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**The Infrastructure and Productivity  
A Point of View**

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## The Infrastructure and Productivity : A Point of View

It is accepted that we are living in a country with a mixed economy ie both the private and public sectors being involved in industry and in commerce. However, it is of interest to be reminded that the government --- which is the largest business in the country --- is involved directly in matters that concern each of us on a daily basis. Whether it is fixation of prices of primary agricultural produce or of finished products or what can be imported and what can be exported or whether certain goods or commodities can be moved from Point A to Point B within the country or raising/lowering tariffs or making decisions on labour/management relations or raising/lowering taxes or in agricultural revenue collection ...this list of activities could be expanded with little effort considerably.

What this means is that there are very many interlinks in the multifarious activities involving the government directly in our day to day frustrations arising out of red-tapism, delays, corrupt practices or just insouciant indifference it generates a multiplier effect in the wrong direction. To me the best possible return on any investment is making an existing asset more productive usually through marginal additions of resources of one kind or another, whether it concerns land, equipment or human beings.

In many ways the initiation of anything significant does concern the direction and speed with which the government is prepared to move. So many times the approximate decision at the right time is better than the correct decision at the wrong. At least you can improve yourself as you go along.

A measure of inadequacies in regard to the infrastructure provided by the government is reflected in the fine comb treatment meted out to various institutions/organizations by succeeding governments. This we know has helped to generate in most of us an extremely short time horizon in which everything must fall in place. One wishes all was as simple as that. Our 5-year plans even though working, I am told, within a much longer duration perspective plan, have left much to be desired insofar as attainment of results are concerned. I am not saying that progress has not been made, but what I am implying directly is that with whatever little we have we could get much more out of what we have put in. And this does not happen just for the asking no matter how much we may wish precisely that. All this requires discipline to check our emotions in the face of something happening that may be in direct contradiction to what we feel attached to. More pressure must be placed on making an objective valuation of existing conditions before the best possible action can be taken. We only have to look around and learn. I think it was about two years ago that I saw a computer hardware organization's advertisement in the London Economist that the production per head (productivity) was greater in Spain than in the UK! Something I could never have expected considering the image of Latins as put out by the media of the developed world. This means no nation, no country or organization can remain on top, but only through bringing in continuing improvement improvements in whatever activities they may be involved in.

The tone is set for such a process by the actual implementation of voiced policies of the government. When a voiced policy is not implemented --- whatever and how compelling the reasons --- there develops a credulity gap which generates uncertainty with all its deleterious concomittant effects.

The overall situation is complicated further, through a variety of reasons principally on account of rising expectations --- as a result of improved communications --- through the radio, TV, jet travel, telephone and the telex. The audio-visual to my mind is the most significant where illiteracy is more than 75%, because we move from the spoken to the audio-visual word without the moderating influence of the written. Under such conditions it is vitally important to have an understanding of technology and its impact on energy, transport, administrative structures, communications, materials, earth sciences, agriculture, medicine and sociology.

Whatever the justifications for moving slowly it can hardly be said that utilization of resources is efficient. Consider our utilization of water in agriculture. How much is lost out of the millions of acre-feet we have, through seepage and other inefficiencies, or the high losses in the electrical energy generation, transmission, distribution cycle or in the capital equipment that has been imported and not put to productive use, or to note that our agricultural productivity can through relatively simple improvements be merely doubled or even tripled through better farm practices or in the losses arising out of non-utilization of talented Pakistanis including those who are abroad because of lack of opportunities at home or those at home who cannot go abroad and are relatively unproductive... and so on.

It is said by many that nothing can be done unless there is political democracy first. Others say even without that, if it is possible to have economic democracy then all's well. There is of course the question of efficient implementation which demands administrative democracy. For example, is it democratic for a judge and advocate to be rolled up into one? This situation obtains in so much of our infrastructural build up where in the owner (provider of funds) is also directly concerned with obtaining quality results. Just consider in the construction of a road the executive engineer assuming the two roles! This is as if quality control becomes the responsibility of those in charge of production or the accountant/auditor is the same person. It would appear that these simple matters, which can only arise out of ignorance or studied neglect require a rational approach to rectify.

Docile submission to natural experience is the hallmark of maturity, whether it be at the individual or national level. But this requires acceptance of the empirical/scientific or inductive method, if only for the reason that inspiration is so drearily infrequent. It would not be out of place to mention that such an approach is in consonance with self-reliance and to me appears to be so utterly Islamic!

