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REPORT OF THE EXECUTIVE DIRECTOR OF THE UNITED NATIONS
INSTITUTE FOR TRAINING AND RESEARCH

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I. REVIEW OF PROGRESS AND PROSPECTS

1. The first report on the work of the United Nations Institute for Training and Research covering the period from March 1965, when the Institute's Board of Trustees held its first session and Mr. Gabriel d'Arboussier was appointed its Executive Director, to September 1965^{1/} was made to the twentieth session of the General Assembly. On the basis of this report, submitted by the Secretary-General, the Assembly adopted resolution 2044 (XX) of 8 December 1965.
2. In the period November 1965 to November 1966, the Institute's mission has been progressively clarified and it has passed from the formative stage to actual operations. It now conducts a number of training programmes and it has begun work on a wide range of research studies. In accordance with its basic purposes, these activities focus on objectives and programmes of the United Nations. In the field of training, the Institute aims to provide national and international officials with the knowledge and practical skills required for furthering the objectives and activities of the United Nations system. In research, its mission is to conduct systematic and scholarly studies of problems having a bearing on the principal objectives of the United Nations and on the planning and implementation of its programmes. Both training and research are regarded as mutually reinforcing activities; some of the research will be devoted to content and methods of training and the training programmes will be utilized in various ways to support research. In undertaking its research, the Institute will seek ways to serve as a medium of communication between the academic community and the United Nations system. In carrying out this task, UNITAR will convey to the world of scholarship problems of academic appeal while at the same time enlisting the intellectual community in finding solutions to complex problems faced by the United Nations. This would stimulate and encourage the two-way flow of ideas and methods between the United Nations and the academic community throughout the world.
3. At the beginning of the period under review, agreement was reached with the United Nations Secretariat to transfer to UNITAR the following three training programmes: a training programme for foreign service officers from newly independent countries; a training programme in development financing and a group

^{1/} Official Records of the General Assembly, Twentieth Session, Annexes, agenda item 48, document A/6027.

training programme in techniques and procedures of technical assistance. At the same time, the Institute also undertook during 1966 two new training programmes in the field of technical assistance. These were a Seminar on Major Problems of United Nations Technical Assistance, and a group training programme for deputy resident representatives. The Institute undertook a review of the three training programmes transferred from the United Nations Secretariat with a view to measuring their effectiveness in the light of changing needs, circumstances and training techniques. As a result of this appraisal, which was carried out by a team of experts, it was decided that these three programmes would be reoriented. The Institute will also study the feasibility of undertaking additional programmes of training, including training for the staff of the United Nations system.^{2/}

4. The reorientation referred to above, which will be undertaken in 1967, emphasizes the gradual regionalization of some of these training activities, the lessening of their unit cost and increasing the number of trainees, the importance of orienting the centralized training activities largely to meeting the requirements of high-level officials, and relating training to practical work.

5. It is hoped that the training courses and the research on training undertaken by UNITAR will have a wide impact on the approaches to and methods of international training. The increasing complexities of contemporary international society are constantly creating new needs requiring fresh approaches and the improvement of training methods. In the final analysis, UNITAR's contribution to the United Nations and developmental requirements, particularly during the United Nations Development Decade, will have to be measured more in terms of its broad effect on the fields of international training and research than in terms of mere numbers of trainees or research papers produced by the Institute.

6. As to research, the Institute has begun to implement a programme on which the Secretary-General and his senior aides were consulted and to which the Board of Trustees, at its fourth session, gave its approval. This programme, which is described in more detail below, includes a series of projects that may

^{2/} The report of the Executive Director to the fourth session of the Board of Trustees was issued under the symbol UNITAR/EX/5. For the decisions of the Board at its fourth session, see report of the Chairman of the Board (UNITAR/BT/18) in annex II to this report.

conveniently be divided into three categories: (a) studies relating to development and modernization; (b) research in the field of international organization; and (c) trans-national studies in the fields of human rights and international law. It is a programme that will endeavour to apply new methods of analysis and fact-finding to the problems faced by the United Nations. As the Secretary-General suggested in his note of February 1964, the Institute studies will seek to meet the need for "operations analysis, evaluation and planning". In performing this task, priority will be given to research that could have predictive value in regard to alternative courses of action and future developments. The advances made in recent years in organization theory, management science, communications research and economic analysis have a distinct relevance to this objective and they are expected to have a significant role in the Institute's programme.

7. In addition to the main UNITAR programmes in training and research, the Institute will administer in 1967 nine UNITAR Adlai E. Stevenson Memorial Fellowships, towards which the Government of the United States has contributed \$100,000. These fellowships cover a ten-month period beginning on 15 January 1967. The Fellows will be associated with UNITAR's substantive research and training activities, taking into account their interests and background. In addition to this, it is envisaged that UNITAR will establish other fellowships, including the senior fellowships referred to in the Institute's Statute.

8. The financial support given by nearly seventy countries and several non-governmental sources indicates the degree of international commitment to the objectives of UNITAR. Annex IV to this report shows that the total amount of pledges, excluding promises or declarations of intention to pledge, is approximately \$4 million, of which more than one-third has already been paid. This sum is exclusive of United Nations financial support for certain UNITAR training activities and of the \$100,000 contributed by the United States Government towards the UNITAR Adlai E. Stevenson Memorial Fellowships, referred to in paragraph 7 above. There is no doubt that an increase of voluntary financial support from governmental and non-governmental sources will be needed once UNITAR's activities develop further.

9. At its fourth session, the Board of Trustees approved the budget estimates for 1967 amounting to \$1,216,300 to be met from the general resources of UNITAR. This does not include supplementary funds provided by United Nations sources towards training.

10. At its third session, held in March 1966, the Institute's Board of Trustees established an Administrative and Financial Committee, the Chairman of which is the Board's Chairman, Mr. Kenneth Younger (United Kingdom of Great Britain and Northern Ireland). The Committee reviews programmes and administrative and financial matters. Its recommendations are referred to the Board of Trustees for final action.

11. The work of UNITAR is carried out by a small professional regular staff selected from various disciplines, supplemented by specialists employed for particular projects and studies. The wide geographical distribution of the staff and consultants is in keeping with the international character of the Institute. Collaboration with universities and other institutes throughout the world will also enhance the resources of the Institute for the execution of its programmes.

II. TRAINING

A. Objectives and methods

12. The training programmes undertaken by UNITAR in 1966 are to continue in 1967 with modifications based on the evaluation submitted by the Executive Director to the Board. These programmes are: (a) the training programme for foreign service officers; (b) the training programme in development financing; (c) the group training programme in techniques and procedures of technical assistance; (d) the Seminar on Major Problems of United Nations Technical Assistance; and (e) the group training programme for deputy resident representatives. Among the important considerations governing UNITAR's action in the field of training are: the needs of the developing countries; the diversification of programme content, orientation and level with a view to attracting participants of different educational and professional backgrounds and of various ranks within their own national administrations; and close collaboration with the Secretariat and other organs and programmes of the United Nations.

13. The reorientation which will be effected in the programmes transferred from the United Nations Secretariat to UNITAR in 1966 aims at distinguishing education from training; decentralizing some training to regional institutes or seminars; collaborating with regional and local training institutions; emphasizing the needs of senior officials in the centralized training activities enhancing UNITAR's ability to help other organizations of the United Nations family and governmental and non-governmental institutions to organize training related to the United Nations system; using other modes of training, such as round-table discussions; and reducing training costs to UNITAR.

14. In connexion with the reorganization of the Department of Training, the Executive Director intends to appoint, in consultation with the Secretary-General, a Director of Training early next year.

