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UNITED NATIONS INSTITUTE FOR TRAINING AND RESEARCH

Report of the Executive Director

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CONTENTS

	<u>Paragraphs</u>	<u>Page</u>
List of abbreviations . . . . .		4
I. GENERAL . . . . .	1 - 17	5
Board of Trustees . . . . .	3 - 5	5
Administration . . . . .	6	6
Staff, budget and finance . . . . .	7 - 13	6
Co-operation with others . . . . .	14 - 17	8
II. TRAINING, SEMINARS, COLLOQUIA AND FELLOWSHIPS . . . . .	18 - 47	10
Review of training policy . . . . .	19 - 23	10
Training activities in 1968 . . . . .	24 - 30	12
Training activities in 1969 . . . . .	31 - 36	14
Seminars and colloquia . . . . .	37 - 39	15
Fellowships . . . . .	40 - 46	16
Details of programmes . . . . .	47	18
III. RESEARCH . . . . .	48 - 63	19
Research in progress . . . . .	51 - 55	19
Proposals for further research . . . . .	56 - 62	22
Planning for future research . . . . .	63	24

ANNEXES

- I. List of the members of the Board of Trustees as of 1 October 1968
- II. Strategy, scope and limitations of UNITAR training
- III. Descriptions of training programmes undertaken in 1968 or planned for 1969
- IV. Description of research projects in progress or being planned
- V. List of cash pledges, payments and contributions as of 4 October 1968

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CONTENTS (continued)

ANNEXES (continued)

- VI. Resolution adopted by the Economic and Social Council on UNITAR
- VII. Distribution of national officials who have participated in UNITAR training programmes
- VIII. Distribution of UNITAR Adlai Stevenson Memorial Fellowships by countries

List of abbreviations

FAO	Food and Agriculture Organization of the United Nations
IBRD	International Bank for Reconstruction and Development
ILO	International Labour Organisation
IMF	International Monetary Fund
OECD	Organization for Economic Co-operation and Development
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNIDO	United Nations Industrial Development Organization
WHO	World Health Organization

## I. GENERAL

1. In accordance with General Assembly resolution 2044 (XX) of 8 December 1965, the Executive Director has the honour to submit to the twenty-third session this report covering the activities of the United Nations Institute for Training and Research (UNITAR) during the period from October 1967 and the programme of action for 1969 as approved by the Institute's Board of Trustees.

2. The report is divided into three parts. Part I treats of matters concerning all departments of the Institute; part II deals with training and part III with research. The detailed descriptions of training programmes and research projects are set out in annexes III and IV, respectively.

### Board of Trustees

3. The Board of Trustees, whose composition is given in annex I and upon which devolves the responsibility "to 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",<sup>1/</sup> held its seventh session on 11 and 12 September 1968 at United Nations Headquarters.

4. The Secretary-General in his remarks at the opening meeting of the session welcomed the new Executive Director, paid tribute to the late Mr. Z.K. Matthews of Botswana for his services as a trustee, and complimented the Institute for its valuable work in both training and research, including its contributions of material for reports by the Secretary-General in response to requests by different organs of the United Nations.

5. The Board, on the advice of its Administrative and Financial Committee, accepted the Executive Director's estimate of the anticipated income for 1969, and adopted the 1969 budget estimates recommended by him. It approved the work programme, in respect of both training and research, proposed by the Executive Director. It commended him for his paper on the strategy, scope and limitations of UNITAR training (see annex II), which it approved as setting forth appropriate guidelines for the formulation of future programmes.

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<sup>1/</sup> UNITAR statute, article III, para. 2 (b). For the text of the statute, see Official Records of the General Assembly, Twenty-second Session, Annexes, agenda item 45, document A/6875, annex III.

Administration

6. The term of office of the first Executive Director of the Institute, Mr. Gabriel d'Arboussier (Senegal) expired on 31 December 1967. Chief S.O. Adebo (Nigeria) was appointed in his place, with the rank of Under-Secretary-General. He assumed his new duties on 1 March 1968.

Staff, budget and finance

7. The professional staff continue to be few in number. They are divided into the following categories:

(a) Regular staff, that is, staff members employed on a quasi-permanent basis whose duties are, primarily, the organization and co-ordination of the Institute's research and training activities;

(b) Project or programme staff who are engaged in the carrying out of research projects or the conducting of training programmes and whose tenure is conditioned by the duration of their particular project or programme.

There are, in 1968, in the Research Department, six regular staff members and nine project officers; in the Training Department, two regular staff members and five programme officers, that is, twenty-two staff members altogether. An increase of two regular staff members is projected for each department in 1969. The increase in project or programme staff will depend upon the number of new research projects or new training programmes that actually get under way in the course of the year. Staff in the General Service category number twenty in 1968. This number will need to be increased to at least twenty-four in the coming year.

8. By the end of the year 1968, it is expected that UNITAR will have unexpended resources of approximately \$475,000. The anticipated income for 1969 is \$1,172,700. The expenditure estimates for 1969 total \$1,334,000, representing a slight increase over the 1968 estimates (totalling \$1,290,000). They have been framed on the most realistic basis, taking into account, for instance, inevitable delays in the securing of suitable staff and the fact that several of the new research projects approved by the Board of Trustees may not be started in 1969.

9. Actual pledges by Governments have amounted to less than the target envisaged by the Secretary-General in his note on UNITAR of February 1964 - \$4,842,720<sup>1/2</sup> as against "\$5 to \$10 million". Apart from the Rockefeller

2/ For a list of cash, pledges, payments and contributions as of 4 October 1968, see annex V below.

grants (totalling \$500,000 in monetary terms) for the purchase of the leasehold of the UNITAR headquarters building and for its renovation and furnishing, the Institute has succeeded so far in attracting very few grants from non-governmental sources. The two sizable ones are a grant of \$100,000 from the Ford Foundation towards the cost of the projected review of the Institute's research activities, one of \$52,500 from the Volkswagen Foundation towards the cost of the Institute's comparative study of the effectiveness of measures against racial discrimination, and one of \$36,000 from the Rowntree Trust for studies in the area of international conflict resolution.

10. The Institute has accordingly been having to operate on a "shoe-string" budget. Quite rightly, advantage is taken of every opportunity of obtaining help from other institutions, not only with manpower for field research but also with the finance for it. This, however, is not always possible, and the result is that essential field research is sometimes hampered or delayed because of the Institute's incapacity to meet the cost from its own budget. The financial requirement of the Training Department is even more urgent, as was pointed out in the paper on UNITAR training policy.

11. The Executive Director has, since assuming his duties, given considerable thought to the need to strengthen UNITAR finances. First, he has sent reminders to Governments who have not redeemed their pledges, and appeals for pledges to those who have made none. This has been done, in most cases, after personal discussions with the Permanent Representatives of the countries concerned. Secondly, making use of the interval between two official meetings in Geneva, he paid visits to a number of European countries where he was able to meet the senior officials of the Governments and to press upon them the case for more financial support for services rendered by UNITAR in furtherance of the purposes of the programme.

12. The case for additional finance figured prominently in the Executive Director's oral statement made to the Economic and Social Council at its forty-fifth session at the commencement of the debate on his report to the Council. In its resolution on the UNITAR item, the Council endorsed and supported the Executive Director's submission.<sup>3/</sup>

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<sup>3/</sup> See annex VI below.

13. The Board of Trustees at its last session noted with approval the initiatives already taken as well as those proposed by the Executive Director in this connexion and expressed the hope that they would provide the desired results.

Co-operation with others

14. As is evident from the accounts given later in this report concerning individual research projects and training programmes, co-operation with other institutions and the avoidance of duplication of effort continue to be the watchword for UNITAR. Relations with the departments of the United Nations Secretariat, with the specialized agencies, and with the other organizations in the United Nations system, remain harmonious. The four largest of the specialized agencies have been foremost in practical demonstration of readiness to work in co-operation and collaboration with UNITAR. Co-ordination of training and research activity within the United Nations system, away from United Nations Headquarters, is assisted by the annual meetings of directors of institutes within the United Nations family engaged in these activities. The meetings are presided over by the Executive Director of UNITAR. The last one, held in Geneva in June 1968, was particularly useful and laid the groundwork for more effective collaboration in the future.

15. The Institute is co-operating with Sir Robert Jackson in his review of the work of the United Nations Development Programme. It has offered to place at his disposal, not only the results of its current study on evaluation, on which a preliminary report is expected shortly, but also the consultative services of its expert on this subject. The results of Sir Robert's inquiries will, in turn, provide UNITAR with feed-back material for its own future research; the Institute's study on evaluation is a long-term project, one of those through which UNITAR hopes to be able to make a signal contribution to the success of the second Development Decade.

16. The UNITAR Board of Trustees during its last session directed that the Institute should also offer its services to Mr. Lester B. Pearson who, at the request of the International Bank for Reconstruction and Development, is now conducting a "grand assize", aimed at discovering why foreign aid has so far failed to achieve the expectations of all concerned. The Board's position is that



this is a study of global significance on a subject of vital importance to the developing countries and, therefore, one in respect of which every agency in the United Nations system should offer its co-operation. The Executive Director recently had an opportunity to discuss this matter with Mr. Pearson informally, and received an encouraging response. He will pursue it more positively in the course of the next few weeks.

17. Collaboration with academic institutions around the world has continued, and continued in fact with greater intensity and increasing usefulness. The relationship is, happily, a two-way affair, since a number of academic institutions have begun to look to UNITAR for advice and professorial assistance in the running of their international and public affairs courses.

## II. TRAINING, SEMINARS, COLLOQUIA AND FELLOWSHIPS

18. During the past three years the three training programmes originally taken over from the United Nations Secretariat have been reoriented and improved; new programmes have been added; some programmes, originally run on a centralized basis, have been or are being regionalized. A brief indication is given in the following paragraphs of the range of activities undertaken in 1968 and those which are planned for 1969. More detailed information regarding the different items listed is given in annexes III, VII and VIII below.

### Review of training policy

19. As decided by the Board of Trustees, the Executive Director submitted to its seventh session a policy paper presenting his recommendations on the strategy, scope and limitations of UNITAR training. The paper, which was approved by the Board as setting forth appropriate guidelines for the preparation of future programme proposals, is reproduced as annex II below.

20. The paper examines a number of questions such as: Who should be the recipients of UNITAR training? What fields or subjects should the training cover? What types of programmes would be most appropriate? It groups the persons to whom the Institute's training facilities should be made available in the following categories:

(a) Present or prospective international officials, particularly those serving in the United Nations system;

(b) Foreign service officers and other national officials employed on work involving international contacts;

(c) Other persons (including persons in academic life and training institutions) working or interested in international relations - political, economic or social.

In regard to the first category, it is pointed out that the primary responsibility for providing and financing training must lie with the employing organizations. The Institute's role in this area should be: to tender advice as warranted; to respond to requests for assistance or collaboration; and to offer initiative in organizing joint or concerted training programmes. In these matters therefore UNITAR can only act in consultation and agreement with the other organizations in the system.

21. The training needs of national officials and others, which UNITAR should endeavour to provide, are classified in the paper as follows:

(a) Training in subjects directly relevant to the work of the United Nations, e.g., international organization, international law, multilateral diplomacy, international administration, international economics, international trade;

(b) Training programmes ancillary to, or in support of, the field-work of the United Nations, the specialized agencies and other agencies - subject, of course, to their concurrence;

(c) Training of a kind which a country would itself normally provide but which, for special reasons, might be given for the time being by UNITAR;

(d) Advisory and other help in the organization, staffing and administration of national and regional training institutions;

(e) Co-ordination of training assistance to developing countries.

22. The paper recommends that the following principles should be treated as basic for UNITAR's training strategy:

(a) All UNITAR activities in the sphere of training must be in line with the purposes and functions of the Institute as set out in its statute;

(b) The training effort should be directed to meeting real and ascertained needs, through programmes designed to produce the greatest impact at least cost;

(c) UNITAR should concentrate on training areas for which it is especially well suited;

(d) Unnecessary duplication and overlapping with existing training activities of United Nations or other institutions should be avoided; and where activities to complement or supplement such efforts are undertaken, co-operation and co-ordination should be maximized;

(e) UNITAR training programmes should have a practical basis and aim at improving the participants' capacity for effective performance;

(f) Training and research should be closely co-ordinated and the results of each used to reinforce the other.

23. Finally, the paper discusses questions relating to the length and method of training, the geographical location of courses, and the language problem for a training institution catering to a multilingual international community.

Training activities in 1968

24. The highlights of UNITAR activities in training are (1) the establishment in New York of seminars in international organization and multilateral diplomacy and (2) the regionalization of the seminars in the techniques and procedures of United Nations technical assistance.
25. The preparations for the New York seminars were carried out with great care. They were the first (and were, therefore, experimental) of a series aimed to assist medium-level diplomats accredited to the United Nations in acquiring or deepening their knowledge of the United Nations and its working, as well as the role of the specialized agencies and the other organizations in the United Nations system. With the aim of a consultative panel composed of very experienced diplomats and some top officials of the United Nations Secretariat, a draft programme was prepared which was then submitted for comment to all the permanent missions. Account was taken of the comments received in the finalization of the programme. The 1968 seminars, spread over a period of only seven weeks, was a shortened version of the full programme which in 1969 will cover six months. The commendatory comments which have been received, following the conclusion of the initial course, indicate clearly that this is a programme of real value to those for whom it is designed. The Executive Director is grateful to those - ambassadors, senior United Nations officials, guest lecturers, guest panelists - who have helped and are still co-operating with the programme.
26. In addition to the UNITAR seminars in international organization and multilateral diplomacy, a training course for foreign service officers was also held at Geneva in 1968. This course, details of which appear in annex III below, is being discontinued and will be replaced, in essence, by the course referred to in paragraph 32 below.
27. The decision to regionalize the seminar in the Techniques and Procedures of United Nations Technical Assistance has been proved to be a wise one. The first regional seminar, for Latin American countries, was conducted in Santiago, Chile, from 3 to 21 June 1968 and was greatly appreciated by the participants; it would not have been possible, with a centralized course, to concentrate, as was done in this case, upon matters of regional interest and to give them such an intensive treatment. The second regional seminar, that for Europe and the Middle East, was held from 2 to 22 September 1968 and was equally successful and equally appreciated.

28. The courses conducted in technical assistance and related fields in 1968 were as follows:

(a) Regional seminar in techniques and procedures of United Nations technical assistance, for Latin America, held in Santiago (Chile);

(b) Regional seminar in techniques and procedures of United Nations technical assistance, for Europe and the Middle East, held in Geneva;

(c) Seminar on major problems of United Nations technical assistance for top-level national co-ordinators. The participants were scheduled to spend periods in Geneva, Vienna, Rome, Paris, New York and Washington;

(d) Training programme for deputy resident representatives of the United Nations Development Programme, with the same schedule as (c) above.

