might be arranged for the echelon of programme officers in NGOs, with a limited number of participants.

## 5. SUMMARY AND RECOMMENDATIONS

Public awareness of the plight and potential of industry in LDCs has hitherto remained limited. Changing priorities and fashionable thinking on a wide range of topics of current interest eclipse the industrial perspective of alleviating poverty and other fundamental socio-economic problems in LDCs on the international agenda for media exposure. In an international information setting the problems of the least developed countries are often projected with widespread "disaster fatigue". A wider appreciation of the problems of industrialization in LDCs is needed to attract greater attention of donor agencies and greater private sector participation in the industrial transformation of LDCs.

The success of an information campaign depends crucially on the importance given to public information service within UNIDO. UNIDO gives much less attention to information activities than many other UN agencies, such as UNESCO with its 83 staff members working with public information, and a 2.35 per cent share of the organization's regular budget dedicated to this sector - or FAO with 60 staff members and a 1.5 per cent share of the budget.

Within a defined framework, balancing ambition and budget for the information campaign, UNIDO could consider the possible co-operation of tactical allies in disseminating information and exercise media influence for enhancing the public awareness of the crucial role of industry in LDCs.

To this end, the following activities may be considered subject to resource availability and voluntary contributions from special donor agencies as well as institutional arrangements within UNIDO:

- Specific target groups at national, regional and international level for the information campaign would include political decision-makers, terms of reference suppliers, business community, voluntary organizations, and the media. Greater public awareness among these target groups about the industrial perception of socio-economic development in LDCs implies a wider appreciation of the problems and the potential contribution of industry to overall development in LDCs.
- A coherent information profile could be created to present UNIDO's mandate to enhance the public perception of its values, the Organization's identity and image. Derived from the established logo of UNIDO, a special symbol could be designed for this purpose to put LDCs on the global industrial map with a distinction.
- A concise, illustrative booklet/pamphlet on LDCs as a group furnishing general information with specific focus on the role of industry could be updated and widely distributed on a regular basis, in order to keep the public informed of the problems and progress.
- Fact-kits based on UNIDO's printed material could be supplemented by technical papers and studies where available and appropriate.
- National donors could be urged to translate UNIDO publications into local languages and publish them.
- A comprehensive video film could be made for use as an introduction to industrialization in LDCs at seminars and symposia.

- Photographers of proven ability to shoot industrial dimensions could be hired and their capabilities used for systematically building up better photographic library for UNIDO's own use and for others.
- An international photographic contest preferably for professional photographers could enhance the photographic profession's awareness of industry in LDCs and could add to the UNIDO photo archive
- A high level seminar for the media could be synchronized with the launching of UNIDO's Industrial Action Plan for LDCs. Specialized representatives of the media could be briefed by resource persons.
- Regional workshops should be organized to inform, educate and effectively engage journalists to report information on industry in LDCs.
- A register of international media, individual journalists and editors would be of immediate interest to expanding media coverage and contact. Having identified journalist who have specialized in the industrial perspective of poverty alleviation in LDCs, UNIDO could provide them with information kit and other material on a regular basis.
- A free feature service comprising written articles, subjective comments illustrated with graphs and photos could be sent to a selected number of papers and magazines in favour of publication with due acknowledgement to UNIDO. Special dossiers-kit with factual success stories of industrial ventures would be of great interest to papers and magazines.
- Field trips would serve as an important psychological incentive for journalists as they further practical knowledge. Such field trips for journalists could be a follow-up to seminars and symposia organized by UNIDO and donor agencies.
- Scholarships co-sponsored by donors agencies and industry could be awarded to University scholars involved in research works on industry in LDCs.
- An international contest for University students on industry-related topics of current importance to LDCs could be organized, and the qualifying essays/papers published by UNIDO.
- With technical and financial support from donors, UNIDO could encourage individuals and publishers to publish books on industry in LDCs.
- A UNIDO award for journalism would be covetable particularly for freelance journalists whose interest could be aroused in the theme selected by UNIDO for each year.
- Of all partners for co-operation with UNIDO for media exposure of industrial potential in LDCs, the non-governmental organizations constitute an important group and are in a position - politically and economically - to test and implement new ideas and projects.

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