B. Training programme for foreign service officers

15. Established for the first time in 1962 in response to a demand from a large number of newly independent countries, this programme provides instruction in subjects in which competence is required of all foreign service officers, together

with opportunities for observation of United Nations organs and specialized agencies and visits to study the working of selected foreign offices. By the end of 1966, a total of 103 officers from thirty-nine countries will have benefited from this training programme.

16. As a result of an evaluation of the programme and full consideration by UNITAR, it has been ascertained that the present need is for two specific types of training: (a) a basic course for junior foreign service officers, and (b) advanced courses in specialized fields such as international law, international economics and international organization for more senior officers. Taking this fact into consideration, UNITAR will continue in 1967 the basic training course given bilingually in Geneva, but visits to organizations of the United Nations family on this side of the Atlantic will be eliminated to reduce costs. Simultaneously, UNITAR will seek to encourage and support facilities in the various regions to take over the basic training course. The Institute will make available special instructors and appropriate training material for this purpose.

17. In order to meet the need for advanced courses, UNITAR intends to make arrangements for specialized instruction in international law, international economics and international organization with the accent on multilateral diplomacy and international co-operation. Some of these courses will be given in co-operation with other institutions.

C. Training programme in development financing

18. This programme in its present form was started in 1963, to assist officials from developing countries to acquire a wider knowledge of the structure and operation of public and private agencies and institutions which provide financial assistance and investment capital for development. By the end of 1966, seventy-nine officials from forty-two countries will have participated in the programme. A substantial part of the course is conducted in Geneva, and participants also visit a number of financial institutions in Europe and North America. The programme will be continued in 1967, but with the addition of a manual which will also be made available to regional and national institutions interested in conducting training in development financing. The possibility of further improvements and of decentralization will be considered in 1967.

D. Group training programme in techniques and procedures of technical assistance

19. This programme is intended to give officials from recipient countries a better understanding of the United Nations technical assistance policies and procedures, thus helping to establish a smooth and efficient working relationship between the field staff of the United Nations Development Programme (UNDP) and the counterpart national personnel. A total of 110 officials from seventy-six countries have been so trained since the programme was started in 1963. The participants are nominated by the requesting countries and are awarded fellowships financed from the allocation for technical assistance programmes for each country concerned.

20. Experience has shown that separate programmes are needed for the two categories of national officials who are concerned with co-ordination of external aid. The introduction in 1966 of the Seminar on Major Problems of Technical Assistance, described below, for the benefit of senior officials working at the policy level, made it possible to restrict the training programme to a more homogeneous group of middle-level officers who are concerned with details of programming and administrative procedures. The programme will be continued in 1967 with some modifications in content and method. The basic information, hitherto supplied in the form of briefing lectures, will be made available in advance in the form of a manual, thus leaving more time for the discussion of general and particular problems. The course in 1967 will provide a test of the utility of the manual, which is already in preparation. The programme will be reviewed during the latter part of 1967, and in the following year the course will be conducted at regional centres, thus making its benefits more widely available.

E. Seminar on Major Problems of United Nations Technical Assistance

21. This new programme launched in 1966 and entirely financed by UNITAR is designed to improve the effectiveness of United Nations technical assistance by enabling both sides - the United Nations and the recipient Governments - to achieve a fuller understanding of each other's problems and points of view. In a series of sessions spread over one month, national co-ordinators from fifteen countries discussed with senior officials of UNDP and the specialized agencies

a wide range of questions regarding the policy and administration of technical assistance and exchanged views and experiences among themselves. The discussions produced a number of practical suggestions for improvements in the administrative and financial arrangements and ideas for the reorientation of policy in some respects. From an initial assessment to which the participants have themselves contributed, it is clear that the Seminar has been most rewarding for both sides. It will be continued in 1967 with such improvements as may be suggested by a detailed evaluation now in progress, which will take into account the recommendations made by the participants.

F. Group training programme for deputy resident representatives

22. This is the second of the new programmes introduced this year by UNITAR. It is organized and conducted in collaboration with and with the financial participation of UNDP and is planned to last for two months. Six trainees were selected by UNDP on the basis of their proved potential for promotion to take charge as resident representatives. Besides intensive and practical study of the work in all branches of UNDP, the course also includes lectures and seminars on the various aspects of economic development planning given at United Nations Headquarters and at selected academic centres. During the course the trainees also participated in the Seminar on Major Problems of United Nations Technical Assistance mentioned above. The programme has proved its utility and will be continued in 1967 with a larger number of participants and with such improvements in content and methods as may be suggested by a detailed evaluation.

G. Areas for future action

23. Several suggestions for a possible extension of UNITAR's training activities in other directions were submitted to the Board of Trustees at its fourth session. In the light of the views expressed by the Board, the Executive Director is examining the feasibility of undertaking specific programmes in the fields of staff training for the United Nations system, training courses in administrative management for national officials of technical departments responsible for implementing national development plans, and high-level seminars on international problems given at UNITAR headquarters. Detailed proposals will be presented to the Board's fifth session, in March 1967.

III. RESEARCH

A. Orientation and Methods of Research

24. A research programme, approved by the Board of Trustees at its fourth session, is being carried out under the direction of Mr. Oscar Schachter, the Director of Research for the Institute. In planning this programme the Institute has given paramount consideration to its distinctive international character and relationship to the United Nations. The subjects of research have, in consequence, been selected for their relevance to the objectives and functions of the United Nations and with regard to the special capacity of the Institute to draw upon United Nations experience and resources. A high priority has naturally been accorded to research bearing upon United Nations efforts to assist in the development and modernization process and, as indicated below in paragraphs 26-31, studies have begun on selected subjects of direct concern to the developing countries. A second broad category of research might be characterized as studies in the field of international organization - that is, inquiries into the functioning of United Nations instrumentalities and methods for enhancing their effective performance (see paragraphs 32-37 below). In a third category are studies involving trans-national research bearing upon the attainment of United Nations aims in the fields of human rights and international law (paragraphs 38-40 below). In all three categories, the projects involve especially complex and difficult tasks of fact-finding and analysis and all are oriented towards future developments and potentialities. They have been undertaken only after consultation with the Secretary-General and his senior aides had ensured that they did not duplicate research already under way in the United Nations Secretariat.

25. In carrying out its research, the Institute will employ such methods and techniques of inquiry as are suitable to the particular study and the available resources of the Institute. For some subjects, case-studies and historical analysis will be most appropriate, including perhaps the distilled wisdom of the experienced statesmen and official. For other subjects - or as additions to the traditional methods - it is planned to make use of the instruments of inquiry that have been developed in recent years principally in the behavioural sciences. These include the specialized techniques for observation and measurement of social,

economic and political behaviour; the new concepts and procedures for functional and structural analysis of organizations; methods of content analysis; computerized data processing, information retrieval; and use of models. That these techniques may be powerful tools in practical research has already been demonstrated in fields such as management science, urban planning and production programming and it is evident that they can be useful in several areas of UNITAR research. In applying them UNITAR hopes not only to benefit from recent advances in scientific methods but also to encourage wider scholarly investigation of problems of United Nations concern by centres of research outside of the United Nations. It is in fact an important task of the Institute to serve as a stimulant and catalyst to the world of scholarship and thereby to open up new avenues of research that will redound to the advantage of the United Nations. To do this effectively, it must make use of fresh and imaginative approaches that will attract the interest of talented researchers and at the same time be grounded in the realities of international life. With its unique position, the Institute is hopeful that its research programme will rise to this challenge.