In addition, UNITAR joined with the United Nations Industrial Development Organization (UNIDO) in the running of its first course (in New York) in Industrial Investment Promotion for a selected group of officials from the developing countries.

29. UNITAR also conducted in New York a workshop in basic skills of modern language training, for the benefit of language teachers at United Nations Headquarters.

30. As in previous years, the Institute in 1968 assisted with programmes for the training of diplomats organized at different centres with the assistance of the Carnegie Endowment for International Peace:

(a) A UNITAR professor was provided from 26 May to 5 June 1968 to teach the subject of diplomatic practice and procedures, with special reference to the negotiation of international agreements at the Seminar on the Foreign Policies of Caribbean States, held at the University of the West Indies, Jamaica.

(b) A UNITAR professor was provided for a period of two weeks in August 1968 to teach the subject "United Nations Practice" in a course in diplomacy at the University College of Makerere, Uganda;

(c) In collaboration with the Carnegie Endowment, UNITAR arranged a one-week programme in New York for a visiting group of participants in a course in international relations, conducted by the Institute of Social Studies at The Hague. A number of high-level diplomats, United Nations officials and academic persons in and around New York responded willingly to the request to lecture to this group on subjects within their special knowledge and experience.

Training activities in 1969

31. Experience has shown the need to provide separate courses for junior and senior foreign service officers. The courses so far have not been suitable for the former class, and yet it is known that there is great demand in many of the developing countries for training facilities for officers newly recruited to their foreign services. In due course, no doubt, these countries will make their own provision, either nationally, regionally or sub-regionally, to meet this need. In the meanwhile, as pointed out in the paper on UNITAR training policy and strategy (see annex II below), UNITAR should move to fill the gap. With the approval of the Board of Trustees, this is going to be done in 1969. Regional basic training courses in diplomacy will be held in Africa, one in English and one in French.
32. The Geneva course, in its 1968 form, will be discontinued. The Board of Trustees has agreed that the Executive Director should consider, instead, the establishment in Geneva of a course to provide appropriate training for international officials and diplomats around Geneva in the same way as the Institute is doing for New York.
33. The New York seminars (in international organization and multilateral diplomacy) will of course be continued.
34. The 1969 courses in technical assistance and related fields will be as follows:
- (a) Regional seminar in procedures and techniques of United Nations technical assistance, for Asia and the Far East at Bangkok (Thailand);
  - (b) Regional seminar in procedures and techniques of United Nations technical assistance, for Africa - in English, at Addis Ababa (Ethiopia);
  - (c) Regional seminar in procedures and techniques of United Nations technical assistance, for Africa - in French, at Dakar (Senegal);
  - (d) Seminar in major problems of technical and financial co-operation - Geneva, Vienna, Rome, Paris, London, Moscow, New York, Washington.
35. The Institute will assist with the running of two courses in association with other organizations:
- (a) UNITAR/UNIDO training programme in industrial investment promotion;
  - (b) Training course for population programme officers - in association with the appropriate departments of the United Nations Secretariat.

36. One course - not given in 1968 - that will be given in Asia in 1969 - is the regional refresher training course in international law. The first of the series was given in Africa in 1967. Discussions are proceeding with UNESCO and the Hague Academy of International Law, who are known to have plans for courses in the same field, so that, if possible, all three institutions might join hands in a single course which would thereby be a much more effective programme, from every point of view.

#### Seminars and colloquia

37. It was always envisaged that, among the activities to be pursued by UNITAR in the fulfilment of its purpose, would be seminars and colloquia attended by top-level persons in the United Nations system and eminent academics and others from outside. In these forums they would have an opportunity to exchange ideas and experiences on specific problems of international interest or concern. The Institute plans to undertake two seminars of this kind in 1969.

38. The first of them is the Regional Seminar in International Law, established in pursuance of the recommendations contained in General Assembly resolutions 2099 (XX), 2204 (XXI) and 2313 (XXII) on the United Nations Programme of Assistance in the Teaching, Study, Dissemination and Wider Application of International Law. The 1969 seminar, for Latin American countries, is being organized to take place from 13 to 25 January 1969. The Government of Ecuador has offered host facilities at the Central University of Ecuador at Quito. The Seminar will provide a forum for senior officials and academics from the region to discuss international law problems of interest to the region. The following topics have been selected:

(a) Legal and institutional problems of multinational water development schemes;

(b) Multinational public enterprises with particular reference to the economic integration of Latin America;

(c) Regional problems for Latin America arising out of treaties relating to the resources of the sea.

Invitations are being sent to all countries in Latin America. Specialized agencies, international organizations and institutes with an interest in the subject-matter of the seminar have been invited to participate as observers. Arrangements have been made for the preparation of background papers and for the attendance of experts at the seminar.

39. The second top-level seminar, to be introduced in 1969, is a colloquium for senior officials in the United Nations system. With the approval of the Board of Trustees, it has been decided that such a colloquium should be organized in mid-1969 at Geneva to enable senior officials from the United Nations, the specialized agencies and other United Nations organizations, to come together to get a better appreciation of each other's work problems and work out possible ways of achieving more effective performance, severally and collectively, in the pursuit of their common goals, and to learn from each other and from (invited) outside experts about the latest tools and techniques for enhancing organizational and administrative efficiency.

An incidental but quite important product of this get-together is the promotion of a greater esprit de corps within the international civil service. Detailed planning for the colloquium is being done in consultation with an informal planning committee including representatives of the major specialized agencies. It is proposed that the travel and other costs of each participant should be borne by the organization which nominates him.

#### Fellowships

40. UN/UNITAR Fellowships in International Law. The General Assembly resolutions 2099 (XX), 2204 (XXI) and 2313 (XXII) also recommended the establishment of a fellowship programme to enable qualified persons, in particular, officials of foreign ministries and justice departments and university teachers from developing countries, to acquire additional knowledge of international law and of the legal work of the United Nations and its associated agencies. The Institute is collaborating with the United Nations Office of Legal Affairs in the planning and management of a fellowship programme instituted in pursuance of this recommendation and entitled "UN/UNITAR Fellowships in International Law".

41. In 1968 fifteen fellowships were provided under the regular budget of the United Nations; two additional fellowships were provided out of UNITAR funds. The selection of fellows and the drawing up of a detailed programme of work for them, including the courses and seminars which they would attend, were done jointly by UNITAR and the Office of Legal Affairs. All of the seventeen fellowship holders attended a series of lectures in public international law at the Hague Academy of



International Law for a period of three weeks from 29 July through 16 August. In addition, several special seminars were held at The Hague led by distinguished international lawyers, including judges of the International Court, on subjects of particular relevance to the legal problems of international organizations. Following the general course, several of the participants with special qualifications for research took part in work on the Law of Treaties at the Centre for Studies and Research in International Law and International Relations of The Hague Academy for a period of six weeks. Others are receiving practical training for four and a half months at the legal offices of the United Nations and the World Bank and at UNITAR. In one case, the fellowships will be used for a full year's academic training at the Geneva Graduate Institute for International Studies. The seventeen fellowship holders selected came from the following countries: Brazil, Chile, Colombia, Dominican Republic, Venezuela, Lesotho, Libya, Gabon, Nigeria, Sierra Leone, Somalia, Togo, India, Iran, Laos, Nepal and Thailand.

42. The programme will be repeated in 1969 on substantially the same lines in close collaboration between UNITAR and the United Nations Office of Legal Affairs.

43. UNITAR Adlai E. Stevenson Memorial Fellowship Programme. This programme was initiated in 1966 and has been repeated every year with the help of a special annual contribution of \$100,000 from the United States Government. It is designed to enable a select group of men and women, mainly from developing countries, to improve their competence for public, national or international service related to the objectives and function of the United Nations. The applications are scrutinized and the final selection made by a high-level selection committee composed of persons drawn from the UNITAR Board of Trustees, Heads of Permanent Missions to the United Nations, senior officials of the United Nations Secretariat and the academic community.

44. The 1967-1968 group of fellows began their course in mid-September 1967 and were given a programme of orientation which included briefing sessions conducted by senior members of the UNITAR staff and other specialists; an appropriate work programme was drawn up for each fellow in consultation with the UNITAR research staff. The fellows joined in a group assignment which led to the formulation and

submission to the International Conference on Human Rights at Teheran of a paper entitled "Suggestions for research in human rights". They also took up individual research assignments in areas of special interest to them. Arrangements were made, in respect of three of the fellows, for attachment training with the Department of Economic and Social Affairs, the Office of the Under-Secretary for Special Political Affairs, and the United Nations Development Programme. All the fellows attended several meetings of the General Assembly and various committees during the twenty-second session, as well as meetings of the Security Council during the discussions of the Middle East crisis. They concluded their programme with a visit to the headquarters of the specialized agencies in Europe as well as to the United Nations Office in Geneva.

45. The third group of fellows (for 1968-1969) have recently arrived. In the planning of a detailed programme of work for each of them, care has been taken to apply the lessons drawn from the experiences of the first two groups. Every effort is being made to provide for the fellows who desire it an opportunity for attachment training with senior officials of the United Nations; those whose interests lie primarily in research are being helped to concentrate on the fields of their special interests. Expert guidance and counselling will be ensured by securing, where necessary, the co-operation of outside scholars and specialists. Closer supervision will be maintained on the progress made, and each fellow will be required to report regularly on his activities. Their performance will be evaluated in reports to be submitted to the authorities to whom they are accountable.

46. The special grant of \$100,000 received from the United States Government in support of this programme is supplemented by a contribution from the UNITAR budget towards the costs of the special staff required for its administration, and other overheads. In addition, the senior officials of the Research and the Training Departments have to devote a part of their time to the planning of the programme of the individual fellows and to guiding, counselling and supervising their progress.

#### Details of programmes

47. It is pointed out again that amplified commentaries on training courses provided by UNITAR appear in annex III.

### III. RESEARCH

48. After a modest beginning UNITAR research has now developed into a broad programme of fact-finding and analysis directed to practical measures for enhancing the effectiveness of the United Nations and its related agencies. The fruits of two years' work have begun to appear in a series of preliminary reports which are being submitted to international panels of experts for comment and are then to be revised in the light of such comment prior to general publication.

49. By the end of 1968 three projects will have been completed - on evaluation, the problems of small States, and multilateral treaties. A fourth project on public information about the United Nations will not be completed until summer 1969, but a preliminary report has been produced covering the extensive work already done. Interim reports have also been prepared on the outflow of trained personnel from the developing countries on racial discrimination, on the transfer of technology, and on the wider acceptance of multilateral treaties. A description of these and other projects is contained in annex IV.

50. In line with the priorities laid down by its statutes and Board of Trustees, UNITAR studies are aimed at improving the organizational capabilities of the United Nations system in its major areas of activity. They seek to achieve this not only by compiling or summarizing what is already known but by obtaining new knowledge and by applying new concepts and techniques.

#### Research in progress

51. Exemplifying these aims are four studies nearing completion, on subjects of considerable current interest in the United Nations:

(a) Criteria and methods of evaluation. This study is directed to the establishment of standards and methods of evaluation applicable to international technical co-operation, drawing upon tools in modern management sciences such as cost-benefit analysis, critical path methods, feedback for current operational control and information retrieval for future programme planning. The preliminary reports, which have appeared, have already had an influence in the United Nations and other organizations and it is hoped that the study will contribute to the process of rethinking that has already begun in this field.

(b) Use by mass media of information on the United Nations. This project has tried to find out the use, in terms of extent and type of coverage, made by the Press, radio and television throughout the world, of the material that is available to them on the activities of the United Nations and specialized agencies. A preliminary report is now being examined by a panel. Forty-nine countries have been included in this survey, a pioneering multinational effort in this field. It is expected that this wide-ranging survey, which has examined 100,000 news items, will confirm or deny what have hitherto been vague assumptions about information output of the United Nations system and its actual use by mass media. The data collected and the conclusions drawn will cast light on practical steps that may be taken to improve public understanding of and information on the United Nations. Of special interest will be the data bearing upon coverage of the constructive work of international organization in the economic, social and human rights areas.

(c) Problems of small States and territories. This study focuses on the question of their role and participation in international affairs. It deals with different forms of co-operative arrangements available to them to participate in the activities of international and regional organizations. Suggestions and proposals for international action in the political, economic and social fields to assist the small States are included in the study.

(d) Wider acceptance of multilateral treaties. The study on the impediments to wider acceptance of multilateral treaties would indicate the main procedural, constitutional and administrative aspects of the problem. It will enable Member States and international organizations to focus on factors which call for measures at the national and international levels, to promote and facilitate wider acceptance. A first paper on acceptance of human rights treaties, resulting from this study, was submitted to the International Conference on Human Rights at Teheran (A/CONF.32/15).

52. The organizational and administrative problems of the United Nations are the subjects of two other studies of a long-range character which are expected to result in useful insights and conclusions of a practical value:

(a) Relations between the United Nations and regional organizations. The project investigates the possibilities of closer and more systematic relations between the United Nations and regional inter-governmental organizations by analysing areas and methods of co-operation as well as of problems of competition and other factors hindering co-operation. This is a task of considerable magnitude requiring the co-operation of regional organizations. The first results of the study relating to Africa should be ready in 1969.

(b) Planning, programming and budgeting systems. This is the first UNITAR study in the field of international administration aimed at exploring modern concepts and methods of systematic analysis and their application to the United Nations activities, particularly in the field of economic and social affairs. The Board of Trustees has stressed the need to enlarge its scope by undertaking further studies in the use of modern management methods.

53. With regard to problems of development and modernization UNITAR has focused on subjects which call for inter-disciplinary approaches and new research techniques. It has been mindful of the injunction to avoid duplicating work carried out elsewhere in the United Nations system. Three such studies are now in progress:

(a) The international migration of professionals from developing to developed countries. The Institute has already prepared a detailed study on the outflow of trained personnel from developing countries, which has been used as a basis for the report of the Secretary-General to the Economic and Social Council. A longer-range multinational inquiry has been begun, concentrating on the conditions and motivations behind the "brain drain" especially of scientists, engineers and physicians. The study will take place in both developing and developed countries and will aim at providing a basis for practical recommendations for international action.

(b) Transfer of technology from enterprise to enterprise. The Institute has prepared a methodology to be used for field studies in the developing countries which are to be carried out by scholars in the developing countries under the direction of the Department of Economic and Social Affairs. The Institute itself will undertake a number of case studies of major industrial enterprises in the developed countries which supply technology to developing

countries. Policy recommendations on ways to improve the flow and utility of technology are envisaged as the outcome of the study.

