



UNITED NATIONS
GENERAL
ASSEMBLY



Distr.
GENERAL

A/6875
25 October 1967

ORIGINAL: ENGLISH

Twenty-second session
Agenda item 45

UNITED NATIONS INSTITUTE FOR TRAINING AND RESEARCH

Report of the Executive Director

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LIST OF ABBREVIATIONS

EROPA	Eastern Regional Organization for Public Administration
ESA	Department of Economic and Social Affairs
FAO	Food and Agriculture Organization of the United Nations
IAEA	International Atomic Energy Agency
ICSAB	International Civil Service Advisory Board
ILO	International Labour Organisation
OAS	Organization of American States
OAU	Organization of African Unity
PPBS	Planning Programme Budgeting Systems
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNHCR	United Nations High Commissioner for Refugees
UNIDO	United Nations Industrial Development Organization
UNITAR	United Nations Institute for Training and Research

INTRODUCTION

1. The report submitted by the Executive Director of the United Nations Institute for Training and Research (UNITAR) to the General Assembly at its twenty-first session^{1/} discussed UNITAR's transition from its formative stage to actual operations. The present report assesses progress since that date and the limitations and prospects of operations. It also includes as parts II, III and IV material submitted to the Board of Trustees at its sixth session held from 4-5 October 1967.

A. RESEARCH

2. The main focus continues to be operational research, planning and evaluation of United Nations activities. Within this focus, a number of studies have special relation to problems of economic and social development. A brief synopsis of the work accomplished so far is to be found in the following listing, which in certain instances updates the outlines contained in part II of this report:

Relations between the United Nations and regional inter-governmental organizations

Documentary and other data relevant to the project have been received from three regional organizations. The first two draft chapters on relations between the United Nations and the Arab League, the Organization of American States (OAS) and the Organization of African Unity (OAU) have been prepared. A list of items for a questionnaire and a series of hypotheses have been drawn up as a basis for detailed study of the various facets of the relationships involved.

Evaluation

The study is directed to the elaboration of standards and methods of evaluation applicable to international technical co-operation. Considerable research has been done and material gathered about the legislative history, the efforts to evaluate, the profiles of the programmes and other background information relating to technical co-operation. A comprehensive working

^{1/} Official Records of the General Assembly, Twenty-first Session, Annexes, agenda item 48, document A/6500.

outline, elaborating the material contained in annex I B, was submitted to the UNITAR Board of Trustees in October 1967.

Planning programming budgeting systems in relation to the economic and social activities in the United Nations

The first part of this study, relating to the population programmes of the United Nations, is proceeding with the active participation of the substantive units at Headquarters and in the regions. A working paper on the methodology and structure was presented to the fourteenth session of the Population Commission. The second part, on the patterns and procedures for financing the United Nations as a development organization, is being formulated with increasing precision. Materials are being collected for the preparation of a manual on planning programming budgeting systems for use in the United Nations system.

United Nations experience regarding plebiscites and elections

Six draft chapters have been completed on all the plebiscites, elections and referenda listed in annex I D. An additional chapter on the political and juridical bases of these United Nations operations has also been drafted.

Research on the use by mass media of public information on the United Nations and United Nations problems

As described fully in annex I E, this project involves observation and analysis of information output in about thirty countries, and arrangements have been completed with organizations in a number of countries to undertake this task. Co-operation from other country institutions are being secured and it is expected that the first collection of data will be made some time in early 1968. Instructions for such observation and registration are being worked out and tested.

Wider acceptance and application of multilateral treaties

Statistical data and an analysis of the acceptance patterns of States in respect of 106 multilateral treaties has been compiled. Interviews and discussions with legal advisers are being held on the basis of a questionnaire. A chapter on the League of Nations experience in regard to acceptance of multilateral treaties has been prepared. Information about the effects of the disputes clause and reservations in multilateral treaties with regard to the acceptance problem has been collected and chapters on them are in progress.

Study of common problems of institutes of planning, training and research within the United Nations family

In accordance with the decision taken by the Directors of these institutes at their Second Annual Meeting in Geneva last summer, the study is now reoriented towards the gathering of factual information about the operations and practices of the institutes for the purpose of comparison. This is being carried out in consultation with the institutes and the sponsoring agencies.

Status and problems of very small States and territories

Draft chapters on the historical and other aspects were submitted to the Research Committee and the Board of Trustees of UNITAR. The remainder of the study is being drafted. A small panel meeting of experts will be held to discuss the various questions which have emerged in the course of the study and to gather opinions and ideas about possible United Nations assistance to the small States.

Comparative study of measures against racial discrimination

A paper on ways to assess the effectiveness of measures against racial discrimination has been prepared. The country studies will be undertaken on the basis of this paper. Consultations are being held with national authorities and research institutions for these country studies. Papers are being prepared for submission to the International Conference on Human Rights.

"Brain drain"; the international migration of professionals from developing to developed countries

An extensive project description and two questionnaires, of 122 and 84 questions respectively, in connexion with the field study have been completed. A third questionnaire is nearing completion. A considerable amount of material has also been collected. Arrangements for field partnerships have been provisionally made in two cases and are under consideration in four others. A further questionnaire designed to obtain background information from Governments has been formulated and is in the process of circulation.

Transfer of technology from enterprise to enterprise

UNITAR and the United Nations Department of Economic and Social Affairs have co-operated in collecting information on the transfer of technology to a number of countries. A final paper covering the methodological and

operational aspects of the project is being completed, using some studies prepared by experts specifically for this project. At the same time co-operative arrangements with the organizations in the countries concerned are being worked out.

Research on new methods and techniques of training

A card index of over 500 titles on training with special reference to the newer methods and techniques has been compiled and further work on collection of documentation and analysis is in progress.

Future research projects

UNITAR is also looking ahead and planning future research projects. Attention is invited particularly to section 8 of part II, entitled "Progress and outlook".

B. TRAINING, SEMINARS, FELLOWSHIPS AND OTHER ACTIVITIES

3. The following activities have been undertaken or are planned in the field of training. They are more fully described in part III.

Training

Completed projects and current activities

Training of twenty-two foreign service officers from twenty-one countries, in Geneva and other cities of eastern and western Europe;

Training in development financing of twenty national officials from as many countries in Africa, the Middle East and the Caribbean, at centres in eastern and western Europe and the United States;

Training of thirty-five national officials from as many countries in techniques and procedures of technical assistance;

Organization of a seminar on major problems of United Nations technical assistance for ten top-level national co-ordinators of international aid, enabling them to discuss their problems with the senior officials in the United Nations Development Programme (UNDP), the Office of Technical Co-operation and the specialized agencies;

Training of seven deputy resident representatives of the United Nations Development Programme, who also participated in the seminar mentioned above;

Organization of a training course in committee work, conference co-ordination and documentation, for four staff members of the secretariat of the Organization of African Unity, by special request;

Organization of a seminar on the methods and techniques of language training, for the benefit of language teachers at the United Nations. The seminar was organized in collaboration with the United Nations Office of Personnel;

Provision of professorial assistance for training in diplomacy to the Institute of International Relations at the University of the West Indies, and to the first Asian foreign service programme organized in Manila under the auspices of the Eastern Regional Organization for Public Administration and the Carnegie Endowment;

Provision of professorial assistance for training in international law to the joint UN/UNESCO Regional Training and Refresher Course in International Law, held at Dar es Salaam;

Work is proceeding on study in new methods of training which is part of the research programme (see part II);

Working papers are being prepared for the Inter-Agency Working Party on Career Development and Staff Training in the United Nations System, to be held early next year;

Collaboration with the United Nations Secretariat, the United Nations Development Programme and all United Nations related agencies in the planning and execution of these activities.

Activities in prospect

The following additions to and major modifications of the programme of training activities will be introduced in 1968 and thereafter:

Decentralization of basic training of new recruits to the foreign service of newly independent countries; one regional course in Africa is planned for the latter part of 1968 and two such courses will be organized each year from 1969;

Organization of regional seminars on the techniques and procedures of technical assistance; three such seminars will be conducted in 1968 in Latin America, Europe and the Middle East, and Asia and the Far East, and two more, in East and West Africa, are planned for 1969;

Advanced training for foreign service officers; high-level courses in the areas of diplomacy and international action in the political, economic and social fields will be organized in New York and in Geneva from 1968, primarily for the benefit of middle-level officers of permanent missions to the United Nations and the specialized agencies;

Training course for national officials in industrial promotion; a training programme in this field will be organized for and in collaboration with the United Nations Industrial Development Organization in 1968.

Other programmes in prospect

Further training activities for the staff of the United Nations system, assisting the United Nations Office of Personnel in improving the quality and effectiveness of the United Nations language training programmes, and collaboration with other organizations and institutions in the training of national officials for work in the international context are likely to be developed in 1968 as a result of discussions now in progress.

Seminars

Preparatory work is being done for the Regional Seminar in International Law, to be held at Quito, Ecuador, in December 1968;

Consideration is also being given to the possibility of holding seminars on economic problems relating to the United Nations Development Decade.

Fellowships

Organization of two UNITAR Adlai E. Stevenson Memorial Fellowships Programmes in 1967 and 1967-68, benefiting a total of eighteen young men and women from all parts of the world;

Beginning of junior fellowship arrangements as a means of training and of staff support on the research side (see part II);

Jointly with the United Nations Office of Legal Affairs, fellowships in international law for training at the Hague Academy and international organizations will be awarded in 1968.

Other activities

Annual meetings of directors of institutes within the United Nations family, for which UNITAR functions as a secretariat.

C. FINANCIAL POSITION

4. Details of fund-raising and information regarding the budget and staff of UNITAR are set out in part IV. Pledges and payments were made by more than seventy Governments and several non-governmental sources. Pledges amount to \$4,214,204, of which \$2,697,631 has already been paid (see list in part IV).
5. The budget estimates approved by the Board of Trustees amounted to \$1,227,000 for 1967 and to \$1,290,000 for 1968. These figures are exclusive of (a) an amount approximating \$200,000 representing supplementary financing furnished by the United Nations in the form of technical assistance fellowships; and (b) an amount of \$200,000 paid by the United States Government for the two UNITAR Adlai E. Stevenson Memorial Fellowship Programmes.
6. UNITAR has a small staff, recruited on a wide geographical basis, from the United Nations Secretariat, delegations and from various professional fields. The professional staff, including consultants, totals twenty-four.
7. The report of the Chairman of the Board of Trustees on the sixth session of the Board is to be found in annex II.

II . RESEARCH^{2/}

8. The following report on research was submitted to the sixth session of the Board of Trustees.

General

9. Although only a few months have elapsed since the last meeting of the Board of Trustees, substantial progress can be reported in carrying on the research of the Institute. Twelve major research projects - several of them involving a number of related studies - are now under way; they are described in detail in annex I. These projects fall broadly into two categories: first, those concerned with operational analysis and evaluation of the activities of the United Nations and second, those concerned with problems of development and modernization, particularly as they relate to United Nations objectives and functions.

10. In many of these projects, UNITAR is pioneering in new areas and with methods that have not yet been tried in the United Nations. In its organizational studies, it is seeking to apply some of the recently developed techniques and concepts of managerial science to the highly intricate structures and processes of the United Nations. In its field research, it is embarking on complex multinational studies involving systematic fact-finding and comparative analysis directed to obtaining new knowledge, rather than compiling or summarizing what is already known. These investigations each have a novel, and one might even say, an exciting quality. They involve an effort to break through to achieve new insights, facts and ideas and then to bring this knowledge to the service of international co-operation. The goal and the challenge are great and the difficulties, naturally, are more than negligible. But it has become increasingly evident that the projects are attracting wide support - precisely because they aim high and because they promise to serve as catalysts, opening up new lines of inquiry and, hopefully, new ways to successful action.

11. In the report that follows, an attempt is made at the beginning to summarize the main aspects of the organization and conduct of research in UNITAR and then, in annex I to describe the twelve main research projects currently being worked on.

^{2/} Previously issued as document UNITAR/EX/8.

12. This material was submitted in substantially the same form to the Research Committee of the Board of Trustees at its meeting in July. The members of the Committee who were present, Messrs. Younger, Friis, Havemann and Holmes, examined and discussed each of the studies with the Executive Director, the Director of Research and his senior colleagues. A number of valuable comments were made and many new ideas introduced.

1. Staff and fellowships^{3/}

13. At the present time, the Research Department comprises the Director of Research, the Principal Scientific Research Officer (who serves as Deputy Director of Research), and eight full-time officers. It is planned to add two or three more full-time officers in the next three months. The members of the Department are drawn from the academic community, from delegations and from the United Nations Secretariat, as well as being representative of different nationalities. This staff is, however, augmented in a number of ways, and it is planned to augment further, by a variety of methods, the number of individuals engaged in research.

14. Part-time research work is performed by consultants on a contractual basis and by staff members from the Training Department and other sections of the Institute. Several of the UNITAR/Adlai E. Stevenson Fellows are also associated with the research effort. It is hoped that some senior research fellows of distinction will be appointed from among well-known scholars and statesmen interested in participating in intellectual debate and research at the Institute. It is also proposed that a number of junior fellows, research associates, post-graduate interns and others will be named in due course. Not all such individuals will necessarily work at UNITAR headquarters.

15. In addition, some members of the United Nations Secretariat are engaged to a greater or lesser degree in assisting UNITAR projects. Details regarding assistance with regard to specific projects are contained in annex I.

^{3/} For general description of the UNITAR fellowship programme, see part III. For description of staff structure and organization, see part IV.

2. Collaboration with the United Nations Secretariat and United Nations agencies

16. As the Trustees are aware, the facilities of the United Nations are readily available to the Institute, and there are statutory connexions with the organizations of the United Nations family.^{4/} In addition to having senior officials of the Secretariat on its staff, the Research Department is in touch with the departments and divisions of the Secretariat, in co-operation with which several of its projects are being undertaken. The Institute has been invited to participate in the work of the committees and advisory bodies functioning within the United Nations, and a wide and effective connexion is sustained with the administrative and policy-making organs.

17. There is particularly close co-operation with those parts of the Secretariat engaged in economic and social development, that is to say, with various units of the Economic and Social Affairs Department, UNDP, UNIDO, and so forth. Instances that may be cited are the collaboration with the Population Division detailed in the attached note on PPBS and the fact that the project on transfer of technology is being carried out as a joint undertaking with the Fiscal and Financial Branch of ESA. Co-operation is also being received from various other parts of the Secretariat, notably the Department of Political and Security Council Affairs which has delegated a political affairs officer to work on a UNITAR project. The Department of Trusteeship and Information from Non-Self-Governing Territories and the Office of Legal Affairs have supplied information on a range of projects, and the Office of Public Information has furnished data relevant to our studies in that field. The assistance of the Dag Hammarskjöld Library has also been of great value.

18. The UNITAR project on the evaluation of United Nations technical assistance will be developed in close consultation with the United Nations family in general and with the Inter-Agency Study Group in particular. Similarly, the study on the common problems of United Nations institutes is being developed in association with the Directors of United Nations institutes, who hold annual meetings presided over by the Executive Director of UNITAR. The United Nations Development Programme will play a large part in the project that will consider the application of mechanized data processing and it is anticipated that collaboration with UNIDO will be developed. Among the specialized agencies UNESCO has expressed interest

^{4/} For additional information, see part III.

in UNITAR projects and offered its co-operation and support, and IAEA has named a liaison officer to deal with matters of common interest and mutual concern.

19. There are, of course, problems of co-ordination and overlapping that need to be faced but on the whole, UNITAR has benefited from the collaboration of the Secretariat and the agencies and reciprocally it has been increasingly looked to for research assistance.

3. Co-operative arrangements with international and national institutions

20. Co-operative arrangements and collaboration of one sort or another promise to be an equally fruitful method of augmenting the research effort, both from the personnel and financial point of view, as well as of diversifying the knowledge and experience brought to bear on the projects.

21. Some preliminary arrangements for the carrying out of research have been made with institutions in Eastern and Western Europe, Africa, Asia and Latin America, covering in certain instances financial responsibility for country studies and field work so essential to many of our research projects. Details are given in the annexes with respect to the arrangements for each project, but by way of example it may be mentioned that organizations in India and Brazil are involved with the transfer of technology projects, and with regard to the "brain drain" study, arrangements are being made with individuals and institutions in Iran, India, the Federal Republic of Germany, France and the United States.

22. Certain international organizations have also indicated their interest in collaboration or in carrying out some portion of certain research projects. Examples include the Inter-American Development Bank, the World Federation of United Nations Associations, the European Coordination Centre for Research and Documentation in the Social Sciences in Vienna, and the International Public Relations Association.

23. Assistance from academic institutions has already been received and is expected to be continued from the Yale University Data Program and the Bureau of Applied Social Research of Columbia University, among others.

24. Another type of welcome collaboration has been the financial support the Volkswagenwerk Stiftung has decided to give for the comparative study of measures

against racial discrimination. A financial grant from the Rowntree Trust in York, England, which has previously been reported to the Board of Trustees, but not yet utilized, is envisaged as a source of assistance in studies relating to peaceful settlement of disputes.^{5/}

25. The various co-operative arrangements mentioned form an essential part of the infra-structure for conducting research, providing channels of communication and collaboration that will enrich the quality of the Institute's work and multiply the resources for the execution of its programmes. Furthermore, such arrangements help to assure a comprehensive view of work being done at the national and international level, on subjects of interest to UNITAR, and aid in the attempt to ensure that there is no duplication of effort.

4. Research procedures

26. The explanatory notes go into detail with regard to research procedures being used and contemplated for various projects. UNITAR is not, of course, committed to any one approach to research and its present projects involve diverse methods and techniques.

27. Several of the studies are being carried out at UNITAR headquarters on the basis of United Nations documentation and other available material. Some of these will constitute case studies of United Nations experience in given areas; others will involve analyses of organizational procedures and structure and will consider alternative policies. Where appropriate, the newer procedures of inquiry such as content analysis and models will be used. Field surveys will be made in connexion with the studies on the "brain drain", measures against racial discrimination, transfer of technology and the use by mass media of United Nations information. In most instances, manuals of instruction will be drawn up by UNITAR in co-operation with the teams in various countries to assist them in carrying out individual surveys, and to ensure that the material will be compiled on a basis of comparability for various countries. The field teams will be responsible to UNITAR which, with the assistance of experts, will have responsibility for the final comparisons and evaluation, including suggestions arising from consideration of the data and with regard to the future. In most cases use of interviews,

^{5/} For details on results of fund-raising, see part IV.

questionnaires and statistical techniques will be employed. The use of mechanized data processing will be essential at certain stages in a number of these projects.