B. Studies relating to development and modernization

26. Evaluation - methods and techniques. In the field of development and modernization UNITAR is studying criteria and/or methods of evaluating United Nations technical assistance projects. The study will cover such points as (a) the relationship of technical assistance to national development plans; (b) the use of cost-benefit techniques; (c) the application of statistical techniques in measuring results; and (d) the relationship of aid to investment. This study will be made in close collaboration with the inter-agency group set up by the ACC to deal with the question. It will not concern itself with such evaluations as operational appraisals but will concentrate on the long-range problem of improving methods and techniques of evaluation. The early definition and establishment of valid and applicable standards would help the developing countries and the United Nations to plan and execute the technical co-operation programmes with greater speed and efficiency and also to formulate projects which will fit into the general policy and pattern of economic and social development in each country.

27. Transfer of Technology. In the field of the transfer of technology the Institute is undertaking, jointly with the United Nations Department of Economic and Social Affairs, a number of case studies on enterprise-to-enterprise arrangements. The studies will examine in detail the arrangements under which enterprises (both public and private) from developed countries have provided technology for the establishment and subsequent development of the industry studied. These studies would seek to define to what extent such transfers had been directly responsible for the development of the industry and indirectly for the development of indigenous invention in the industry. In the light of such experience it may be possible to propose arrangements to facilitate the application of foreign technology in other sectors and to promote local skills and inventiveness. This is a topic of paramount importance to the developing countries and the wide-ranging study planned by UNITAR will help to evaluate experience and develop information of significance for future action. The project will be carried out in collaboration with the United Nations Industrial Development Organization.

28. Problems relating to certain small States. Another project is a study to ascertain the specific difficulties confronting certain small territories, many of which are emerging or re-emerging into freedom and independence from colonial rule. The study will concentrate on the problems arising from the small size and population of these territories, their geographical location and their limited natural resources. Special attention will be devoted to the various possibilities open to these States to benefit from some forms of association, such as arrangements of a federal or confederal nature, partial economic integration in larger units, co-operative grouping in certain fields and common representation for specific purposes, in the light of the special circumstances of each country. The study will also attempt to determine the extent to which the United Nations organizations can assist these States in preserving their identity and stability, in promoting their economic and social development and in playing a useful and co-operative role in international life.

29. "Brain-drain". UNITAR is studying some aspects of the current world-wide phenomenon of the migration of trained and skilled personnel to affluent and developed areas. This phenomenon seems to remove from the less industrialized and developing countries some of their urgently needed engineers, scientists, doctors,

economists, etc. The study will try to ascertain the causes of this "brain-drain" and evaluate its impact on the educational and economic needs of the developing countries. The study will also attempt to analyse the measures taken in developing and developed countries to meet this problem and, if appropriate, to recommend remedial measures. The UNITAR study will not duplicate other studies which are in progress and will be undertaken in co-operation with the International Labour Organisation and the United Nations Educational, Scientific and Cultural Organization (UNESCO).

30. Development of natural resources. Another subject of interest to the Institute is the development of natural resources. A beginning will be made by organizing a research seminar on the resources of the deep sea. This will be conducted with the assistance of the Department of Economic and Social Affairs. The main purpose of the research seminar will be to assemble a representative group of selected experts to discuss the prospects of international co-operative efforts in this field and to stimulate discussion and research at various levels. A related topic which UNITAR plans to study is the question of international river basin development. A detailed comparative study of the existing projects will attempt to analyse the problems involved and the possibilities of international action.

31. Techniques for training in international affairs. Recognizing the importance of relating research and training, UNITAR is undertaking research on both the substantive content and the methods of training, especially with a view to stimulating and improving regional and local training in international organization and affairs. This will also include a survey of available information which would be relevant and useful in planning new programmes of training. A thorough study will be made of the materials to be used, the questions to be dealt with and the organization of training courses in international affairs.

C. Studies in the field of international organization

32. Public information. A study on the public information activities of the United Nations will involve in the first instance an investigation of how and to what extent the information output of the United Nations is being used by the various information media. A quantitative assessment of the acceptance and spread of different types of material provided by the United Nations Office of Public

Information will be made. A study is also envisaged on the formation of opinions and attitudes about the United Nations. This will be carried out through an analysis of material available in data archives in various parts of the world, which include data provided by the United Nations public information services.

33. Research into the planning-programming budgetary systems. It is intended to undertake a scholarly study of the planning-programming budgetary systems which have been developed and applied in certain large governmental departments and non-governmental enterprises over the last two decades. The relevance of this study is seen as being in the area of internal United Nations administration rather than inter-agency programme co-ordination. The study will entail three stages of work: (a) an analytical review of the scientific literature and synoptic analyses of results achieved, difficulties encountered and solutions found when system principles were applied to complex administrations in the public sector; (b) the establishment of a correlation between the institutional and procedural factors which have received attention in modern management improvement schemes and their counterparts or nearest equivalents in the internal administration of the United Nations; and (c) the development of a functional model for United Nations administration, applying system techniques to the existing basic organizational arrangements, programming structures and diversified financing arrangements.

34. Relationship between the United Nations and regional organizations. Another study will examine the organizational relationship between the United Nations and regional inter-governmental organizations outside the United Nations. The study will be concerned with the procedural modalities, the exchange of information and related matters, and will be aimed at ascertaining and analysing the areas of co-operation and co-ordination, as well as the points of conflict and jurisdictional disputes. An attempt will also be made to formulate proposals for the modification of existing agreements, arrangements or practices with a view to increasing the effectiveness of the relationships between the United Nations and regional organizations.

35. Study of common problems of United Nations institutes of planning, training and research. The study will cover the following elements: the particular needs calling for the establishment of such institutes; terms of reference; the concept of autonomy in theory and in practice; systems of reporting; modes and objectives

of operations; co-ordinating arrangements; personnel and financial practices. In comparing the various patterns, the study will consider possible joint or co-operative action and impact on the operations of the United Nations system.

36. United Nations experience regarding plebiscites and elections. A study of the United Nations operations in supervising elections and plebiscites is being planned to collate past experience and bring to light problems and practices that might be instructive for the future.

37. Research seminars. UNITAR is planning to conduct research seminars on a number of subjects dealing with the role of the United Nations in the fields of fact-finding and conciliation, sanctions, and peace-keeping.

D. Trans-national studies in the fields of human rights and international law

38. In these areas of vital concern to the United Nations, the Institute intends to carry out a series of studies mainly with a view to assisting the United Nations organs and Member States in promoting and developing the more effective implementation of the relevant resolutions, declarations and multilateral conventions adopted by the United Nations.

39. Comparative study of measures against racial discrimination. High priority is being accorded to a comparative analysis of measures taken at all levels to combat racial discrimination. To study the situation at the national level, an analysis in depth will be made of the efforts and experience in a few selected countries. In these selected cases, while the primary investigation will be on the legislative and judicial measures adopted, attention will be given to economic and social activities, including education and public health. A companion study will be more general in character and will define certain basic problems on which further research would be desirable in order to achieve more effective protection of human rights and fundamental freedoms. These studies will form part of the documentation of the International Conference on Human Rights scheduled for 1968.

40. Impact of United Nations activities regarding codification and progressive development of international law. The Institute is giving an important place to international law, particularly to efforts to codify and develop international law. The initial studies will include an empirical survey of the acceptance and impact of the major multilateral treaties adopted under the aegis of the United

Nations (such as those on the law of the sea) with particular reference to difficulties in the way of acceptance, the effect of reservations, the use of conventions by non-parties, etc. The focus of the studies will be on the removal of obstacles to the wider acceptance and enforcement of treaties adopted by United Nations conferences. The Institute also intends to hold regional research seminars in international law under paragraph 2 (b) of General Assembly resolution 2099 (XX). In this field the Institute will endeavour to relate specialized training courses with research and study.