(c) New techniques and methods of training. The objective is production of a handbook or a series of handbooks, containing a descriptive account and assessment of the various techniques and methods of training which are being used in many parts of the world. With suggestions for their practical application, it will be useful to training institutions and officials in developing countries.

54. In response to the request of the Preparatory Committee for the Conference, UNITAR submitted three research papers to the International Conference on Human Rights at Teheran. The first was a methodological paper providing guidelines for comparative research on effectiveness of measures against racial discrimination (A/CONF.32/11). The second paper put forward suggestions for future research in some of the important fields of human rights (A/CONF.32/14). The third paper as already noted, dealt with a review and analysis of the acceptance pattern of international treaties concerning human rights (A/CONF.32/15).

55. Comparative study of the effectiveness of measures against racial discrimination. This is a major multinational pioneering research project involving a number of independent country studies undertaken by competent research institutions under the direction of UNITAR. A wide range of research procedures and techniques including case studies, historical analysis, behavioural observations, methods of content analysis and situation testing will be used as appropriate in these studies. The aim is to ascertain, through empirical data objectively analysed, how existing measures actually work and how they may be strengthened. It is anticipated that these studies will serve as pilot research for similar inquiries that may be undertaken by national research institutions and individual scholars. The first country study will be completed this year. Two others are expected in the first half of 1969.

#### Proposals for further research

56. The Board of Trustees has authorized the Executive Director to proceed with preparatory work and implementation in six areas of research, each of which falls within or is closely related to the principal fields of research approved earlier by the Board. Many of the studies proposed are outgrowths of the existing

projects or are otherwise connected with the work that has been begun. It is not intended that all of the approved programmes be carried out in 1969. The availability of resources, qualified persons and co-operation from other organizations will determine the timing and pace of these programmes. The new programmes of research (described in annex IV below) approved by the Board of Trustees are:

(a) Programming United Nations development assistance

57. The first of the two priority studies, arising from the current project on evaluation, would analyse the content of United Nations development programmes on the basis of a new classification scheme in terms of cost and sectoral and sub-sectoral breakdowns. The second study aims to develop new techniques and methods of pre-project investigations for a more accurate programme preparation and their scrutiny by United Nations organs. This would also result in the preparation of a handbook or manual. The other two studies relate to (1) the question of storage and retrieval of information and (2) the correspondence of programmes with national priorities in the context of development assistance.

(b) Instrumentalities and procedures for settlement of disputes

58. In consultation with representatives of Member States and United Nations officials and after consideration by an international panel, UNITAR hopes to examine and assess methods (including new methods) of peaceful settlement and machinery for reconciliation of differences among States. An analysis of scholarly and United Nations studies and reports in this field will be carried out first.

(c) Enforcement of international obligations

59. The objective is to begin a series of assessments of the various types of international machinery set up to ensure the application of rights and responsibilities created through treaties and other international instruments, such as the safeguard machinery of the International Atomic Energy Agency.

(d) Progressive development and codification of international law

60. In the immediate future, the main thrust of UNITAR research will be to study the function and role of international law in regard to the economic and social development, especially in the developing countries. It will cover such subjects as multinational enterprises and regional resource development schemes. It is also the aim to relate these studies to the annual regional programmes in international law conducted by UNITAR in co-operation with United Nations, UNESCO and regional institutions.

(e) International implications of developments in science and technology

61. The Institute is giving consideration to feasible areas of research in problems of international co-operation and regulation arising from rapid advances in science and technology, in such areas as weather arrangements, environmental pollution, communication satellites, automation and world-wide information systems. The emphasis will be on institutional aspects, particularly in the role of the United Nations and its related agencies. Close co-operation will be maintained with the competent specialized agencies.

(f) Public information on the United Nations

62. As a follow-up of the present study, more detailed analyses of the data will be made with special reference to the type of coverage and output of information on economic, social and human rights topics. It is also planned to extend the UNITAR study to ascertain the public understanding and appreciation of United Nations and its activities, through direct public opinion surveys and secondary analysis of information available in a number of data banks built on the results of previous public opinion surveys about the United Nations. In addition, it is hoped to carry out a study, based on data already collected, on the use of United Nations documents and the existing pattern of distribution to the public.

Planning for future research

63. The Board of Trustees has authorized the Executive Director to undertake the task of planning for UNITAR's research activities in the years to come. Any planning of research will have to recognize the contingencies of personnel, finance and changing needs as well as the uncertainties inherent in most original



research undertakings. It has not been possible to begin this task for lack of resources. The Institute has now received a grant of \$100,000 from the Ford Foundation to strengthen the central staff and capabilities for planning future research. The Executive Director will, in the course of the next two years, secure the services of highly qualified experts as consultants for this exercise and will convene a number of special advisory panels. The consultants and panelists will be drawn from all parts of the world. The Executive Director also hopes to undertake a general review and assessment of the research carried out at the Institute.

ANNEX I

List of the members of the Board of Trustees  
as of 1 October 1968

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President of the General Assembly
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President of the Economic and Social Council
- Chief S.O. Adebo  
Executive Director of the Institute

ANNEX II

STRATEGY, SCOPE AND LIMITATIONS OF  
UNITAR TRAINING

CONTENTS

	<u>Paragraphs</u>	<u>Page</u>
I. INTRODUCTION . . . . .	1 - 5	3
II. SCOPE . . . . .	6 - 25	4
III. LIMITATIONS . . . . .	26 - 27	10
IV. STRATEGY . . . . .	28 - 41	11
V. CONCLUSIONS . . . . .	42	15

## STRATEGY, SCOPE AND LIMITATIONS OF UNITAR TRAINING

### I. INTRODUCTION

1. At its sixth session in September 1967 the Board of Trustees expressed a wish to have for their consideration at the next session "a policy document on the strategy, scope and limitations of the Institute's training". This paper is an attempt to meet that wish.

2. An earlier attempt to evolve a policy of UNITAR training was initiated by the then Executive Director in February 1966 when he set up a Panel of consultants for the purpose, composed of an international group of experts and senior officials of the United Nations. The following participated in the Panel:

The late Reginald Barrett (United Kingdom), then Director of Programmes in Diplomacy, Carnegie Endowment for International Peace;

Dr. Andrew Cordier (United States), Dean, School of International Affairs, Columbia University;

Professor François Gazier (France), Director, Ecole Nationale d'Administration;

Mr. Nikolai Grigoriev, Director, Industrial Technology Division, United Nations Industrial Development Organization (UNIDO);

Mr. Martin Hill, then Deputy Under-Secretary for Economic and Social Affairs, United Nations Secretariat;

Professor Arthur Lall (India), Professor of International Relations, Columbia University, and former Permanent Representative of India to the United Nations;

Sir Arthur Lewis (Jamaica), Professor of Economics and International Affairs, Princeton University, and formerly Vice-Chancellor of the University of the West Indies;

Sir Alexander MacFarquhar, then Director of Personnel, United Nations Secretariat;

Professor Kaoru Matsumoto (Japan), Professor, Waseda University;

Dr. Dragoslav Protitch, then Under-Secretary, Special Political Affairs;

United Nations Secretariat - in charge of the United Nations training programme for foreign service officers from newly independent countries;

Dr. Francisco Urrutia, Regional Representative in New York, United Nations High Commissioner for Refugees and former Permanent Representative of Colombia to the United Nations.

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3. The recommendations of the 1966 Panel are appended to this paper. They have no doubt had their influence upon the nature of training programmes recommended to the Board since 1966. They have certainly been studied with great interest by the new Executive Director in connexion with the present review.
4. In the course of a recent tour which took him to eight different countries, the Executive Director was able to have personal discussions with the key officials of the Governments concerned as well as with representatives of their academic communities. He has also consulted with heads of permanent missions in New York and with senior colleagues in the United Nations Secretariat, the specialized agencies and other organs in the United Nations family. The submissions and recommendations put forward in this paper have taken the fullest account of the views and comments volunteered in the discussions and the consultations, although they remain of course the sole responsibility of the Executive Director.
5. The Board's request was for a document on "strategy, scope and limitations". Since, however, strategy is, to some extent at least, a function of scope and limitations, the Executive Director trusts he will be pardoned for dealing first with scope and limitations before tackling the decisive issue of strategy.

## II. SCOPE

6. The best approach would seem to be to examine what is permissible under the statute of the Institute and then to consider, within the limits so set, what is desirable and, finally, what is practicable in the light of the available resources.
7. According to its statute, UNITAR's purpose is to "enhance 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", by the performance of the two functions of training and research. The statute goes on to formulate the Institute's training function in the following terms:

"The Institute shall provide training at various levels to persons, particularly from developing countries, for assignments in 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."

8. This means, in less formal language, that any person who works or contemplates working in any organization in the United Nations system or in any other institution operating in the same fields as the United Nations would be a proper beneficiary from UNITAR training facilities. Therefore, in terms of who may be trained, the scope is very wide indeed. The various categories of persons may conveniently be grouped as follows:

(a) Present or prospective international officials, particularly those who serve in the United Nations system;

(b) Foreign Service Officers and other national officials employed on work involving international contacts; and

(c) Other persons (including persons in academic life and training institutions) working or interested in international relations, political, economic or social.

What should UNITAR offer to these people? The offerings will vary according to the category of trainee.

9. Training of international officials. Taking first the case of the international official, although UNITAR's training mandate covers all staff members of the entire United Nations system, the primary responsibility for ensuring facilities for training (and for career development to the extent deemed necessary) lies with the individual organizations to which the staff members belong. UNITAR's role would seem to be (a) to tender advice as warranted; (b) to respond to requests for assistance or collaboration; and (c) to offer initiative in organizing programmes for joint or concerted action. This means that the specific responsibilities of UNITAR in this area can only be defined in consultation and agreement with other organizations.

10. The matter was accordingly raised before the Consultative Committee on Administrative Questions with a view to bringing about a discussion among members of the United Nations family on the subject of what is already being done in the area of staff training; what more needs to be done; and the contribution which UNITAR might appropriately make in this context. A paper which, together with

up-to-date information to be furnished by the organizations themselves, might serve as a basis for such a discussion at an interagency working party, has been prepared by UNITAR and circulated. Copies of it have been supplied to members of UNITAR's Board. According to present indications, the working party is likely to be convened in the last quarter of this year.

11. Meanwhile, UNITAR could take the initiative in meeting a need which appears to call for fairly urgent action - the organizing of seminars or colloquia at which senior staff members from different departments of the United Nations Secretariat and agencies can get together for the following purposes:

(a) To get a better appreciation of each other's work problems and work out possible ways of achieving more effective performance severally and collectively in the pursuit of their common goals; and

(b) To learn from each other and from outside experts invited to attend about the latest modern tools and techniques for enhancing organizational and administrative efficiency.

From discussions he has had with the heads of a number of agencies, the Executive Director believes that initiative in this direction on the part of UNITAR would be widely appreciated.

12. For the rest, until the interagency consultations referred to in paragraph 8 above have been completed, UNITAR should stand ready to give advice and, within the limits of its resources, any other help requested by any agency.

13. Training programmes for other than international officials. The needs here can be classified under five categories, namely:

- A. Training in subjects directly relevant to the work of the United Nations;
- B. Training programmes ancillary to, or in support of, the field work of the United Nations, the specialized agencies and other agencies;
- C. Training of a kind which a country itself would normally provide but which, for special reasons, must be given for the time being by UNITAR;
- D. Advice and other help in the organization, staffing and administration of national and regional training institutions; and
- E. Co-ordination of training assistance.

14. Category A - Training in subjects directly relevant to the work of the United Nations system can be said to constitute UNITAR's principal assignment in the



training field. There is an amazing lack of appreciation on the part of the public - including even diplomats, other officials, legislators and other policy-makers - of the constituent organizations within the system, what they are supposed to do, how they work, what they have already achieved, the difficulties and obstacles which they face, and the ways in which their effectiveness might be enhanced. It is UNITAR's unique role to spread a knowledge of these matters (which might be called, for short, "United Nations studies") among all who should have it. Such knowledge is essential for Foreign Service Officers. It would be valuable also for other officials (for example, those in the departments of agriculture, health, education, trade and industry) who have to work in, with or through international organizations from time to time. While the actual content of a course and the relative emphasis on the different topics it embraces would of course vary according to the different needs and concerns of different groups of officials, there can be no doubt about the importance, for all these persons, to have a good grasp of the whole field of international organization and international action. Indeed it would be serving this vital purpose if, in certain of the seminars and colloquia of this character, participation were to be offered to industrialists and businessmen on the one hand, and prominent trade unionists on the other, both of which groups are, surely, important potential agents for the creation of an informed international opinion.

15. Subject to the possibility of variation of content and emphasis already mentioned, courses, seminars or colloquia in subjects directly relevant to the work of the United Nations system would cover the topics of international organization and multilateral diplomacy; international law; international administration; international economics; international trade. Knowledge of these topics is, without question, essential for a sufficient understanding of the activities of the United Nations and competence in participating therein.

16. A second major training requirement, also coming within the category of "United Nations studies", is in the field of development, comprising a number of subjects that might be grouped under the term "development training". These include development planning; development administration; technical assistance; development financing; principles and techniques of evaluation. Development administration would cover not only the efficient execution of development plans but also the application of the latest procedures and techniques (for example, data processing) in the field of administration.

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17. Development training is a special requirement of developing countries, one which to some extent certain United Nations organs and institutions and some outside bodies have been endeavouring to satisfy for many years. But such efforts have been concentrated in the field of development planning. Certain areas (especially the crucial one of development administration) appear to have been relatively neglected. UNITAR should make good this omission (as it is already doing, but only to some extent with courses on technical assistance and development financing).

Category B - Training programmes in support of the United Nations system's field work

18. Departments of the United Nations Secretariat and other agencies from time to time feel the need to provide special training for persons involved in one way or the other in their field operations. Such persons may be officials of the agency itself or officials of the country or countries served by the agency's operations. The existing UNITAR seminar on major problems of technical assistance is a case in point. This programme brings together the senior national officials who supervise technical assistance operations for their respective countries and the senior international officials who represent the United Nations Development Programme in the field and, by offering the two groups the chance to exchange views with one another and with the top headquarters officials of the agencies and the Programme, promotes a greater mutual understanding on all sides of their common problems.

19. Another example of UNITAR training in aid of an agency's field work is the course on industrial investment promotion which was recently organized jointly by UNITAR and UNIDO for national officials from a number of countries.