5. Research meetings and expert panels

28. One procedure that is proving of value in advancing the work on the various projects is that of regular research meetings. The meetings give the staff an opportunity to report on visits and contacts that have been made, channels of communication that have been opened up, and avenues of interest to be explored. They also provide an opportunity for reporting on the current status of individual projects and on any problems that may arise. This enables all members of the research staff to give the benefit of their views and suggestions to their colleagues, and to bring different viewpoints to bear on projects and problems in the light of their differing backgrounds of experience and profession. Such group scrutiny helps in testing hypotheses, clarifying thought, and in shaping the direction and content of projects, aside from keeping the members of the Department au courant with the work of the Department.

29. The meetings are attended by all staff working on research projects and on occasion others are invited to participate when matters of immediate concern to them are discussed. It is envisaged that outside scholars will from time to time take part in the meetings with regard to their fields of specialization impinging on matters of interest to UNITAR.

30. It is also planned to have expert panels convened to advise and comment on research in progress. The composition of the panels will vary from project to project. For example, the panel to be convened in connexion with the study of problems relating to certain small States will probably consist mainly of delegates with two or three outside experts, while the proportion will perhaps be reversed for the "brain drain" panel.

31. Consultative and advisory panels may also be appointed in certain cases, together with the use of various other devices to advance the research, such as off-the-record "workshops", seminars, and similar group discussion arrangements, involving high-ranking officials and scholars.

6. Contacts and exchanges with scholars and academic bodies

32. A considerable amount of intellectual stimulation, positive co-operation, and goodwill stems from visits made to UNITAR and by UNITAR staff to other organizations. Indeed, many of the co-operative arrangements arrived at with individuals and institutions in various countries were the result of such visits by senior personnel of the Department, who have initiated contacts with, and followed up on expressions of interest by, learned societies, academic institutions, and other organizations both national and international.

33. Through contacts with the academic community and participation in various scholarly meetings, research problems, both substantive and methodological, are explored, and the staff are able to keep in touch with current thinking and new trends in research. Scholars and officials, from all parts of the world, have been coming to the Institute in increasing numbers. On the other hand, these visits involve a substantial burden on the time and energy of the UNITAR staff and therefore require careful selection and control.

34. Useful contacts will of course be encouraged, particularly with regard to research closely allied to the UNITAR projects. In addition, relations are envisaged with a number of Institutes and Universities which are prepared to co-operate in UNITAR undertakings such as the USSR Academy of Sciences, the Institute for International Comparative Research of the University of Cologne, the Institute of Planning in Hungary, Canada's Queen's University, the Centre de Sociologie Européen of the Sorbonne, the Hague Academy of International Law, and the Carnegie Endowment for International Peace.

7. Reporting on UNITAR research

35. Up to now, information about the research programme has been largely confined to the reports of the Executive Director to the Board of Trustees and to the General Assembly. Arrangements for future reports on UNITAR research to be carried in the journal "Social Science Information", published by the International Social Science Council, have been made. In addition, it may be desirable in the near future to publish an informational pamphlet on UNITAR research for wide distribution.

36. Aside from making use of this and other outlets, the Institute is considering establishing some form of publication of its own, as a vehicle through which the

United Nations world and the world of scholarship could be provided with an idea of UNITAR's intellectual activity, either as a periodical or occasional papers under a UNITAR cover. This would enable those connected with the Institute, Trustees, scholars, and United Nations officials, as well as UNITAR staff, to have an opportunity, as is the case with similar institutes, to publish articles and notes relevant to our aims. It will provide an additional professional incentive to the members of the staff and will permit UNITAR to publish material as and when it sees fit.

37. Members of the Research Committee were generally of the opinion that a UNITAR journal was possibly premature, and that it would be preferable to publish results of UNITAR research in several pamphlets or as articles in already existing journals. The pamphlets might include extracts from studies, short essays on interesting aspects of current projects, that might or might not be reflected in the final study, or papers of general interest. Surveys of literature in a field and reprints of articles by the staff appearing in magazines and scientific journals might be included, as well as articles of special interest to UNITAR appearing elsewhere, whose reproduction would be permitted. The subject matter would be kept within the basic framework of UNITAR's interests.

8. Progress and outlook

38. As the foregoing description indicates, the "infra-structure" of UNITAR research has expanded rapidly. However, it should be recalled that active research has only been under way since the Board of Trustees gave its approval in principle to the proposals submitted to the Fourth Session of the Board last September. Obviously the ensuing eight months have not been enough time to reach a satisfactory solution of the problems of organization and staffing arising in connexion with specific projects. The need to obtain highly expert researchers remains our primary concern and, as we have pointed out to the Board, talent of the kind required is in short supply everywhere. Now that the work has actually begun on a large scale, it has become easier to attract scholars, especially younger persons interested in the challenge of international research.

39. Delay also results from the necessity of securing research "partners" willing to carry out field surveys financed out of their own resources, and of obtaining

the support of foundations to augment the Institute's financial resources. The drawing up, presentation and negotiation of partnerships and other types of support has been very time-consuming and until such support is obtained there is uncertainty with regard to the execution of certain parts of certain projects.

40. The problems of multinational research also slow down the research effort. Obtaining hard data is an arduous and involved process in this type of research and the preparation of methodology and selection of areas requires considerable time. Similarly, the endeavour to carry out operational analysis of United Nations activities and to establish methods for programming, planning and systematic evaluation includes tasks that are still highly experimental in character and which neither the United Nations nor the scholarly world has seriously attempted. In these areas the aim is not so much the compilation or summarization of existing information but acquiring new data and developing new methods, techniques and insights. Such research is as difficult as it is challenging and one should not always expect the results in books or monographs. In many cases, the findings will be made available through relatively short research memoranda and in dissemination to officials, committees and special panels.

41. Looking ahead, it is essential that the Institute obtain, on a much broader basis than yet achieved, the participation of outstanding scholars and officials and the assistance of younger research associates in a programme that is directed to major problems of concern to the United Nations and its Members. We believe that the vast transformations in the Organization and its environment call for systematic studies of several areas of its activities and potential developments. Many of the projects already undertaken have laid a foundation for such studies in respect of both major objectives: peace and security and economic and social development. Since it has been envisaged from the outset that UNITAR would have a primary function in operation analysis, evaluation and planning of United Nations activities, it seems particularly appropriate for it to direct its future work increasingly in that direction.

42. Thought has also been given - as previously reported to the Board - to the Institute's undertaking projects in three other areas:

- (i) the implication of scientific and technological change for the United Nations and international organizations;

- (ii) assessment and organization of research related to United Nations action and objectives;
- (iii) the application of data processing and information retrieval systems to the United Nations.

43. Only preliminary work has been carried out in these fields, and it is hoped that more progress will be made in the near future so as to permit a detailed presentation of specific projects to the Board.

III. TRAINING, SEMINARS, FELLOWSHIPS AND OTHER ACTIVITIES^{6/}

A. TRAINING

General

44. During the year the Training Department has been engaged in (a) implementation of the approved programmes for 1967 and (b) planning for modification and new activities for 1968 and the future.

45. The UNITAR Statute envisages training being given to international officials working in the United Nations system and to national officials working in the international context. UNITAR training programmes therefore fall under two broad categories, namely: staff training in the United Nations system, and programmes in certain specific fields such as diplomacy and foreign service work, international law, technical and economic assistance, international economics, etc. Following the review of the programmes initially taken over by UNITAR from the United Nations Secretariat, the Board of Trustees accepted a general policy in favour of separation of basic from advanced training, decentralization and regionalization of basic training so that larger numbers may be trained at less cost and, assisting in the expansion and improvement of local training facilities through co-operation with national and regional institutions.

46. Some progress in the implementation of these policies has already been made in the approved programme for 1967 and further progress in this direction is envisaged in 1968.

Implementation of the approved programme for 1967

The training programme for foreign service officers

47. The sixth training programme in this series began at Geneva on 16 May 1967 with twenty-two candidates from twenty-one countries. As in the past, the programme is being conducted with the assistance of the Institute for Higher Political Studies at Geneva, whose staff will provide instruction in international affairs,

^{6/} Previously issued as documents UNITAR/EX/9 and Add.1.

international law and international economics. The trainees have observed the summer session of the Economic and Social Council. They also had lectures on a variety of topics given by senior United Nations officials and heads of delegations. Arrangements are under way for the trainees to pay short visits to Sophia (Bulgaria) and to Copenhagen (Denmark) to study the organization and working of the foreign ministries in the two countries. The visit to New York for the General Assembly session which used to be included in the programme has been discontinued in the interests of economy.

Training programme in development financing

48. The 1967 programme in this series began at Geneva on 1 August 1967. Fellowships have been awarded to twenty candidates from twenty countries in Africa, the Middle East and the Caribbean. The course is conducted on the same lines as in previous years and includes lectures conducted by government officials responsible for loans and foreign aid, officials of private loan agencies, banks and heads of private companies who have undertaken investment in developing countries, and senior officials from developing countries who are responsible for loan negotiations abroad. In this way, trainees learn about policies, procedures and conditions which govern the consideration of requests for development financing and investment capital. The programme begins with a five-week period in Geneva, which is followed by visits to loan agencies and industries in the USSR, Denmark, France and the United States of America. The participants also have an opportunity to visit United Nations Headquarters in New York to learn about the activities of the United Nations in the field of economic development and the international financing organizations in Washington. This programme is proceeding smoothly according to plan. The New York/Washington stage will be inaugurated on 3 October.
49. Although this programme will be discontinued after the 1967 series, the Executive Director, in response to several suggestions made by the United Nations Department of Economic and Social Affairs and the Executive Secretaries of the United Nations Regional Economic Commissions, will keep the matter under consideration, with a view to the possible resumption of this activity when a further need arises. The Board will be kept informed of any such development.

Group training programme in procedures and techniques of United Nations technical assistance

50. The 1967 programme was successfully completed in June 1967. The candidates from thirty-five countries were split into two groups. The English-speaking group of twenty-two met in New York from 21 April to 9 June, paid visits to the IBRD and the International Monetary Fund in Washington, before going to UNESCO in Paris, where they joined the French-speaking group of fourteen candidates. The two groups paid joint study visits to the headquarters of the major specialized agencies and received instruction in regard to the principles and procedures governing their respective technical assistance programmes. After the visit to Rome, the English-speaking trainees visited the Regional Economic Commissions on their way home. At the same time, the French-speaking group came to New York for Headquarters training and dispersed after study visits to Washington in the last week of June.

51. The Manual of United Nations Technical Assistance prepared and issued by UNITAR early in 1967, copies of which were supplied to the candidates in advance, was found useful. The Manual made it possible to dispense with the large number of descriptive lecture-briefings which used to crowd this course in previous years and enabled full use to be made of seminar-type discussions of specific problems and difficulties experienced by the trainees in the course of their work as national officials concerned with co-ordination of technical assistance. A revised edition of the Manual will be prepared and issued early in 1968 incorporating the major changes in organization and procedure introduced during the current year.

Seminar on Major Problems of United Nations Technical Assistance

52. In order to provide appropriate and separate training for national officials concerned with high-level policy and co-ordination of technical assistance, a seminar on major problems of technical assistance, restricted to top-level national co-ordinators, was introduced for the first time in 1966. The second seminar in this series was inaugurated by the Executive Director in Geneva on 18 September 1967. Two of the twelve candidates originally selected withdrew at a very late stage. After discussing their mutual problems and difficulties with senior officials of the specialized agencies located at Geneva, the participants were to proceed to Rome and Paris for similar discussions with senior officials

of FAO and UNESCO. Top officials of UNDP and the United Nations Office of Technical Co-operation will meet the participants in New York in the weeks following 2 October.

Training programme for deputy resident representatives of UNDP

53. This is the second programme in this series to be conducted by the Institute in collaboration with UNDP. The candidates are selected on the nomination of the UNDP. In addition to receiving detailed training at the United Nations and the UNDP Headquarters, they also participate in the Seminar on Major Problems of United Nations Technical Assistance. The selected participants reported at New York on 4 September to begin their Headquarters training. They will join the participants in the Seminar on Major Problems on 2 October. As in the previous year, this will be followed later by specialized training in problems of economic development. The course ends with training visits to the headquarters of the specialized agencies in Europe.

Specialized training programme for officers of the OAU

54. Early in 1967 the Administrative Secretary-General of the Organization of African Unity requested UNITAR assistance in the training of officers from the OAU Secretariat. At its fifth session, the Board took note of the Executive Director's action in response to this request which had been suggested by the Secretary-General of the United Nations. In consultation with the appropriate departments of the United Nations Secretariat, a two months' training programme for four OAU officers at United Nations Headquarters was arranged. Besides receiving training in the fields of committee work, conference co-ordination and documentation, the officers were also able, in accordance with their respective functions in the OAU Secretariat, to study the United Nations work and programmes in the field of personnel administration, economic development, and the problems of non-self-governing territories.

Seminar for language teachers in the United Nations language programmes

55. The Board of Trustees at its fifth session approved the proposal that UNITAR should assist in improving the quality of the language teaching in the United

Nations Secretariat by organizing a seminar to enable the instructors in the existing language programmes to learn about the latest developments in the methods and techniques of language teaching from acknowledged outside experts.

56. This seminar was held during the week commencing 11 September, in co-operation with the United Nations Office of Personnel. The panel of seminar leaders provided by UNITAR consisted of five eminent experts, each of them familiar with the latest advances in the methods and techniques of teaching one of the official United Nations languages.

57. The morning sessions were devoted to talks by the individual experts covering between them all subjects of practical importance for United Nations Language Teachers and stressing the principles and techniques applicable to all language teaching. The afternoon sessions were devoted to separate sectional meetings of teachers of particular languages at which the appropriate expert could give a more detailed exposition of the special problems of teaching that particular language.

58. The seminar proceedings were recorded on tape. A full report is being prepared and will be made available to all interested parties.

59. The seminar furnished an excellent example of close co-operation between UNITAR and the United Nations Office of Personnel. The exercise was warmly appreciated by all participants and also afforded an opportunity for an objective look at the United Nations language programmes. The seminar showed clearly that language teaching in the United Nations would benefit considerably by increasing emphasis on aural-oral practice and less insistence on grammar and composition in the early stages; by improvement in teaching methods; and by better selection of textbooks and teacher materials. Appropriate programmes for teacher orientation or teacher training in the use of the improved methods are also clearly needed.

60. UNITAR expects shortly to receive from the Office of Personnel a request for further co-operation and assistance in planning and carrying out appropriate measures to meet these needs. Specific proposals will be formulated and submitted to the Board in due course. Meanwhile the Executive Director would be grateful for the Board's general approval of the policy that, without directly undertaking any language training programmes of its own, UNITAR should extend its assistance to the Office of Personnel in achieving all practical improvements in the United Nations Language Training Programmes.

Collaboration with other institutions and programmes

61. The following items were included in the approved programme for 1967.

(a) Professor Alistair M. Taylor (Canada) was deputed to serve as UNITAR Professor of International Organization at the Carnegie Course in Diplomacy organized jointly by the Carnegie Endowment and the Institute of International Relations at the University of the West Indies at Trinidad, from mid-April to July 1967.

(b) Arrangements were also made to depute Professor Fred J. Tickner, Dean of the Graduate School of Public Affairs, State University of New York, at Albany to assist in the conduct of the First Asian Foreign Service Programme to be organized in Manila (Philippines) in August 1967 under the joint auspices of the Eastern Regional Organization for Public Administration (EROPA) and the Carnegie Endowment. In response to a special request from EROPA the Executive Director has also agreed to depute Mr. S.B. Bapat, Special Adviser on Training, UNITAR, who will be on home leave in India at the time, to proceed to Manila to assist Professor Tickner in delivering lectures and conducting seminars on the subject of International Organizations.

(c) Two experts in international law, Dr. Thomas A. Mensah, Acting Dean of the Faculty of Law, University of Ghana and Professor Mohamed K. Nawaz of the UNITAR Research Staff, have been deputed to assist in conducting seminars at the joint United Nations/UNESCO Regional Training and Refresher Course for Teacher Specialists and Advanced Students of International Law at Dar es Salaam, Tanzania in August 1967.

Staff Training

62. At the fifth session of the Board of Trustees the Executive Director had reported that UNITAR activities in the area of staff training during 1967 would be centred on (a) designing and planning, in consultation with the United Nations Office of Personnel, the part which UNITAR could appropriately play in the development and improvement of arrangements for the training of staff at United Nations Headquarters; (b) stimulating study and attention to staff training needs and possibilities in the United Nations system.

63. The discussions with the United Nations Office of Personnel are still continuing. UNITAR has offered to contribute to a Pilot Training Programme for Junior Professional Officers in the United Nations Secretariat by organizing and conducting two courses. One course will deal with the Elements of Supervision and Administration and the other will be on International Organizations with Special Reference to the United Nations System at Work. These courses would probably be organized in the spring of 1968, and repeated again in the fall of the same year.

64. UNITAR initiative in stimulating attention to staff training in the United Nations system was welcomed by all United Nations agencies and organizations. With the approval of the Administrative Committee on Co-ordination and ICSAB, it has been decided that a Working Party of the Consultative Committee on Administrative Questions should meet at Geneva in October 1967 to review the existing situation in regard to career development and staff training in the United Nations system and to make suggestions as to the kind of training desirable for different kinds of staff and the extent to which a common training programme, and joint or concerted action might be feasible. The working papers for this meeting are being prepared in UNITAR and will be circulated to all agencies and organizations concerned in good time before the meeting.

65. It was originally intended that this Working Party should meet at Geneva in October 1967. UNITAR has since been informed that the proposed dates will not be convenient for some of the important participating agencies and it appears likely that the project will have to be postponed until January 1968.

Projected training activities in 1968

66. It has already been mentioned that the programmes for 1968 will reflect a further advance along the lines of the policy laid down by the Board. The plans will thus provide for an eventual decentralization of the basic training for foreign service officers from its Geneva base to Africa as well as of the regionalization of training programmes for the middle or working level officials in technical assistance in 1968. The scope and substantive content of the Seminar on Major Problems of United Nations Technical Assistance might be expanded so as to include some of the elements hitherto covered by the programme in development

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financing. The various specific projects are naturally in different stages of planning and preparation. A detailed description of the total training picture for 1968 is given below.