To ignore the facts or not to be interested in their exposure works against the concept of self-reliance. Again, knowledge that isn't applied isn't of any use. The Potential continues to exist at the expense of the Kinetic, very much like an unused bank balance.

This is why there is hadith that says "Man's glance at knowledge for an hour is better for him than prayer for sixty years". It is out of this attitude that the Muslims of yore putting in a yeomans effort translated written knowledge from other climes into Arabic in a big way from 750-850 AC. What followed was a creative outburst which covered the whole spectrum of human activities both in the arts and the sciences. Observation of phenomena were made and patterns were established leading to hypotheses, theories and even laws. Progress followed in ophthalmology in understanding reflection and refraction; in introducing the pendulum to determine time; in setting up hospitals; in determining the effect of the mind on the health of the body; in originating chemistry; in developing the laws of falling bodies in mechanics; in producing tables of specific gravities; in giving trigonometry its modern form; in shipbuilding; in developing commercial methods; in introducing the Indian system of arithmetic; in astronomy developing catalogues and ascertaining the earth's size, the length of the year, and publishing correct tables of the sun and moon along with verification of the accuracy of the equinoxes; in developing algebra (hisab aljabr wal muqabla) from the germ left by Diophantus... If we have not developed by ourselves, for ourselves adequate managerial/administrative/executive methods to deal with our problems then self-reliance will remain a mirage, (and I do not refer to the aeroplane!) In the process distortions must build up leading to earthquakes which happen to relieve interstrata stresses thereafter establishing a new equilibrium. Enlightened policy --- which means its successful implementation --- is meant to prevent such violent readjustments. After all what is wrong with studying nature and learning lessons from it?

**Because old methods are generating new problems even when doing the same old work** ie a qualitative shift in problems have taken place, this shift must be reflected in our minds and thence in our work methods to relieve the build up of stresses. Substitution of machines to amplify muscle power through mechanization and amplification of mental processes through automation of data processing, electrically and mechanically to begin with, now electronically must force emphasis on what the individual was not concerned with a scant twenty years ago. This will include new insights into symbol generation, transmission and its logical manipulation. This has led in symbol generation to invention of sensors such as radar and sonar; in symbol transmission to the telephone, radio and TV; in symbol logical manipulation to the increasingly productive use of the computer, in electronic data processing ie creation of software, where training has the upperhand. A better understanding of the role information plays focuses on the fact that it is the interaction between the sub-systems rather than the efficiency of each part that ultimately controls the output. That the capability of a good decision maker is not necessarily coterminous with the design of a good decision making system. This would be akin to trusting a heavy weight wrestler with designing a crane, merely because he grapples with heavy weights!

A better understanding of the longer the effect of a decision the less reversible it is and the more strategic it becomes affecting a larger portion of the system and the more concerned it must become with the goals/objectives that are selected. While all this may appear to be trite truisms but it appears we need to be reminded of the obvious.

Harnessing the technology has become an essential feature of progress leading towards improvements in the quality of the lives of our people. Because changes are taking place at a highly accelerating rate along with increasing sophistication, in many cases prior experience or tradition can be totally irrelevant if not dangerously misleading. The three agencies that are involved are the government, industry and the universities. The bridges that must carry the weight of development between the trio do not exist. One is suspicious if not down-right contemptuous of the other. Again,, with reference to our 75% illiteracy rate, projecting well ahead it will be necessary to understand the coming implications of the quality and quantity of the output of the educational policy's planning and yet more importantly its execution. Never to be forgotten is that science is the main factor in national superiority. An educational system that cannot convey a general understanding of science condemns us to continuing ignorance of the forces that are affecting our future.

The old world is familiar with the direct management of **things** such as wood, iron or stone and that too in small quantities. It is not without reason that Richard Burt writing in the Christian Science Monitor (1975) on India's R&D effort concerning defence, said while admitting impressive progress that "the main obstacle to ... acquisition of an advanced 'black box' capability is ... the ability to manufacture (this) equipment in large numbers". The new world is characterized by the need to first: understand and second: to manage complexity. Many a time the way of dealing with intractable problems is oversimplification --- the baby is thrown out with the bath water --- no problems are left over! Complexity demands more attention be paid to the METHOD otherwise reinvention of the wheel time and again becomes a bounden necessity. How many of us have consciously attempted to compare the purchase of something material such as carrots and radishes or brick and mortar with purchase of know-how ie knowledge. After all knowledge is power. If money was the solution to all problems than OPEC countries would have none of the type of problems they have right now. Our traditional thinking does need altering.