Category C - Interim training assistance to developing countries

20. Normally, every country makes, and should make, its own arrangements for the general training of its diplomats. There are countries in which a post-graduate academic course in international affairs or related subjects is a prerequisite of appointment to the foreign service. In others a special training programme of a more practical character is added or substituted, which in some cases extends over as long a period as three years. Some countries - most of them countries

in which a high academic qualification is a condition of appointment - have no formal training programmes; the new entrant trains "on the job". Many new nations, particularly the smaller ones, have to content themselves for the time being with entrants of rather modest educational qualifications and yet cannot afford to establish training programmes of their own. Many of them would prefer, for the time being, an international programme. The only international agency suited to provide this service is UNITAR. As the Board is aware, the Institute already has a programme which attempts to meet the need and which is being restructured and regionalized in order to meet the need more effectively.

21. Another area in which interim assistance is, and will continue for some time to be, needed by some of the smaller and newer countries is that of development administration. There is great need for training in administrative management for officers of their technical and specialist departments on whose competence the successful implementation of economic development plans so largely depends.

Category D - Advice and help in establishing own institutions

22. The long-term solution for the problem discussed in the last two paragraphs obviously is for countries which need training programmes for their foreign service recruits and others to establish their own or join with some other country or countries in establishing them. Not only should UNITAR be ready to help organize such programmes, it should take the initiative in recommending the creation of the relevant institutions and assist, if necessary, in running them during an initial period.

23. This task of recommending and helping to create national and regional training institutions should be proclaimed as a general service that the Institute, within the limitations of its resources, offers to member countries and others willing to take advantage of it. The service should include helping to train the staff for the training institutions by organizing suitable attachment courses for the purpose, either with the Training Department of UNITAR itself or with some other suitable institution.

24. Many academic institutions have on their teaching staff professionally well-trained political scientists, economists, sociologists and public administration experts. Some of these academics, by participation in relatively short specialized training courses, could be equipped with that international dimension to their

education to which reference was made in paragraph 14 above. In other words, UNITAR could help educate the educators and train the trainers by giving them the chance of acquiring a closer and more practical acquaintance with the United Nations system and the way it works.

Category E - Co-ordination of training assistance

25. The provision of international training is something in which numerous institutions, governmental and non-governmental, within and outside the United Nations system, take an active interest. Many of them have their own programmes. The need to co-ordinate these efforts is transparent to all. The Executive Director's consultations have clearly indicated that most would welcome an initiative on the part of UNITAR to act as the co-ordinator. It is recommended that the role be accepted. It would involve acting as an information centre, keeping informed and informing the other agencies of what is going on or planned everywhere - or as nearly everywhere as possible. It would also involve the more active role of offering advice and suggestions as to how the common effort might be better organized in the interest of the common purpose. In this connexion, see paragraph 41 below.

III. LIMITATIONS

26. The aim of the preceding section was to indicate the kind of training activities that would seem appropriate for UNITAR, in the light of the relevant provisions of its Statute, the ascertained needs for its services, and related services performed by other training institutions. The three factors do, in a way, constitute limitations on UNITAR's freedom of action but there is one other factor, in the nature of a very real constraint, that requires mention before one goes forward to a discussion of the training strategy that would meet the situation as a whole.

27. That other factor is finance. UNITAR is maintained by voluntary contributions. In the view of the Executive Director, income expectations based upon the pledges made so far by contributing Governments, the level of actual payment performance, and the amount of contributions so far promised by foundations, would make any consideration of expanded activity an idle exercise. The action that is therefore

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called for is not to give up any idea of expansion but (a) to increase the drive for more finance and (b) to organize UNITAR's training programmes in the most economical manner. The latter approach is reflected in the following section of this paper; the former will be the subject of a brief, separate submission by the Executive Director.

#### IV. STRATEGY

##### Basic principles

28. The following principles, it is submitted, must be treated as basic to all consideration of UNITAR's training strategy.

- (1) All UNITAR activities in the sphere of training must be in line with the purposes and functions of the Institute as set out in its Statute.
- (2) The training effort should be directed to meeting real and ascertained needs, through programmes designed to produce the greatest impact at least cost.
- (3) UNITAR should concentrate on training areas for which it is especially well-suited.
- (4) Unnecessary duplication and overlapping with existing training activities of United Nations or other institutions should be avoided; and where activities to complement or supplement such efforts are undertaken, co-operation and co-ordination should be maximized.

(5) UNITAR training programmes should have a practical basis and aim at improving the participants' capacity for effective performance.

(6) Training and research should be closely co-ordinated and the results of each used to reinforce the other.

These principles should constitute guidelines for the selection of items (from the lists contained in paragraphs 11 to 25 above) for inclusion in the programme of training activities recommended to be undertaken from time to time. They are also being taken into account in the framing of the submissions as to training methodology (paragraph 29), venue of programmes (paragraph 32) and "association" with other institutions (paragraph 40).

##### Length and method of training

29. Like its content, the duration and the pattern of training which is most appropriate in a particular instance must naturally depend upon the training needs

of the participants, the kind of knowledge and experience which they already possess or need to acquire, the level at which they function or are to be equipped to function, and the time which they can reasonably spare from their normal duties. Experience has shown that the class of persons for whom UNITAR caters simply cannot spare themselves for long periods. Short, intensive courses must therefore be the rule for UNITAR.

30. Experience has also confirmed that in most cases courses which consist of seminar-discussion sessions in which the training group is not unduly large, and can therefore "participate" in the fullest sense, are the most appropriate. Barring exceptions such as the basic training for foreign service recruits, which obviously will require substantial use of lectures, supplemented by group discussions, the rule for UNITAR should be the other way round, that is to say, seminars supplemented, if and to the extent necessary, by lectures.

31. Provision should be made wherever possible for involving the participants in practical exercises and assignments, preparation of reports etc. Willingness to accept such close involvement in the training should be made a condition for admission to the course.

#### Venue of courses

32. In considering where a course should be conducted, it is usually necessary to strike a balance between several conflicting considerations. The first question is whether a course should be organized (a) on a centralized basis, that is, to hold just one course in one centre for participants from all regions or (b) on a regional basis, in which case the course is repeated for each region (Asia, Latin America, Africa, Europe and the Middle East). If a course would benefit greatly from an exchange of views of an across-regional-frontiers type, and the total number of participants does not have to be unduly large, then obviously a centralized basis is indicated, and the only other question is where should the one venue be? But the two conditions do not always occur together; the total number of persons requiring the course is usually too large to be conveniently accommodated in the single centralized course. Regionalization may then be the answer. It may also be the answer where (a) the course is of interest to only one region (which is very unusual) or (b) two or more regions are interested and the total number of participants would be large.

33. The size of the potential training group and its interregional composition are not alone decisive of the issue; there is the question of relative costs. Taking the course to the participants is in many cases cheaper than bringing the latter to an external centre, but this is not invariably so. It will not be so if the cost of taking the administrative and professional staff to the region is very high.
34. As already pointed out, the decision to regionalize or not to regionalize will turn and should turn on the balance of relevant considerations and each case should be decided on its merits.
35. There are, of course, certain types of training which, by their very nature, can only be done in a centralized way. The Seminar on Major Problems of Technical Assistance consists essentially of a dialogue between a group of top-level national officials and the higher echelon of officials at the headquarters of the UNDP, the United Nations Office of Technical Co-operation and the specialized agencies. The question of decentralization cannot even be contemplated in such a case.
36. Courses judged to be suitable for interregional (that is, central) treatment have so far been held in New York or Geneva. The Executive Director would like to see some of them held in future in suitable centres in other countries since this would help generate more world-wide interest in UNITAR and in the United Nations generally. Soundings which he has made in this connexion indicate that some countries would be prepared to underwrite the extra expenses which holding a course in their territory would involve to UNITAR. Of course the venue for a course would not be decided solely on the basis of offers of facilities. But the offers will make it possible in suitable cases to diversify the venue.
37. The Board is reminded in this connexion that, in the discussions and documentation relating to the establishment of UNITAR, the picture presented was that of an organization which would have not only a headquarters in New York, but also a number of regional centres through which its presence and operations, in both research and training, would be brought closer to the member countries. Owing to insufficient resources, it has not been possible to give concrete form to that picture. The Executive Director considers it of the utmost importance that the original concept be adhered to and given real form as soon as it becomes practicable.

Language

38. The organization of training programmes for groups of participants drawn from different countries frequently raises the problem of choosing the language to be used as the medium of training. The usual alternatives are either to have monolingual programmes with admission restricted to participants who have a good knowledge of the language used, or to have a mixed group of participants with provision of simultaneous interpretation. Each pattern has some advantages as well as disadvantages. From the point of view of broadening horizons and promoting international understanding, courses which bring together a mixed group with different linguistic and cultural backgrounds are to be preferred. At the same time, the experiences of UNITAR and other training institutions show that where the training involves the acquisition of theoretical knowledge in difficult subjects like economics or international law, which need a grasp of conceptual subtleties, the barrier of simultaneous interpretation inevitably causes a lowering of interest and attention and a loss in effective transfer. Where the training consists mainly of a transfer of information, rather than an understanding of abstract concepts, the loss through interpretation is negligible. For these reasons it is impossible to adopt a uniform or general policy in this matter. As the following account shows, there is much room for variation and experimentation.

39. In the UNITAR programme for diplomats from the Missions at Headquarters, the lectures are given in the language which the lecturer prefers and simultaneous interpretation is provided for those who need it. But the seminar discussions which follow each lecture are organized separately in English and in French (the working languages of the United Nations) so as to ensure that the exchanges of questions and answers and observations should be free and effective. The decentralized regional seminars in technical assistance are being organized on a monolingual basis. The centralized Seminar on Major Problems of Technical Assistance has hitherto been conducted on a monolingual basis, but since it involves only an understanding of policy and procedures rather than a knowledge of abstract theoretical concepts, it is proposed that the enlarged seminar in 1969 should be bilingual.

"Association" with other institutions

40. To continue to maintain close contact and co-operation with other organizations and institutions, national and international, working in areas of common concern



should - indeed must - be one of the principal elements of UNITAR's training strategy. This can be done in a variety of ways, such as exchange of information; supply or exchange of training staff, training materials and physical facilities; the planning and operation of joint projects (as is already being done between UNITAR and other institutions within the United Nations family).

41. The Executive Director would like, with the Board's approval, to follow up without delay certain proposals he has tentatively been discussing with certain Governments and non-governmental institutions regarding the possibility of joint projects. During his recent European tour he became aware of the extent to which courses paralleled one another in the field of training assistance. Not one of the officials and other persons to whom he spoke on this subject was averse to UNITAR taking the initiative in the promotion of a partnership with the Institute in this common cause.

#### V. CONCLUSION

42. The discussion in this paper has necessarily been couched in general terms. If the Board approves the submissions here put forward, the Executive Director will henceforward guide himself by them in the preparation of his annual programme recommendations.

## Appendix

### RECOMMENDATIONS OF THE PANEL OF CONSULTANTS ON TRAINING TO THE EXECUTIVE DIRECTOR, UNITAR

February 1966

#### Introduction

The Panel of Consultants on Training met at the UNITAR headquarters from 7 February through 11 February 1966, together with senior consultants from the United Nations Secretariat and members of the UNITAR staff.

#### General considerations

(a) The Panel reaffirmed the belief that the Institute's training should be directed not primarily at individual national needs nor even at the needs of developing countries alone but generally at those of the United Nations as a whole.

(b) Within this broad field, many training activities relating to the United Nations or to international relations are presently encompassed by bilateral programmes aided by Governments or private organizations. The Institute should concentrate its activities in areas where its service will be either unique or complementary to that of existing institutions.

(c) Especially important for the establishment of UNITAR's initial niveau and repute will be programmes whose effect the recipients can augment through teaching or through regional centres.

(d) The Panel constantly emphasized that the research and the training function of UNITAR would be closely interrelated.

Mindful of these considerations, the Panel reviewed existing programmes and staff training needs; examined new training fields of peace-keeping, development, international law, and regional centres; formulated programmes co-operative with existing training performed by whatever academic or public source; and reached the specific proposals which follow.

#### A. Main programmes in headquarters

##### 1. Existing programmes

(a) The Panel strongly supported the inclusion, the continuation and, in general, the content of courses such as those now being run by the Institute in

Development Financing, Technical Assistance and the training of Foreign Service Officers from newly independent countries.

(b) The Panel hoped that present courses could be broadened and enlarged; it pointed to a particular need to increase participation in the Assistant Resident Representatives course from six to a level closer to ten and to increase participation in seminars for counterpart personnel. It was hoped that the future programme could be expanded to meet the different needs of diplomats from other countries than those participating up to now.

(c) The need for some change of emphasis in the Development Financing course to allow for the training of instructors in developing or about-to-be independent countries was recognized but the Panel felt that the time was perhaps not yet ripe for such a move. Course direction was in good hands and needed adjustments could be made as seen fit.

(d) The Panel noted that other United Nations departments retained training or fellowships whose purposes lay close to UNITAR's and proposed an examination of UNITAR's role in this connexion.

## 2. Peace-keeping training

(a) The Panel felt that UNITAR's programmes regarding peace-keeping should not be confined to research but should include training.

(b) The Panel recommended that UNITAR first ascertain through the Secretary-General and his staff civilian and military experience concerned with United Nations peace-keeping functions which would shed light on the question of what scope and substance in training efforts would best contribute to future peace-keeping activities. While the preparation of courses and materials in this field would take time, the Panel recommended that UNITAR's exploratory efforts in this field be given considerable priority.

(c) UNITAR's ultimate aim would be assistance in the training of the forces, especially officers, engaged in future peace-keeping operations, particularly in regard to the special character of United Nations operations, the nature of their contact with the local populace and the principle and practice of the conduct of peace-keeping operations in the field.

(d) In view of the problem involved in training forces for sudden use, and without prejudging the results of its inquiries, UNITAR and its consultants should consider the feasibility of facilitating the training of these forces by aiding in the availability of experienced persons whom the Secretary-General might designate for this purpose to be sent on such missions as he might find advisable.

(e) The inclusion of military officers within a broad spectrum of civilian training courses conducted by UNITAR will contribute to the foregoing objectives.

### 3. International law

(a) The great importance of UNITAR's stimulation to the teaching of international law as modified by continuing developments in the principle and practice of international organizations and by advances in science and technology was emphasized by the Panel.

(b) UNITAR efforts here would have to be conducted through symposia, seminars and meetings of scholars and would be on a more advanced level than that on which its normal training was performed.

(c) Initially, UNITAR should summon a panel of international legal scholars and experts in order to ascertain the most appropriate form for future courses and approaches to stimulating the international legal field in developed and newly independent nations.