Training programmes for foreign service officers

67. It should be emphasized that no change in the policy already approved by the Board is contemplated. The decision to separate basic from advanced training and to decentralize the former, with a view to ensuring greater output at less cost as well as other advantages, will be implemented as early as practicable. At the same time it is felt that in addition to advanced courses in the specialized aspects of foreign service work, such as international law and international economics, advanced training of a more general character is also needed to strengthen the quality and effectiveness of the foreign service cadres in the new countries. For obvious reasons, Geneva and New York offer the most convenient centres for this purpose. During the recent session of the Economic and Social Council, the Executive Director became aware of a strong feeling, among the delegations from African countries, in favour of continuing a suitably designed programme at Geneva.

68. The regular future pattern of UNITAR's work in the field of foreign service training could therefore feature three types of programmes:

(a) Basic Training

(1) Regional programmes for basic training for new recruits and junior officers. Details in regard to the appropriate timing and location will be settled in discussions with the Governments which have expressed a desire to participate in them. At least one such programme will, it is hoped, be organized during the latter part of 1968, and there would be at least two such programmes per year from 1969.

(b) Advanced training

(2) Advanced courses in specialized fields, such as international law and international economics for officers, specially deputed to attend such programmes. These would be organized at different centres and usually in co-operation with other specialized institutions, such as the Hague Academy.

(3) Advanced general courses in foreign service work primarily for the benefit of middle level officers of permanent missions to the United Nations, the Economic and Social Council and the specialized agencies. These programmes would be designed to deepen the officers' knowledge and understanding of world affairs and of international relations and problems, thus helping to enhance the effectiveness of the United Nations system and other international organizations. From the cost-benefit aspect, such programmes would be both less expensive and more productive than previous programmes. Expenses on travel and stipends for participants constitute a substantial proportion of the total outlay on centralized training programmes. If the trainees are, for the most part, selected from among the offices of permanent missions at or near Geneva (or New York) these costs would be greatly reduced. The normal process of rotation of mission personnel would help to ensure a supply of willing and interested candidates for such courses every year, and also to spread the benefit of advanced training among a widening number of foreign service officers in the developing countries.

69. Pending the completion of arrangements to institute a regular cycle of such basic and advanced programmes, the Executive Director proposes to conduct one more programme at Geneva in 1968 only, somewhat on the lines of the existing arrangements but with the following definite changes and improvements: the number of fellowships would be restricted to fifteen and the period of training reduced from six to four months. Care will be taken to ensure that the candidates selected will represent a more homogeneous group in terms of previous academic knowledge and experience, and the content of the programme will be so designed as to avoid one of the major defects revealed by the evaluation conducted in 1966, namely, that some of the participants found the programmes too elementary while the others found it pitched at too high a level. The experience of conducting such a programme in 1968 will also serve as a guide to the proper designing of regular advanced programmes for the future.

70. It is estimated that a four months' course at Geneva for fifteen participants, including the cost of round trip travel from home countries and travel within Europe for study visits to two or three foreign ministries, would require a total outlay of between \$80,000 and \$90,000. If the proposal is approved, a small increase in the total budget allocation for training programmes provided in the budget estimates separately submitted to the Board will be necessary.

Regional seminars on procedures and techniques of technical assistance

71. In the evaluation of the group training programmes in technical assistance presented by the Executive Director to the fourth session of the Board of Trustees, it was recommended that the group training programmes intended for middle rank officials could in future be decentralized since separate provision for the training of top level regional co-ordinators had already been made in the form of the Seminar on Major Problems of Technical Assistance. The Board then decided that the centralized programme on the old pattern might be conducted for one more year (i.e., 1967) to meet the expectations of the large number of candidates who had been nominated but could not be accommodated in the previous courses. This backlog of candidates has now been cleared by organizing separate groups for English-speaking and French-speaking candidates this year. Meanwhile, the possibility of decentralizing to regional levels the training programmes for middle level officials in technical assistance has been discussed with and welcomed by UNDP and the Executive Secretaries of the Regional Commissions. It is accordingly proposed that UNITAR should launch upon a cycle of Regional Seminars in Techniques and Procedures of Technical Assistance according to the following schedule: in 1968, seminars are being planned for various regions, as follows: one for Europe; one for the Middle East; two for Africa, organized linguistically to serve French- and English-speaking trainees; and one for Latin America. In 1969, a seminar is planned for candidates from countries in Asia and the Far East.

72. Besides considerably reducing the cost per candidate, the regional seminars will also make the benefit of the training available to larger numbers of candidates. As countries in the same regions usually face similar problems, the group will be more homogeneous and the seminar discussions more useful and meaningful.

73. Governments sponsoring candidates will, as in the past, be expected to include the "fellowship costs" for their candidates in their country programme of requests for United Nations Technical Assistance. All other costs will be borne by UNITAR. Physical facilities and a certain amount of administrative assistance will be available from all the regional economic commissions or local organizations or institutions. The services of staff from UNDP and the specialized agencies should be readily available to act as instructors and discussion leaders. The

possibility of securing as co-trainees the presence of some of the junior staff of the field offices of UNDP located in the regions concerned is also being explored. 74. At this stage, discussion of the programme and the budgetary implications can only be in broad terms. Further details will have to be settled in consultation with the Governments, institutions and organizations concerned.

Expansion in the scope of the Seminar on Major Problems to include problems of financial and economic assistance

75. The training programme in development financing, which has been conducted annually in its present form since 1963, contains two related but distinct elements: (1) an opportunity for the participants to acquire first-hand knowledge of the policies, procedures and conditions which govern the consideration of requests for development financing and investment capital received by the donor Governments, institutions and organizations; and (2) a certain amount of instruction and demonstration in the formulation, presentation and appraisal of projects for which development financing is sought. Further evaluation has led to the conclusion that the parts of the course which are concerned with project formulation and project presentation are much more effectively and appropriately dealt with in the special training programmes introduced in the recent past by the World Bank Institute. On the other hand, the information regarding sources of development financing and the policy and procedures adopted by the donors does not always reach top level policy co-ordinators through the present training programme in development financing. The top co-ordinators of technical assistance for whom the Seminar on Major Problems of Technical Assistance is now organized, are in the majority of cases also concerned at high policy level with the co-ordination of financial and economic assistance. There is, therefore, good reason to believe that the training objective needs of the developing countries will be better serviced by avoiding duplication with the World Bank's efforts in training in project formulation and evaluation, and merging with the Seminars on Major Problems the training in policies and procedures followed by the donors of financial assistance. Further consultations with appropriate authorities are now in progress to test the validity of this view. If it receives general support, the Executive Director intends to seek the approval of the Board of Trustees to convert the "seminar on major problems of technical assistance" into

a "seminar on major problems of technical, financial and economic assistance". Participation will still be restricted to top-level national co-ordinators, but the training period will have to be lengthened to make room for briefing by appropriate officials at the principal donor sources of financial and economic assistance.

Other Programmes in Prospect

76. As in the previous year, the Board is being requested to earmark a lump-sum provision in the budget for financing other new training programmes. It is not possible at this stage to give more than a general indication of these. The following items are likely to reach the full planning stage by early 1968.

(1) Staff training at United Nations Headquarters. Mention has already been made of the probability of UNITAR contributing two courses to the pilot training programme for junior professional officers in the United Nations Secretariat.

(2) It is also possible that decisions taken on the report of the Inter-Agency Working Party on Career Development and Staff Training in the United Nations System, to be held in October 1967, may lead to the undertaking by UNITAR of one or more training programmes of the staff-college type in 1968 and succeeding years.

(3) The Language Training Seminar to be held in September 1967 may result in a request from the United Nations Office of Personnel for UNITAR assistance by way of consultancy services for the revision and updating of syllabi in the United Nations language training programme. It may also be found desirable to organize further training seminars to enable the language teachers to make the most effective use of the new syllabi and advanced methods and techniques.

77. The possibility of a UNITAR training effort in the field of advanced training in international economics with special reference to the problems of international trade is also being examined.

78. A proposal has been made by UNIDO to organize in 1968 a training programme financed by its funds and conducted by UNITAR. The Board will be informed of the results of negotiations which are still in progress.

B. SEMINARS

Seminars and special programmes in international law

79. As reported to the Board at its previous session, UNITAR has come to certain working arrangements with The Hague Academy of International Law for a small number of middle-level officials from developing countries to participate in the training and research activities of the Academy. This will be organized in co-operation with the United Nations Office of Legal Affairs and would relate to the dissemination, training and wider appreciation of international law envisaged under United Nations General Assembly resolutions 2099 (XX) and 2204 (XXI).

80. The first of the regional seminars in international law will be conducted in Latin America in 1968 and preparatory work is in progress for this.

C. FELLOWSHIPS

81. Nine persons from Afghanistan, Gambia, Japan, Mexico, Nicaragua, Philippines, Switzerland, Tunisia, and the United States were selected by the Executive Director on the advice of a special selection committee to be the UNITAR/Adlai E. Stevenson Memorial Fellows for the year 1967-1968. This second fellowship programme will begin in September 1967 and end in July 1968. The United States Government is contributing \$100,000 towards the second programme.

82. The Executive Director also intends to diversify the fellowship programme through the addition, wherever feasible, of other types of fellowships in accordance with the Institute's Statute (article VI, paragraph 1).

D. OTHER ACTIVITIES

83. Among other activities of importance was the second annual meeting of directors of institutes within the United Nations family, held in Geneva in July 1967. Views were exchanged about the common problems of these institutes. Similarly, there were informal meetings with Executive Secretaries of the regional economic commissions.

84. The Economic and Social Council, at its forty-third session held in Geneva in July 1967, considered the report of the Executive Director and adopted the following resolution, after having heard fifteen members of the Council speak on different aspects of the activities of UNITAR.

"The Economic and Social Council,

"Recalling its previous resolutions relating to the United Nations Institute for Training and Research, particularly resolution 1138 (XLI) of 29 July 1966 which was endorsed unanimously by the General Assembly in its resolution 2187 (XXI) of 13 December 1966,

"1. Takes note of the report of the Executive Director of the Institute 7/ and of his statement to the Council;

"2. Notes with satisfaction the progress made by the Institute and welcomes particularly its activities in training and research directed towards assisting the developing countries and strengthening the capabilities and procedures of the United Nations;

"3. Recognizes the importance of the Institute's close collaboration with the United Nations Secretariat, other bodies of the United Nations, and the specialized agencies, as well as with appropriate national and international organizations;

"4. Expresses its appreciation to the Governments, private institutions and individuals which have already made or pledged financial contributions to the Institute."

7/ Official Records of the Economic and Social Council, Forty-third Session, Annexes, agenda item 16, document E/4356.

IV. FUND-RAISING, BUDGET AND STAFF^{8/}

Fund-raising

85. Up to 1 October 1967, the total amount of cash pledged by governmental and non-governmental sources in support of UNITAR activities was \$4,214,204, of which \$2,697,631 was paid. In spite of the fact that governmental pledges and payments were received from more than seventy Governments, more energetic efforts are needed to broaden the base of this financial support. It will be recalled that the Board of Trustees, at its fifth session, "called for intensification of fund-raising by the Executive Director on behalf of UNITAR". The Board also suggested, at that time, "various possibilities of augmenting the Institute's financial resources, including pledges and payments towards specific projects within the Institute's approved programme".^{9/} The Executive Director, bearing these views in mind, has undertaken direct supervision of this vital activity, and looks forward to increased action in this regard now that the Institute's programmes are already launched.

86. A list of cash pledges, payments and contributions as at 1 October 1967 follows at the end of this report.

Budget

87. At its fifth session, the Board approved the revised budget estimates for 1967, amounting to \$1,227,000. For the year 1968, the budget estimates submitted to the Board amount to \$1,290,000. This does not include possible supplementary financing from the United Nations and the United Nations Development Programme, and a contribution of \$200,000 from the United States Government for the two programmes of UNITAR Adlai E. Stevenson Memorial Fellowships for the years 1967 and 1967-68.

Staff

88. The UNITAR staff now numbers twenty-five professionals, including consultants, supported by twenty-two non-professionals at the Institute's headquarters and its Geneva Office.

^{8/} Previously issued as document UNITAR/EX/10/Rev.1.

^{9/} Official Records of the Economic and Social Council, Forty-third Session, Annexes, document E/4356, para. 29.

Cash pledges, payments and contributions

89. A list of cash pledges, payments and contributions as at 1 October 1967 follows:

A. Governmental sources

(Except where otherwise shown, all pledges are spread over a five-year period)

	<u>Pledges</u>	<u>Payments</u>
	\$US	\$US
Argentina	60,000	12,000
Belgium	250,000	150,328
Brazil	25,000	5,000
Brunei ^{a/}	18,600	6,534
Cameroon	30,000	
Canada	279,000	166,667
Central African Republic	40	40
Ceylon	1,000	1,000
China	5,000	
Congo (Democratic Republic of)	30,000	30,000
Cyprus	200	200
Denmark	100,000	60,000
Dominican Republic	2,000	
Dubei	1,000	1,000
Ecuador ^{b/}	30,000	4,000
Ethiopia	5,000	5,000
Federal Republic of Germany ^{c/}	300,000	75,000
Ghana	42,000	
Greece	7,500	7,500
Guinea ^{c/}	20,000	5,000
Holy See	1,000	1,000
India	50,000	8,986
Iran ^{d/}	16,000	16,000
Iraq	14,000	14,000

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	<u>Pledges</u>	<u>Payments</u>
	\$US	\$US
Ireland	15,000	15,000
Israel	6,000	
Italy	60,000	7,513
Ivory Coast	100,000	40,486
Jamaica	2,500	2,500
Japan ^{e/}	80,000	80,000
Jordan	10,000	2,000
Kenya	10,000	6,000
Korea	3,000	
Kuwait	50,000	50,000
Laos	1,000	1,000
Lebanon	10,000	10,000
Liberia	7,500	
Libya	15,000	15,000
Lichtenstein	2,315	2,315
Luxembourg	10,000	6,000
Malaysia ^{f/}	3,265	3,268
Mauritania	5,000	
Morocco ^{d/}	20,000	20,000
Nepal	1,000	
Netherlands	101,110	60,553
Niger	3,000	3,054
Nigeria	28,000	19,600
Norway ^{c/}	56,000	42,000
Pakistan	20,000	4,000
Philippines	40,000	7,772
Rwanda	2,000	2,000
Saudi Arabia ^{g/}	40,000	34,000
Senegal	21,224	4,056
Sudan	20,000	
Sweden	100,000	100,000

	<u>Pledges</u> \$US	<u>Payments</u> \$US
Switzerland ^{a/}	81,019	81,019
Syria	10,000	10,471
Thailand	20,000	20,000
Togo	5,000	5,000
Trinidad and Tobago	2,000	2,000
Tunisia	5,000	5,000
Turkey	5,000	5,000
Uganda	20,000	
United Arab Republic	20,000	
United Kingdom	500,000	199,864
United Republic of Tanzania	20,000	8,000
United States of America ^{h/}	700,000	700,000
Upper Volta	15,000	2,974
Venezuela	80,000	
Yugoslavia	20,000	12,000
Zambia	<u>2,000</u>	<u>2,000</u>
TOTAL	\$3,635,273	\$2,160,700

B. Non-governmental sources

Anonymous Source	42,000	
Carnegie Endowment for International Peace ^{i/}	6,600	6,600
Compton Trust	10,000	10,000
Rockefeller Foundation ^{j/}	450,000	450,000
Mr. John D. Rockefeller III ^{k/}	50,000	50,000
Volkswagen Foundation ^{l/}	20,000	20,000
From Individuals	<u>331</u>	<u>331</u>
TOTAL	\$ 578,931	\$ 536,931
GRAND TOTAL	<u>\$4,214,204</u>	<u>\$2,697,631</u>

Foot-notes

- a/ Spread over a three-year period.
- b/ Spread over a six-year period.
- c/ Spread over a four-year period.
- d/ For 1965 and 1966 only.
- e/ Total pledge is expected to amount to \$200,000 during the initial five-year period.
- f/ Spread over a two-year period.
- g/ The balance of \$6,000 will be spread over a three-year period.
- h/ The pledge of \$700,000 is for 1966 and 1967 only and does not include an additional \$200,000 contribution by the United States Government for the 1966-67 and 1967-68 UNITAR Adlai E. Stevenson Memorial Fellowship Programmes.
- i/ Grants-in-aid to support non-staff costs in connexion with Panel of Consultants at Bellagio, Italy (24 July to 31 July 1965) and the Panel of Consultants on Training at New York (7 February to 11 February 1966).
- j/ Grant for the purchase of leasehold of UNITAR premises at 801 United Nations Plaza, New York, N.Y.
- k/ Grant to be applied to renovation and furnishing of UNITAR building.
- l/ A partial payment from Volkswagen Foundation.

ANNEXES

ANNEX I

DESCRIPTION OF RESEARCH PROJECTS REFERRED TO IN PART II^{a/}

A. RELATIONS BETWEEN THE UNITED NATIONS AND REGIONAL
INTER-GOVERNMENTAL ORGANIZATIONS

Purpose of study

The project examines the relationships between the United Nations and regional inter-governmental organizations outside the United Nations. It seeks to ascertain and analyse the areas of co-operation and the points of competition and jurisdictional conflict, as well as to evaluate the effectiveness of existing practices of co-operation, with a view to formulating, where appropriate, proposals for modification.

Organizations to be studied

The study is based on existing practices of the main organs of the United Nations and those of their subsidiary and related bodies which maintain significant relations with regional organizations. The only category of organizations within the United Nations system which are not included are the specialized agencies and the IAEA. With respect to the United Nations organs covered in the study, the main emphasis will be on the Security Council, the General Assembly and the Economic and Social Council, and, among the subsidiary bodies, the regional economic commissions. Emphasis will also be placed on certain special organs with their own governing bodies, such as the United Nations Conference on Trade and Development (UNCTAD), the Office of the United Nations High Commissioner for Refugees (UNHCR) and the United Nations Industrial Development Organization (UNIDO).

The regional organizations which will be covered consist primarily of the following agencies which can be classified into three categories according to the scope of their objectives:

a/ The statements A-L contained in this annex originally appeared as annexes 1-12 of document UNITAR/EX/8.