IV. OTHER ACTIVITIES

A. Fellowships

41. For 1966-1967, UNITAR's substantive action in this field will centre on the administration in 1967 of nine UNITAR Adlai E. Stevenson Memorial Fellowships, towards which the Government of the United States has paid \$100,000 (see paragraph 7). Each of the fellowships carries a total stipend of nearly \$10,000 and the programme is designed to enable a select group of nine men and women, mainly from developing countries, to improve their competence for public, national or international service related to the objectives and functioning of the United Nations. By the closing date for the submission of applications close to 200 applications had been received, including those processed by UNDP and representatives of the United Nations Public Information Office in the field. Out of these applications, nine will be approved for fellowship awards by a selection committee nominated by the Executive Director and representing the Board of Trustees, Permanent Missions to the United Nations, the United Nations Secretariat and the academic community. Regarding future UNITAR Adlai E. Stevenson Memorial Fellowships and other fellowship programmes to be established in the future, the Executive Director hopes that various governmental and non-governmental sources will make generous financial contributions.

42. The Institute also offered travel grants to three journalists from Algeria, Ceylon and Togo, who were awarded "observation scholarships" for 1966 by the Memorial Scholarship Fund established by the United Nations Correspondents' Association in memory of the late Secretary-General Dag Hammarskjold. These scholarships are designed to bring journalists from developing countries to observe the work of the United Nations at Headquarters during the regular session of the General Assembly.

B. Relations with other planning, training and research institutes

43. In the summer of 1966 the Secretary-General, responding to a decision adopted by the Administrative Committee on Co-ordination, invited the directors of planning, training and research institutes within the United Nations family to meet with a view to studying methods of furthering collaboration among their organizations. At

the first annual meeting of directors, held in Geneva in July 1966, various constitutional, institutional and operations arrangements were discussed. The Executive Director of UNITAR was elected Chairman, and UNITAR was requested to assume responsibility for the secretariat of future annual meetings. It was also asked to carry out a study of the problems common to the institutes within the United Nations family. In this connexion, it will be recalled that Economic and Social Council resolutions 1138 (XLI) and 1175 (XLI) stress the importance of the co-ordination of programmes and activities among these institutes, and between them, on the one hand, and the United Nations and the agencies, on the other. It should be pointed out that two specialized agencies sponsoring institutes for research and training, namely UNESCO and the International Bank for Reconstruction and Development, are represented at the meetings of UNITAR's Board of Trustees.

44. With regard to non-United Nations institutes engaged in tasks related to those of UNITAR, the the Institute's policy aims at strengthening relationships with them by a variety of means. These relationships are referred to specifically in article VII, paragraph 2, of the Institute's Statute (see annex II).

C. Fund-raising

45. From paragraph 8 above and annex III the total picture of cash pledges, payments and contributions as at 1 November 1966 emerges as a hopeful one. From governmental and non-governmental sources, the pledges total \$3,877,384, while the total payments made thus far amount to \$1,699,546. Additional and substantial financial support is needed, and the Executive Director is planning renewed efforts to secure that support, to diversify its sources, to widen its geographical origins and to increase its amounts. In resolution 1138 (XLI) of 29 July 1966 the Economic and Social Council expressed its appreciation to the Governments, private institutions and individuals which have already made or pledged financial contributions to the Institute (see annex V). In this connexion, it may be pointed out that several Governments have made promises to pledge towards UNITAR amounts totalling approximately \$700,000. The Executive Director hopes that these promises will materialize into pledges and payments in the immediate future.

D. Miscellaneous

46. The Institute has received a modern language laboratory from the Government of Austria. This equipment is being installed for experimental use in connexion with the Institute's programmes.

V. BUDGET AND STAFF

47. At its fourth session, the Board of Trustees approved budget estimates for 1967 proposed by the Executive Director amounting to \$1,216,300, to be met from the general resources of UNITAR. Some of the Institute's training activities are financed from about \$200,000 received from sources other than the UNITAR budget, exclusive of \$100,000 paid by the Government of the United States for the 1966-67 UNITAR Adlai E. Stevenson Memorial Fellowships.

48. As already stated, the Institute has assembled a small professional staff which includes persons of various disciplines and diverse experience relevant to its task. Part of this staff, which comes from various geographical regions, is seconded from the United Nations Secretariat. It consists of those holding regular appointments supplemented by project personnel recruited for the duration of each project. The Institute follows a flexible pattern in the utilization of its staff in a variety of tasks which might not fall directly within their regular assignments. This is even more so with regard to the use of training staff for research assignments and research staff for teaching in view of the various co-relative aspects of training and research within the Institute.

49. As is provided in article V, paragraph 1, of the Institute's Statute, senior appointments are made by the Executive Director in consultation with the Secretary-General. Other appointments in the professional category are brought before the UNITAR Appointment and Promotion Board, consisting of high officials of the United Nations Secretariat, whenever the aggregate length of service is one year or more. This mechanism helps to keep the Institute within the "common system" of the United Nations while at the same time taking account of the particular requirements of the Institute.

VI. CONCLUSION

50. As this report shows, UNITAR has evolved from its formative stages into an operational organization within the United Nations system. As an autonomous institute within this system, it is already helping to meet the needs of some of the other United Nations organizations. Encouraged and assisted by the Secretary-General, his senior aides, the organizations of the United Nations family, governmental and academic institutions, UNITAR continues to grow, and thus, as the Secretary-General has said in the introduction to his annual report, to make a direct contribution:

"... to the development process in its political, economic and social aspects; to the crystallization of the experiences gained by the United Nations in various types of undertakings; to the formulation of new approaches and the initiation of new techniques with regard to the global operations of the Organization; to the building of highly trained cadres on various levels for national and international service connected with the purposes and work of the United Nations; and to the development of fresh insights into the broad question of international organization and its position and role in the world of the present and the future." 3/

3/ Official Records of the General Assembly, Twenty-first Session, Supplement No. 1A (A/6301/Add.1), p.8.

ANNEXES

Annex I

STATUTE OF THE UNITED NATIONS INSTITUTE FOR TRAINING AND RESEARCH^{a/}

Article I

Purposes

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

Article II

Functions

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

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

Article III

Board of Trustees

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

(a) Not less than eleven members (and not more than eighteen) shall be appointed by the Secretary-General of the United Nations in consultation with the President of the General Assembly^{b/} and the President of the Economic and Social Council; these Board members may include one or more officials of the United Nations Secretariat. The first appointments shall be made for a period of two years after which the length of the term of office of the members of the Board shall be reviewed.

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

2. The Board shall:

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

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

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

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

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

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

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

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

Article IV

The Executive Director

1. The Executive Director of the Institute shall be appointed by the Secretary-General of the United Nations after consultation with the Board.
2. The terms and conditions of the service of the Executive Director shall be generally based on those of an Under-Secretary of the United Nations. His salary and allowances shall be paid from the funds of the Institute.
3. The Executive Director shall have the over-all responsibility for the organization, direction and administration of the Institute, in accordance with the general policies formulated by the Board. The Executive Director shall, inter alia:
 - (a) Submit the work programmes and the budget estimates of the Institute to the Board for its consideration and approval;
 - (b) Execute the work programmes and make the expenditures envisaged in the budget as approved by the Board;
 - (c) Appoint and direct the staff of the Institute;
 - (d) Set up such advisory bodies on training and research, as may be necessary, including an advisory committee or panel on the training and research programmes of the Institute, on which would be represented interested specialized agencies and other institutions within the United Nations family, as well as public and private organizations particularly concerned with the activities of the Institute;
 - (e) Negotiate arrangements with Governments and international as well as national public and private agencies with a view to offering and receiving services related to the activities of the Institute;

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

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

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

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

Article V

The Staff

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

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

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

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

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

Article VI

Fellows, Consultants, Correspondents and Advisory Bodies

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

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

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

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

Article VII

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

1. In addition to the system of representation referred to in article III, paragraph 5 above, the Institute shall develop arrangements for active co-operation

with the specialized agencies and other organizations, programmes and institutions of the United Nations, including the regional economic development institutes established under the aegis of the Economic Commissions for Latin America, for Asia and the Far East and for Africa.