(d) Without prejudging the results of consultation, the Panel believed that wider use of such materials as the coming Carnegie Manual of International Law and the preparation of case studies in this field should be encouraged.

### 4. United Nations delegations

When possible, UNITAR should invite members of United Nations delegations to seminars and pre-conference briefings on the United Nations, its organization and background.

### 5. Fellowships

(e) The Panel accepted the recommendations on the three categories of fellowships suggested by the Institute staff: UNITAR Senior Fellows, UNITAR Stevenson Fellows and UNITAR Special Fellows.

(b) The Panel believed that fellowships should provide maximal bonds between recipients and the United Nations both in the subject matter chosen and in the time the recipient spent in United Nations Headquarters or travelling or observing its outside operations.

(d) The Panel felt that most fellows would benefit from observation of United Nations activities in Geneva and from travel in such countries as have offered contributions to UNITAR in the form of support for seminars for UNITAR and its fellows. Poland, Hungary, Czechoslovakia, Bulgaria, Romania and Israel have thus far made such offers.

#### 6. Information on training

Ancillary to its actual training functions, UNITAR should provide as far as possible information on inter-governmental training opportunities and should be in a position to advise member States on where they could fill special training needs.

#### B. Staff training

1. The Panel felt that UNITAR could not fill those training needs which it is the normal function of an administrative service to perform for a staff but should stand ready to give training of special benefit for United Nations staff members.

(a) Language (see section D).

(b) Two or three fellowships might be awarded applicants interested in reviewing staff needs for training.

(c) A pilot probationary training course should be given new United Nations staff entrants, its content and terms to be the subject of further inquiry. The training of staff entrants from developing countries would be of particular relevance to UNITAR, even when their turnover on the United Nations staff was high.

(d) The need for orientation and training in the headquarters where possible, or regionally, of local representatives of the High Commissioner for Refugees, UNESCO Commission members, technical assistance experts and other representatives

of United Nations agencies, was recognized. When UNITAR felt able, it should, after consultation with the specialized agencies through the Administrative Committee on Co-ordination, move toward filling this need.

(e) Needs for training of the United Nations staff in supervision and in the drafting of reports were also noted but would await further inquiry as to whether UNITAR could equip itself eventually to fill them.

### C. Regional centres

1. The concept of regional centres of varied purpose was among the chief ideas developed during the course of the Panel's deliberations. The Panel felt that a number of such centres located in developing areas would be effective foci of many of the functions and interests of UNITAR.

2. Whether such centres should gradually be newly developed or whether they should be formed around such existing institutions as the Regional Economic Development Institutes in Santiago de Chile, Dakar and Bangkok could not presently be decided but was left for UNITAR's further exploration with those bodies. The use of existing institutions has certain obvious financial and administrative advantages if they could incorporate the new functions UNITAR envisaged.

3. In any case, regional centres might serve the following functions:

(a) Be places of deposit for United Nations documents, records and publications.

(b) Be a locus of operations for the travelling seminar, a concept much stressed by the Panel. Such travelling seminars, using UNITAR and contract instructors, linguists, prepared courses and materials, including those on international law, films and publications on the United Nations and - where appropriate - materials on peace-keeping, would utilize these centres as the base for their activities wherever possible.

(c) Language (see section D).

(d) Be the locus for courses and seminars in such subjects of interest to UNITAR as international law, development, peace-keeping, and training for the local representatives of the United Nations and its agencies.

(e) In some cases, regional centres might also be the base of operations for recipients of certain UNITAR-administered fellowships.

(f) Be the focus of inquiry regarding local needs for trained development personnel or for information on any surplus skills locally available for use in development elsewhere. If an international trained force for development is formed, partly through UNITAR encouragement, such centres could serve as their bases and orientation centres.

(g) With a view to starting co-operation with regional institutions, UNITAR could offer refresher courses for personnel teaching in the existing regional institutes.

(h) The concept of such centres would involve co-ordination with UNESCO and the other specialized agencies.

#### D. Language training

1. The importance of language programmes in all of the foregoing activities of UNITAR was emphasized by the Panel.
2. UNITAR should start a pilot language-training centre, assemble a suitable staff therefor and support it with a panel of linguistic experts which would enable it to keep abreast of the most up-to-date developments in linguistics and in its pedagogy.
3. As one of UNITAR's chief contributions to the training of United Nations staff, UNITAR's language centre should provide a pilot course for the English and French languages.
4. UNITAR's language programme would have, as one of its chief raison d'être, the preparation of language training nuclei for regional centres where, among others, applicants for diplomatic and other training courses at UNITAR headquarters could qualify linguistically before selection and where advanced linguistic methodology could be disseminated.

ANNEX III

DESCRIPTION OF TRAINING PROGRAMMES UNDERTAKEN IN 1968 OR PLANNED FOR 1969

UNITAR seminars in international organization and multilateral diplomacy

1. In the Executive Director's report to the twenty-second session of the General Assembly, reference was made to the decision to reorientate UNITAR's work in the training of diplomats and to introduce advanced courses for the benefit of officers of permanent missions in New York.<sup>a/</sup>
2. Immediately after entering upon his office in March 1968, the new Executive Director convened a consultative panel representing a cross-section of Heads of Permanent Missions and senior Secretariat officials to consider a draft scheme for a programme of advanced training for officers of the Permanent Missions. The scheme, revised in the light of the views expressed by members of the consultative panel, was then circulated to all Heads of Missions, and received practically unanimous support.
3. The revised scheme proposed a programme, spread over a period from January to June each year, consisting of a series of lectures on specific topics in the general area of the organization, procedures and work of the United Nations system in its various fields of endeavour. It was envisaged that there would be one lecture each week, followed by seminars in which the participants would have an opportunity to make a deeper study of the aspects in which they are specially interested. The lecturers and seminar leaders would be selected from amongst eminent diplomats, statesmen and scholars from different countries, Heads of Permanent Missions in New York and top-level officials in the United Nations Secretariat and the specialized agencies.
4. A shortened version of such a programme, covering seven lectures and sixteen seminars, was conducted from 21 May to 10 July 1968. The series was inaugurated with a lecture by the Honourable Paul Martin, Senator and former Secretary of State for External Affairs of Canada, on United Nations political

a/ Official Records of the General Assembly, Twenty-second Session, Annexes, agenda item 45, document A/6875, paras. 67 and 68.



organs and multilateral diplomacy. Then followed lectures by Barbara Ward (Lady Jackson), Professor Arthur Lewis, Mr. Sean MacBride, Madame Bastid, Mr. Ralph Bunche and Mr. Martin Hill. The lectures were delivered in English or French, according to the choice of the speaker, with simultaneous interpretation in the other language. Separate seminars in English and in French were conducted in respect of each of the topics. A total of 157 officers from ninety-nine missions were nominated for participation in the programme. Each participant was expected to attend all the lectures of the series, but only those seminars dealing with the topics in which he was particularly interested.

5. At the conclusion of the course, a questionnaire was sent to all participants and Heads of Missions asking for their views on various aspects of the organization and content of the programme. The replies indicated that the programme was highly appreciated.

6. The programme for 1969 will extend from mid-January to mid-June and will cover, through weekly lectures and related seminars, a much wider range of topics than could be dealt with in the short period available this year. It will, for instance, include the role of the communications media in the furtherance of the United Nations objectives. Provision will also be made for a number of sessions to be devoted to the practical and procedural aspects of the work of the United Nations. The various specific comments and suggestions for improvement in the organization and content of the programme received in response to the questionnaire and further advice given by the consultative panel mentioned in paragraph 2 above, are being taken fully into account in the detailed planning of the 1969 programme.

Training programme for foreign service officers - Geneva - 1968

7. In paragraphs 68-69 of the Executive Director's report for 1967 (A/6875) it was mentioned that the Foreign Service Training Programme would be repeated in Geneva for one more year but in a distinctly modified and upgraded form. This programme was inaugurated in Geneva on 15 July 1968 and is due to conclude on 29 November. In inviting nominations for the course (from eighty-four countries in Asia, Africa, Central and South America and the Caribbean) it was

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announced: that the programme would be at a distinctly more advanced level than in previous years; that the number of participants would be restricted to fifteen; that preference would be given to candidates already stationed at Geneva or one of the capitals in Europe; and that candidates would be expected to have a sufficient working knowledge of both English and French for participation in seminar discussions in either language, without benefit of simultaneous interpretation. Although, from the particulars furnished in their application forms, the fifteen selected candidates appeared to have sufficient knowledge of both languages, it was in fact found at the commencement of the programme that they would not be able to participate effectively without linguistic assistance. Provision for simultaneous interpretation was therefore sanctioned.

8. The first part of the programme was planned to cover general knowledge of the United Nations system. It consisted of a series of lectures and discussions with senior officials from the United Nations system and senior diplomats, on the work, procedures and problems of the United Nations and the specialized agencies; visits to the headquarters of the specialized agencies and other international organizations in Geneva; observation of the formal and informal processes of multilateral diplomacy in connexion with the work of the Economic and Social Council and its committees during the summer session; and a visit to study the organization and work of the Swiss Foreign Office at Berne. The second part of the programme, conducted with the assistance of the Graduate Institute of International Studies, Geneva, consists of a series of seminar discussions, exercises and assignments for advanced study of international organization, international relations, international law, international economics and diplomatic practice.

9. This programme is being discontinued and consideration given, instead, to the establishment of a course to provide for diplomats and international officials around Geneva a course suited to their special needs.

Regional basic training course for new recruits and junior officers of the foreign services - 1969

10. It has been recognized for some time that separate provision is necessary for basic induction training for new recruits and junior officers on the one hand,

and advanced general or specialized training for senior officers on the other. It is also recognized that although, in the long run, each Government could be expected to make its own arrangements for the basic training of new recruits, some of the new States will continue to need outside assistance in this regard for some time to come. The subject is referred to in paragraph 20 of the Executive Director's paper on training strategy (annex II) under the head of interim training assistance to developing countries.

11. Discussions with Governments in regard to the location, timing, duration and course content are in progress with a view to ensuring the organization of two such courses - one in French and one in English - in 1969. Each course will be for a group of twenty to twenty-five new recruits and junior officers of the foreign service, nominated by their Governments, and aimed at giving them a basic knowledge of the subjects relating to the work they will have to do as members of the foreign service, e.g. international relations, diplomatic and consular practice, the organization and working of foreign offices, together with elements of international organization, international law and international economics. Useful background subjects such as world history and world geography may also be included and provision made at each course for some language teaching (French for the English-speaking, English for the French-speaking members).

12. The courses will be conducted at suitable centres (to be settled after negotiations) where physical facilities, e.g. lecture rooms, libraries, residential accommodation as well as some clerical and teaching assistance will be available from local institutions. The Institute's budget estimates for these courses have been framed on the assumption that the fellowship costs i.e. stipend and travel of the participants from their headquarters to and from the training centre) will be borne by the Governments nominating candidates, either directly or through technical assistance allocations. UNITAR would provide (a) salaries and travel costs of UNITAR staff, (b) salaries and travel costs of external lecturers, and (c) honoraria for lecturers whose services are secured locally.

13. The Executive Director is also examining the possibility of supplementing the courses with study visits to one or two foreign offices outside Africa. For financial reasons, visits would be arranged only to countries whose Governments agree not only to organize a suitable programme for the students but also to meet all the travel and maintenance expenses. The Executive Director has reasons to believe that one or two countries would be prepared to help in this way.

Regional seminars in procedures and techniques of United Nations technical assistance - 1968 and 1969

14. Following the decisions taken on the basis of an evaluation of the former Group Training Programme in Procedures and Techniques of Technical Assistance, that programme has now been decentralized and converted into a series of regional seminars. Apart from the fact that regionalization enables more than three times as many candidates to be trained in the space of a year at less than half the cost per head, it also makes it possible to secure greater homogeneity in the training groups and closer attention to specific local problems. With the assurance of full co-operation and support from the regional economic commissions and UNDP, the following schedule of regional seminars has been arranged. (The cost of the travel and per diem of participants will, in each case, be financed from the country programme allocation of technical assistance funds.)

- (1) Regional seminar for Latin America: held at Santiago, Chile, from 3 to 21 June 1968. Fifteen national officials, nominated by their respective Governments and six assistant resident representatives of UNDP in Latin America, participated in the programme.
- (2) Regional seminar for Europe and the Middle East: held in Geneva from 2 to 20 September 1968. Thirteen officials from as many countries in the region participated.
- (3) Regional seminar for Asia and the Far East: to be held at Bangkok, Thailand, from 10 to 28 March 1969.
- (4) Two regional seminars for Africa: to be held at Addis Ababa from 7 to 25 April 1969 for English-speaking participants, and at Dakar from 5 to 23 May 1969 for French-speaking participants.

15. Field officers of the UNDP also participate in these seminars, the senior ones as teachers and some of their juniors as co-trainees. Indeed, these seminars furnish a good example of co-operation between UNITAR and other United Nations organizations such as the regional economic commissions, the regional development planning institutes, UNDP, and the specialized agencies.

16. The results of the first regional seminar in this series, held in June 1968 at Santiago, Chile, were evaluated on the basis of the participants' replies to a questionnaire and the observations of the panel discussion leaders, including senior field officers of UNDP and the Chief of the Technical Assistance Co-ordinating Unit of the Economic Commission for Latin America. The evaluation has confirmed both the continuing need for such training and the benefits of decentralization. The uniformity of cultural background and language, and the similarities of problems and interests within such a relatively homogeneous region as Latin America, made the interchange of ideas and experiences in the panel discussions particularly lively and constructive. The lectures on the substantive aspects of technical assistance were made more meaningful by being related directly to projects and problems of special importance to the region.

17. The results of the second seminar recently conducted at Geneva were equally satisfactory.

18. Participants' costs in the seminar are financed by technical assistance funds through the respective country programmes. The lecturers and seminar leaders are provided by the co-operating organizations mentioned above. UNITAR expenditure consists only of the salary and travel costs of the programme staff, and miscellaneous overheads. One chief of programme and his supporting staff serve the needs of the whole series of seminars.

#### Seminar on major problems of technical assistance, 1968

19. While the former group training programme for working-level national officials has been converted into a series of regional seminars, the programme for top-level officials concerned with the co-ordination of technical assistance, which was introduced in 1966 in the form of the Seminar on Major Problems of Technical Assistance, is being continued on a centralized basis. This year's

programme has been arranged for fifteen French-speaking participants, and will last from 20 September to 2 November 1968. The national officials in the programme have been joined by a small group of deputy resident representatives of UNDP. The format and content of the programme is the same as in previous years and includes visits to the United Nations Headquarters and specialized agencies, including the World Bank and the International Monetary Fund. The national officials and the resident representatives are thus able to discuss with the top officials of the aid-giving organizations in the United Nations system, the major general and specific problems met with by the receiving countries in requesting, receiving and co-ordinating United Nations technical assistance in its various forms.