Several talk glibly of introducing Japanese quality control circles (QCC) as a panacea to several problems which will lead to better consumer acceptance ie higher sales because of greater product reliability, lesser rejects and as a result better profits. What may escape us that this Japanese device is successful because it has been accepted as a "way of organizational life" with deep demonstrable commitment from the top downwards. The concept is totally integrated, according to the founder of this movement Prof Ishikawa. It is not possible to purchase the means for increasing productivity as if it comes off-the-shelf, as if the busy executive buys a yard or two of it and slaps it on the affected part like a belladonna plaster. Indeed we only get what we strive for, *va-anlaisa lil insani illa ma sa-aa* (53:39). What may not be so obvious is that the Japanese shop floor workers can make presentations of the work they are performing and in the extent to which they are able to cope with high levels of automation and other sophisticated production methods (Finniston Report: Engineering our Future). Part of the success of this story lies in the Japanese education system which provides a goodly dose (more than in the UK or USA) of mathematics in the schools. Little wonder that productivity is so high. But I wonder if any benefit/cost analysis of the investment in education could have been realistic in

prospect, with hindsight ... but of course! Truly what may appear simple may be a reflection of still waters running deep. Are we prepared to learn from the experience of others?

A qualitative shift has taken place, in organizations (all sorts) that have expanded quickly find "traditional" ways of dealing with the same problems over the years do not deliver the goods --- whether it is preparing a retired official's pension papers, unloading a crate at the port or transporting yourself or myself from here to Karachi by train. The clerk is filling in much the same forms most probably designed in Queen Victoria's time but using a ball point (or an electric typewriter) rather than a quill. The crane operator: electronic push buttons rather than clumsy levers. The train driver: sophisticated electrically operated servos rather than the rough throttle of the steam engine. No doubt simple work over the years, with expanding organizations (government included) generates problems on a different frequency requiring qualitatively different solutions. It is true that government also tends to employ the same methods in providing a service no matter what their size and without regard to what might be. Take a manufacturing unit RPVs (Remotely Piloted Vehicles) it may have say, 303 employees. 220 may be professionally qualified and 83 semi and unskilled. Would the same organization structure be valid for such a unit as the traditional organization pyramid may dictate? Would there not be a difference in the command and control mechanisms? Would team work become more important? In that case who orders whom? The question of accountability --- while necessary --- requires much more thought concerning the levels immediately below the top.

Another feature in the infrastructure that is provided to us, the citizens, is the adherence to antediluvian methods of evaluation. While, of course any society wishing to progress must have both judicial/legal and audit systems. Pakistan can be no exception. However, let us look this more closely. The characteristics of such systems are that they are almost without exception dealing with historical evidence. A murder *was* committed, an embezzlement *took place*. As such the approach (no denigration intended) is backward looking hence thoroughly rooted (as it should be) in procedure. However, administrative decision makers are always faced (at the moment of making a decision) with lack of 100% evidence (for if all were available the decision is obvious) and their decisions affect the *future*. Later, when such decisions are looked into/evaluated *with* hindsight and all the procedural niceties are invoked the administrator knowing this in advance quite naturally (if only on account of self-preservation) moulds himself to the environment which says if the body isn't found the murder was not committed. When the evidence isn't there, procedure can do nothing. In any case its result is that emphasis is no longer given to attainment of results, whereas in development administration that is what is required. Our infrastructure by and large yet operates on a law and order basis where the time horizons concern hours or days at the most. A large project may take years considering

- feasibility study
- location determination
- optimum scope determination

- project team appointment
- licencing arrangements
- definite fixed investment estimate
- appropriation of funds
- fixed investment estimates for control
- final financial evaluation
- staff reviews
- operational hazard studies
- choice of design contractor
- choice of construction/erection contractor
- obtaining top administrative approval
- detailed engineering design
- ordering long lead items
- site preparation
- ordering other equipment
- construction and finally
- running in