(a) comprehensive organizations: the Organization of American States (OAS), the Organization of African Unity (OAU), the League of Arab States and the Council of Europe;

(b) organizations with broad economic objectives: the European Community (the EEC and ECSC), the Organization for Economic Cooperation and Development (OECD), the Council for Mutual Economic Assistance (COMECON) and the Latin American Free Trade Association;

(c) other organizations of an economic character, such as the Inter-American Development Bank, the African Development Bank, the Asian Development Bank and the Colombo Plan.

Emergent regional organizations may be brought into the study at a later point.

The main emphasis will be on the relations of the United Nations with the regional organizations in the first category.

Main elements of the study

The main aspects of the relationships to be studied include the following:

(a) the areas and issues of mutual concern and the principles and practices concerning division of competence and responsibility between the organizations concerned;

(b) the forms and procedures of co-operation provided for in constituent instruments, rules of procedure and existing agreements and arrangements for co-operation and the modalities of their application (at the level of both the inter-governmental organs and their secretariats) in fields of common concern as well as the development of new practices of co-operation;

(c) the extent to which the techniques of co-operation have been effective as well as the factors which have promoted or hindered co-operation.

The methods of co-operation in question include reciprocal representation and participation in the proceedings of the deliberative organs of the respective organizations; inter-secretariat consultations, exchange of information, documents, working papers, progress reports, etc.; and inter-secretariat arrangements for co-operation in the execution of activities of common concern, including mutual assistance in financial, administrative and personnel matters.

In analysing the effectiveness of particular techniques of co-operation and of identifying and analysing areas of co-operation and points of conflict, a selection will be made of certain activities and issues of mutual concern on which there have been extensive inter-organization relationships, and will include those activities on which co-operation has been smooth and effective, as well as those on which differences of approach, conflicts and jurisdictional disputes have arisen.

General framework of the study

The project is organized on a region-by-region basis and it is envisaged that there will be five studies covering the Western Hemisphere, Africa, the Middle East, Europe and Asia and the Far East. In addition, there will be a comparative analysis of the various regional relations with the United Nations. Within this framework it will be possible to compare the relationships by type and size of the organizations concerned, by type of activity of common concern and by type of the existing agreements, arrangements or practices concerning co-operation. Such analysis would indicate the points of strength and weakness in the relationships as well as suggest feasible measures for improvement in the forms and techniques of co-operation.

Methods of research used

Three main methods of research will be used: analysis of written materials, questionnaires and interviews. The written sources of information consist mainly of documents, records of meetings and periodic reports of the relevant United Nations bodies and the regional organizations as well as the archives of the United Nations. Questionnaires and interviews will be used to fill gaps in information as well as to ascertain the opinions of key officials of the United Nations bodies and the regional organizations on the extent to which various techniques of co-operation have been effective in specific cases and on the reasons for their success or failure.

Present stage of the study

On the basis of a common design, separate studies are now being made of United Nations relationships with regional organizations in the Western Hemisphere, in Africa, in the Middle East and in Asia and the Far East. The study on relations with European organizations has not yet been undertaken.

Considerable progress has been made in collecting material for those studies which are under way. On three of them, initial drafts have been prepared, consisting of a brief introduction outlining the main characteristics of the respective regions and of the organizations operating in them as well as a chapter on the areas and issues of mutual concern and on the basic principles governing United Nations relationships with the respective regional agencies.

Subsequent chapters will examine in detail the various arrangements and techniques concerning such relationships, the procedural modalities of their application and their effectiveness in promoting co-operation and co-ordination.

B. EVALUATION

Summary of Proposed Work Plan

Objective

To study problems of evaluation and to elaborate standards and methods applicable to international technical co-operation carried on by members of the United Nations family of agencies. This study could result in a monograph for general distribution to Governments and other interested authorities.

Scope

The study would cover the Special Fund and technical assistance components of the UNDP, the regular and funds-in-trust programmes of the executing and participating agencies of UNDP, the World Food Programme and possibly UNICEF, the United Nations High Commissioner for Refugees and UNRWA.

Work programme

This would include a comparative analysis of the methods of evaluation now used by the international agencies and selected national agencies together with comments upon their effectiveness in meeting the objectives sought. As these methods are constantly evolving a number of conclusions that might be reached would necessarily be of an interim character. Information would be drawn from OECD, selected national governments, foundations and other institutions which have given serious attention to this problem.

An attempt would be made to resolve certain semantic difficulties now inherent in the literature. In particular, the term "evaluation" is used in a variety of contexts. It means pre-project appraisal by the parties concerned prior to approval. This appraisal may concern the project's organic relation to a national or sectoral plan or it may simply concern the intrinsic merit of the proposal as an end in itself.

Evaluation, as used in practice, also means the technical and administrative conduct of the project. It may involve current progress reporting on all or selected important aspects; actions, if any, taken to correct deficiencies (the feed-back); and possible steps which could be taken at a given operational stage for follow-up or termination of the project.

Projects are also evaluated at termination, for purposes of reporting to legislative and sponsoring bodies and for consideration of any follow-up activities which could expand or consolidate the findings of the original undertaking. Special attention may be given to evaluation methods at the termination of projects. These methods might well be standardized, at least as far as it is possible to do so. Consideration is being given to the preparation of a standard list of questions for discussion with agencies concerned. It would not likely be possible completely to standardize the questions as it would be desirable to allow for a degree of differentiation among projects of widely different character. At the same time some rough synthesis might be achieved.

Finally there is "over-all evaluation" which attempts to assess the impact of whole programmes or congeries of sectoral programmes on the economic, social and institutional situation of a country or region in relation to targets set in the development plans. It is assumed that all the foregoing aspects of evaluation would be studied.

In addition, it is intended that UNITAR convene, at an appropriate time, a small panel of experts to consider methods of improving evaluation efforts of the international agencies concerned, taking account of the responsibilities of recipient countries in the management of technical co-operation activities.

Aside from the research aspects it is assumed that UNITAR would continue to participate in the Inter-Agency Study Group on Evaluation, established by the ACC and endorsed by ECOSOC. In his report to the forty-third session of ECOSOC (E/4312) the Secretary-General will support the continuation of the Study Group, suggesting, inter alia, that the members of the Group be closely associated with the substantive and operational aspects of technical co-operation programmes.

C. PLANNING, PROGRAMMING AND BUDGETARY SYSTEMS IN RELATION TO THE
ECONOMIC AND SOCIAL ACTIVITIES IN THE UNITED NATIONS

Purpose

The project is intended to explore modern concepts and methods of systematic analysis and presentation of information, (generally referred to as Programming and Budgetary System - PPBS and earlier known as PERT) and the possible application of these methods to the organization and management of United Nations activities, particularly in the field of economic and social affairs. Recent developments in the theoretical doctrines and application of PPBS have indicated the relevance and utility of a study which would have the objective of identifying the circumstances and factors which create financial and programme management problems and later to explore the feasibility and value of a possible application of new techniques and procedures to the United Nations activities.

Description

The project, to begin with, would be carried out in three parts, enumerated below, dealing with three different aspects, each in response to certain felt needs and possibilities of action.

1. A manual on PPBS designed to provide the senior officials of the United Nations and others with knowledge of the principles and practice of PPBS and their application to the operation and evaluation of United Nations programmes is being prepared.

2. A study jointly with the Population Division of the Department of Economic and Social Affairs in the United Nations Secretariat to apply PPBS techniques to the United Nations programmes and projects relating to population questions has begun. This particular field has been selected because the General Assembly has approved an expansion and intensification of long-range and intermediate-range programmes of work in the field of population. The planning for the extension of these activities is in the beginning stage, thus lending itself to the use of methods of co-ordinated planning, programming, budgeting and evaluation.

3. A third part will attempt, in co-operation with the United Nations Secretariat and the United Nations Development Programme (UNDP), to explore the possibilities of creating a system of preparing and presenting basic data in a consolidated form, relating to the economic and social activities of the United Nations. Such data would pertain to various work programmes, planned and projected, for consideration by the policy-making organs within the United Nations, approved by these bodies and which are being implemented by the various executing agencies. Special attention will be given to the collection and allocation of funds from different sources and administered under diverse rules and procedures. This will have to be assembled to reveal the aggregate position of individual contributors, distinguishing net donors and net recipients. One use of this systematic detailed dissemination of information may be to examine certain problems of resource allocation, with respect to both the regular budget and voluntary funding.

Progress of the project

Preliminary work has been done in all three parts of the project. Priority is being given to the population model. A number of outside experts have been consulted and PPBS techniques used in some national governments have been studied.

D. UNITED NATIONS EXPERIENCE REGARDING PLEBISCITES AND ELECTIONS

Purpose and nature of the project

Since the end of World War II, several plebiscites, elections and referenda have taken place either for the settlement of disputes, to bring about the independence of different countries or to determine the constitutional status of certain territories. Most of these have been proposed or conducted with the presence or assistance of the United Nations or under the direct supervision of the United Nations. The project intends to provide a survey of the substantive principles and procedures which arise from these popular consultations. This would help to collate past experience and bring to light problems and practices that might be instructive for the future.

Methodology and organization

The different questions, including the methods and machinery, relevant to these plebiscites and other consultations will be examined. There would be a critical analysis of the juridical questions relating to the plebiscites, etc., between 1920 and 1939 under the control and supervision of international organizations. A brief survey will be made of some special features of political and social life in the territories or countries involved, together with an examination of relevant constitutional procedures in some of those countries before and after World War II. The problems of administration involved will also be scrutinized. A comparative analysis and assessment would then be made between these consultations prior to World War II and the ones held with United Nations participation. Reference will be made also, when necessary, to consultations made, not under United Nations auspices, but which may be relevant to this project.

Progress of work

A tentative survey has attempted to focus on ascertaining the circumstances under which the consultation took place, as well as the rules and techniques employed. Although it is assumed that they varied in the different territories, in general terms the following points have been made the focus of this tentative survey:

1. General information on the territory:
 - (a) the territory and its inhabitants;
 - (b) political parties; and
 - (c) political and administrative organization;
2. Questions and measures preliminary to the consultations;
3. Electoral operations:
 - (a) the role of the voters;
 - (b) nominations and allocations of symbols, colours or other signs;
4. Information campaign;
5. Electoral campaign;
6. Physical organization of the polling stations, including inspection and supervision;
7. Voting procedure;
8. The voting;
9. Counting and totalling of votes;
10. Results of the elections;
11. Appeals against the results of the elections.

The plebiscites, elections and referenda studied are the following:

- (i) Korea, 1948;
- (ii) Togo (British Togoland) - 9 May 1956, and
Togo (French Togoland) - 27 April 1958;
- (iii) Cameroons (Northern and Southern), 7 November 1959,
11 and 12 February 1961;
- (iv) Ruanda-Urundi, 18 and 25 September 1961, respectively.
In Ruanda, besides the elections, a referendum on the question of
Mwami was held on 25 September 1961;
- (v) Western Samoa, 9 May 1961;
- (vi) Cook Islands, 20 April 1965.

This study is being made with the co-operation and assistance of the Department of Trusteeship and Non-Self-Governing Territories, the Political Affairs Division of the Department of Political and Security Council Affairs of the United Nations.

E. RESEARCH ON THE USE BY MASS MEDIA OF PUBLIC INFORMATION ON UNITED NATIONS AND UNITED NATIONS PROBLEMS

Object and background

This is a pioneer effort to examine, in a systematic way, the handling of information about the United Nations by the major mass media throughout the world. It is the first of the UNITAR projects that endeavours to carry out operational analysis on an aspect of United Nations activity.

The aims of the project are:

- (1) to obtain data with regard to the flow of information through the major mass media (Press, radio and television) in some twenty-five-thirty countries on questions relating to the United Nations;
- (2) to find out how the flow of information through such mass media compares with the flow of information from the United Nations and United Nations-based sources.

The study will enable us to see the variations in the treatment accorded to the same United Nations events and activities, during the same periods of time, by the major mass media in various parts of the world. It will involve a comparison of typical, systematic differences in the synchronous treatment of identical events and activities of the United Nations, accorded by the major mass media in various regions of the globe, in countries at various stages of socio-economic development and having variously developed networks of mass communication. It can also throw light on factors that have to be taken into account in determining United Nations information policies and practices.

More specifically, the project, if carried out methodically and with the help of the tools of measurement and analysis developed by modern communications research, may be expected to provide relevant insights into matters such as the following:

- (A) How much coverage and what kind of publicity is given to information relating to the United Nations by the three major mass media during certain typical periods of United Nations activity?

This data would be provided as a global projection and broken down according to specific subjects, programmes, organs, regions, languages, channels, etc.

It would be measured by the number of published items of information and the size of each item of information (i.e., a two-line reference, a three-column article, a one-minute broadcast, etc.), weighted according to the following criteria, singly or in various combinations:

- (1) size of potential audience (i.e., number of readers, listeners or viewers of a given channel);
 - (2) potential percentage of population reached (i.e., number of readers, listeners or viewers of a given channel as a percentage of the total population of a country);
 - (3) prominence of display given to information (i.e., front-page or similar priority placement which might be termed "sensational", "important", or "secondary");
 - (4) type of presentation (i.e., individually or in combination - news report, comment, editorial, background materials, photos, publication as a supplement, publication as a document);
 - (5) opinion impact of channel (i.e., national or local - journal of opinion, news magazine, entertainment publication, political daily or weekly, professional journal, etc.);
 - (6) share of information traceable to United Nations and/or United Nations-based sources.
- (B) How does the relative proportion of coverage given by the mass media correlate with the relative proportion of information issued by United Nations or United Nations-based sources in the following categories:
- (1) different organs of the United Nations (e.g., Secretariat, General Assembly, Security Council, ECOSOC, UNDP, specialized agencies, etc.);
 - (2) different sectors of United Nations activity (political, economic or social affairs, human rights, technical assistance, etc.);
 - (3) different specific events and activities happening at the United Nations during the periods of observation (outlined below);

Does a decrease or increase in the number of information items or the size of the information items issued by the United Nations have a measurable effect on the coverage given these items by the three major mass media?

Does a decrease or increase in the number of languages in which information items are issued by the United Nations (i.e., the simultaneous output of the same text in different languages) have a measurable effect on the coverage given by the mass media?

Does a decrease or increase in the number of channels used by the United Nations to issue information (i.e., simultaneous output through diverse outlets such as release of documents, press releases, press briefings, radio releases, etc.) have a measurable effect on the coverage given by the mass media?

Does an increase in the speed of transmission of information issued by the United Nations (e.g., by cable, pouch, or mail - live transmission, film or tape) have a measurable effect on the coverage given by the mass media?

- (C) How do the following and other traceable factors influence the kind and amount of coverage given by the mass media of specific regions or countries to certain United Nations events and activities:
- (1) the type of information transmitted and its manner of presentation;
 - (2) national interests (e.g., the involvement of individual countries or groups of countries in a certain event or activity);
 - (3) the characteristics of the mass medium disseminating the information.

How does the proportion of the information relating to United Nations activities carried by the mass media, which can be traced back to United Nations and/or United Nations-based sources, vary according to (1), (2), and (3) immediately above?

- (D) How does the kind and amount of coverage given to United Nations affairs (globally and broken down into various categories (see (A) above)) relate to the general level of socio-economic development, and in particular to the development of the major mass media channels (press, radio and television) in the countries concerned?

Which type of mass media channels carry the greatest amount of information on the United Nations to the greatest potential audience (in relation to the total population at various stages of socio-economic development), on the presumption that an increase in the technical capacity of the channel in question, or in the amount of information relating to the United Nations carried by that channel, could have the most beneficial effect on the dissemination of information relating to the United Nations.

- (E) By assigning codes to certain selected United Nations events and activities which occur during the periods of observation, and subsequently instructing the participants in the project, to apply these special codes to any registered press, radio or television item pertaining to one of the United Nations events or activities in question, it becomes possible to study and appraise the world-wide impact certain happenings at the United Nations make on the major mass media, as the proposed methodology permits analysis and evaluation of the amount and type of coverage given to specific items of information (not only to broad types or categories of information).

In other words, the "news value" for the Press, radio and television in different regions and countries of the world, of specific items of information relating to the United Nations can be assessed.

A unique opportunity is also offered to compare the synchronous treatment granted to the same identifiable United Nations events and activities by different sectors and channels of the major mass media all over the world - a type of study that has scarcely if ever been attempted with any degree of methodical accuracy concerning any type of "news", not to speak of news relating specially to United Nations affairs.

It is answers to questions and problems of the type outlined above that will be sought within the framework of UNITAR's present research project. Even if the results provide only tentative and preliminary answers, this will make a useful contribution to the understanding of this complex and as yet scarcely investigated domain of international communication theory and public information practice. Such an advance might pave the way for further, deeper and more comprehensive investigations.

Although an attempt will be made to assess the size and character of the potential audience reached by the diverse mass media channels, no direct inference can be drawn from such an assessment as to the actual size and character of the public that pays attention to the information presented, still less as to the ways in which this actual audience might react to the information absorbed. Briefly,

the image of the United Nations as it is presented by the major mass media to the peoples of the world is the subject to be investigated within the framework of our present project, but the image of the United Nations existing in the minds of people all over the world lies beyond the scope of our present investigation. There are many factors and influences contributing to the formation of the image existing in the minds of the general public to which we have no access. Nevertheless, development of the popular image of the United Nations and of the knowledge people have of United Nations affairs might prove to be a promising subject of future UNITAR research in the field of public information.^{b/}

This project was among those approved by the Board of Trustees at its fourth session in September 1966. Much stimulation has been received from the attention given by the Secretariat and the Consultative Committee on Public Information to the work in progress. Furthermore, quite a number of academic research institutions, and agencies or organizations concerned with international relations and particularly such bodies concerned with international mass communications, have expressed their interest in the project and have, in fact, declared their readiness to co-operate in the necessary collection of data in many countries. This may serve as additional evidence that the issues in question have great interest for scholarly investigation in political and social science.

Methodology and organization of the project

For the purpose of this investigation three observation periods of two weeks each will be established, corresponding to three typical periods of United Nations events and activities:

b/ Since the creation of the United Nations, a large number of surveys and polls have been carried out in many countries with respect to questions having direct or oblique reference to public opinion and public knowledge with regard to United Nations affairs. A considerable part of the data collected has fortunately been preserved on punched card decks stored in various data archives, which opens up interesting prospects for subsequent UNITAR research involving secondary analysis of this valuable stock of data with regard to historical changes in ideas people have regarding the United Nations and in the attitudes they develop towards United Nations affairs.