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

Article VIII

Finance

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

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

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

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

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

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

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

Article IX

Location and premises

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

Article X

Status and authority

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

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

Article XI

Amendments

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

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

Annex II

REPORT OF THE CHAIRMAN OF THE BOARD OF TRUSTEES
ON THE FOURTH SESSION OF THE BOARD a/

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a/ Previously issued as UNITAR/BT/18.

INTRODUCTION

1. In accordance with rule 61 of the provisional rules of procedure of UNITAR's Board of Trustees, this report is issued by the Chairman of the Board, Mr. Kenneth Younger (United Kingdom of Great Britain and Northern Ireland), covering the Board's proceedings and decisions of its fourth session, held at United Nations Headquarters from 14 to 15 September 1966. In addition to the Chairman and Vice-Chairman, Mr. C.D. Deshmukh (India), the following members were present at the meetings of the Board:

Mr. Ralph J. Bunch (United Nations Secretariat); Mr. Henning Friis (Denmark); Mr. S. Fukushima (Japan); Mr. Kermit Gordon (United States of America); Mr. Mahmoud M. Hammad (United Arab Republic); Mr. Manfred Lachs (Poland); Mr. Jiri Nosek (United Nations Secretariat); Mr. Raymond Scheyven (Belgium); Mr. Roger Seydoux (France); and Mr. Mehdi Vakil (Iran). The ex-officio members present at the Board's fourth session were: U Thant (Secretary-General) and Mr. Gabriel d'Arboussier (Executive Director of UNITAR). Two specialized agencies of the United Nations family of organizations were also present at the meetings; these were: the United Nations Educational, Scientific and Cultural Organization (UNESCO), represented by Mr. Arthur F. Gagliotti, and the International Bank for Reconstruction and Development (IBRD), represented by Mr. John H. Adler. Present also at the Board's meetings were: Mr. Philippe de Seynes (United Nations Under-Secretary for Economic and Social Affairs) and Mr. Martin Hill (United Nations Deputy Under-Secretary for Economic and Social Affairs and Personal Representative of the Secretary-General to the specialized agencies).

2. Prior to the adoption of its agenda for the fourth session (UNITAR/BT/17/Rev.1), the Board heard a statement made by Secretary-General U Thant. In his statement, the Secretary-General expressed his thanks to the Board for its services and his hopes that subject to consultations with the Presidents of the General Assembly and the Economic and Social Council, the present members of the Board might be agreeable to serving for a further period, the duration of that period to be determined later. The Secretary-General noted that the Economic and Social Council at its forty-first session adopted resolution 1138 (XLI) of 29 July 1966, in which the Council expressed the hope that members of the United Nations family of organizations would

make maximum use of the Institute's facilities, as appropriate and feasible. The Secretary-General added that the resolution represented the Council's recognition of UNITAR's ability to make a contribution, particularly in several fields of research. The Secretary-General said that he was pleased to note the wide range of activities which the Institute was now ready to undertake, adding that various research proposals had been prepared in consultation with the heads of the relevant departments of the United Nations Secretariat. The Board of Trustees expressed its appreciation to the Secretary-General for his continuous assistance to the Institute.

3. Following the adoption of the agenda for the fourth session, the Executive Director of the Institute, Mr. Gabriel d'Arboussier, made a brief statement in which he introduced his report (UNITAR/EX/5) and his proposals contained in several memoranda relating to research, training and budget estimates for 1967. The Board considered the Executive Director's report and proposals in the light of the recommendations formulated by the Board's Administrative and Financial Committee at its first session held in June 1966.

I. RESEARCH

4. After considering the Executive Director's research proposals, the Board expressed its satisfaction with the general programme, which it deemed a good framework for action, and commended the Executive Director on its formulation.

5. The Board gave its approval to the basic considerations submitted by the Executive Director as determining the UNITAR research programme. These considerations, which take into account the statements previously made by the Secretary-General and the views expressed by the Board of Trustees and its Administrative and Financial Committee, are as follows:

(a) The central focus of the research programme would be the problems and requirements of the United Nations in its major fields of activity.

(b) Research projects would generally be oriented toward future developments and, as suggested by the Secretary-General in his note of February 1964, would seek to meet the need for "operations analysis, evaluation and planning".

(c) Emphasis would be placed on studies concerned with the effectiveness of United Nations action, techniques and machinery and, accordingly, considerable

weight will be given to the selection of subjects which are especially appropriate for inquiry on the basis of United Nations experience.

(d) Paramount consideration would be given to the utility of studies in meeting requirements of the Secretary-General and of the principal organs of the United Nations which are not otherwise served by the Secretariat or other available sources.

(e) In ascertaining its role as an organ of research for the United Nations, UNITAR should not only attempt to fill the research gaps which are not yet adequately covered by the existing United Nations services and facilities, but it should be prepared to initiate studies in fields of its own choosing which fall within its terms of reference.

(f) Every effort would be made to avoid unnecessary duplication of work done elsewhere and to ensure close collaboration with Secretariat units and with other institutions in the United Nations family engaged in related tasks. Research to supplement existing studies of the Secretariat or other organs would be undertaken in consultation with the Secretary-General or the officials directly concerned.

(g) Studies related to the needs of developing countries would be given a high priority, particularly in respect of problems which call for United Nations consideration and action. In view of the large number of research activities carried on in the United Nations and its related agencies regarding economic and social development, the Institute would seek to concentrate on meeting gaps in existing programmes and on problems cutting across specialized and professional approaches.

(h) In regard to questions related to the maintenance of international peace and security, Institute studies would seek to draw upon United Nations experience and endeavour to derive fresh insights as to techniques and instrumentalities that might be employed in the future.

(i) The research programme should concern itself in various fields with the implication of scientific and technological developments for United Nations activities, including new techniques of special importance for the social sciences.

(j) Recognizing the desirability of relating research and training, research studies in various substantive fields would include, when appropriate, consideration of training activities that might be undertaken by the Institute or

other bodies in the light of such studies. Moreover, the research programme should itself include basic research on content and techniques of international training and seek to stimulate new approaches to training by the United Nations and related bodies.

(k) While research must be largely the product of individual effort, an important place should be given to collective discussion and co-operation among scholars and officials of diverse backgrounds and points of view. In this and other ways, the Institute should promote the development, both within and outside of the Institute, of an international community of scholars dedicated to the pursuit of knowledge in furtherance of the United Nations and its major purpose.

6. In approving the principal research areas which are cited below, the Board recognized the need to ensure for the research programme the flexibility needed for putting it into effect. Therefore, the Board decided that the principal research areas and the specific studies included therein are subject to modification in execution in the light of available staff, experts, financial resources and changing needs of the world Organization, as well as other factors affecting the practicability of implementation. Taking these factors into account, the Board of Trustees authorized the Executive Director to add to the studies listed in the Institute's research programme other studies which might be considered as falling within the principal research areas and the basic considerations listed above. These and all other modifications as well as the results of the research projects will be reported by the Executive Director to the Board of Trustees at a later date.