Training programme for deputy resident representatives of UNDP - 1968

20. This year's programme in this series is being attended by a group of French-speaking deputy resident representatives nominated by UNDP. It began in Geneva on 20 September with the participants joining the national officials in the Seminar on Major Problems of Technical Assistance mentioned above. Later, the deputy resident representatives received special attachment training at UNDP headquarters and the United Nations Office of Technical Co-operation. A short course of lectures and panel discussions designed to give the deputy resident representatives a fuller understanding of the problems and processes of economic development will also be organized, as in previous years.

Seminar on major problems and technical and financial co-operation - 1969

21. In paragraph 75 of the Executive Director's report for 1967 (A/6875) it was suggested that the training programme in development financing might be discontinued and certain portions of it combined with the Seminar on Major Problems of Technical Assistance. This would provide a programme to enable national officials concerned at policy level with the co-ordination of external aid to gain a knowledge and understanding of the courses and agencies from which technical and financial assistance, multilateral and bilateral, is available. The participants should thus be able to obtain a comprehensive view of external

assistance available for development projects from the stage of inception with the help of technical assistance, to the stage of implementation through financing. The Executive Director had then stated that if consultations with the United Nations Department of Economic and Social Affairs and UNDP indicated that such a programme would be feasible and desirable, the Board's approval would be sought.

22. These consultations have now been completed, and it has been decided, with the Board's approval, that the scope of the Seminar on Major Problems of Technical Assistance, introduced in 1966 as an annual project wholly financed from UNITAR funds, be extended next year to cover a study of the sources, policies and procedures for financial assistance as well. The Seminar will be held from 20 August to 10 November 1969, and designed to enable the top-level national officials to discuss their relevant problems with the senior officials of the United Nations organizations and bilateral aid-giving agencies in the following locations: Geneva (ILO, WHO, UNCTAD); Vienna (IAEA, UNIDO); Rome (FAO); Paris (UNESCO, OECD, French bilateral aid agencies); Moscow (USSR technical and economic aid); London (United Kingdom bilateral aid); New York (UNDP, UNOTC<sup>b/</sup> and private financial institutions); and Washington (IBRD, IMF and United States technical and economic aid).

23. Fifteen top-level officials from developing countries concerned with technical as well as financial assistance aspects of foreign aid, will be selected from among those nominated by Governments. A group of Resident Representatives of UNDP will also be deputed to participate in the seminar.

24. After discussion with UNOTC and UNDP, it has been ascertained that UNDP technical assistance funds will be made available for financing the cost of this programme as an interregional project. The Government of the Soviet Union has agreed that the cost of the participants' travel and per diem within the USSR and other local costs, as well as some of the costs of travel by Soviet airlines outside the USSR, may be met from the rouble portion of the USSR contribution to UNITAR.

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b/ United Nations Office of Technical Co-operation.

UNITAR/UNIDO training programme in industrial investment promotion (1968-1969)

25. At the request of UNIDO, UNITAR assisted in the organization and operation of a special training programme attended by eighteen national officials concerned with the establishment of investment promotion centres and agencies to stimulate and facilitate the inflow of private investment capital for financing development projects in their countries. The programme was held in New York from 15 March to 7 June and included lectures and panel discussions as well as attachment training at several investment promotion centres already functioning in New York. The fellowship costs of the programme were met by UNIDO; in addition to assisting in the planning of the programme, UNITAR also provided some of the administrative support needed for its operation, and members of the UNITAR staff helped as lecturers in the fields of their special competence.
26. It is understood from UNIDO that assistance is likely to be required in 1969 for a similar programme for national officials nominated by Governments in Latin America.

Workshop in basic skills of modern language training

27. Although the Board of Trustees has not been in favour of UNITAR conducting any language training programmes of its own, it agreed that UNITAR assistance could be made available in appropriate ways to improve the quality and efficacy of the language training programmes conducted by the United Nations Office of Personnel for the benefit of the United Nations staff and members of delegations. Accordingly, UNITAR assisted in organizing a Seminar on the teaching of languages at the United Nations in September 1967; and as a follow-up to that seminar, UNITAR helped to organize a special workshop including practical demonstration and practical exercises in the use of modern techniques, from 11 through 13 January 1968. Following the seminar, the United Nations Office of Personnel started a series of accelerated language courses. All the teachers engaged in conducting these courses participated in the workshop, together with a number of their colleagues who teach in the longer normal courses.



Regional refresher training courses in international law

28. The General Assembly resolutions 2099 (XX), 2204 (XXI) and 3213 (XXIII), on the United Nations Programme of Assistance in the Teaching, Study, Dissemination and Wider Appreciation of International Law, recommended, inter alia, the organization of refresher training courses in Africa, Asia and Latin America. The first such course for teachers, specialists and advanced students of international law was held in Africa in 1967, and UNITAR collaborated in it by providing two professors. Discussions are now in progress with a view to organizing the second in the cycle of refresher courses, in Asia, in 1969, in co-operation with the United Nations Office of Legal Affairs, UNESCO and the Hague Academy of International Law. Full details of the programme and the respective responsibilities of the three participating organizations are being worked out.

Training course for population programme officers

29. In connexion with the expanded population programme to be financed from a special trust fund contributed by the United States Government, the United Nations Population Division expects to recruit between ten and twelve officers with a background of demography, social science, or economics, to assist national Governments or groups of Governments. It is intended that, after the officers are recruited and before they are assigned to their duties, an intensive training programme should be arranged for them under the joint auspices of the United Nations Population Division, the United Nations Office of Personnel and UNITAR. Consultations are taking place on the format and content of the course.

## ANNEX IV

### DESCRIPTION OF RESEARCH PROJECTS IN PROGRESS OR BEING PLANNED

#### Project 1 - Criteria and methods of evaluation

The study contains an analysis of several considerations having an important bearing upon problems and methods of evaluation. It stresses the basic principle that evaluation ought to begin at the planning level before projects and programmes are initiated. The size of the combined programmes of members of the United Nations family and profiles of the technical assistance component showing, on a sample basis, duration of projects, sector expenditures and tenure of experts, are among matters dealt with. In addition, some preconditions for improvements in programme planning effectiveness are suggested. Programme planning is inhibited by financial and institutional constraints as well as by problems involved in planning and implementation at the country level.

2. Five phases in the life of a project are recognized in each of which some element of evaluation is involved. These are: (1) identification of needs, implying an examination of the plan objective as a whole; (2) appraisal of requests or project selection where absorptive and delivery capacity is considered in the light of the particular requirements of the proposed project; (3) operational control where the built-in indicators and other information may be used to pin-point operational problems; (4) evaluation of results and (5) the evaluation of over-all impact on social and economic development.

3. As regards evaluation components involved in the first four phases mentioned above, proposals are being made for the application of several elements of modern management techniques. These include cost-benefit analysis, critical path methods, feedback for current operational control and information retrieval for future programme planning. Not all such methods are suitable for all types of projects so that some general guidelines are being suggested.

4. These and other problems affecting evaluation methods are examined and proposals made for research intended to lead to a more effective confrontation of needs and resources. The monograph resulting from the study, which will be

completed by the end of 1968, will be made available to United Nations officials, Governments of Member States and other interested institutions and individuals.

Project 2 - Status and problems of very small States and territories

5. This study is concerned with the problems of very small States and territories with special reference to the question of their role and participation in international affairs and the assistance which can be rendered by the United Nations family of organizations. The first part deals with the relevance and historical background of the problem and the issues raised by the participation of small States as seen from the point of view of the international organizations, together with a discussion of the rights of the small territories. It also seeks to explain the factors which have created or influenced the existence of these territories as separate international entities rather than components of larger political units. A second part analyses the status of these States in terms of their political evolution, international relations, and then describes the various forms of foreign relations, participation in international and regional organizations and security and military arrangements. This is followed by a detailed examination of the practical problems of these States and territories in regard to public administration, economic development and viability, special social aspects resulting from their isolation and limited population, and education. The last part, which is under preparation, included suggestions and proposals for international action ranging from a better understanding of their acute and special difficulties to the guarantees for security, economic and other assistance, and possible special United Nations services and aid.
6. In November 1967, UNITAR organized a panel discussion on the general problems of small States and territories with the participation of a number of permanent representatives to the United Nations, members of the Special Committee on the Situation with regard to the Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples, and experts working on the problems of small States. An international panel will be convened towards the end of 1968 on the completed study.

Project 3 - Wider acceptance of multilateral treaties

7. The main objective of the project has been to identify the causes and factors that hinder acceptance of multilateral treaties and to consider possible measures for facilitating their wider acceptance. As the emphasis of the project has been on possible remedial actions, the study has been directed to ascertaining causes and factors other than the lack of interest on the part of States in the subject matter of the treaties. The treaties examined cover a wide variety of topics, such as the law of the sea, diplomatic and consular relations, human rights, narcotics, transport and communications and education. Statistical information, as regards signature and acceptance (ratification, accession or succession) has disclosed that, as of 31 December 1967, the fifty-five multilateral treaties included in the study had received 1964 acceptances, that is about 27 per cent of the maximum attainable number of acceptances. Data on the various factors have been collected from United Nations documents and national reports, and have been supplemented with information gathered in interviews and informal discussions held with twenty legal advisers of Members of the United Nations during the twenty-second session. In addition, consultations were held with officials of the other international organizations, who act as depositaries of multilateral treaties, to ascertain their experiences in regard to promotion of acceptance. The project will be completed before the end of this year after an international panel of experts has considered the report on the study.

8. In March 1968, in response to the invitation of the Preparatory Committee for the International Conference on Human Rights, a paper "Acceptance of human rights treaties" (A/CONF.32/15) was presented to the Conference. The paper, following the general lines of inquiry of our project, pointed out the causes of delay in acceptance and drew attention to the need for (1) consultation among Governments, (2) training, (3) technical assistance, and (4) a Committee of Experts to review problems of acceptance and better methods of publicity of Human Rights Conventions.

Project 4 - "Brain drain" - the international migration of professionals from developing to developed countries

9. In response to the request of the Under-Secretary-General for Economic and Social Affairs, UNITAR has prepared a detailed report with annexes and graphs on the outflow of trained personnel from developing countries, to be used as the basis of the Secretary-General's reply to General Assembly resolution 2320 (XXII) requesting a report on that subject, together with an assessment of the advantages and disadvantages arising from such migration. This report will also be used in the preparation by UNIDO of a reply to General Assembly resolution 2259 (XXII), in which the Assembly invited that organization to make a substantial contribution to a report which will, inter alia, consider the problem of the "brain drain" in connexion with the role of the United Nations in training national technical personnel for the accelerated industrialization of the developing countries.

10. In addition to the above report, UNITAR has been preparing a longer-range research inquiry into and analysis of the conditions and motivations behind the "brain drain" from developing to developed countries. Efforts have been devoted to the collection of statistics and views from all available sources and through requests to Governments of all developing countries. Information on attitudes, policies and actions of Governments towards the emigration of trained persons was similarly gathered. Through these endeavours, UNITAR has built up a large amount of material and information on the "brain drain".

11. The core of longer-range UNITAR research on this subject is to be field studies conducted in a number of selected developing and developed countries through interviews based on standardized questionnaires. UNITAR has been negotiating with research bodies in a representative number of developed and developing countries. It is expected that arrangements will be finalized for field studies in the United Kingdom, the Federal Republic of Germany, India, Iran, France, the United States, and elsewhere.

Project 5 - The use by mass media of information on the United Nations

12. The primary purpose of the project is to compare the information output of the United Nations and the specialized agencies with the extent and type of

coverage given to United Nations events and activities by a cross section of the mass media of the world. The comparison is sought to be made by collection and registration of the information output of the United Nations, specialized and other agencies, and a sample of correspondents accredited to United Nations Headquarters, during three two-week periods, and synchronous collection and registration of the output of information on the United Nations and the specialized agencies by Press, radio and television throughout the world. A total of 1,777 daily and weekly newspapers, 220 radio and 96 television stations and networks in forty-nine countries have been included in the survey. The first observation period was held from 18-31 March and the second from 22 April-5 May. During these two observation periods a total of some 64,347 information items was collected from all sources.

13. A preliminary report based on the first two observation periods has been completed and submitted to an international panel for comment. The third observation period will be held from 11-24 November 1968 after which the necessary data processing will be carried out and a final report prepared in consultation with a panel of experts.

14. An important prerequisite for the successful implementation of this research has been the extensive co-operation and assistance of various organizations within the United Nations and outside. The co-operation of "partners" in forty-six countries together with the co-operation of the United Nations Office of Public Information, United Nations information centres, specialized agencies, United Nations-accredited correspondents, volunteers from non-governmental organizations, and various other organizations and individuals has been obtained in order to carry out the project.

Project 6 - Comparative study of the effectiveness of measures against racial discrimination

15. This complex research project involving studies undertaken in selected countries will ascertain, compare and evaluate the effectiveness of measures which have been taken in those countries to combat different forms of racial discrimination. Each country study will include a historical account of the racial situation, a demographic survey of the patterns of racial configurations

and an assessment of the promotion, invocation and application of legislation adopted against racial discrimination. This evaluation will be based on documentation and proceedings of legislative organs, the working of the actual machinery in operation and the attitudes of the discriminated and the discriminators in the fields of education, employment, housing and community relations. Interviews will be used together with situation testing.

16. UNITAR guidelines for the country studies were presented to the United Nations International Conference on Human Rights held at Teheran in April-May 1968 (A/CONF.32/11) with the hope that they would serve as a stimulant to and a partial methodological model for further research studies in other countries. The first country study is being completed in the United Kingdom by the Institute of Race Relations under the direction of UNITAR, and a further study has been started in Peru on the basis of a working plan submitted by the Director of the Instituto de Estudios Peruanos. Possibilities of similar studies elsewhere are being investigated and action is being taken with the co-operation of the Department of Maori Affairs of New Zealand to organize a country study in New Zealand.

Project 7 - Transfer of technology from enterprise to enterprise

17. The purpose of the project, undertaken jointly with the Department of Economic and Social Affairs of the United Nations, is to analyse and evaluate the process by which industrial technology is transferred to developing countries from already industrialized countries through enterprise-to-enterprise arrangements. In the manufacturing sector of industry such arrangements are the most important means by which technology is implanted. The main forms of such arrangements are:

- (a) Services provided to a wholly or substantially owned affiliate by a parent enterprise overseas;
- (b) Provision of managerial and other services independently of investment;
- (c) Licensing of industrial "know-how" with or without patents.