(1) two weeks when the General Assembly is in session and the Security Council may be meeting;

(2) two weeks when neither the General Assembly nor the Security Council would be expected to meet, but a major United Nations event in the economic and development field is expected (i.e., meetings of the Economic and Social Council or its subsidiaries, activities in connexion with the UNDP, UNCTAD meetings, and the like);

(3) two weeks in which only routine activity would be expected to take place.

The probable date for the first period of observation would be 6-19 November 1967 and for the third period 8-21 January 1968. A date preceding the beginning of the twenty-second session of the General Assembly in September 1967 was originally envisaged for the second period of observation; however, as preparations could not have been finished in time, this period of observation will have to take place at the time of a suitable event in February or March 1968.

During these periods of observation, all United Nations and United Nations-~~xx~~ based sources of information will be watched, all information emanating from these sources will be collected, or at least samples, consecutively registered, and preserved for subsequent processing and reference. (Because of the time-lag in the transmission of data to various parts of the world, the United Nations and United Nations-based sources will be screened for a short while prior to the opening of each two-week observation to ensure that all pertinent data is recorded and available for correlation with the output of the mass media that will be scrutinized during the same two-week observation periods).

The following categories of material issued during the period under review will be used:

(1) United Nations documents;

(2) United Nations press releases (including photographs);

(3) United Nations radio releases and transcripts or abstracts of United Nations-based radio transmissions emanating from United Nations Headquarters;

(4) United Nations television releases and scenarios or abstracts of United Nations-based television transmissions emanating from United Nations Headquarters (including films produced for use in television reports);

(5) Dispatches filed by the major wire services having offices at United Nations Headquarters;

(6) Minutes of Press briefings held for correspondents at United Nations Headquarters;

(7) Dispatches filed by a representative sample of correspondents and photographers, in the Headquarters area, accredited to the United Nations;

(8) Special releases by United Nations organs and Information Centres away from Headquarters (although the extent to which this type of information will be included, particularly that issued by specialized agencies and other organs within the United Nations system but non-Headquarters-based, is not yet completely clear).

The number of items of information thus collected from United Nations and United Nations-based sources may, provisionally, be estimated at several thousands for the entire six weeks that will be covered in three separate two-week periods. Some material mentioned in (1) to (8) above may of course contain information regarding several topics. Special instructions will therefore be provided, giving an operative definition with regard to what is to be counted and registered as a separate item.

Each item of information emanating from United Nations and United Nations-based sources during the predetermined periods will be recorded, in accordance with an established code, on a punched card. The classification on which this code will be based will permit identification with regard to each item, of the format, size, medium, origin, release time, language, manner of presentation, range of distribution, etc., as well as such substantive information as the category of United Nations affairs, events and activities to which it refers, the organs, institutions, programmes, or agencies of the United Nations concerned, the regions or countries specially involved, and so forth. The classification and coding in this manner of, say, even 10,000 items of information, is a task not to be underrated but still quite manageable. The technicalities of transferring the coded data to punched cards are comparatively negligible and well within normal routine.

The work of collecting and recording the material emanating from United Nations and United Nations-based sources will be performed by UNITAR in co-operation with the Office of Public Information and with the help of some hired technical personnel.

During the same **three two-week** periods of observation (but with the exclusion of the short introductory period preceding each of them mentioned in connexion with the collection of data from United Nations and United Nations-based sources) an essentially parallel collection and registration of items of information will be made with regard to the information relating to the United Nations and its activities carried by the major mass media in as many countries as can be covered. It is hoped that no less than twenty-five countries, consisting of a fair sample representative of all regions, and at various levels of development, will be included.

The observation will extend, in principle, to:

- (1) all newspapers, weeklies, journals, magazines and other general distribution periodicals having a publication frequency of at least one issue per week and therefore to be regarded as the main carriers of public information on current United Nations events and activities;
- (2) all information broadcast by domestic radio stations;
- (3) all information disseminated by television.

In countries where there are a large number of media channels, the output of certain sample regional or local, in addition to the national, channels may be included. Media that rarely give coverage to information relating to the United Nations will not be included (e.g., certain types of professional journals and bulletins, sports or entertainment magazines, etc.)

The types of information, disseminated by the mass media mentioned during the three predetermined two-week periods, that will be collected, registered and recorded on punched cards will include the following:

- (1) clippings of all news, reports, comments, editorials, articles, photographs and cartoons, as well as documentary and statistical materials, etc. - termed press items - having United Nations affairs (organs, agencies, policies, events, activities, etc.) as their main topics, or referring in a substantial way (not just in passing) to such topics;
- (2) transcripts, or at least titles and abstracts of all news, reports, comments and programmes broadcast by radio - termed radio items - having reference to United Nations affairs as mentioned in (1) above;

(3) transcripts, scenarios, or at least titles and abstracts, of all news, reports, comments and programmes televised - termed television items - having reference to United Nations affairs as mentioned in (1) above.

Notation will be made of the origin of each item, date and place of publication, prominence of the display of the item in the medium, and the original source of information if indicated or if it could be inferred with any degree of certainty. A catalogue of the relevant mass media in each country will be drawn up indicating, as far as possible, the type and general purpose, political affiliation if any, size and character of audience, estimated importance in influencing public opinion, etc. This information will be useful in establishing weighted statistical breakdowns with regard to the type and amount of publicity specific items received.

A procedure of classification and coding, similar to that described for information emanating from United Nations and United Nations-based sources, will be used with regard to the output of the mass media. In addition, the characteristics of the medium in which a given item appeared will be recorded, as will an indication of whether the item has national, as well as international, facets, since it will be interesting to ascertain what percentage of the publicity afforded to the United Nations in various countries bears a relationship to national concerns, such as grants of United Nations technical assistance to the nation or speeches in the United Nations by representatives of the nation.

Where at all possible, domestic institutions and organizations, willing to participate on a voluntary basis in this project, will perform the collection and registration of the material, including if feasible its classification and coding. (If such outside participation were not forthcoming, quite apart from the work-load that would arise if all the material originating from a large number of countries had to be classified and coded item by item, the limited work force at UNITAR's disposal, language difficulties, and gaps in knowledge of local conditions, would prove formidable obstacles.)

In some cases, probably only in connexion with some less developed countries, UNITAR itself may have to take over the collection and registration of the items of information relating to the United Nations carried by the mass media during

the three predetermined two-week periods. Fortunately, in cases where no local work force is available to undertake these tasks, the mass media channels are not very extensive and the number of items to be worked up is presumably quite small.

The absence of local facilities to produce punched cards is not a major problem. If, instead of ready punched card decks, classified and coded registrations of the items collected are delivered to UNITAR, the transfer of data to punched cards is a mere technicality, and not a very costly one.

Where no domestic institution or organization can be found that would be willing to offer its voluntary participation, or which could perform such services if it received a certain amount of financial support, there the help of United Nations Information Centres will have to be considered (they would have to subscribe, if necessary, to local clipping services, hire some temporary personnel, and endeavour to obtain a certain amount of assistance from governmental press bureaux, etc.). The final choice of countries to which data collection can be extended will depend to a certain extent on the facilities they can provide for the local implementation of the project.

The prospects for finding suitable partners and collaborators are not unfavourable as several international bodies - such as the World Federation of United Nations Associations and the International Public Relations Association - have offered to mobilize their membership for support of the project, and some scholarly institutions and organizations in various countries have declared their readiness to participate.

It is not easy to give even a rough estimate of the volume of material to be expected from this multinational data collection. In small and less developed countries the number of pertinent press, radio and television items relating to United Nations affairs may be very low, or even nil, in a "routine" week, and might rise to a few hundred a week when the General Assembly and the Security Council are meeting, especially if matters of direct interest to the country are handled. In a very large country with a highly developed mass communication system, the number of pertinent items may reach a weekly average of several thousands, even if numerous channels of merely regional or local importance are only represented by a sample of their output (as presumably they will be in such cases). This means that

the aggregate total of items resulting from this multinational data collection, and the corresponding number of punched cards, may reach the ten thousand mark even in the "routine" two-week observation period, and may well rise to several tens of thousands in the two other two-week observation periods, during which the level of interest in current United Nations events and activities is generally much higher. However, even the processing of several tens of thousands of punched cards poses no special problems from a technical point of view, especially not with computerized equipment.

The cross-national comparison of punched card decks originating from different countries, their one-by-one comparison, and aggregate comparison with punched card decks representing the information emanating from the United Nations and United Nations-based sources, will be effected with the tools of computer analysis. This will permit a great variation in the grouping and breakdown of data, and in the establishment of various weighted and unweighted statistics, in the search for significant correlations and latent structural patterns in the data.

Such computer analysis is by no means an unusual task in contemporary survey or mass communications research, although the special exigencies of this research project make the task a rather challenging one. It is not so much that particularly large amounts of computer time will be involved, which might only pose financial problems, but that very complex analytical machine programmes must be developed which will put considerable demands on the ingenuity of the researcher.

The results emerging from this process of computer analysis - all the tabulated aggregate and breakdowns, indexes of statistical distributions and correlations, latent structural characteristics - will form a major part of the empirical evidence on which all inferences and evaluations in answer to questions previously posed by UNITAR will have to be based.

Such inferences and evaluations cannot be produced by any machine - the research staff of UNITAR involved in the project will have to produce them and will also be responsible for them. To a certain extent it will also be necessary for the researchers to reach back to examine data in the pre-recorded stage and to look at files of material collected in specie, i.e., to obtain an idea of the style and content of the information. Quantitative analysis often gives guidance to finer points where qualitative judgement must be applied to empirical facts before proceeding to any further inference or evaluation.

Discussions are at present in progress concerning the participation of partners in the project who will undertake to see that data is collected in different countries, and with regard to certain problems of organizational and financial support. If these discussions reach a satisfactory conclusion and permit the establishment of the three two-week observation periods at the times previously indicated, it will be possible to begin analytical work on the material, that has been duly collected and delivered, around the middle of next year and the first documented results of the research project might, it is hoped, be reported before the end of 1968.

F. WIDER ACCEPTANCE AND APPLICATION OF MULTILATERAL TREATIES

The growing interdependence of States and the broadening concern of Governments with the well-being of their citizens have given rise in the past two decades to the creation of a vast network of multilateral treaties of varied legal significance. Some of these treaties embody the constitutions of international organizations; some purport to codify rules of international law traditionally developed in the practice of States; and some others seek to lay down rules of law on a subject matter which was traditionally outside the ambit of international law. The subject matter of these treaties extends over major aspects of international relations, diplomatic and consular intercourse, the law of the sea, international trade, transportation and communication, cultural co-operation, human rights, labour relations, the pacific settlement of disputes, and many others.

There are at present about 400 multilateral treaties or conventions adopted under the auspices of the United Nations and the specialized agencies. Of them, about 120^{c/} were adopted either by the General Assembly of the United Nations itself or through special conferences held for the conclusion of specific conventions.

The problem of acceptance

Although almost all of the multilateral treaties have been adopted by very large majorities, many of them have been accepted only by a minority of States or accepted with reservations that reduce their effectiveness. (Appendix contains information in regard to voting at international conferences, signatures, and acceptances of certain major multilateral treaties.)

This delay or failure to accept, ratify and apply treaties occurs due to factors which are mainly external to the treaty provisions as such. Some provisions of the treaties, such as the character of the final clauses relating to admissibility of reservations, the procedure for settlement of disputes, the scope of territorial

^{c/} The annual report of the Secretary-General for 1966 says that the Secretary-General acts as a depositary in respect of 172 multilateral treaties. This number includes constituent instruments as well as some of the League of Nations Conventions. See United Nations document A/6301 for Secretary-General's annual report

application, also influence the attitude of States in regard to the acceptance and application of multilateral treaties prepared and concluded under the auspices of the United Nations and other international organizations. The object of this study is to ascertain and identify the many factors which significantly affect State behaviour and action in this area.

The need for empirical analysis

Virtually no attempt has been made by legal scholars or official bodies to inquire into the wider acceptance of multilateral treaties adopted by the United Nations.^{d/} Legal scholars have been concerned with particular treaty provisions and their relation to pre-existing rules and their interpretation. In isolated instances, studies have been made of constitutional, political problems raised by multilateral treaties. But no inquiry on a comprehensive scale on a world-wide basis has so far been undertaken in regard to the acceptance of multilateral treaties and conventions.

Scope of inquiry

It should be emphasized that the study is concerned primarily with ascertaining those impediments in respect of which remedial measures may be taken, either by the States themselves or the international bodies. The inquiry, consequently, will not be directed to the objections which States may have to the substance of the treaties or to their possible lack of interest in the subject matter. It will, however, cover non-substantive provisions of treaties which give rise to difficulties as well as factors and conditions related to the acceptance procedure. As an indication of the scope and aims of the inquiry, the following observations may be of interest.

Factors relevant to the problem

Some of the "final clauses" normally considered part of any treaty are likely to raise difficulties, or act as obstacles to the acceptance of a multilateral treaty. Thus, the inclusion of a provision setting down a definite procedure, either

^{d/} Some studies have been carried out in respect of the League of Nations and ILO Conventions.

through the compulsory jurisdiction of the International Court of Justice or some other settlement formula, has been objected to by States for different reasons. It is to be ascertained how far this factor has prevented or facilitated ratification by States. Similarly, the absence of a clause or the restrictions placed, on the right to make reservations have been advanced by some States as the reason for their non-participation in a convention. Only a complete survey of State behaviour in this regard will reveal how the question of reservations has determined State action and what alternative procedures can be devised. Provisions relating to territorial application by colonial Powers and the absence of special procedures for federal States would also be studied in this context.

Apart from the treaty clauses themselves, there are various other apparent impediments which are to be investigated. For example, examination of the parliamentary procedures and practices of different States may indicate difficulties and obstacles which can be remedied with constitutional requirements. There are obstacles arising from departmental mechanics, absence of legal experts, need for translation into local languages, required consent of constituent units in a federal State and various problems of an administrative character which affect this question. A special committee of the League of Nations, constituted in 1930 to study the question of the ratification of international conventions, listed as one of the operative causes of delay the interdependence of a treaty with other international instruments. The study would examine these and other relevant issues to find out the causes and circumstances which act as impediments to the wider acceptance and application of multilateral treaties.

Research procedure

It is not difficult to compile statistical information on voting, signatures, and acceptance of multilateral treaties adopted by the United Nations as the basic data are already included in United Nations publications. However, the search for factors hindering acceptance of multilateral treaties is far from an easy one. Statements made by delegations at the negotiating conferences, written comments made by Governments on a proposed convention, positions taken by the executive and legislatures during constitutional ratification of multilateral treaties, and the

views of national organs and bodies having an interest in the subject-matter of the proposed treaty will provide the principal sources of data. The documents of international conferences may provide information not only as to the general attitude of States to the proposed convention but also in respect of their internal laws and bilateral treaties. During conferences States also generally let it be known why they had voted or abstained from voting on either the proposed convention as a whole or on some of its provisions. Similarly, debates and other procedural discussions concerning constitutional ratification or approval by parliamentary or executive organs may be equally revealing.

Data collected from these sources in certain cases may be supplemented by information collected through interviews with persons and bodies in a position to comment on the impediments encountered by States in accepting multilateral treaties, such as legal advisers of foreign offices, international lawyers, and scholars in research institutions which are active in the field of codification, development and promotion of international law.

Progress of study

Considerable progress has been made in the collection of statistical data and other information pertinent to the project. It is envisaged that at a later stage there would be consultations with one or two panels of experts in international law. Some chapters dealing with the historical background of the problem are being prepared.

APPENDIX

STATUS OF CERTAIN MULTILATERAL CONVENTIONS
 (As of 15 July 1967.)

No.	Name of the Convention	Vote on Adoption	No. of Signatories	No. of Parties at Present	Entry into Force
1.	Vienna Convention on Diplomatic Relations, 1961	72 to none, with 1 abstention	63	63	24 April 1964
2.	Vienna Convention on Consular Relations, 1963	Unanimously	51	25	19 March 1967
3.	Convention on the Continental Shelf, 1958	57 to 3, with 8 abstentions	46	37	10 June 1964
4.	Fishing and Conservation of the Living Resources of the High Seas, 1958	45 to 1, with 18 abstentions	37	25	20 March 1966
5.	Convention on the High Seas, 1958	65 to none, with 1 abstention	49	40	30 September 1962
6.	Convention on the Territorial Sea and the Contiguous Zone, 1958	61 to none, with 2 abstentions	44	33	10 September 1965
7.	Convention on the Prevention and Punishment of the Crime of Genocide, 1958	Unanimously	43	71	12 January 1951
8.	Supplementary Convention on the Abolition of Slavery, 1956	40 to none, with 3 abstentions	39	69	30 April 1957

...

No.	Name of the Convention	Vote on Adoption	No. of Signatories	No. of Parties at Present	Entry into Force
9.	Convention on the Elimination of all Forms of Racial Discrimination, 1965	Unanimously	59	12	
10.	Political Rights of Women, 1952	46 to none, with 11 abstentions	43	53	7 July 1954
11.	Agreement on the Importation of Educational, Scientific and Cultural Matters, 1950	Adopted, without objections	28	53	21 May 1952
12.	Convention on Transit Trade of Land-Locked States, 1965	46 to none, with 7 abstentions	29	8	9 June 1967
13.	International Coffee Agreement, 1962	Almost unanimously	54	62	27 December 1963
14.	Convention on the Recognition and Enforcement of Foreign Arbitral Awards, 1958	35 to none, with 4 abstentions	25	34	7 June 1959

G. STUDY OF COMMON PROBLEMS OF INSTITUTES OF PLANNING, TRAINING AND RESEARCH WITHIN THE UNITED NATIONS FAMILY

Background and general objectives

1. This study of common problems of institutes of planning, training and research within the United Nations family was requested by the directors of these institutes at their first annual meeting, held in Geneva in July 1966. Acting on this suggestion which was submitted by the Executive Director of UNITAR as part of the research programme to the Board of Trustees in September 1966, the study will cover the following institutes:

(a) Under the auspices of the United Nations

United Nations Institute for Training and Research (New York City)

United Nations Research Institute for Social Development (Geneva)

(b) Under the auspices of the specialized agencies

Economic Development Institute of the International Bank for Reconstruction and Development (Washington D.C.)