7. In approving the principal research areas submitted by the Executive Director, the Board did not decide on the order of priority in the programmes, as it recognized the importance of each area. However, some members of the Board stressed the relative importance of certain areas over others. In putting the programme into effect, the Executive Director will take these views relating to the scale of importance of the research areas into account.

8. The principal research areas, as proposed by the Executive Director and approved, with minor modifications, by the Board of Trustees, are as follows:

(a) criteria and methods of evaluation of United Nations assistance to the developing countries;

- (b) the transfer of technology and skills between countries;
- (c) problems of newly independent States or territories in process of decolonization which may require special international arrangements;
- (d) the development of international law through the United Nations;
- (e) instrumentalities and procedures for peaceful settlement and peace-keeping;
- (f) United Nations methods and techniques for the promotion and protection of human rights;
- (g) problems of organizational relationships and co-ordination in the United Nations system;
- (h) problems of international administration;
- (i) research concerning training programmes;
- (j) problems relating to public information of the United Nations.

9. Within these principal research areas, the Board of Trustees, bearing in mind the factors of flexibility stated in paragraph 5, took note of the following projects to be undertaken in 1966 and 1967:

- (a) criteria and methods of evaluation (in area (a));
- (b) transfers of technology to developing countries - study of enterprise-to-enterprise arrangements (in area (b));
- (c) study on "brain-drain" of skilled personnel from developing countries to high-income countries and measures to counteract its effects (in area (b));
- (d) problems of the "mini-States" (in area (c));
- (e) problems of the former High Commission territories in southern Africa (in area (c));
- (f) studies of United Nations role in codification and progressive development of international law (in area (d));
- (g) study of fact-finding and peaceful settlement in the context of the United Nations (in area (e));
- (h) analytical survey of studies on instrumentalities of United Nations peace-keeping (in area (e));
- (i) examination of United Nations experience in supervising elections and plebiscites (in area (e));
- (j) a comparative analysis of measures taken to combat racial discrimination (in area (f));

(k) suggestions for future research on implementation and protection of human rights (in area (f));

(l) study of relationship between United Nations and regional organizations outside of the United Nations (in area (g));

(m) study of common problems of the United Nations institutes of planning, training and research (in area (g));

(n) research on new methods and techniques of training (in area (i));

(o) study on United Nations information activities (in area (j)).

10. In addition to the studies submitted by the Executive Director, the Board expressed interest in adding a project relating to the resources of the sea. The Executive Director indicated that he was considering convening a symposium on the subject next year. Furthermore, the Board of Trustees asked the Executive Director to give favourable consideration to the addition of a study on the effectiveness of sanctions in the enforcement of international law. This subject, members of the Board proposed, should be studied from a broad angle, taking into account legal, economic, financial and other aspects. The Executive Director agreed that this subject should be pursued. Moreover, the Executive Director agreed to consider undertaking studies in international personnel and budgetary problems.

11. In accordance with the basic considerations determining the UNITAR research programme, the Board of Trustees considered that while the Institute would be able to initiate and lead the work on particular studies, it would also complement the research effort currently envisaged or under implementation by other United Nations organs and organizations. Included in the latter type of UNITAR action, the Board pointed out, is the study of the relationships between the United Nations and regional organizations outside the United Nations, where co-ordination with the United Nations Secretariat will be of particular importance.

12. The Board, acting on the recommendations of its Administrative and Financial Committee, decided that, in accepting research projects proposed by other organs and organizations of the United Nations system, UNITAR should not undertake such projects simply because these organs and organizations lack funds for the implementation of their proposals. In cases where the Institute has accepted to consider the implementation of such proposals, basing its acceptance on their intrinsic research value and direct usefulness to the United Nations, the Executive Director should consult with the organization or unit concerned on securing adequate

financial support for the project in question. The study on United Nations public information activities, which was initially proposed to the Executive Director by the United Nations Office of Public Information, provides an example of such cases.

13. The Board of Trustees felt that among the varied methods and approaches to UNITAR research, the organization of seminars and symposia has an important role to play in the stimulation of future research through the flow of intellectual communication. The participants in these seminars and symposia, who would be persons of recognized ability in their respective fields, could help in the free exchange of ideas and in the discernment of important trends in specialized research on an international scale. This would be in keeping with the envisaged role of the Institute as a bridge between the United Nations and the international academic community.

14. Furthermore, the Board of Trustees indicated that UNITAR might perform a useful role in the field of research by undertaking some of the functions of a clearing-house in connexion with research related to the United Nations system. This would involve facilitating the exchange of information regarding research either contemplated or under progress in United Nations and non-United Nations institutions.

15. The Board of Trustees agreed to the Executive Director's proposition that an important condition for obtaining qualified scholars was that they be given express recognition as the authors of published studies prepared by them. In line with the Executive Director's proposal, approved by the Board, the Institute would be responsible for determining whether a study merited publication. However, it would be stated in the publication that the opinions and conclusions expressed were those of the authors and did not necessarily represent the views of the Institute. It was understood that these publications were not within the purview of the Publications Board of the United Nations Secretariat. However, concerning this aspect, the Executive Director would consult with the Secretary-General.

II. TRAINING: EXISTING TRAINING PROGRAMMES AS MODIFIED

A. General

16. Pursuant to a decision taken by the Board of Trustees at its third session, the Executive Director submitted an evaluation and proposals for reorientation of the three training programmes recently transferred from the United Nations Secretariat to UNITAR. These are: (a) Training Programme for Foreign Service Officers from Newly Independent Countries; (b) Group Training Programme in Techniques and Procedures of Technical Assistance; and (c) Training Programme in Development Financing. Furthermore, in response to a request made by the Board at its third session, the Executive Director reported to the fourth session the contents of two new training programmes undertaken by UNITAR in 1966. These are: (a) Seminar on Major Problems of United Nations Technical Assistance and (b) Group Training Programme for Deputy Resident Representatives. The Executive Director added to this information an initial assessment of the design and methods of these two new programmes. The Executive Director **will** prepare an evaluation of these two operations after their completion later this year, for submission to the Board of Trustees at its fifth session.

17. The Board of Trustees commended the Executive Director on the presentation of his memorandum dealing with the evaluation and proposed reorientation of the existing training programmes. The Board noted with satisfaction that in the preparation of future evaluation reports on training activities, the Institute would undoubtedly benefit from the findings to be made by its Department of Research as well as by outside sources engaged in the evaluation of the effectiveness of international training.

18. The Board of Trustees welcomed the Executive Director's approach to the reorientation of the existing training programmes which emphasizes the gradual regionalization of some of these activities as detailed below, the importance of developing the centralized training activities with a view to meeting the requirements of high-level officials, and the empirical relationship between training and practical work.

19. While the Board of Trustees called for a further look into the possibility of reducing the cost of some of these training programmes to UNITAR, it also pointed out the importance of other modes of training, such as round-table discussions. This undoubtedly would be related to the efforts to regionalize and decentralize some of UNITAR's training activities. With regard to a related aspect of modifying the present training programmes, namely the preparation of manuals, the Board stressed the importance of keeping the cost of preparation of such manuals down to a reasonable level.

20. In the light of all these considerations, the Board of Trustees authorized the Executive Director to undertake during 1967 the five existing training programmes as modified in the manner indicated below.

B. Training Programme for Foreign Service Officers from Newly Independent Countries

21. UNITAR will continue in 1967 the basic course in Geneva and adjacent points and simultaneously seek to support and encourage facilities in the various regions to take over such training. With this in view, UNITAR will make available special instructors and appropriate material.

