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Chairman: Mr. Jorge Pablo FERNANDINI
(Peru).

AGENDA ITEM 45

United Nations Institute for Training and Research: report of the Executive Director (A/6703 and Corr.1, chap. XIV, sect. II; A/6875 and Corr.1, A/6888, A/C.2/L.977)

1. Mr. SCHACHTER (Acting Executive Director of the United Nations Institute for Training and Research) paid a tribute to Mr. d'Arboussier's leadership as Executive Director of the United Nations Institute for Training and Research (UNITAR) and the enthusiasm he had brought to the Institute in its difficult period of organization and expressed his gratification at the appointment of Chief Adebo as the new Executive Director.

2. Introducing the report of the Executive Director (A/6875 and Corr.1), he drew attention to the introduction, which described in succinct form the position of the Institute's activities. The report contained a full account of the specific projects undertaken and material on the administration of the Institute, co-operative arrangements with other institutions, its budget and contributions pledged and paid.

3. In a relatively short period and with a small staff, the Institute had developed research and training programmes on a broad international scale. It had made co-operative arrangements with various institutions and had received support from university groups and governmental bodies concerned with United Nations problems. With its very wide terms of reference but very limited resources, the Institute had had to be very selective and to establish very strict priorities, particularly since some specialized agencies of the United Nations were also engaged in research and training.

4. On the research side, twelve major projects were under way; a detailed description of which was given in the report (*ibid.*, annex I, sect. A-L). In selecting those projects, top priority had been given to work which would contribute to improving the effectiveness of the United Nations system. As that area of study tended to be neglected by national institutions, the role of the Institute was especially useful, because its links with delegations and with the Secretariat gave it opportunities for testing new approaches.

Moreover, subjects had been selected which were of special concern to the developing countries, bearing in mind the role of various United Nations agencies concerned with development and in close collaboration with them.

5. The Institute was attempting to apply new management techniques which had proved their usefulness in governmental and business administration. The Project concerning planning, programming and budgetary systems in relation to the economic and social activities in the United Nations (*ibid.*, sect. C) came into that category; it could help significantly to improve budgetary and planning procedures for the Organization's economic and social development programme. Closely related to that project was the study of evaluation methods and criteria (*ibid.*, sect. B) which was being undertaken in close co-operation with the specialized agencies and the United Nations Development Programme (UNDP).

6. Mention should also be made of a number of Institute projects which involved field studies in member countries. Some of them were of special interest to the Second Committee, such as, for instance, the project relating to the transfer of technology from enterprise to enterprise (*ibid.*, sect. K) and the study of the brain drain from developing to developed countries (*ibid.*, sect. J). The object of that work was to obtain new knowledge, rather than to summarize known facts. For that reason, it had been necessary to develop co-operative arrangements with national institutions and experts, but the response of the research community was very encouraging. It should be noted, in that connexion, that the great majority of those arrangements were concerned with a single project, the study of coverage of United Nations work by the mass media; that was the first multinational effort in that sphere and should lead to the development of measures to improve public understanding of United Nations economic and social activities.

7. As in the case of research, the Institute's training activities were designed to enhance the effectiveness of United Nations activities, inasmuch as the Institute provided training for those categories of national officials whose work was closely related to the purposes and programmes of the United Nations. Training had also been given to deputy Resident Representatives of UNDP, and regional training courses in diplomacy and international law had been organized not only at Headquarters, but in various countries and specialized agencies. It should be noted in that connexion that the Institute would continue to decentralize its training programmes, which would have the advantage of reducing costs and of enabling a greater number of officials to be trained. Accord-

ingly, regional training courses in the field of technical assistance had been planned for Latin America, Asia and Africa, together with basic training programmes for new foreign service recruits at two regional centres in Africa. In order to decentralize, of course, an effort had to be made to recruit qualified teachers and specialists but that could undoubtedly be done through co-operation with regional and national organizations.

8. The Institute, naturally, could not undertake the entire training programme required for developing countries. One of its major functions was therefore to stimulate the efforts of other bodies in that field by, for example, participating in existing regional training courses.

9. The Institute had also been concerned with staff training in the United Nations and the specialized agencies, for which there appeared to be strong support. He also wished to point out that, at the request of the United Nations Industrial Development Organization (UNIDO), UNITAR would arrange a training programme on the organization and operation of industrial investment promotion agencies. Within the Institute, training and research were closely connected. Research was being done on new methods and techniques of training which could have far-reaching effects in improving training both within the United Nations and by national Governments.

10. The UNITAR Adlai E. Stevenson Memorial Fellowship Programme, which was financed by the United States Government, had made an auspicious beginning. Contributions by other Governments to similar fellowship programmes would, of course, be welcomed. In addition, the Institute had used some of its own resources to start a junior fellowship programme and was participating, with the United Nations Office of Legal Affairs, in granting fellowships in international law.