International Institute for Educational Planning (UNESCO; Paris)

International Institute for Labour Studies (ILO; Geneva)

International Monetary Fund Institute (Washington D.C.)

(c) Under the auspices of the regional economic commissions

African Institute for Economic Development and Planning (Dakar)

Asian Institute for Economic Development and Planning (Bangkok)

Latin American Institute for Economic and Social Planning (Santiago).

2. The objectives, scope and method of the study were discussed with the Research Department and in consultation with the directors of the institutes and senior officials of the United Nations Secretariat, particularly those of the United Nations Development Programme, the Economic and Social Affairs Department and the Inter-Agency Affairs.

It is now generally agreed that this comparative study of institutes established from 1960 to 1965 would aim at attaining the following general objectives falling within organizational and functional areas of investigation:

- (a) Discernment of the preconditions for the establishment and success of international institutes;
- (b) Clarification of the relationships of these institutes to their parent bodies;
- (c) Explanation of the mode and scope of operations;
- (d) Analysis of staff policies and practices;
- (e) Financial policies and practices.

3. The study of the areas outlined above should help illumine the following inter-organizational aspects of functioning and co-ordination within the United Nations family:

(a) Degree and scope of collaboration among the various institutes, in terms of pooling of staff and programme resources. Such collaboration should help avoid duplication of effort and competing for the same human and material resources. It should also play a role in rationalizing programme structures and in co-ordinating efforts to aid the process of development.

(b) Elaboration of research and training programmes in the light of past experiences resulting from exchange of views and the hard test of practice.

(c) Recruitment of staff and trainees on a collaborative basis, with a view to meeting the specialized needs of various programmes, and maximizing the benefits of institute resources.

(d) Institutionalizing the new experiences in the planning, training and research areas within the United Nations family, and making it available to various United Nations bodies, Governments and organizations as a coherent contribution to the process of development.

4. The study would therefore address itself to the examination of organizational, functional and relational aspects of the institutes cited above.

Organizational questions to be examined (selective list)

5. What status does the institute have in relation to its parent body?
6. Which bodies formulate the institute's policies and principles, approve its programmes and review its budgets?
7. What are the administrative roles, if any, played by these governing mechanisms; what are the policy roles played by the head of the institute?
8. Do these forms of constitutional and institutional relationships adequately meet the needs of the institute and help it attain its objectives?

/...

Functional questions to be examined (selective list)

9. How are the institute's programmes formulated? What kind of programmes are they? For what duration?
10. How are the programmes and activities executed? Which mechanisms exist to ensure a maximum impact for these programmes and activities? To what extent do they form a part of the national and international efforts exerted through various forms of aid?
11. What sources of adequate staff does the institute possess? Is the institute able to diversify these staff sources? What are the staff policies and practices in general?
12. How are the institutes financed? If their budgets are separate from those of the parent bodies, what are the sources of finances, the modalities of acceptance, the mechanism of control and the levels of income?
13. What role does the budget play in the planning of activities, the modification of such activities, the duration of planning and the continuity of the institute?

Relational questions to be examined (selective list)

14. What are the substantive organizational and operational relationships which exist between the institute and other institutes and bodies within the United Nations system?
15. What forms do these relationships take (staff, experts, exchange of lecturers and researchers, visits)?
16. What relationships exist between the institute and other bodies outside the United Nations system, such as universities, foundations and other national or non-governmental institutions? What impact do these relationships have on the institute's operations?

Progress of work

17. A substantial amount of material has been gathered, including statutes, reports of directors and governing bodies, financial statements, structure of courses, names of staff, organization of units, etc. Meetings have taken place with three directors of institutes, as well as with UNDP officials, with a view to discussing the initial mapping of the study.

18. There are several gaps in the documentary material for several of the institutes. Therefore the scope of the preliminary paper which has now been prepared does not extend beyond the examination of some selected data on one of the regional planning institutes (the Dakar Institute) and one of the agency institutes (the ILO Institute). Within this preliminary examination, comparative references are made to UNITAR.
19. This preliminary paper does not attempt to provide adequate replies to the questions stated above with regard to the "case" institutes. It is only a sketch which envisages the pattern of the study and the approaches to it. Taking into account the comments made by the directors of the institutes at their second annual meeting, held in Geneva on 6 July 1967, as well as by the members of the Research Committee of the Board of Trustees, the author will proceed with the preparation of the actual study, in consultation with the directors of institutes, the United Nations Secretariat and the UNDP.
20. During 1968, a first draft of the substantive study will be made ready for comments by the directors of institutes, the United Nations Secretariat and the UNDP.

H. STATUS AND PROBLEMS OF VERY SMALL STATES AND TERRITORIES

Object

Existing very small States and very small territories emerging into independence are confronted with difficulties, many of which are quite different from those encountered by larger States. The object of the project is to study some of the specific problems of small territories. The small size and population of these territories, their geographical location and isolation, their limited natural resources, and their lack of power place serious limitations on their stability, activities and development. How can they nevertheless, if they so wish, assert and maintain their independence and individuality, how can they play an appropriate and useful role in international life, and how can they promote their social and economic development? What are the options open to them? What is to be learned from the recent history of small territories before and after independence? How are the functioning and effectiveness of international organizations affected by the increasing participation of very small Member States? What can the international community in general, and international or regional organizations in particular, do to assist small States and emergent small territories?

Justification for the study by UNITAR

The proliferation of mini-States has preoccupied the United Nations in recent years. In the introduction to his Annual Report on the Work of the Organization, 1964-65, the Secretary-General stated:

"A different aspect of the question of the extent of participation by countries in organized international activities is raised by the recent phenomenon of the emergence of exceptionally small new States. Their limited size and resources can pose a difficult problem as to the role they should try to play in international life."

The General Assembly and the Committee of Twenty-Four dealing with decolonization have repeatedly stressed the applicability of General Assembly resolution 1514 (XV) of 14 December 1960 (Declaration on the Granting of Independence to Colonial Countries and Peoples) to small territories, and the right of their populations to self-determination and independence. They have also recognized that special problems existed in the case of those territories, and that it was essential for the people to have an opportunity to express themselves freely on their future status in the full knowledge of the options available to them.

The emergence of newly independent small States has swelled the membership of the United Nations; the Organization has been deeply involved in the decolonization of these territories. Many delegations have publicly expressed the view that the United Nations should assist the small States in assessing their limitations and in finding ways and means of overcoming them. These are some of the justifications for UNIPAR to undertake this study on a subject which has theoretical as well as immediate practical implications for the United Nations.

Methodology and scope of the project

There is no need to define precisely the size of the small States and territories to be covered in the project. It will be concerned generally with areas containing a population of less than 1 million, and often of less than half a million. Even much smaller territories will not be forgotten. An extreme example of a future mini-State is the Trust Territory of Nauru; the General Assembly has gone on record as recommending independence for this island not later than 31 January 1968, in accordance with the freely expressed wishes of the people (General Assembly resolution 2226 (XXI) of 20 December 1966). The total population of Nauru at 30 June 1965 was 5,561, of which only 2,734 were Nauruans.

Many emergent small States will apply for membership in the United Nations or other international organizations. Others may elect not to apply. The general approach followed in this study will be to examine the realistic, albeit limited, role which small States and territories can play in international life, and the assistance they can expect from the international community. These questions will be examined within the framework of existing international realities and practices rather than from the theoretical angle of the desirability of changing the provisions of the Charter on the admission of new Members and on voting rights and procedures.

A first part of the study will be devoted to some considerations of a general nature, in so far as it proves practical and useful to generalize about small territories, which differ so widely from one another. It is envisaged that an examination would be made of the factors explaining why very small territories exist or have existed as separate entities, rather than as internationally

undistinguishable components of larger political units. It is also hoped to examine the political, administrative, economic, social and educational standing of small territories in general, as compared with larger ones. But if this proves too difficult or too lengthy to investigate or if a preliminary study yields no meaningful conclusions, it will not be pursued any further. In addition, an attempt will be made to study the typology of existing small States and territories, particularly from the point of view of their present international status. This will be done in fairly brief form. But in an annex the international status of selected territories in the various categories will be described in more detail; and if appropriate, a short historical background will be included to illustrate the evolution of some territories from one status to another.

A second part would examine a number of selected problems facing mini-States: security, homogeneity, need to be part of a larger entity, foreign relations, participation in international organizations, questions of cost and personnel, public administration, economic development, social services, education, etc. A review will be made of the successful or unsuccessful attempts which have been made to solve these problems, as well as suggestions which might be made to that effect. In addition, an assessment will be made of the role which could be played by the United Nations family of organizations in assisting the small States in the various fields mentioned above.

Progress of the study

A fairly detailed outline of the project has been drafted and discussed. A considerable amount of information and documentation has been gathered on some 100 small States and territories, and this process is continuing. Documentation is also being collected on certain questions of a general nature to be covered in the study. A partial bibliography is being assembled. The main lines of the introduction have been tentatively drafted. Descriptive chapters on certain territories have also been drafted.

UNITAR has received the assistance and co-operation of the Department of Trusteeship and Non-Self-Governing Territories in the execution of this project.

At a later, more advanced, stage of the project, it is envisaged that a discussion will be undertaken of the facts and the tentative conclusions, as well as other ideas or suggestions concerning small States with a few representatives of permanent missions to the United Nations in New York as well as with knowledgeable outsiders.

I. COMPARATIVE STUDY OF MEASURES AGAINST RACIAL DISCRIMINATION

Objective

The UNITAR project on race will aim at an analysis and a comparison of policies and measures applied to combat different forms of racial discrimination, in several national societies. It will evaluate the effectiveness of such measures as compared with other spontaneous factors mingled with the whole structural situation as sources of changes in the patterns of race relations. It envisages a study of these patterns in situations involving different ethnic constellations. It will try also to approach the problem in different economic, social and political contexts, degrees of development and geographical areas. The collection of data and the field work in each country will follow a common guideline, assuring comparability of results. The final report may also contain conclusions and suggestions regarding the effectiveness of measures and further steps to be taken.

It is hoped that a first preliminary report on the study will be available in the early part of 1968, as a contribution to the International Conference on Human Rights.

Description

As presently envisaged, the project will cover five or six countries selected on the criteria that each should have:

- (a) a multi-racial population and a significant degree of inter-group tensions;
- (b) accumulated experience in applying measures against racial discrimination;
- (c) taken together, reveal distinct aspects and variables of the problem that may be observed for comparative analysis.

No final decisions have been made concerning the countries that will be studied - a stage that will soon be reached - but they will be located in Western Europe, Latin America, East Africa, South-East Asia and the South Pacific area.

On each country a national monograph will be prepared, resulting from extensive work to be developed by a team under the supervision of UNITAR. The selection of the heads of these local teams and the patterns of co-operation to be established with local scientific institutions and scholars are now the subject of due consideration.

The scope of the work in each society under study is intended to provide the necessary scientific data for the comparative analysis. For this purpose, and following a standard guideline, each national study will include:

- (a) an objective characterization of the situation in the period beginning at World War II, taken as a chronological mark of reference;
- (b) an analysis of the factors and trends that have changed the situation;
- (c) the identification and evaluation of the role played by the deliberate use of measures to combat race discrimination in its relation to other non-intentional factors that are also present.

Work plan

Each national study will collect and analyse data whose main categories are the following:

- (1) Structural characteristics of the multi-racial society:
 - (a) demographic data;
 - (b) position of the groups in the stratification system;
- (2) Main traits and trends - historical background and analysis of the origins and orientations of the patterns of values, assumptions and goals connected with the prevailing racial policies;
- (3) Policies and countermeasures - analytical description of the measures applied to combat race discrimination;
- (4) Successes and failures - assessment of the effects and evaluation of the results of the policies applied as compared with other factors connected with the dynamics of the racial situation itself;
- (5) A detailed survey will be made of the measures applied - prescriptive and promotional - according to the "Guidelines for the National Studies", drafted by UNITAR.

In each study appropriate statistical devices, numerical indicators and survey procedures will be employed. Vital and demographic statistics will be used to analyse the effect of migrations on the profile of each ethnic group; the group's ecological distribution, its status and situs in the stratification system, the conditions and results of the miscegenation processes, the "passing" of the racial line and the formation and role of mixed-blood groups, etc., will be carefully interpreted.

More than that, an analysis will be made of non-statistical sources of documentation - by means of interviewing, content analysis of printed material, life cycle, analysis and participant observation in the very process being studied. In a word, all standard technical procedures of modern sociological research will be applied as pertinent and perhaps new methodological devices will be attempted.

Finally a comparative analysis, based on the elements provided by the national studies, will be prepared. It will be discussed with the heads of the local teams and with a group of selected experts.

Progress of work

The main steps taken until now include: definition of the problems in its conceptual framework; criteria for selection of the countries to be studied; preliminary studies on the research operation and preparation of a statement to support the application for extra-budgetary funds; communication with scholars and area specialists about studies in progress and national sources of documentation in different countries; survey of the existing documentation; preparation of the draft of a paper from which will result the field manual to be used for the national field studies.

J. "BRAIN DRAIN": THE INTERNATIONAL MIGRATION OF PROFESSIONALS
FROM DEVELOPING TO DEVELOPED COUNTRIES

The problem

During approximately the last fifteen years, a growing mobile international market for trained professionals has become established. All available statistics show, though somewhat incompletely, a steady and increasing tendency for trained skill and talent to move across international as well as national boundaries toward the places which can give it the greatest career, financial and other rewards. An augmenting absorption especially of engineers, medical doctors and scientists, by the United States, the United Kingdom, Canada and Germany, in particular, has made it clear that this migration no longer operates on a largely individual basis, as usually in past centuries, nor is to be laid to war or persecution but is a phenomenon essentially new in scale and steadiness. It is apparent that growing gaps of wealth, research and technology are causally involved. The migration occurs both between developed countries and, on a smaller but increasing scale, from developing countries to developed ones.

Justification of the study by UNITAR

There has been steadily rising awareness by the United Nations family that both the training and the use of human resources for development were unsatisfactory. Resolution 1090 (XXXIX) of the Economic and Social Council urged all agencies concerned "to increase their activities connected with the development and utilization of human resources" and to "take concerted steps for promoting training and utilization of human resources in the developing countries". A recent report of the Secretary-General (E/4353 and Add.1, 3 May 1967) contains a chapter on "Drainage of highly-trained personnel from developing countries". This report urges further study of the problem by the United Nations and concerned international agencies including specifically UNITAR. The above and other documents of the United Nations make clear the paradox involved between the many efforts of the United Nations family, including UNITAR, to improve training and education in developing

countries and the alienation from developing countries of talent already trained. Many ameliorative recommendations are possible and are sought in E/4353/Add.1. UNITAR thus here engages in research which not only offers good hope of forwarding its purpose in enhancing the effectiveness of the United Nations in economic and social development but specifically may cast light on the application of training to development.

Other studies of "Brain Drain"

UNITAR has carefully inquired into the planning or progress of other national or international studies concerning "brain drain" and is satisfied that there is no study presently contemplated which undertakes the research which UNITAR proposes or which substantially overlaps with these plans. There is general recognition that "brain drain" research is an appropriate subject of international inquiry not yet sufficiently pursued.

Methodology and scope of the project

"Brain Drain" will be, for project purposes, defined in terms of persons from developing countries who have had sixteen years or over of formal education and who have been pursuing their careers in developing countries for a year or over either following graduation or following immigration for career purposes. The word "non-returnee" will not be used in the absence of any possible proof when or whether a professional now employed in a developing country will return home. The project, however, does not concern the above group as a frozen body but rather the origin and reasons for the decisions of its members; it is thus a moving concern originating in the advanced stage of study abroad or in careers at home and having its setting in the conditions of developed and developing countries in which the respondents have lived. Hence the project will conduct field interviews based on questionnaires directed at the various groups concerned with or cognizant of the conditions and motivations involved. Financial and other limitations will confine the groups approached to a few nations only and to the best selection possible of respondents within the groups involved.

To pursue these aims, UNITAR is mounting a multinational comparative project involving research partners in several "source" countries (India, Iran and a West

African, Caribbean (Jamaica?) and South American country) and in several "training" countries (United States, Germany, France, United Kingdom and perhaps Canada).

Partnership is being sought with academic or institutional research organizations who have, wherever possible, a special interest or competence in the subject. These, from the beginning, will be research partners whose views and whose knowledge of local conditions will be reflected in the project.

UNITAR is drawing up three questionnaires to be used, respectively, for:

(1) foreign students from the above source countries in the above training countries and for professionals from these source countries who have sought jobs in the above developed countries; (2) returnees from two or more years of advanced study in the above training countries; and (3) actual or potential hirers of returnees within the developing countries. These questionnaires will be pretested, discussed with each co-operating research group and translated, wherever necessary. A field manual will be prepared. The questionnaires will then be given to some 150-300 respondents in each of the above countries by trained interviewers who will explain their purpose fully and supplement the questions used when necessary.

The results will then be processed and analysed locally, forwarded to UNITAR, coded and further processed. Meanwhile, background research data will be collected by UNITAR on the size and conditions of "brain drain" throughout the world. The results of the questionnaires and the data collection will then be evaluated by the senior researcher and his co-investigators, communicated to the co-operating research teams, discussed and written up, the full report to be prepared by the end of 1968. Wherever possible, internal costs of interviewing and some local data collecting within each country will be borne by the research affiliate and all international costs for travel, conferences, tabulating, processing, etc. by UNITAR. All teams would share all carded and other information and would take part in all stages of the research and the report preparation.

Progress of the study

A detailed project description, parts of which are relevant for the field manual, has been prepared. Considerable scattered information has been collected,

requested or located where it can be used. Theory and complaint dominate statistics but even complaint is useful for locating the problems involved. Initial factual collection has been drafted in the form of a contribution to the "brain drain" chapter of the ECOSOC report E/4353/Add.1 above. Questions concerning needed factual information have also been prepared. A detailed request for financial support has been drafted but has not yet succeeded in obtaining outside funds. Meanwhile, a partnership with the Council on Scientific and Industrial Research in New Delhi has been preliminarily agreed to and the Iranian Government has consented to appoint a committee to co-operate with the Iranian part of the project to be located at the Institute for Social Studies and Research, University of Tehran. Discussions and correspondence concerning further partnerships are in progress.