22. UNITAR will move towards initiating programmes for advanced and specialized training in international law, international economics and international organization, with an accent on multilateral diplomacy and co-operation, for groups of selected middle-grade officers of proven ability and potential. This might be accomplished in co-operation with other institutions.

C. Group Training Programme in Techniques and Procedures of Technical Assistance

23. With the establishment of the new programme called "Seminar on Major Problems of United Nations Technical Assistance", which is expected to provide an effective means of exchanging information and discussing policy problems with senior officials, the "Group Training Programme in Techniques and Procedures of Technical Assistance" will be oriented in 1967 to meeting the needs of a more homogeneous group of "working officials". The basic information which was supplied to the participants in the past through briefing sessions will be made available in advance in the form of a manual. In this way, the training session could be devoted to genuine discussions at which the participants might be able to exchange views and experiences with one another and to obtain particular points relating to specific projects with

the appropriate United Nations and agency officials. One of the primary aims of such sessions is to involve the participants to a larger extent in the training process through a variety of methods.

24. This programme will be reviewed again following its implementation in 1967 with the aim of replacing it thereafter by regional seminars.

D. Training Programme in Development Financing

25. This programme will continue in 1967 in its present format, with the addition of a manual to be used in the training process. Such a manual could also be made available to local and regional institutes and programmes conducting training in development financing.

26. In considering further modifications and possibilities for decentralization after 1967, attention should be paid to arranging for the alternation of the subject of development financing with other subjects of specialization related to the general process of development.

E. Seminar on Major Problems of United Nations Technical Assistance and Group Training Programme for Deputy Resident Representatives

27. The Board of Trustees authorized the Executive Director to continue these two new training programmes in 1967, pending submission of an evaluation of them to the fifth session of the Board.

III. TRAINING: AREAS FOR FUTURE ACTION

28. The Executive Director submitted to the Board of Trustees for its preliminary consideration several suggestions for possible future action by UNITAR. These suggestions covered the following areas: (a) training courses for staff of the United Nations system; (b) programmes for the training of national officials: (i) courses in project planning, and (ii) courses in administrative management for technical officers; (c) advanced seminars for high-level officials: (i) seminars at the national level, and (ii) seminars in international problems at UNITAR headquarters; (d) language training.

29. The Board of Trustees expressed only tentative views on these suggestions pending the formulation of future proposals to be submitted to the Board at a

later date. In the meantime, the Board authorized the Executive Director to study the feasibility of undertaking training for the staff of the United Nations system, for conducting courses in administrative management for technical officers as well as courses in project planning, and for the convening of seminars in international problems at UNITAR headquarters.

30. With regard to language training, the Board of Trustees, while still considering that language training in UNITAR can only exist as a component of substantive training activities, asked the Executive Director to inquire from the United Nations Secretariat, national missions at United Nations Headquarters and other sources about the possibilities for full utilization of modern language-training equipment recently donated to UNITAR by Austria and the adequacy of existing facilities. In the light of these inquiries, the Executive Director may submit for the consideration of the Board's Administrative and Financial Committee at its second session, a plan for conducting language training through the intensive use of this "language laboratory". If the Committee's views are favourable, the Executive Director would then proceed with the formulation of a comprehensive plan regarding language training, including staff required and other budgetary implications for the consideration of the Board of Trustees at its fifth session.

IV. FELLOWSHIPS

31. The Board noted the information provided by the Executive Director regarding the procedure of selection of nine fellows later this year for the UNITAR Adlai E. Stevenson Memorial Fellowships Programme, for which the United States Government has paid \$100,000. The selection committee will consist of representatives from the Institute's Board of Trustees, national missions to United Nations Headquarters, United Nations Secretariat and the academic community. The Board agreed to the Executive Director's proposal to use the same arrangements for the selection of other fellowships in the future, other than the senior fellowships mentioned in the Statute.

32. The Board also noted that the Executive Director had accepted an offer from the Austrian Government for three fellowships for study at the Vienna Diplomatic Academy. However, these arrangements being presently undertaken on an experimental

basis, the Board asked the Executive Director to submit to it at its fifth session a study of the implications of UNITAR's acceptance of future offers of national fellowships with a view to enabling the Board of Trustees to give adequate consideration to the question of general policy.

V. CASH PLEDGES, PAYMENTS AND CONTRIBUTIONS

33. The Board took note of the List of Cash Pledges, Payments and Contributions (UNITAR/BT/16) which indicated that as at 22 August 1966, the total amount of pledges made to UNITAR by governmental and non-governmental sources had reached \$3,874,384, while the total payments made thus far by the same sources had amounted to \$1,699,546.

34. The Board endorsed the recommendations made by its Administrative and Financial Committee that contributions in kind or pledges in non-convertible currencies will not represent financial pledges and payments to UNITAR and therefore will not be included in the List of Cash Pledges, Payments and Contributions. However, offers of this kind may be reported by the Executive Director to the Board of Trustees in a separate list only for its information.

VI. RELATIONS WITH OTHER PLANNING, TRAINING AND RESEARCH INSTITUTES

35. The Board of Trustees noted with interest the information submitted to it by the Executive Director on the results of the first Annual Meeting of Directors of institutes within the United Nations family, held in Geneva in July 1966 under the Executive Director's chairmanship. The Board expressed its interest in the present efforts to strengthen these relationships, not only with these institutes within the United Nations family but also with non-United Nations institutes.

VII. BUDGET ESTIMATES FOR 1967

36. The Executive Director proposed for the Board's approval budget estimates for 1967 amounting to \$1,216,300, to be met from the general resources of UNITAR.

37. After considering these estimates, the Board of Trustees took the decision quoted hereunder:

"The Board of Trustees,

"1. Adopts the budget estimates for the year 1967 prepared by the Executive Director at the level of \$1,216,300 for the purposes stated therein;

"2. Authorizes the Executive Director to make such transfers between chapters and sections during the year 1967 as may be necessary and appropriate for maintaining the flexibility and effectiveness of the operations, such transfers to be reported by the Executive Director to the Board of Trustees in 1967."

38. In approving the budget estimates for 1967, the Board of Trustees recognized that under some of the decisions it had taken, the estimates would require some modification. Such modifications will therefore be submitted to the Board of Trustees at its fifth session.

39. The Board of Trustees took note that some training activities of the Institute were expected to be financed in part by supplemental financing of approximately \$200,000, from sources other than the UNITAR budget. Moreover, an additional expenditure of \$100,000 will be made for the UNITAR Adlai E. Stevenson Memorial Fellowships referred to in paragraph 31 above.

VIII. DATES OF THE SECOND SESSION OF THE BOARD'S
ADMINISTRATIVE AND FINANCIAL COMMITTEE AND
OF THE FIFTH SESSION OF THE BOARD OF TRUSTEES

40. The Board requested the Executive Director to consult with the members of the Administrative and Financial Committee with a view to calling the second session of the Committee at Headquarters as early as possible in January 1967.