11. The Institute enjoyed the co-operation of UNDP and several sections of the Secretariat, such as the Office of Public Information and the United Nations information centres. It also participated in meetings of the Administrative Committee on Co-ordination and its subsidiary bodies. It had made co-operative arrangements with several specialized agencies and had given attention to co-operation among the various institutes within the United Nations family. The Board of Trustees of UNITAR had continued its active guidance of the Institute's policy and during the previous year, had added several well-known figures to its membership.

12. The report also contained details concerning the financial position and budget of the Institute. The total amount of voluntary contributions pledged was about \$4 million, \$2.7 million of which had already been paid. The Institute could obviously not carry out all the tasks which it might be thought desirable to entrust to it unless its resources were increased. It was accordingly to be hoped that it would receive further contributions.

13. Mr. OLSEN (Denmark) introduced draft resolution A/C.2/L.977, on behalf of the sponsors, and announced that Sweden wished to become a sponsor.

14. The Institute had now passed from the formative to the operational stage.

15. In the field of research, the projects relating to the role, functioning and operations of the United Nations reflected the Institute's desire to direct its activities towards assisting the developing countries and strengthening the efficiency and procedures of the United Nations system. In that connexion, his delegation noted with satisfaction the expanding scope of the Institute's co-operative arrangements with other United Nations bodies and external institutions.

16. He hoped that the report on the strategy, scope and limitations of the Institute's training programme, which the Executive Director intended to submit to the Board of Trustees at its seventh session, would strengthen the Institute's future activities in that area. The Seminar on Major Problems of United Nations Technical Assistance and the training programme for deputy Resident Representative of UNDP were two examples of the Institute's important work.

17. In conclusion, he paid a tribute to Mr. d'Arbousier for the leading part he had played in the establishment of the Institute, and expressed the hope that the draft resolution would be adopted unanimously by the Committee.

18. Mr. NEDIVI (Israel) said he took it for granted that the Second Committee would take note with satisfaction of the Executive Director's report (A/6875 and Corr.1). The Board of Trustees of the Institute had considered it necessary to make further efforts to increase financial contributions from a variety of sources and thought that fund-raising should be an integral part of the Institute's substantive activities. Another important aspect of the Board's decision on that matter related to the possibility of integrating the Institute's work more closely with similar activities carried on elsewhere. His Government had had that possibility in mind when, in October 1965, it had pledged \$12,000 to the Institute, 50 per cent of which was payable in cash and the rest in services under Israel's programme for international co-operation. His Government had considered that the funds obtainable under that programme could be used to recruit short-term staff from Israel, to organize a seminar in Israel for Institute trainees, or for fellowships. The Executive Director had said that he would consult the Board of Trustees regarding the possibility of using the Israel contribution offered in the form of services. However, the list of pledges, payments and contributions as at 1 October 1966 included only a \$6,000 contribution from Israel. Despite the intentions expressed by the Executive Director in a subsequent statement, the present annual report still listed a contribution of only \$6,000. Was it to be concluded that the Institute had enough funds, or that it had not yet had an opportunity to consider the candidacy of Israel research workers and lecturers or the possibility of offering Israel fellowships to Institute trainees? Whatever the answer, the situation was not very encouraging in terms of future fund-raising efforts.

19. Mr. ABEL (United States of America) said that UNITAR provided a possibility of improving the United Nations system by applying modern managerial

and operational research concepts to United Nations activities which was of vital importance to the United Nations. The Board of Trustees was an exceptionally talented and representative group which had contributed to the quick and effective way UNITAR had undertaken its responsibilities.

20. The Institute provided advanced training for personnel from the United Nations and the specialized agencies and from developing countries. In addition to the training programmes it had inherited from the United Nations, the Institute had undertaken a training programme for deputy Resident Representatives of UNDP and a Seminar on Major Problems of United Nations Technical Assistance. Certain changes were envisaged for 1968, including the replacement of the group training programme in techniques and procedures of United Nations technical assistance by regional courses and seminars. Seminars in international law were also planned. His delegation was particularly interested in the Executive Director's intention to make the Institute a centre where future high-level officers of the United Nations and the specialized agencies would be trained in the administrative and substantive aspects of United Nations programmes.

21. The Adlai E. Stevenson Memorial Fellowship Programme, financed by the United States Government, had been undertaken with enthusiasm and imagination by the Institute. The scope of the research programme was impressive. It focused on two important areas: operational analysis of the United Nations, and the process of development, particularly as it affected the United Nations. His delegation was particularly interested in the studies on the status and problems of very small States and territories, the criteria for evaluation of United Nations development programmes, the brain drain problem, and the possibilities of applying planning, programming and budgeting systems to the administration of the United Nations.