The study will examine such arrangements in order to appraise their efficiency in promoting the process of development and to explore the possibility of increasing the effectiveness of such technological transfers.

18. UNITAR has completed a methodology for the conduct of studies in the developing countries, which will be submitted to the Economic and Social Council by the Secretary-General, in response to its resolution 1311 (XLIV) requesting preparation of the methodological study. The Department of Economic and Social Affairs will be responsible for field studies in developing countries whereas UNITAR will make a number of case studies of industrial enterprises in the developed countries which supply technology to developing countries. These case studies will ascertain the factors such as the nature of transfer, the channels of transfer, the contractual relationships and conditions of transfer in the context of the supplier's motivations, the cost of transfer as seen by the supplier, the control and influence exercised by the supplier and part played by the supplying firms in providing access to technology and its effective utilization by the recipients. The bulk of the needed information will be gathered through interviews with senior officials of the enterprises and through analysis of documentation made available by the firms.

Project 8 - Planning-programming-budgeting systems in relation to the economic and social activities of the United Nations

19. This is the first study in the field of international administration. The project is intended to explore modern concepts and methods of systematic analysis and presentation of information 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. Conducted in co-operation with the Office of the Controller of the United Nations, the project has three immediate objectives to be achieved over the next few years: (a) the experimental application of concepts of the systems to the population programme of the United Nations, (b) the design of an informational handbook on the systems for senior officials in the United Nations system, which is expected to be completed in 1969, and (c) a feasibility study on the organized use of operating information to examine selected issues of resource management at the inter-programme level. The sub-study in the field of population is being carried out with the assistance and co-operation of the Population Division of the United Nations Department of



Economic and Social Affairs. A working paper on this part of the project was submitted to the Population Commission of the United Nations at its fourteenth session held at Geneva in October-November 1967.

20. In due course UNITAR intends to undertake other studies on the application of modern management methods in the United Nations.

Project 9 - Relations between the United Nations and regional organizations

21. The project is to study possibilities of closer and more systematic relations between the United Nations and regional inter-governmental organizations outside the United Nations. This involves analysis of the areas and methods of co-operation, as well as of problems of competition and other factors hindering co-operation. As the arrangements with several of the regional organizations have evolved unevenly, the study will provide an over-all assessment of the relationships with a view to formulating, where appropriate, proposals for modifications in existing practices of co-operation.

22. Priority has been given to organizations in Africa, Europe and the Western Hemisphere, especially those with comprehensive responsibilities, and those with broad economic objectives. The African part of the study which is mainly on relations between the United Nations and the Organization of African Unity is expected to be completed early in 1969. As regards the European part of the project, the research on relations with the Council of Europe, the European Economic Community and the Organization for Economic Co-operation and Development and other west European organizations is being conducted by a research team at the Centre for Atlantic Studies, Tilburg University, in the Netherlands, which is expected to complete its work in the latter half of 1969. Preliminary research has been started on relations between the United Nations and the Organization of American States.

Project 10 - New techniques and methods of training

23. The aim of UNITAR is to produce a handbook or handbooks containing information about the new techniques and methods of training and suggestions for their application by training officials and institutions in developing

countries. The handbook(s) will contain a descriptive account of the various techniques of training being developed in all parts of the world, an analytical assessment of these methods, suggestion regarding possible use of such methods with necessary modifications relevant for the special circumstances and limited facilities available in the developing countries and a bibliography on the subject.

Research programmes to be started in 1969

24. The UNITAR Board of Trustees, at its seventh session, approved fresh proposals, put forward by the Executive Director, in regard to six programmes of research. These programmes are either a follow-up of the current research projects or fall within the general categories recommended as fields for future research. The projects will be developed in consultation with the United Nations and specialized agencies. It is not intended that all of them should be undertaken in 1969. The contingencies of research make it desirable to have in readiness a range of recommended projects which would be carried out as circumstances and resources permit. The actual implementation inevitably depends on the available expertise, the financial resources (in some cases special purpose grants), the possibilities of co-operation and other related practical considerations.

Project 11 - Programming United Nations development assistance

25. The studies contemplated in this area derive partly from the current UNITAR project on the criteria and methods of evaluation. Of the four studies keyed to improvements in project preparation and implementation, UNITAR will give priority to the first two which are of direct interest to all the agencies involved in development activities. Preliminary consultations indicate that the co-operation and assistance of the agencies concerned would be forthcoming. We have also ensured that the UNITAR studies would not duplicate related work undertaken by other agencies. They will be carried out so as mutually supporting other studies. In particular, a close association is contemplated with the capacity study commissioned by the Governing Council of UNDP.

(a) Research on programme content: The existing systems of the classification schemes for the analysis of programme content are too condensed or rely too heavily on organizational and administrative categorization, thus inhibiting meaningful comparison from programme to programme. The UNITARY study will, therefore, attempt to set up a revised classification scheme, separating the various components, in what are now called "multi-sector" projects, into ten major groups or sectors broken into fifty or so subdivisions or subsectors, thus providing a better basis for aggregating the very wide-ranging development programmes. The study would also identify the various items of costs, which are now lumped together. Based on the newly devised classification, each programme would be analysed for a period of years, say from 1966 to 1968, by: (a) sector and sub-sector; (b) country/region; and (c) operating agency including joint projects. These analyses would expose trends of various kinds and illuminate the heterogeneous nature of the activities.

(b) Techniques for programme preparation: Unco-ordinated and unorganized programming among eighteen competing programming agencies and their branches and divisions constitute a weakness of the present United Nations Development Programme. Using modern management methods involving the use of economic and social indicator data, detailed information on the near-term, medium-term and long-term national development plans, and estimates of anticipated resources, it may be possible to develop new techniques for the assembling of pertinent information to assist agencies and national Governments in programme preparation. A common information base, accessible to all parties concerned, can be devised, which would provide valuable and detailed guidance. The proposed UNITAR study would aim at proposing arrangements for the collection, dissemination and rational use of such information in accordance with the most useful classification and collection criteria. It would also design methods of pre-project investigation and some general guidelines to be used. A group of several case studies might be prepared illustrating the kinds of problems which arise and the measures taken, if possible, to avoid them. On that basis it should also be possible to prepare a handbook which would offer information and guidance to Governments and agencies in the procedures and techniques of programme preparation for submission to the United Nations organs and their selection.

(c) Storage and retrieval of information: The two studies outlined above raised the need and importance of storage and retrieval of administrative and technical project information. The design of a system, particularly one that would be capable of supplying substantive information useful to all the agencies, is a very difficult problem, owing largely to the need for a great variety of decisions on the inputs. Questions of standardization of language and future pattern of inter-agency information exchange, though of secondary interest at present, will pose problems of harmonization and exchange in the future. UNITAR hopes to co-operate with other agencies and committees which are concerned with methods for the management of information, while determining the role it has in studying the information retrieval techniques and their application to the United Nations system.

(d) Correspondence of programme and priorities: A study in a sample of selected countries, about the relation between national priorities for development and their correspondence to the allocation of resources through the United Nations programmes is envisaged. It would be useful to have the facts before the policy organs of the United Nations so as to assist in the fund-raising as well as in making decisions about the approval of programmes.

Project 12 - Instrumentalities and procedures for settlement of disputes

26. At its last session, the Board of Trustees emphasized the vital importance of studies in this field especially for the ascertainment of new methods and of new approaches to the changing international environment. In the coming year the Institute hopes to begin studies in the area of peaceful settlement. Before deciding on the specific subjects and approaches for the studies, as well as in reviewing the results obtained, the Executive Director will consult representatives of Member States and regional groups at the United Nations, senior officials and research scholars through panel meetings and discussion groups. In the meantime, the research staff is examining contemporary scholarly literature and carrying out an assessment of the studies in this area being undertaken in academic and research institutions in many parts of the world. The Institute is also reviewing related studies which have been carried out in the United Nations and under its aegis.

Project 13 - Enforcement of international obligations

27. The Institute plans to undertake a series of studies dealing with the creation and operation of international mechanisms that have been set up with a view to ensure the application of rights and responsibilities assumed by States through treaties and other international instruments. It is anticipated that the first study under this category will concern the development of the safeguards machinery of the International Atomic Energy Agency with particular reference to the administrative, accounting and legal aspects. A detailed plan will be developed in consultation with the IAEA and experts in this subject.

Project 14 - Progressive development and codification of international law

28. The Institute responded affirmatively to the invitation of the General Assembly of the United Nations, in resolution 2099 (XX), for undertaking studies relating to the progressive development and codification of international law. The first study under this heading - the study of impediments to the acceptance of multilateral treaties will be completed this year. The Board of Trustees of UNITAR has approved the proposal of the Executive Director that UNITAR devote further efforts in this field to studies which have a direct relevance to the problems of the developing countries, on the premise that international law has an important part to play in the construction of institutions and procedures required for economic and social development and in meeting the variety of problems posed by new technology. The regional international law seminars to be conducted in the developing countries provide a useful way for the Institute to relate its studies in international law to the problems of those areas. Thus the subjects chosen for the first regional seminar in international law to be held at Quito in January 1969 will be devoted to: (a) legal and institutional problems of multinational water development schemes; (b) multinational public enterprises with particular reference to the economic integration of Latin America; and (c) regional problems for Latin America arising out of treaties relating to the resources of the sea. Similar international legal problems of direct concern to the developing countries will be discussed at future regional programmes in international law to be conducted by UNITAR in association with other

international organizations and with the co-operation of regional institutions. These studies are undertaken by UNITAR with the aid of experts drawn from different legal systems of the world. The published studies, together with reports of seminars and source materials for the seminars, will in themselves be of value for the future development of international law as well as for the advanced training of international lawyers in the developing countries.

Project 15 - International implications of developments in science and technology

29. The Institute has been authorized by its Board of Trustees to undertake studies of the legal, political and organizational problems arising from rapid advances in science and technology and their implications and relevance for the United Nations and international organizations. The emphasis will be on the possibilities of international co-operation and regulation and the research would not deal with issues which fall within the technical competence and special jurisdiction of any of the specialized agencies or other inter-governmental organizations. Preliminary enquiries have revealed that no other organization within the United Nations system has so far subjected these issues to a systematic and integrated analysis as they cut across other questions of development and modernization, peace and security, and creation of new inter-governmental institutions and operational machinery. Subjects suggested for study include the organization and operation of the world weather watch and other aspects of developments in the field of meteorological services; the use of communication satellites for United Nations purposes; the creation of world-wide information systems and their use; environmental pollution and "Automation and labour".

30. Some of the basic issues for consideration in these studies would be the rights and responsibilities of States, limitations on scientific research, preventive measures against harmful effects, the forms of international machinery and agreements which could be made available in this area, and the further strengthening of international co-operation. The studies will focus on these together with a consideration of the ensuing economic and social benefits. As is apparent from the wide-ranging possibilities and nature of these proposed studies, UNITAR will wish to consult with the international organizations which

are directly and immediately responsible for these subjects. The first attempt at UNITAR will be to determine the specific problems which are of immediate concern and whose consideration will be the most useful to the international community. This will also have the advantage of concentrating on selected subjects and avoiding duplication with similar work done elsewhere.

Project 16 - Public information on the United Nations

31. The tentative results obtained from UNITAR's current study, expected to be completed by the autumn of 1969, on the "use by mass media of public information on the United Nations", and consultations with the Secretariat, have indicated that UNITAR will be in a position to encourage and also undertake further research on "public information on the United Nations". The material will be available to scholars, officials of international organizations, and journalists for content analysis on specific aspects of interest to them. In particular, it is hoped that officials of the United Nations Secretariat who have been concerned with the problem of wider dissemination of information will make detailed examination of the materials. This will include not only officials of the Office of Public Information but also those of UNDP, the Department of Economic and Social Affairs and the Human Rights Division, all of whom have been acquainted with the nature of the material bearing upon their own fields.

32. To supplement the current study it is hoped that public information studies may be carried out under the stimulation of UNITAR in order to appraise the quantity and quality of information about United Nations absorbed by the general public. One possibility is to utilize existing opinion surveys by arranging for questions concerning the United Nations to be added. It is planned to begin with a pilot study before having general coverage of this kind carried out in order to ascertain the public understanding and appreciation of the United Nations and its activities. A complementary project will make use of the data archives established in various parts of the world containing punched card decks relating to some 1,500 different questionnaire items from public opinion surveys about the United Nations. This material will be subjected to secondary analysis and the analysis compared with the results of the survey mentioned above.

33. These studies in the field of public information are also related to questions of the use of United Nations documentation. Information obtained in the present study includes details as to the issuing organ, type, size, subject, language and volume of United Nations documentation. The Institute will give consideration, in consultation with the Office of Conference Services of the United Nations, to the carrying out of a well-conceived programme of interviews with a representative sample of document users through which interesting insights into the relative use and wastage of such documentation could be obtained which might, in turn, yield suggestions for improving the pattern and increasing the efficiency of the production and distribution of United Nations documentation.