How is it possible to improve the capability of the government to be innovative for that is the direct implication of transfer of technology. Enhanced capability in this direction is required both in its organizational/institutional forms as well as in its processes in decision-making including its capacity to innovate in the devices and mechanisms it must have to provide services. An essential pre-requisite of innovation is that there be an awareness that things could be different and better than they **are**, that there is an awareness that frustration creating problems **do** exist and above all, that existing methods **are** inadequate to provide acceptable solutions. Government personnel must comprehend that the process/method of providing a service is not an end in itself but it is an activity oriented towards alleviating the problems of the people. If they do not possess such a comprehension, innovation cannot take place. The innovative process involves drawing analogies --- which should be quite familiar to us --- between dissimilar phenomena. In the USA in 1965 an investigation was made by the Department of Defence to determine what clicked (or didn't in the 1945-63 era to bring in cost effectiveness in a range of 20 systems, examined by 13 teams with *mixed* government, industry and non-profit corporation scientists. They concluded that advancing technology was much more in the area of minor improvements than in major scientific discoveries. This study concentrated on invention itself. Another study indicted that invention arose out of developing knowledge that has been generated 30 years or more earlier including magnetic ferrites, the video tape, oral contraceptive pill and the electron microscope. Little wonder that Bondi in his 21<sup>st</sup> Stevenson Memorial Lecture at the London School of Economics (1972) in "International Collaboration in Advanced Technology" iterated that the essential features of any advanced technology project is that it does not contain any very advanced parts. That they are not systems to try out untried gadgetry. The advance lies in making them work together and the problems are less technical but more human --- involving formal coordinative skills as against progressing entirely through personal push/cooperation (which is clearly the characteristic of a one-man show).

Why is it that Pakistanis abroad, without additional education or training are so much more productive than at home? Why is it that they fit into the tactical level so well? It is because the strategy (someone else's) is good. This indicates a shift is required in our administrative strategies. For purposes of project planning we are more aware of economic, technical and financial feasibilities, somewhat less aware of the social feasibility and judging by what's happened totally ignorant of the administrative feasibility. Whatever else is considered necessary administrative planning for evaluation and control is conspicuous by its absence.

It was not without reason that McNamara said (Millsaps College, Jackson, Miss Feb 1967 --- address) that there is no such thing as a technological gap, it is a managerial (administrative) gap that conditions advancement. His thoughts were, most probably in regard to the productivity differential in European and American industrial activities. The Europeans were afraid of a kind of technological colonialism that was threatening them. The brain drain to the USA represented an effect not of merely advanced technology but the cause which without question was much more effective management of organizations. In June 1967 this was taken up by Klaus von Waveren at the Chemical Week --- A D Little Seminar at Frankfurt and then brought out so delightfully in Servan-Schreiber's famous book --- The American Challenge who said "The wealth we seek does not lie in the earth or numbers of men or in machines, but in the human spirit. And particularly in the ability of men to think and create. The training, development and exploitation of human intelligence --- these are the real resources, and there are no others".

As a part of the qualitative shift we must alter our frequencies on training. Effective organizations are based on caring for people as this gives assurance. This requires predictability in decision making. Not sacking a person who is *awol* and promoting the other for something similar, because he happens to be a nephew of someone. Organizational legitimacy is based finally on trust. Amongst others this means a shift in our methods of evaluation, of administrative decision making. It does not appear the Ombudsman (yet to be appointed) will be successful because he will work within established practice.

I am reminded of a helicopter journey I made a few years ago. Returning from Tarbela to Rawalpindi flying low over the hills I could see many of the hilltops flattened and ploughed, farming here must have been going on for centuries. And, to be sure, there must have been times when the summer rains must have failed for a year or even two in a row. Yet the farmers have continued to farm, with no possibility of tubewell or canal water supply only because of their faith in the predictability of the eco-system. Yet when we look at the degree of unpredictability we have built into man-made organizations, little wonder that those within the system have over a period of time become cynics or make the questionable compromises. I, for one do not blame them primarily. It is the man-made distortions that lead to generating the wrong pressures, hence only man and man alone can and must unmake it! Predictability in organizational decision making results in an attitude of caring which leads to average persons performing wonders. They are committed, their morale is high and can become creative.



Just as a lush pasture in the midst of a barren area will attract hungry cattle if there is no fencing, similarly if administrative fences have not been built around organizations there will be interference for the asking. Such fences are reflected in sound procedures, sound and well developed evaluation, sound and reliable reporting, sound and good management development programmes and an organization structure that helps permit moving in the direction of facilitating work flow rather than providing all the hindrances that appear with nagging frequency. An important ingredient in assisting this is having a more open administration. We are aware that authority and wealth can only be hoarded if information is hoarded. It is hardly ever otherwise. Exposure of a given way of doing things releases the forces of self-regulation.

