

Having been recruited by NIDA some 30 years ago from Private Enterprise overseas I have some insight into the workings of INI type organisations, and having been in the private sector in NI, I have some experience of being a "Client" of IDB.

I do not question the thrust of the report, I have read the executive summary only; thus I cannot comment on the detail.

1. This report could have been written any time in the last 30 Years(improve competitiveness/ innovation/ productivity)
- 2 Nothing is likely to happen as a result of the report except for a little tinkering.
- 3 NI will continue to be extremely inefficient(for the most part) unless something "big" happens
- 4 Leadership is mentioned in the report
- 5 Starting at the top
 - i. First Minister must spell out the need for a major change
 - ii. In productivity in every activity
 - iii. In types of jobs

Too many jobs are celebrated in ; Retail(not wealth creating in NI)

;Construction (many jobs but not for locals and not creating Wealth for NI)

; civil service (slow, inefficient and wealth user)

; public sector(ditto)

There must be a declaration that the economy must be got right, it will require change, and it will take 5 years to make the first steps in change.

The Goal must be to precisely change the % of Public vs Private sector (Number of employees, % of GDP, % of total payroll etc) (Say reduce the size of public service by 20% and still deliver same or better output over 5 years)

- 6 This goal must be stated and adhered to by all ministers in the Executive. It must be sold as a demand which must be above local political considerations.
- 7 The First Minister must repeat the Mantra " We must make ourselves self sufficient, we can make ourselves competitive with the best in the world".
- 8 We then need to see a real change in attitude throughout
 - i. Too often we repeat words meaninglessly eg "evidence based ", transparency, customer focus, self starting. etc.
 - ii. We need to get everyone thinking about how to respond/react positively to any situation.
 - iii. More of us have to lift our horizons to what we could do and stop saying what we can't do.
 - iv. We need to reduce job security for people in Civil/public service, too often incompetent people are kept on the payroll because it is too difficult to get rid of them.

More specifically

- 1 DETI must be more separated from INI, so that INI is measurable and success or failure are properly recognised
- 2 INI must listen to anecdotal evidence of performance(usually poor), and learn, this hasn't changed over the years.
- 3 INI could set efficiency goals (info. gleaned from international experience) for private sector businesses.
- 4 INI must be allowed to make mistakes without being pilloried.

Nothing substantial will change Unless the leadership spells it out Which it has shown no signs off to date

Regards

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