41. The Board of Trustees decided that it would hold its fifth session at Headquarters from 29 to 30 March 1967.

Annex III

LIST OF MEMBERS OF THE BOARD OF TRUSTEES AS OF 1 NOVEMBER 1966

- Chairman: Mr. Kenneth Younger (United Kingdom of Great Britain and Northern Ireland)
- Vice-Chairman: Mr. C.D. Deshmukh (India)
- Ex officio members: U Thant Secretary-General
Mr. Abdul Rahman Pazhwak President of the General Assembly
Mr. Tewfik Bouattoura President of the Economic and Social Council
Mr. Gabriel d'Arboussier Executive Director of the Institute
- Members: Mr. Ralph J. Bunche (United Nations Secretariat)
Mr. Henning Friis (Denmark)
Mr. S. Fukushima (Japan)
Mr. Kermit Gordon (United States of America)
Mr. Mahmoud M. Hammad (United Arab Republic)
Mr. Felipe Herrera (Chile)
Mr. Julius G. Kiano (Kenya)
Mr. Manfred Lachs (Poland)
Mr. Z.K. Matthews (Botswana)
Mr. Jiri Nosek (United Nations Secretariat)
Mr. Manuel Perez-Guerrero (Venezuela)
Mr. Claude Ryan (Canada)
Mr. Raymond Scheyven (Belgium)
Mr. Roger Seydoux (France)
Mr. Mehdi Vakil (Iran)

Annex IV

LIST OF CASH PLEDGES, PAYMENTS AND CONTRIBUTIONS
AS OF 7 NOVEMBER 1966

Governmental sources

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

	<u>Pledges</u> \$US	<u>Payments</u> \$US
Argentina	60,000.00	
Belgium	250,000.00	50,225.00
Brazil	25,000.00	5,000.00
Brunei ^{a/}	18,600.00	6,200.00
Cameroon	30,000.00	
Canada	279,000.00	55,555.00
Central African Republic	40.00	40.00
Ceylon	1,000.00	
China	5,000.00	
Congo (Democratic Republic of)	30,000.00	30,000.00
Cyprus	200.00	200.00
Denmark	100,000.00	40,000.00
Dominican Republic	2,000.00	
Ecuador ^{b/}	30,000.00	4,000.00
Federal Republic of Germany ^{c/}	300,000.00	
Ghana	42,000.00	
Greece	7,500.00	7,500.00
Guinea ^{c/}	20,000.00	5,000.00
Holy See	1,000.00	1,000.00
India	50,000.00	4,600.00
Iran ^{d/}	10,000.00	10,000.00
Iraq	14,000.00	14,000.00
Ireland	15,000.00	15,000.00
Israel	6,000.00	

	<u>Pledges</u> \$US	<u>Payments</u> \$US
Italy	60,000.00	
Ivory Coast	100,000.00	
Jamaica	2,500.00	2,500.00
Japan ^{e/}	80,000.00	40,000.00
Jordan	10,000.00	2,000.00
Kenya	10,000.00	6,000.00
Korea	5,000.00	
Kuwait	50,000.00	50,000.00
Laos	1,000.00	1,000.00
Lebanon	10,000.00	10,000.00
Liberia	7,500.00	
Libya	15,000.00	15,000.00
Liechtenstein	2,315.00	2,315.00
Luxembourg	10,000.00	4,000.00
Malaysia ^{f/}	3,265.00	1,634.00
Mauritania	5,000.00	
Morocco ^{d/}	10,000.00	10,000.00
Nepal	1,000.00	
Netherlands	101,110.00	40,332.00
Niger	15,000.00	3,054.00
Nigeria	28,000.00	14,000.00
Norway ^{c/}	56,000.00	28,020.00
Pakistan	20,000.00	4,000.00
Philippines	40,000.00	
Rwanda	2,000.00	2,000.00
Saudi Arabia ^{g/}	40,000.00	32,000.00
Senegal	21,224.00	4,055.00
Sudan	20,000.00	
Sweden	100,000.00	100,000.00
Switzerland ^{a/}	81,130.00	17,385.00
Syria	10,000.00	
Thailand	20,000.00	20,000.00

	<u>Pledges</u> \$US	<u>Payments</u> \$US
Togo	5,000.00	5,000.00
Trinidad and Tobago	2,000.00	2,000.00
Tunisia	5,000.00	5,000.00
Turkey	5,000.00	5,000.00
Uganda	20,000.00	
United Arab Republic	20,000.00	
United Kingdom	500,000.00	100,000.00
United Republic of Tanzania	20,000.00	4,000.00
United States of America ^{h/}	400,000.00	400,000.00
Upper Volta	15,000.00	
Venezuela	80,000.00	
Yugoslavia	20,000.00	8,000.00
Zambia	2,000.00	2,000.00
	<hr/>	<hr/>
TOTAL	\$3,877,384.00	\$1,188,615.00
	<hr/>	<hr/>

Non-governmental sources

	<u>Pledges</u> \$US	<u>Payments</u> \$US
Anonymous source	42,000.00	
Carnegie Endowment for International Peace ^{i/}		6,600.00
Compton Trust	10,000.00	10,000.00
Rockefeller Foundation ^{j/}	450,000.00	450,000.00
Mr. John D. Rockefeller III ^{k/}	50,000.00	50,000.00
From individuals		331.00
	<hr/>	<hr/>
TOTAL	\$552,000.00	\$516,931.00
	<hr/>	<hr/>
GRAND TOTAL	\$3,874,384.00	\$1,699,546.00
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(foot-notes to annex IV):

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- a/ Spread over a three-year period.
 - b/ Spread over a six-year period.
 - c/ Spread over a four-year period.
 - d/ For 1965 only.
 - e/ Total pledge is expected to amount to \$200,000 during the initial five-year period.
 - f/ Spread over a two-year period.
 - g/ The balance of \$8,000 will be spread over a four-year period.
 - h/ This payment, for 1966 only, includes \$100,000 to be used in 1966-1967 for the UNITAR/Adlai E. Stevenson Memorial Fellowships.
 - i/ Grants-in-aid to support non-staff costs in connexion with Panel of Consultants at Bellagio, Italy (24 July to 31 July 1965), and Panel of Consultants on Training at New York, (7 to 11 February 1966).
 - j/ Grant for purchase of leasehold of UNITAR premises at 801 United Nations Plaza, New York, N.Y.
 - k/ Grant to be applied to renovation and furnishing of UNITAR Building.

Annex V

RESOLUTION ADOPTED BY THE ECONOMIC AND SOCIAL COUNCIL ON 29 JULY 1966

1138 (XLI). Report on the United Nations Institute
for Training and Research

The Economic and Social Council,

Recalling General Assembly resolutions 1827 (XVII) of 18 December 1962, 1934 (XVIII) of 11 December 1963 and 2044 (XX) of 8 December 1965 and Council resolutions 985 (XXXVI) of 2 August 1963, 1037 (XXXVII) of 15 August 1964 and 1072 (XXXIX) of 26 July 1965, relating to the United Nations Institute for Training and Research,

Noting with satisfaction the promulgation of the Institute's statute in November 1965 by the Secretary-General in consultation with the Institute's Board of Trustees,

Bearing in mind that the purpose of the Institute is to further the aims of the United Nations through training and research,

Recognizing the contribution the Institute can make, in co-operation with the other organizations and institutions within the family of the United Nations, towards the attainment of the goals of the United Nations Development Decade,

Welcoming the progress made so far by the Institute in organizing and planning its work in accordance with decisions of the Institute's Board of Trustees,

1. Takes note of the report of the Executive Director of the Institute^{a/} and of his statement to the Council,^{b/} emphasizing inter alia the assistance which the Institute is proposing to afford to the Secretary-General in various aspects of United Nations work and the Institute's readiness likewise to assist other organs and organizations of the United Nations family;

2. Expresses the hope that the members of the United Nations family of organizations will make maximum use of the Institute's facilities, as appropriate and feasible, and will assist the Institute in the implementation of its programmes and activities;

a/ Official Records of the Economic and Social Council, Forty-first Session, Annexes, agenda item 28, document E/4200.

b/ Ibid., Plenary Meetings, 1437th meeting and document E/L.1132.

3. Emphasizes the importance of co-ordinating the programmes and activities of the Institute with those of other bodies within the United Nations system, particularly the institutes for planning, training and research of the United Nations family;

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