K. THE TRANSFER OF TECHNOLOGY FROM ENTERPRISE TO ENTERPRISE

Background and justification of the project

The transfer of technology from countries of higher technological development to places in need of technological knowledge, equipment, know-how and skills poses serious political, economic, legal and organizational problems. This also applies to countries which have attained a relatively high level of industrial and socio-economic development (e.g. the much discussed "technological gap" between the United States and Western Europe). However, with respect to less developed countries the problems, in many ways, affect the entire development process. Even though there is widespread interest in studying the problem of transfer of technology and a growing literature on the subject, there has been relatively little attention given to arrangements between enterprises in different countries under which technological know-how and skills are transplanted.

Following a report on this subject by the Secretary-General of the United Nations, the United Nations Advisory Committee on the Application of Science and Technology to Development has recommended country-by-country studies which would examine in detail the arrangements under which enterprises (both public and private) from developed countries have provided technology to developing countries for the establishment of industries and the subsequent development of indigenous skills. The recent session of the Economic and Social Council adopted a resolution requesting the Secretary-General of the United Nations to expedite these studies. It has been agreed that the Fiscal and Financial Branch of the Department of Economic and Social Affairs in the United Nations and UNITAR will be jointly responsible for these studies. In the implementation of this project, co-operation and assistance are expected from regional economic commissions, the Inter-American Development Bank, and research organizations in the countries in which the studies will be carried out.

In a recent report of the Secretary-General (E/4319, 27 March 1967) it has been stated that the country studies

"would seek to determine as regards each industry:

(a) The contribution of foreign enterprise technology to the initiation and development of the industry in the country, and the arrangements by which such technology was originally acquired and subsequently supplemented (including specific obstacles encountered in this field);

(b) The manner of selection of technology suppliers and of the form of arrangements entered into with them (e.g., subsidiaries, joint ventures, licence agreements, engineering contracts etc.);

(c) The effects of this selection, and of the terms and conditions incorporated in the arrangements on the utilization of the transferred technology, on the resulting advance in the development of the industry, and indirectly on the development of indigenous skill and invention in the industry;

(d) The cost of the transfer, in terms of capital cost of the original acquisition of equipment, industrial property rights, etc.; and the current cost in terms of royalties, dividends, fees, salaries, etc. In this context, special attention would be given to the balance of payments aspects, that is, the cost to the developing country as distinguished from the cost to the recipient enterprise;

(e) Evaluation of the industry's past growth and future needs and prospects from the viewpoint of technology transfer and absorption.

Moreover, there may be involved in this process many political and financial factors related to issues of foreign domination and control which may militate against what would be the most desirable or efficient method from the standpoint of the technology transfer."

Description of the project

The present project will concentrate on the transfer of technology from enterprise to enterprise. It regards this as a learning process as well as a method of setting up new industries and building technical skills in the developing countries. There are benefits and liabilities for the suppliers and recipients and the study will take into account the needs and interests of all parties involved.

The special characteristics of this project include different levels of inquiry. The first would be an empirical survey of the transfer process in different situations between supplier and recipient enterprises in countries that have attained varying levels of social and economic development. This would lead to a comparative analysis of the data collected. The different settings and modalities

of the transfer process in determining the efficiency and profitability of these operations will be assessed in the framework of a common standard of methodology applicable to all the case studies. The final part would provide inferences and practical recommendations concerning the choice of practical transfer arrangements at the enterprise level and also attempt to set out the optimal conditions for the acquisition of new technologies in the over-all context of each country's planning and development processes.

The empirical survey would consist of a number of standardized case studies which would examine how and with what results the transfer operations have or are being implemented in selected enterprise-to-enterprise arrangements. There are a number of strategic variables considered in this analysis. These are among others:

(a) The type of financial, legal and managerial arrangements under which the transfer takes place (e.g. licensing, subsidiary, joint venture, engineering contract, package plant, etc.);

(b) Conditions, considerations and constraints affecting the choice of the technology to be transferred, and of its supplier;

(c) Factors determining the costs of the acquisition of the new technology and possibly limiting its profitable use by the recipient enterprise;

(d) The specific combination of channels and procedures by which the transfer of pertinent knowledge, know-how and skills is effected between the supplier and the recipient enterprise (e.g. documentation, deputation of managerial, administrative and technical personnel from supplier to recipient enterprise, training given locally or on the supplier's locations to personnel of the recipient enterprise, delivery of equipment, materials or parts by the supplier to the recipient enterprise, division of labour or co-operation with respect to specific managerial, productive, servicing, marketing functions, etc.);

(e) Changes effected by the acquisition of the new technology in the organizational and managerial settings, in the production pattern, in the provision of materials and manpower, in the marketing position and in the entrepreneurial independence of the recipient enterprise;

(f) The character of the industry and of the technological product or process involved in the transfer;

(g) The difference in the level of managerial and technological development between supplier and recipient enterprise, and in the level of general socio-economic development of their respective countries.

The case studies will be based on field observation and data collection in enterprises which are in actual operation or which have recently completed such transfer of technology. Data would also be collected from the suppliers of technology in relation to certain specific problems faced by them. Questionnaires and statistical or documentary analyses will also be used to gather information about those enterprises which are acquiring new technologies in the same branches of industry in the countries involved. This will permit comparison of conditions and modalities of the transfer process in the context of groups of industries in different sectors.

The empirical data will serve only as a starting point for the comparative analysis which will be aimed at an appraisal of the role which diverse factors (or the strategic variables enumerated above) play in influencing and determining the character, results and efficiency of the new technology acquired, adapted and implemented in the recipient enterprises. As far as possible an assessment will be made of the actual and potential benefits, burdens and liabilities, and direct and indirect costs of the transfer. This evaluation would also permit consideration of alternate types of financial, legal and managerial arrangements available if the modalities of the transfer had been different. To arrive at realistic results, costs and benefits accruing to the supplier enterprises will also be taken into account. Since the data collected and the analyses made will extend to entire branches of industry to which the observed enterprises belong, it may be possible to assess certain general problems of planning and economic development in so far as they relate to the transfer of technology. The project may result in recommendations regarding financial, legal and managerial arrangements which would provide the optimum of profitability and technological efficiency over a wide scale of conditions.

Methodology and organization of the project

The project will be organized as a cross-national comparative research project based on national surveys or case studies which are carried out by local teams

according to commonly agreed standards of data collection and methods of investigation. Detailed instructions for the country studies will be drafted and discussed subsequently with the local teams and necessary adaptations made in view of differing local conditions. The comparative analysis and evaluation of the empirical material thus collected will be done by UNITAR's research staff in close co-operation with experts of the Fiscal and Financial Branch of the Department of Economic and Social Affairs and the representatives of the local teams.

The preparation of the detailed methodology for data collection covering the set of variables enumerated above under (a) to (g) is well under way. Preliminary studies have already been made on different aspects of the methodology, by consultants, by the staff of UNITAR and by the Fiscal and Financial Branch. Depending on local conditions, part of the needed data can be secured only by case studies aimed at specific enterprises and part might become available from statistical and documentary sources. Data on channels and procedures by which the transfer of knowledge, know-how and skills is effected, and on the difference in the level of managerial and technological development between supplier and recipient enterprises will have to be collected from enterprises where technology transfer is currently in progress. On the other hand, data about conditions, considerations and constraints affecting the choice of the technology and the character of the technological product or process involved in the transfer will be available from pre-existing sources.

Some of the required data lend themselves to quantitative treatment (e.g. cost factors, financial benefits and liabilities, changes in the production pattern, provision of materials and manpower, etc.). For others, specific indicators and scales of measurement will have to be developed (e.g. division of labour or co-operation in respect of managerial, productive, servicing and marketing functions, changes in the organizational and managerial settings, etc.). Quite a number of factors involved can be assessed only by qualitative judgement and appraisal - as, for instance, conditions, considerations and constraints affecting the choice of the technology to be transferred and its supplier, or the changes in the entrepreneurial independence of the recipient enterprise. Such qualitative judgements and appraisals have to be made in accordance with detailed and well-developed methodological precepts so as to assure the needed degree of comparability.

It is foreseen that the case studies which have to serve as the basis for the empirical survey of the transfer process will be conducted in five to six countries representing different stages of industrial development - none below a certain level. Brazil, Mexico and India are among the countries tentatively selected. It is hoped that at least one African country will also be included. Australia may serve as a "control case" due to its special position at the high end of the scale of general technological and socio-economic development. The inclusion of Japan is also contemplated.

To secure the comparability of data and in the meantime a sufficient variation of the factors involved, it has been decided to limit the core of investigation to three branches of industry: machine tools, chemicals and electrical equipment. At least two of these branches have to be relatively well represented in each of the chosen countries.

There must be a number of enterprises involved in technology transfer operations in the respective branches of the national industry. Also a certain minimum development of industrial statistics and documentation should be available in order to carry out the study in any specific country. Finally, it must be possible to find local teams willing, able, and also having some means, to carry out the case studies along the guidelines devised.

As a rough estimate at least six to eight weeks of field work would be needed for a small interdisciplinary team of specialists consisting of an economist, an industrial sociologist or operations research expert, a legal expert and an engineer well versed in factory management, to assemble all the data and information needed for each case study. In view of the fact that a minimum of two case studies in three different branches of industry have to be carried out even in countries where relatively ample statistical and documentary sources exist, the requirements in expert manpower and financial support for implementing this project in any single country are by no means negligible. To complete this multinational empirical survey work active co-operation is required from the countries in which the survey is to be conducted. This in turn affects the choice of countries.

The interest of developing countries in the outcome of this project seems to be considerable. Preliminary discussions with the Inter-American Development Bank, the Indian National Council of Applied Economic Research, and several other institutions give reasonable hope that final working arrangements can be achieved

within a few months and field work can begin in the autumn of 1967. The case studies and background data will, it is hoped, be assembled before the middle of 1968. The first results of comparative analysis and evaluation will then possibly become available towards the end of 1968.

This is by no means an easy or conventional project. As yet very few comparative research projects based on empirical field surveys of industries in developing countries have been carried out. None of them deals with such complex interdisciplinary problems as that of the transfer of technology from enterprise to enterprise.

L. RESEARCH ON NEW METHODS AND TECHNIQUES OF TRAINING

Introduction

A number of newer methods and techniques have been developed in recent years for use in the training of officials and executives in public and business administration in the advanced countries. Authorities responsible for the training of national officials in the developing countries, as well as those concerned with the training of international staff, who are frequently urged to make use of these modern training techniques are at times handicapped by lack of sufficiently precise information as to the nature of these techniques, the problems which arise in their application, the activities in which they are most effective, and how far they may be usefully adopted or adapted to meet the training needs of persons drawn from different cultures and varied backgrounds.

The objective

The objective of this research project is to assemble and analyse the relevant information through a study of existing documentation, supplemented by direct observation and interviews with a wide cross-section of the trainers and the trainees who have experience of these new techniques. An attempt will also be made to assess to what extent these new techniques could be usefully and effectively employed in the training of national and international civil servants, especially from developing countries.

Plan of research

The plan of research will be divided into the following phases:

- (a) Identification and selection of the new methods and techniques to be covered by the study and of the institution in which they will be used;
- (b) Collection and analysis of published material already available including results of prior research in the field;
- (c) Establishing contact with appropriate institutions and persons to secure facilities for direct observation and for interviews with trainers and the past and present trainees; and carrying out these observations and interviews;

- (d) Analysis and cross-checking of observations and information collected;
- (e) Drawing up of a report or reports embodying descriptive information, critical assessment and conclusions.

The earlier phases will overlap to some extent. The rate of progress will naturally depend upon the availability of staff and financial resources. Given optimum conditions, it is expected that the first report will be available by the middle of 1968.

Current Progress

The following new techniques have been selected for study and analysis:

- (1) Sensitivity Training;
- (2) Simulation and Game Theory;
- (3) Extended Role-Playing;
- (4) In-Basket Exercise;
- (5) Problem-Analysis Device (Koepner-Tregoe);
- (6) Programmed Learning Methods;
- (7) Teaching Machines.

The search and collection of published material already available has been started. Through the good offices of Professor Mailick, who acts as a part-time consultant to UNITAR, three graduate students studying in a graduate seminar in public administration at the New York University are compiling initial bibliographical material on objectives and methods of training and on research and evaluation of training results. Professor Mailick and Mr. Bapat, Special Adviser on Training to UNITAR, are also in touch with individuals and institutions, with a view to securing information which will be helpful both in locating and obtaining published material relevant to the purpose of the project and in establishing contact with the institutions where the new training techniques are being used.

A further progress report will be available in time for the next session of the Board of Trustees in October 1967.

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ANNEX II

REPORT OF THE CHAIRMAN OF THE BOARD OF TRUSTEES ON THE SIXTH SESSION OF THE BOARD

I. INTRODUCTION

1. In accordance with rule 61 of the provisional rules of procedure of UNITAR's Board of Trustees, this report is issued by the Chairman of the Board, Mr. Kenneth Younger (United Kingdom of Great Britain and Northern Ireland), covering the Board's proceedings and decisions of its sixth session, held at United Nations Headquarters on 4 and 5 October 1967. In addition to the Chairman and Vice-Chairman, Mr. C.D. Deshmukh (India), seventeen other Trustees as well as representatives of two specialized agencies of the United Nations family, namely UNESCO and IBRD, of the United Nations Secretariat and of UNITAR were also present at the meetings of the Board. (For the list of members of the Board of Trustees as of 4 October 1967, see appendix A; for the list of names of those present at the Board session, see appendix B.)
2. Prior to the opening of the session, Secretary-General U Thant held consultations with the Board of Trustees on the appointment of a successor to the incumbent Executive Director, Mr. Gabriel d'Arboussier, whose term of office expires on 31 December 1967 (see UNITAR/BT/22, para. 2). These consultations were held by the Secretary-General with the Board of Trustees in accordance with article IV, para.1, of the Statute of UNITAR (see A/6500, annex I).
3. Following the opening of the session, the Board of Trustees adopted by acclamation a resolution by which it expressed its thanks to the Executive Director, Mr. Gabriel d'Arboussier, and expressed its appreciation of his work, during the difficult and pioneering period of establishing the Institute.

II. STATEMENT BY THE EXECUTIVE DIRECTOR ON HIS REPORT AND PROPOSALS

4. Subsequent to the adoption of the agenda (UNITAR/BT/23), the Executive Director made a statement by which he introduced his reports on research (UNITAR/EX/8); on training, seminars, fellowships and other activities (UNITAR/EX/9 and Add.1) and on fund-raising, budget and staff (UNITAR/EX/10/Rev.1), to which references are made hereunder. The Executive Director also presented to the Board, for its consideration, a number of proposals on which the decisions and views of the Board are indicated below.

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III. RESEARCH

5. The Board of Trustees commended the research programme (see UNITAR/EX/8) and the emphasis on the two priorities around which it centres. The first of these is the role, functioning and operations of the United Nations. Examples of UNITAR projects in this field are: standards and methods of evaluation of international technical co-operation; planning, programming and budgetary systems in relation to the economic and social activities of the United Nations; relations between the United Nations and regional inter-governmental organizations; United Nations experience regarding plebiscites and elections; means to further wider acceptance and application of multilateral treaties; the use by mass media of public information on the United Nations and United Nations problems. Several of these studies also exemplify UNITAR concern with the needs of developing countries, as do the studies on status and problems of very small States and territories; "brain drain"; and the transfer of technology from enterprise to enterprise.
6. The Board was in agreement with the Executive Director's view that the stimulation of interest in research subjects related to the United Nations and the developing countries was an important function of UNITAR. This generation of interest in particular subjects on the part of other research bodies was being carried out by the Institute through contacts, discussions and conferences with scholars and institutions from different parts of the world, as well as with officials of other United Nations bodies.
7. There was considerable sentiment in the Board for greater use of special panels and seminars. It was also suggested that research directors of other institutes might be invited as observers to attend the meetings of the Board's Research Committee.
8. Several Trustees expressed the opinion that the field of peace and security should be given more attention, and that specific studies might be undertaken on the subjects suggested for study by the Secretary-General of the United Nations in the Introduction to his Annual Report on the Work of the Organization submitted to the twenty-second session of the General Assembly (see A/6701/Add.1). Members of the Board also suggested that the Executive Director consider the inclusion of some of the subjects which are under consideration by the United Nations

Enlarged Committee for Programme and Co-ordination, particularly an examination of the research now carried out in the United Nations.

9. As an important aspect of UNITAR's role in stimulating research on United Nations problems, the Board felt that the Institute might be able to promote and encourage the establishment of research institutes.

10. The Board took note with satisfaction of the information provided by the Executive Director regarding the scope of co-operative arrangements which the Department of Research had been developing with other United Nations bodies and outside institutions. A large number of such institutions, governmental and non-governmental, throughout the world, were co-operating with UNITAR in its research. Such co-operation was likely to grow as the Institute's work became better known and more advanced.

11. The Board of Trustees stressed the importance of publicizing UNITAR's work through the publication of pamphlets or regular brief bulletins. In line with the views expressed by the Board's Research Committee last July, the Board felt that the results of UNITAR research could be published either as occasional papers or as articles in existing scholarly journals. A regular UNITAR journal would seem, at this stage of UNITAR's development, too demanding an undertaking in terms of staff and financial resources.

IV. TRAINING

12. The Board of Trustees approved the Executive Director's report and proposals on training for the years 1967 and 1968 (see UNITAR/EX/9 and Add.1).

13. The Executive Director undertook to prepare for the Board's consideration at its next session a policy document on the strategy, scope and limitations of the Institute's training. The document would include the results of the work of the "Inter-Agency Working Party on Career Development and Staff Training in the United Nations System", which is to hold its meetings in Geneva early next year (see UNITAR/EX/9, para. 15, and UNITAR/EX/9/Add.1, para. 10).

14. As in the case of UNITAR research, the seminar was stressed as an effective training method, particularly in the case of advanced programmes. The seminar on major problems of United Nations technical assistance and the training programme for deputy resident representatives of the United Nations Development Programme (UNDP) (UNITAR/EX/9, paras. 8 and 9) were cited as examples.