Since the human component needs our preferred attention let us see how this can be approached given the conditions that exist in the country. There are two kinds training. On-the-job and Off-the-job. In case there are two sub-divisions. The training can either be

- functional or
- general/control/coordinative

in the former it means helping a cost accountant to cost better, a welder to weld better or a gunner to aim better. In Pakistan we have both types. We also have general/control/coordinative/training off-the-job in staff colleges, in academies, in institutes of public administration and several other in-house facilities. What is conspicuous by its absence is on-the-job general/control/coordinative training. This is meant to help an administrator or manager to administrate/manage better --- to work through others not as a subject specialist but as an executive should. Training of this kind, off-the-job is good for broadening horizons (which is also necessary) as we are painfully aware of those individuals who return from the such training programmes full of enthusiasm with ideas and are frustrated when they try application. The classroom is just too far away. In any case 90% of the development of an executive takes place on-the-job. There are ways and means for doing this which have been effectively developed and need introduction.

It is this approach which provides the bridge between practice with theory (missing out here) and lays a good basis for developing executives. Unless practice generates a theory it becomes necessary to reinvent the wheel time and again. This has been expressed very well in Woodrow Wilson's essay on "The Study of Administration" (1887) in which he characterized administration as a "field of business" and stated that "the object of administrative study is to rescue executive methods from the confusion and costliness of (continued) empirical experiment and set them on foundations laid deep in stable principle" (word in brackets: mine). Certainly good practice produces good theory in that order practice first, theory second unless one is inspired.

The most important contribution of this type of on-the-job training is that it ultimately helps the individual to complete the loop that starts from theory to experiment in student life and from experience to theory in professional life. This professionalization of experience is what is required. The method needs to be systematized (institutionalized)

this helps to lay the foundation of creating the missing administrative fences. This approach also helps in making an administrator a responsible organizational entrepreneur “ ... the administrator does not enter the planning process as an administrator alone; and his capability to interpret to reinterpret, to advise and even --- whether we like it or not --- to disobey. In saying this, we extend his responsibilities but not his powers; for we simultaneously admit the right of politicians, experts and plain citizens to interfere in administration” (Appraising Administrative Capability for Development UN 1969). I have laboured somewhat in giving a background to what I consider the most pressing weakness in our development armoury ie the link called ‘administration’. It might be pertinent at the stage to raise some questions

- Is it agreed the government has to initiate anything really worthwhile with reference to the development process?
- Why is there so much emphasis on the sins of commission but not omission? Does this not force administrators at each level to push decision making upwards resulting in more centralization and consequential bottlenecking? Would not administrative democracy mean decentralization of decision-making?
- Would increased delegation be equated with abdication if the information function is not centralized? After all executives are really only doing two things ie handling information and making decisions --- nothing else
- Do organizations which increase in size or complexity experience a qualitative shift at the higher levels in the nature of the problems even though work at the lower levels remains much the same? If this is so what are the implications of such a shift?
- Can training develop leadership? I ask this because there is a school of traditional thought that says leaders are born not made!
- Does ‘control’ have to move away from its present penal connotation (law and order thinking) to developing flexibility in the system to keep the ship of development administration on course?
- Do our present methods of evaluation of human performance need to be scrapped and better means be introduced?
- How is it possible to involve those in the system (at various levels) in a definition of their problems as a prelude to their finding solutions to suit them? Would such involvement help motivate the unmotivated?
- Why do Pakistanis going abroad, without additional education and training do no worse, rather better than the international average?
- Would it not be reasonable to look for new approaches to administrative accountability? Can effective methods be found working within the existing system: such as the proposed Ombudsman will have to do
- Are the dictates of transfer of technology (what the undeveloped world is yelling or) synonymous with acceptance of innovation hence **all** that goes with it?