ANNEX V

LIST OF CASH PLEDGES, PAYMENTS AND CONTRIBUTIONS  
 AS OF 4 OCTOBER 1968

A. Governmental sources

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

	<u>Pledges</u> \$US	<u>Payments</u> \$US
Argentina	60,000	12,000
Belgium	250,000	150,328
Brazil	25,000	5,000
Brunei <sup>a/</sup>	19,601	19,601
Cameroon	2,000	
Canada	277,778	222,223
Central African Republic	40	40
Ceylon	1,000	1,000
China	5,000	5,000
Congo (Democratic Republic of)	30,000	30,000
Cyprus	200	200
Denmark	100,000	80,000
Dominican Republic	2,000	
Dubei	1,000	1,000
Ecuador <sup>b/</sup>	30,000	4,617
Ethiopia	5,000	5,000
Federal Republic of Germany	300,000	150,000
Ghana	42,000	14,000
Greece	15,000	15,000
Guinea <sup>c/</sup>	20,000	4,999
Guyana	2,000	500
Holy See	1,000	1,000

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	<u>Pledges</u> \$US	<u>Payments</u> \$US
India	50,000	13,372
Iran <sup>d/</sup>	16,000	16,000
Iraq	14,000	14,000
Ireland	15,000	15,000
Israel	6,000	6,000
Italy	60,000	30,098
Ivory Coast	100,000	40,486
Jamaica	2,500	2,500
Japan <sup>e/</sup>	120,000	120,000
Jordan	10,000	2,000
Kenya	10,000	8,000
Korea	3,000	3,000
Kuwait	50,000	50,000
Laos	1,000	1,000
Lebanon	10,000	10,000
Liberia	7,500	1,500
Libya	15,000	15,000
Liechtenstein	2,315	2,315
Luxembourg	10,000	8,000
Malaysia	3,268	3,268
Mali	10,000	2,000
Malta	600	
Mauritania	5,000	
Morocco <sup>d/</sup>	20,000	20,000
Nepal	1,000	
Netherlands	101,110	80,663
Niger	3,054	3,054
Nigeria	28,000	19,600
Norway <sup>c/</sup>	56,000	56,000

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	<u>Pledges</u> \$US	<u>Payments</u> \$US
Pakistan	20,000	4,000
Philippines	40,000	7,772
Rwanda	2,000	2,000
Saudi Arabia <sup>f/</sup>	40,000	36,000
Senegal	20,000	4,001
Singapore	500	500
Sudan	20,000	
Sweden	100,000	100,000
Switzerland <sup>a/</sup>	111,019	111,019
Syria	10,471	10,471
Thailand	20,000	20,000
Togo	4,998	4,998
Trinidad and Tobago	2,000	2,000
Tunisia	5,000	5,000
Turkey	5,000	5,000
Uganda	20,000	
Union of Soviet Socialist Republics <sup>g/</sup>	40,000	
United Arab Republic	20,000	
United Kingdom	500,000	300,000
United Republic of Tanzania	20,000	12,000
United States of America <sup>h/</sup>	1,100,000	1,100,000
Upper Volta	15,000	3,000
Venezuela <sup>c/</sup>	80,000	20,000
Yugoslavia	20,000	16,000
Zambia	2,000	2,000
	<u>4,136,954</u>	<u>3,030,125</u>

B. Non-governmental sources

	<u>Pledges</u> \$US	<u>Payments</u> \$US
Rowntree Charitable Trust	36,000	715
Carnegie Endowment for International Peace <sup>i/</sup>	6,600	6,600
Compton Trust	10,000	10,000
Ford Foundation <sup>j/</sup>	100,000	
Fund for Education in World Order	334	334
Rockefeller Foundation <sup>k/</sup>	450,000	450,000
Mr. John D. Rockefeller III <sup>l/</sup>	50,000	50,000
Volkswagen Foundation <sup>m/</sup>	52,500	36,500
From individuals	<u>332</u>	<u>332</u>
TOTAL	<u>705,766</u>	<u>554,481</u>
 GRAND TOTAL		
Governmental and Non-governmental Pledges and Contributions <sup>n/</sup>	<u>\$4,842,720</u>	<u>\$3,584,606</u>

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/ The balance of \$4,000 will be spread over a two-year period.

g/ Pledge covers \$US40,000 annually.

h/ Pledge of \$1,100,000 is for 1966, 1967 and 1968 and does not include an additional \$200,000 contribution by the United States Government for the 1966-1967 and 1967-1968 UNITAR Adlai E. Stevenson Memorial Fellowship Programme.

(foot-notes continued on following page)

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- i/ Grants-in-aid to support non-staff costs in connexion with the Panel of Consultants at Bellagio, Italy (24 to 31 July 1965), and the Panel of Consultants on Training at New York (7 to 11 February 1966).
  - j/ Grant spread over a two-year period for the strengthening of UNITAR central staff and capabilities for research.
  - k/ Grant for the purchase of leasehold of UNITAR premises at 801 United Nations Plaza, New York.
  - l/ Grant to be applied to renovation and furnishing of UNITAR building.
  - m/ Grant to be applied towards financing of the comparative study of measures against racial discrimination.
  - n/ Payments in local currencies have been made or pledged to the Institute by Cameroon, Senegal, Union of Soviet Socialist Republics and United Arab Republic. These payments are held "in suspense" for utilization as opportunities arise.

ANNEX VI

RESOLUTION ADOPTED BY THE ECONOMIC AND SOCIAL COUNCIL  
AT ITS 1542ND PLENARY MEETING, ON 16 JULY 1968

1339 (XLV). Report of the United Nations Institute for  
Training and Research

The Economic and Social Council,

Recalling its previous resolutions relating to the United Nations Institute for Training and Research, the last of which was resolution 1249 (XLIII) of 27 July 1967 which was unanimously endorsed by the General Assembly in its resolution 2277 (XXII) of 4 December 1967,

1. Takes note of the report of the Executive Director of the United Nations Institute for Training and Research<sup>a/</sup> as well as of his statement made to the Council;

2. Notes with satisfaction the progress made by the Institute in the implementation of its current training programmes and research projects;

3. Notes also with satisfaction that the Executive Director is currently undertaking a comprehensive review of the scope, limitations and strategy of the Institute's work in both departments;

4. Reaffirms the importance of co-operation and co-ordination between the Institute and the United Nations Secretariat, other United Nations bodies and the specialized agencies, as well as with appropriate national and international institutes;

5. Notes with appreciation the increased assistance in various forms given or promised to the Institute by a number of Governments and non-governmental institutions;

6. Takes note of and supports the case put by the Executive Director for greater financial support for the Institute through the fulfilment of the pledges already made by Governments as well as through additional voluntary contributions.

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a/ Official Records of the Economic and Social Council, Forty-fifth Session, Annexes, agenda item 22, document E/4514.

ANNEX VII

DISTRIBUTION OF NATIONAL OFFICIALS WHO HAVE PARTICIPATED  
IN UNITAR TRAINING PROGRAMMES

This table does not include persons who participated in UNITAR programmes in their capacity as staff members of international organizations. It is confined to programmes conducted wholly by UNITAR and does not include programmes in which UNITAR joined with or assisted other organizations (e.g., UNITAR/UNIDO training programmes in industrial investment promotion or UN/UNITAR fellowships in international law).

Distribution of awards under the UNITAR Adlai E. Stevenson Memorial Fellowship Programme is shown separately in annex VIII.

Countries	Training Programme for Foreign Service Officers - Geneva 1966 - 1967 - 1968	Seminars in International Organization and Multilateral Diplomacy - New York - 1968	Training Programme in Development Financing - 1966 - 1967	Group Training Programme in Techniques and Procedures of United Nations Technical Assistance - 1966 - 1967	Seminar in Major Problems of United Nations Technical Assistance - 1966 - 1967 - 1968	Regional Seminar on Techniques and Procedures of United Nations Technical Assistance - Santiago 1968	Regional Seminar on Techniques and Procedures of United Nations Technical Assistance - Geneva 1968
Afghanistan				1	1		
Algeria	1	1		1			
Argentina		2		1	1	2	
Australia				1			
Barbados	2	1					
Belgium		2					
Bolivia						1	
Botswana		2	1				
Brazil				2		1	
Bulgaria		2		1			1
Burma		1					
Burundi	2			1	1		
Cambodia	1	1		1			
Cameroon	1	1	2	1	1		
Canada		1					
Central African Republic	1	2	2				



Countries	Training Programme for Foreign Service Officers - Geneva 1966 - 1967 - 1968	Seminars in International Organization and Multilateral Diplomacy - New York - 1968	Training Programme in Development Financing - 1966 - 1967	Group Training Programme in Techniques and Procedures of United Nations Technical Assistance - 1966 - 1967	Seminar in Major Problems of United Nations Technical Assistance - 1966 - 1967 - 1968	Regional Seminar on Techniques and Procedures of United Nations Technical Assistance - Santiago 1968	Regional Seminar on Techniques and Procedures of United Nations Technical Assistance - Geneva 1968
Ceylon					1		
Chad		1					
Chile				1	1	3	
China				2			
Colombia		2					
Congo (Brazzaville)	1	2	1	1			
Congo (Democratic Republic)	1	2	2	2	1		
Costa Rica		1		1		1	
Cuba		2		1		1	
Cyprus	2			1			1
Czechoslovakia		1		1			
Dahomey	2	2	1	1			
Dominican Republic		1		1		1	
Ethiopia			2				

Countries	Training Programme for Foreign Service Officers - Geneva 1966 - 1967 - 1968	Seminars in International Organization and Multilateral Diplomacy - New York - 1968	Training Programme in Development Financing - 1966 - 1967	Group Training Programme in Techniques and Procedures of United Nations Technical Assistance - 1966 - 1967	Seminar in Major Problems of United Nations Technical Assistance - 1966 - 1967 - 1968	Regional Seminar on Techniques and Procedures of United Nations Technical Assistance - Santiago 1968	Regional Seminar on Techniques and Procedures of United Nations Technical Assistance - Geneva 1968
Finland		2					
France		1					
Gabon	1	2		1			
Ghana	2	1	2		1		
Greece				2	1		1
Grenada (W.I.)			1				
Guinea	1		1				
Guyana		1			1		
Haiti	1				1		
Honduras		1		1	1		
Hungary				1	1		1
India		1		1	1		
Indonesia		4					
Iran		2			1		

Countries	Training Programme for Foreign Service Officers - Geneva 1966 - 1967 - 1968	Seminars in International Organization and Multilateral Diplomacy - New York - 1968	Training Programme in Development Financing - 1966 - 1967	Group Training Programme in Techniques and Procedures of United Nations Technical Assistance - 1966 - 1967	Seminar in Major Problems of United Nations Technical Assistance - 1966 - 1967 - 1968	Regional Seminar on Techniques and Procedures of United Nations Technical Assistance - Santiago 1968	Regional Seminar on Techniques and Procedures of United Nations Technical Assistance - Geneva 1968
Iraq		1		1			1
Israel		1	1		1		1
Italy		3					
Ivory Coast	1	2	1		1		
Jamaica	1	2		1			
Japan		2					
Jordan				1			
Kenya	2				2		
Korea				1			
Kuwait	2	2		2			
Laos		1			1		
Lebanon					1		

Countries	Training Programme for Foreign Service Officers - Geneva 1966 - 1967 - 1968	Seminars in International Organization and Multilateral Diplomacy - New York - 1968	Training Programme in Development Financing - 1966 - 1967	Group Training Programme in Techniques and Procedures of United Nations Technical Assistance - 1966 - 1967	Seminar in Major Problems of United Nations Technical Assistance - 1966 - 1967 - 1968	Regional Seminar on Techniques and Procedures of United Nations Technical Assistance - Santiago 1968	Regional Seminar on Techniques and Procedures of United Nations Technical Assistance - Geneva 1968
Lesotho		1		1			
Liberia					1		
Libya		2		1			
Madagascar	1		1	2			
Malawi	1	3		1			
Malaysia	1						
Mali	2	1	1				
Malta	2	1	1	1			1
Mauritania	1	2		1			
Mauritius			1				
Mexico	1			1	1	1	
Morocco		1		1	1		
Nepal	1			1			

Countries	Training Programme for Foreign Service Officers - Geneva 1966 - 1967 - 1968	Seminars in International Organization and Multilateral Diplomacy - New York - 1968	Training Programme in Development Financing - 1966 - 1967	Group Training Programme in Techniques and Procedures of United Nations Technical Assistance - 1966 - 1967	Seminar in Major Problems of United Nations Technical Assistance - 1966 - 1967 - 1968	Regional Seminar on Techniques and Procedures of United Nations Technical Assistance - Santiago 1968	Regional Seminar on Techniques and Procedures of United Nations Technical Assistance - Geneva 1968
Netherlands		2		1*			
Nicaragua		1			1	1	
Niger	2	1		1			
Nigeria	1		2	1			
Pakistan					1		
Panama						1	
Paraguay					1	1	
Peru		1			1	1	
Philippines	2	1		1			
Poland		2		1	2		1
Romania		2			1		
Rwanda	1	1		1			

\* / Netherlands Antilles.

Countries	Training Programme for Foreign Service Officers - Geneva 1966 - 1967 - 1968	Seminars in International Organization and Multilateral Diplomacy - New York - 1968	Training Programme in Development Financing - 1966 - 1967	Group Training Programme in Techniques and Procedures of United Nations Technical Assistance - 1966 - 1967	Seminar in Major Problems of United Nations Technical Assistance - 1966 - 1967 - 1968	Regional Seminar on Techniques and Procedures of United Nations Technical Assistance - Santiago 1968	Regional Seminar on Techniques and Procedures of United Nations Technical Assistance - Geneva 1968
Saudi Arabia		2	1	1	1		1
Senegal	2	1		2			
Sierra Leone		3		1			
Singapore		1					
Somalia	1	1	2	1			
Southern Yemen		1					
St. Lucia (W.I.)			1				
Sudan	2	3	2	1			
Swaziland	1						
Sweden		1					
Syria			1	1			
Thailand	1	1		2			
Togo	2	1	2		1		
Trinidad and Tobago	1	1	1				
Tunisia	1		1	1	1		

Countries	Training Programme for Foreign Service Officers - Geneva 1966 - 1967 - 1968	Seminars in International Organization and Multilateral Diplomacy - New York - 1968	Training Programme in Development Financing - 1966 - 1967	Group Training Programme in Techniques and Procedures of United Nations Technical Assistance - 1966 - 1967	Seminar in Major Problems of United Nations Technical Assistance - 1966 - 1967 - 1968	Regional Seminar on Techniques and Procedures of United Nations Technical Assistance - Santiago 1968	Regional Seminar on Techniques and Procedures of United Nations Technical Assistance - Geneva 1968
Turkey		1		1	1		2
Uganda	2	1	1	1	1		
USSR		2					
United Arab Republic	1	5	1	1	1		
United Kingdom		1					
United Republic of Tanzania	1		2	1	1		
United States of America		2					
Upper Volta	1		1	1			
Uruguay				1			
Venezuela		3					
Yemen			1				1
Yugoslavia					1		1
Zambia	2	2		1	1		
Western Samoa				1			
<b>TOTAL</b>	<b>59</b>	<b>114</b>	<b>40</b>	<b>68</b>	<b>40</b>	<b>15</b>	<b>13</b>

GRAND TOTAL

349

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ANNEX VIII

DISTRIBUTION OF UNITAR ADLAI E. STEVENSON MEMORIAL FELLOWSHIPS  
BY COUNTRIES a/

1966-1967

Argentina  
Bolivia  
Italy  
Kuwait  
Liberia  
Thailand  
United Republic of Tanzania  
United States  
Yugoslavia

1967-1968

Afghanistan  
Gambia  
Japan  
Mexico  
Nicaragua  
Philippines  
Switzerland  
Tunisia  
United States

1968-1969

Costa Rica  
Dominican Republic  
Indonesia  
Iraq  
Kenya  
Nigeria  
Sweden  
United Arab Republic  
United States

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a/ These fellowships are financed by a special annual grant of \$100,000 from the United States of America.