V. SEMINARS, FELLOWSHIPS AND OTHER ACTIVITIES

15. The Board of Trustees took note of the measures taken by the Executive Director in connexion with the organization of seminars and special programmes in international law at the Hague Academy of International Law and in Latin America in 1968 (see UNITAR/EX/9, para. 27).
16. The Executive Director indicated to the Board that the first group of UNITAR Adlai E. Stevenson Fellows (for the year 1967) would complete their work by mid-November of this year. He also informed the Board of the results of selection of Fellows for the year 1967-68 (see UNITAR/EX/9, para. 28) and discussed with the Trustees future programme arrangements for this new group.

VI. FINANCIAL POSITION

17. The Board of Trustees took note of the Executive Director's report on fund-raising (see UNITAR/EX/10/Rev.1), which indicated that the total pledged by nearly seventy countries and several non-governmental sources, over periods that varied from one to five years, amounted to \$4,214,204 on 1 October 1967. Out of this total, an amount of \$2,697,631 had already been paid. These figures do not include an amount of \$200,000 contributed by the United States Government in 1966 and 1967 for the two UNITAR Adlai E. Stevenson Memorial Fellowships Programmes.
18. The Board hoped that further efforts would be made to increase the financial contributions from a variety of sources. It also decided that the function of fund-raising ought to be an integral part of other substantive activities connected with making the Institute's work and performance better known throughout the world. Therefore it was decided that there should be no separate posts for fund-raising.
19. The Board of Trustees invited the Executive Director to examine further the possibilities of securing increased financial participation by the United Nations and the United Nations Development Programme in the Institute's programmes. It also requested the Executive Director to look into the possibility of eliminating payments by UNITAR to the United Nations for the cost of certain "central services from the United Nations".

VII. BUDGET ESTIMATES FOR 1968

20. The Board approved the Executive Director's proposed budget estimates for 1968, subject to the Board's decision on abolition of the posts for fund-raising as stated in paragraph 18 above. These budget estimates include an amount of \$15,000 representing an increase in estimates to cover the costs connected with the training programme for foreign service officers in 1968 (see UNITAR/EX/10/Rev.1, para. 3).

21. With these adjustments to be taken into account, the Board unanimously adopted the following decision:

"The Board of Trustees

"1. Adopts the budget estimates for the year 1968 prepared by the Executive Director at the level of \$1,290,000 for the purposes stated therein;

"2. Authorizes the Executive Director to make such transfers between chapters and sections during the year 1968 as may be necessary and appropriate for maintaining the flexibility and effectiveness of the operation, such transfers to be reported by the Executive Director to the Board of Trustees in 1968."

VIII. PATTERN OF MEETINGS OF THE BOARD OF TRUSTEES AND ITS COMMITTEES

22. The Board decided that, taking into account the provision contained in article III, para. 3, of the Statute of UNITAR (see A/6500, annex I), it would, in the future, hold one annual session.

23. The Board's Administrative and Financial Committee, which was established by a decision of the Board at its third session, might be convened once a year by the Executive Director in consultation with the Chairman of the Board. The Committee's terms of reference, as approved by the Board at its third session and as modified by the present decision on the pattern of meetings of the Board, are contained in appendix C of this report. The Committee is composed of six members, whose term of office expires on 14 March 1970. Members of the Committee are: the Chairman of the Board of Trustees, who is also the Chairman of the Committee, Mr. Mahmoud M. Hammad, Mr. Jiri Nosek, Mr. Manuel Pérez-Guerrero, Mr. Mehdi Vakil and Mr. Charles Yost. The Executive Director is an ex officio member of the Committee also.

24. The Board's Research Committee, which was established by a decision of the Board at its fifth session, would be convened, when required, by the Executive Director in consultation with the Chairman of the Board. The Committee's terms of reference, as approved by the Board at its sixth session, are contained in appendix D of this report. The Committee is composed of six members, whose term of office expires on 14 March 1970. Members of the Committee are: the Chairman of the Board of Trustees, who is also the Chairman of the Committee, Mr. Henning Friis, Mr. Jermen M. Gvishiani, Mr. Hans Havemann, Mr. John Holmes and Mr. Manuel Pérez-Guerrero. The Executive Director is an ex officio member of the Committee also.

IX. DATE OF THE SEVENTH SESSION OF THE BOARD OF TRUSTEES

25. The Board decided provisionally that it would hold its seventh session on 11 and 12 September 1968, on the understanding that the Chairman of the Board would consult with the Executive Director on this schedule.

Appendix A

List of Members of the Board of Trustees
as of 4 October 1967

Chairman: Mr. Kenneth Younger (United Kingdom of Great Britain and Northern Ireland)

Vice-Chairman: Mr. C.D. Deshmukh (India)

Members: Mr. Ralph J. Bunche (United Nations Secretariat)

Mr. Henning Friis (Denmark)

Mr. Shintaro Fukushima (Japan)

Mr. Jermen M. Gvishiani (Union of Soviet Socialist Republics)

Mr. Mahmoud M. Hammad (United Arab Republic)

Mr. Hans A. Havemann (Federal Republic of Germany)

Mr. Felipe Herrera (Chile)

Mr. John Holmes (Canada)

Mr. Manfred Lachs (Poland)

Mr. Z.K. Matthews (Botswana)

Mr. Jiri Nosek (United Nations Secretariat)

Mr. Manuel Pérez-Guerrero (Venezuela)

Mr. Raymond Scheyven (Belgium)

Mr. Roger Seydoux (France)

Mr. Mehdi Vakil (Iran)

Mr. Charles Yost (United States of America)

Ex officio members: U Thant

Secretary-General

Mr. Corneliu Manescu

President of the General Assembly

Mr. Milan Klusak

President of the Economic and Social Council

Mr. Gabriel d'Arboussier

Executive Director of the Institute

Appendix B

The following persons were present at the sixth session of the Board of Trustees:

Chairman: Mr. Kenneth Younger (United Kingdom of Great Britain and Northern Ireland)

Vice-Chairman: Mr. C.D. Deshmukh (India)

Members: Mr. Ralph J. Bunche (United Nations Secretariat)

Mr. Henning Friis (Denmark)

Mr. Shintaro Fukushima (Japan)

Mr. Mahmoud M. Hammad (United Arab Republic)

Mr. Hans A. Havemann (Federal Republic of Germany)

Mr. John Holmes (Canada)

Mr. Manfred Lachs (Poland)

Mr. Z.K. Matthews (Botswana)

Mr. Jiri Nosek (United Nations Secretariat)

Mr. Manuel Pérez-Guerrero (Venezuela)

Mr. Raymond Scheyven (Belgium)

Mr. Mehdi Vakil (Iran)

Mr. Charles Yost (United States of America)

Ex officio members: U Thant

Secretary-General

Mr. Corneliu Manescu

President of the General Assembly

Mr. Milan Klusak

President of the Economic and Social Council

Mr. Gabriel d'Arboussier

Executive Director, United Nations Institute
for Training and Research

Representatives of the specialized agencies:

Mr. Paul Bertrand (UNESCO)

Mr. K.S. Krishnaswamy (IBRD)

Also present:

Mr. Philippe de Seynes

Under-Secretary for Economic and Social Affairs

Mr. W. Martin Hill

Under-Secretary for Inter-Agency Affairs

UNITAR staff: Mr. Oscar Schachter
Deputy Executive Director and Director of Research

Mr. Shriram Bapat
Special Adviser on Training

Mr. Alexander Szalai
Deputy Director of Research

Mr. Marshall Williams
Special Assistant to the Executive Director

Mr. Yassin El-Ayouty
Secretary of the Board of Trustees

Appendix C

Terms of Reference of the Administrative and Financial Committee
of the Board of Trustees

Within the provisions of article III, paragraphs 2 and 4 of the Statute of the Institute, the Administrative and Financial Committee of the Board of Trustees shall:

- (1) Submit to the Board recommendations with respect to the programme and budget matters of the Institute as proposed by the Executive Director;
- (2) Review the Executive Director's expenditure of funds allocated for the Institute's projects and activities within the budgetary estimates previously adopted by the Board;
- (3) Review the reports of the United Nations Board of Auditors which are prepared in accordance with article VIII, paragraph 6, of the Statute;
- (4) Submit to the Board whatever recommendations it may deem either necessary or desirable for the effective functioning of the Institute;
- (5) Offer whatever suggestions it may consider helpful to the Board in the consideration of the methods of financing the Institute.

Appendix D

Terms of Reference of the Research Committee
of the Board of Trustees

1. The Research Committee of the Board of Trustees shall act in a technical advisory capacity with regard to reviewing the status of and progress made by the Institute in implementing its research programme as approved by the Board.
2. The results of the deliberations of the Research Committee shall be submitted to the Board for its approval.

ANNEX III

STATUTE OF THE UNITED NATIONS INSTITUTE FOR TRAINING AND RESEARCH,^{a/}
AS PROMULGATED BY THE SECRETARY-GENERAL IN NOVEMBER 1965 AND
AMENDED IN MARCH 1967

Article I

Purposes

1. As provided in General Assembly resolution 1934 (XVIII) of 11 December 1963, the United Nations Institute for Training and Research is established by the Secretary-General as an autonomous institution within the framework of the United Nations for the purpose of enhancing, by the performance of the functions described hereafter, the effectiveness of the United Nations in achieving the major objectives of the Organization, in particular the maintenance of peace and security and the promotion of economic and social development.

Article II

Functions

1. The two functions of the Institute are training and research.
2. The Institute shall provide training at various levels to persons, particularly from developing countries, for assignments with the United Nations or the specialized agencies and for assignments in their national services which are connected with the work of the United Nations, the organizations related to it, or other institutions operating in related fields. These programmes may include training for staff members of the United Nations and of the specialized agencies as well as training for special United Nations field assignments.
3. The Institute shall conduct research and study related to the functions and objectives of the United Nations. Such research and study shall give appropriate priority to the requirements of the Secretary-General of the United Nations and of other United Nations organs and the specialized agencies.

^{a/} Previously issued as E/4200-UNITAR/EX/4, annex I.

Article III

Board of Trustees

1. There shall be a Board of Trustees of the Institute (hereinafter referred to as "the Board") to be established on a broad geographical basis and composed as follows:

(a) Not less than eleven members (and not more than eighteen) shall be appointed by the Secretary-General of the United Nations in consultation with the President of the General Assembly^{b/} and the President of the Economic and Social Council; these Board members may include one or more officials of the United Nations Secretariat. The term of office of the members of the Board shall be three years except when a member is appointed to fill a vacancy on the Board for the duration of an unexpired term of office of a former member of the Board.

(b) The Secretary-General of the United Nations, the President of the General Assembly, the President of the Economic and Social Council, and the Executive Director of the Institute shall be ex officio members of the Board.

2. The Board shall:

(a) Formulate principles and policies which will govern the activities and operations of the Institute;

(b) Consider and approve the work programme and adopt the budget of the Institute on the basis of proposals submitted to it by the Executive Director of the Institute;

(c) Determine the conditions of admission of participants in the Institute's programmes, courses and meetings;

(d) Make whatever recommendations it may deem either necessary or desirable for the effective functioning of the Institute.

3. The Board shall meet at least once a year. It shall elect its own officers and may adopt such rules of procedure as it may consider necessary. It shall take its decisions in the manner provided in its rules of procedure.

^{b/} President of the General Assembly shall mean the President holding office at the current regular session of the General Assembly, or when the General Assembly is not in session, the President who held office at the immediately preceding regular session.

4. The Board shall consider the methods of financing the Institute with a view to ensuring the effectiveness of its future operations, their continuity and the Institute's autonomous character within the framework of the United Nations.

5. Specialized agencies and the International Atomic Energy Agency may be represented as appropriate at meetings of the Board in respect of activities of interest to them. The rules of procedure of the Board shall specify the conditions of such representation. Representation of agencies with a major continuing interest shall be arranged for on a permanent basis. Representatives of the regional development institutes and other institutes within the United Nations system may be invited to attend as necessary.

Article IV

The Executive Director

1. The Executive Director of the Institute shall be appointed by the Secretary-General of the United Nations after consultation with the Board.

2. The terms and conditions of the service of the Executive Director shall be generally based on those of an Under-Secretary of the United Nations. His salary and allowances shall be paid from the funds of the Institute.

3. The Executive Director shall have the over-all responsibility for the organization, direction and administration of the Institute, in accordance with the general policies formulated by the Board. The Executive Director shall, inter alia:

(a) Submit the work programmes and the budget estimates of the Institute to the Board for its consideration and approval;

(b) Execute the work programmes and make the expenditures envisaged in the budget as approved by the Board;

(c) Appoint and direct the staff of the Institute;

(d) Set up such advisory bodies on training and research, as may be necessary, including an advisory committee or panel on the training and research programmes of the Institute, on which would be represented interested specialized agencies and other institutions within the United Nations family, as well as public and private organizations particularly concerned with the activities of the Institute;

(e) Negotiate arrangements with Governments and international as well as national public and private agencies with a view to offering and receiving services related to the activities of the Institute;

(f) After consultations with the Chairman of the Board and subject to the provisions of article VIII, paragraph 2, below, accept on behalf of the Institute contributions and gifts to the Institute from Governments, international and national organizations, from foundations, institutions and other non-governmental sources, for purposes of financing the Institute's activities and developing its facilities;

(g) Co-ordinate the work of the Institute with that of other international, regional and bilateral programmes in similar fields;

(h) Report to the Board, as appropriate, on the Institute's activities and the execution of its work programmes;

(i) In consultation with the Board, report, through the Secretary-General of the United Nations, to the General Assembly, the Economic and Social Council and, as appropriate, to other United Nations bodies.

Article V

The Staff

1. The staff of the Institute shall be appointed by the Executive Director and shall be responsible to him in the exercise of its functions. The Executive Director shall consult with the Secretary-General with respect to the selection of the senior officials of the Institute.

2. The terms and conditions of service of the staff shall generally conform to the United Nations Staff Regulations and Rules, subject to such arrangements for special rules or terms of appointment as may be agreed by the Executive Director and the Secretary-General. The expenses of the staff shall be borne by the funds of the Institute.

3. The staff of the Institute shall be recruited on as wide a geographical basis as possible, primary consideration being given to the particular requirements of the Institute.

4. The Executive Director and the staff of the Institute shall not seek or receive instructions from any Government or from any authority external to the United Nations. They shall refrain from any action which might reflect on their position as international officials.

5. The Executive Director and the staff of the Institute shall be officials of the United Nations within the meaning of Article 105 of the Charter of the United Nations and of other international agreements and United Nations resolutions defining the status of officials of the Organization.

Article VI

Fellows, Consultants, Correspondents and Advisory Bodies

1. The Executive Director, in consultation with the Secretary-General, may designate each year a small number of specially qualified persons to serve as Senior Fellows of the Institute. Such persons, who may be invited to participate as lecturers or research scholars, shall be selected on the basis of outstanding contributions which they have made in fields germane to the work of the Institute, but they shall not be considered as members of the staff of the Institute, but may receive honoraria and be paid travel expenses. The Executive Director may also create other fellowships at the Institute.

2. The Executive Director may also arrange for the services of consultants for the purpose of contributing to the analysis and planning of the activities of the Institute or for special assignments in connexion with the Institute's programmes of training and research.

3. The Executive Director may appoint correspondents in countries or regions to assist in maintaining contacts with national or regional institutions, in selecting trainees and in carrying out or advising on studies and research.

4. In addition to the advisory bodies referred to in article IV, paragraph 1 (d) above, the Executive Director may establish other advisory bodies composed of individual experts or representatives of organizations and institutions to advise him in regard to the programme and functioning of the Institute.

Article VII

Co-operation with the specialized agencies and other organizations and institutions of the United Nations and with other institutions for training and research

1. In addition to the system of representation referred to in article III, paragraph 5 above, the Institute shall develop arrangements for active co-operation with the specialized agencies and other organizations, programmes and institutions of the United Nations, including the regional economic development institutes established under the aegis of the Economic Commissions for Latin America, for Asia and the Far East and for Africa.

2. The Institute may also develop arrangements for co-operation with other organizations or institutions active in the fields of training and research which may be of assistance to the performance of the Institute's functions.

Article VIII

Finance

1. The expenses of the Institute shall be met from voluntary contributions made by Governments, inter-governmental organizations and from foundations and other non-governmental sources.

2. The Executive Director may accept contributions on behalf of the Institute, provided that no contribution for a specific purpose may be accepted if the purpose is inconsistent with the purposes and policies of the Institute. Contributions which may directly or indirectly involve an immediate or ultimate financial liability for the Institute may be accepted only with the approval of the Board of Trustees.

3. The funds of the Institute shall be kept in a special account to be established by the Secretary-General of the United Nations in accordance with the Financial Regulations of the United Nations.

4. The funds of the Institute shall be held and administered solely for the purposes of the Institute. The Controller of the United Nations shall perform all necessary financial and accounting functions for the Institute including the custody of its funds and shall prepare and certify the annual accounts showing the status of the Institute's special account.

5. The Financial Regulations and the rules and procedures of the United Nations shall apply to the financial operations of the Institute subject to such special rules and procedures as the Executive Director in agreement with the Secretary-General may issue after consultation with the Board of Trustees and the Advisory Committee on Administrative and Budgetary Questions of the United Nations.

6. Funds administered by and for the Institute shall, as provided in the United Nations Financial Regulations, be subject to audit by the United Nations Board of Auditors.

7. The general administrative, personnel and financial services of the United Nations shall be utilized by the Institute on conditions determined in consultation between the Secretary-General and the Executive Director, it being understood that no extra cost to the regular budget of the United Nations is incurred.

Article IX

Location and premises

The Institute shall have its headquarters in New York and may establish other offices elsewhere.

Article X

Status and authority

1. The Institute, as part of the United Nations, shall enjoy the status, privileges and immunities provided in Articles 104 and 105 of the United Nations Charter and other international agreements and United Nations resolutions relating to the status and privileges and immunities of the Organization.

2. The Institute may, under the authority of the Executive Director, enter into contracts with organizations, institutions, or firms for the purpose of carrying out its programmes. The Institute may acquire and dispose of real and personal property and may take other legal action necessary to the performance of its functions.

Article XI

Amendments

1. Amendments to this Statute may be made by the Secretary-General after consultations with the Board of Trustees.

2. Two years after the entry into force of this Statute, the Board shall review its provisions, with a view to making to the Secretary-General such recommendations regarding amendments as may appear to the Board to be desirable in the light of the experience gained.