- Should we give more importance to education in a practical fashion? It has been reported reliably that the Holy Prophet ransomed captives after Badr if such a person taught the 3Rs to an illiterate
- How is it possible to help mitigate the difficulties arising out of complex problems requiring more time for analysis and thought, whereas the administrator is being given lesser and lesser time to make a decision?
- If a plan cannot plan for effective execution and effective control, how can pressures be developed to ultimately force recognition? Would this not make a plan more realistic?
- Does the concept of professionalization of experience help to create the thinking infrastructure in an administrator to initiate and see through design, installation and then the maintenance of the currently missing administrative fences?
- Can we forget the word computerization and substitute the phrase “systematic ways and means” instead?
- Does the Officials Secrets Act, which derives its inspiration from an 1893 edict of Queen Victoria as framed for British India in 1922 and amended (for “India” read “Pakistan”) in the early fifties need modification?

We must also consider that over the years Pakistan has built-up a debt of around \$11 billion and the process of acquiring this negative balance leads to lowering of our self-respect each time the bowl is passed around. I may be wrong, but it appears our borrowings have by and large gone through a number of phases --- initially funds were required for investment in new projects, then for replacement/renewal, and maintenance and now for consumption. All this points to the imperative for doing all that we can to build up higher efficiencies in the existing edifice of government. Productivity will then improve as a result of the right things being done. But these things have to be done now, we need results in our lifetime, not our grandchildren's! It is clear that just as has been said bad money drives out the good. Similarly bad management practices drive out the good and will make it impossible for us to develop a digestive process that can take in a complex/sophisticated diet.

One factor that is usually ignored (in practice but not so in articulation) is that in manipulating change it is necessary to apply oneself to people and then to problems. Tradition or precedent is not helpful so it is necessary to use our power of logic and reasoning. There is no room for the type of point of view as exemplified by St Augustine's thoughts on religion --- *credo quia absurdum* --- I believe because it is absurd! According to the sayings of the Holy Prophet “Whoever wishes to have the benefits of this immediate world, let him acquire knowledge; whoever wishes to have the benefits of the Hereafter, let him acquire knowledge; and whoever wishes to have both together, let him acquire knowledge”. It was with this as the base that Ibnul Khatib (1313-74) of Andalusia --- a statesman/historian/physician and man of letters, at a time of the darkest orthodoxy expressed himself on the contagious nature of plague saying “It must be a principle that a proof taken from the Traditions has to undergo modification when in manifest contradiction with the evidence of the perception of senses”. It is of

interest to know that around 950 AC that there were over 400,000 books in the library of Hakam in Cordova and this was not unique for there was another library a little later in Almeria with an equivalent number of books in addition to pamphlets (Dozy). Do we have in Pakistan, with all the printing presses at our disposal any library with even half that number of the handwritten books of about a thousand years ago? There must be a correlation between the number of books in libraries and our regard for knowledge!

I believe the governmental infrastructure must move with the times or fall further and further behind the faster developing world. The Government finds it difficult to accept even such a simple concept that financial accounting has limited usefulness for administrative decision-making, even though it be very necessary for those outside the immediate system, as if they were investors at arms length in a firm. The taxpayer is a shareholder of Pakistan Ltd, but those who have to make decisions within the government cannot benefit from internal managerial controls merely because there is no precedent.

What has the private sector done to assist those in the government to understand such concepts. Time must be invested by them --- consider it a capital investment --- the returns will come in more efficient services over a period of time --- and that means higher productivity. The concept that the governmental system is socio-technical in nature and that it is not enough to merely attempt mechanistic or electronic improvements through machines/equipment of one kind or another but is so very necessary to bring in changes in human perceptions and behaviour. Currently there are behavioural and institutional roadblocks that mitigate against the development of such enabling conditions. Career patterns, role perceptions, resources allocation processes, reward structures, institutions, process of administrative or executive accountabilities and above all the present systems governing work-flow all need a correct understanding so that a phased programme can be laid out. Just as it may take 7 or 8 years to introduce a new weapon system in the military or a similar time to implement major modifications in tax administration this involves planning well beyond one's tenure and must form part of the overall approach.

As a result of being precedent bound roadblocks in the way of delegating authority must be eliminated if development is to be pushed down bringing about regional development and not by sticking to artificial administrative boundaries that exist which may make nonsense of a socio-economic entity. How to decentralize yet be sure everything is proceeding reasonably well is something which a plan must ensure and what is more also point out ways and means to achieve that end with wastages that exhibit a tendency to reduce with time. To expect more would be impractical, to expect as much is difficult enough "... in a world increasingly rushed to death, the long range waits on the immediate. What is *urgent* takes priority over what is merely *important*, so what is *important* will be attended to only when it becomes urgent, which may be too late". (Halle)

/National Seminar