22. It would soon be essential to establish priorities, and the research undertaken by the Institute should continue to be directed mainly at making the United Nations system more effective by raising its standards of administration, and strengthening its capacity to meet its responsibilities relating to peace and security. The staff of the Institute showed great flexibility with regard to research procedures, methods and techniques. The Institute's intention to use mechanized data processing was very interesting.

23. Despite its limited staff, the Institute had established an impressive network of co-operation arrangements throughout the world, which had made it a centre for co-operation in research and training. The Institute should co-ordinate its work with parallel research efforts, so that its projects involved no duplication.

24. He paid a tribute to the qualities of Mr. d'Arboussier, who had guided the Institute through its most difficult stages, and welcomed the appointment to the post of Executive Director of Chief Adebo, whose integrity and skill had made Nigeria an important Member of the United Nations.

25. In conclusion, he announced that his delegation would support draft resolution A/C.2/L.977.

26. Mr. OLUMIDE (Nigeria) said that the Institute's training programmes made a valuable practical contribution to the cause of development. That was particularly true in the case of the training programme in development financing, which had enabled twenty trainees to become acquainted with the principles, procedures and conditions governing requests for development financing and investment capital. It was regrettable that the programme would probably be discontinued after 1967, despite the fact that the developing countries were now able to absorb more foreign capital. Programmes such as the group training programme in procedures and techniques of United Nations technical assistance, the Seminar on Major Problems of United Nations Technical Assistance and the training programme for deputy Resident Representatives of UNDP increased the number and improved the quality of requests from developing countries, and accelerated their implementation by UNDP.

27. With regard to research, his delegation considered that the Institute should serve as a medium of communication between the academic community and the United Nations system with regard to the study of problems relating to the main objectives of the United Nations and the planning and implementation of its programmes. It was gratifying to note that the Institute was studying criteria for evaluating United Nations technical assistance projects. He also welcomed the study on planning, programming, and budgetary systems in relation to the economic and social activities of the United Nations, which should make it possible to identify factors creating financial and programme management problems. His delegation also attached great importance to the Institute's proposed study of the brain drain problem and hoped that it would continue to co-operate with the International Labour Organisation and the United Nations Educational, Scientific and Cultural Organization in that area. Wide co-operation had already been established between the Institute and other United Nations bodies. He hoped that UNITAR's training programmes would be further decentralized in the years to come and that financial contributions to the Institute would be increased.

28. Mr. DELGADO (Senegal) said that the Executive Director's report (A/6875 and Corr.1) showed the wide scope of the Institute's work, of which the developing countries had been the principal beneficiaries. After a difficult beginning, the Institute had now attained its normal rhythm of operations. It was a permanent and irreplaceable analytical tool, and he hoped that it would co-operate even more closely with the Committee for Programme and Co-ordination of the Economic and Social Council. Some of the Institute's programmes had been particularly successful; for example, the training programme for foreign service officers, the Seminar on Major Problems of United Nations Technical Assistance and the Adlai E. Stevenson Memorial Fellowship Programme. It was to be hoped that the Institute's resources would be increased accordingly.

29. In conclusion, he proposed that the full text of the statement made by the acting Executive Director should be issued as a Committee document.

It was so decided.^{1/}

30. Mr. KAUL (India) noted with satisfaction that the Institute had tackled the brain drain problem, a step which was of the greatest importance for the developing countries. It was encouraging to find that it was seeking to apply the most modern techniques of analysis to the study of the structure and processes of the United Nations and that it was trying to decentralize and regionalize basic training. He would like to see the Institute pay greater attention to the operational activities of the United Nations, leaving purely theoretical research and training to the universities. His delegation hoped that the advanced countries would increase their contributions to the Institute and that the developing countries would participate more in its activities.

31. Sir Edward WARNER (United Kingdom) noted that the twelve major research projects at present being carried out by UNITAR fell into two categories: analysis and evaluation of United Nations activities and study of the problems of development and modernization. His delegation had taken note with satisfaction of the projects in the first category. Paragraphs 16 to 19 of the Executive Director's report (A/6875 and Corr.1) showed that the Institute had made a genuine effort to integrate its activities into the United Nations research programme and that it had already taken steps to involve national and international institutions in its work. On the other hand, paragraphs 44 to 78 of the report dealing with training was a little disappointing. The training of officials from developing countries was the most vital task the Institute had to perform. On the whole, the training programmes carried out in 1967 and planned for 1968 seemed constructive and well conceived. The move towards decentralization and regionalization was to be welcomed. So far, however, there had been no indication that training courses were planned for officials responsible for implementing national development plans. But the greatest weakness was in the training of United Nations staff. He noted in that connexion that the Working Party of the Consultative Committee on Administrative Questions was to meet shortly in Geneva to study staff training in the United Nations system. The Executive Director would take account of the findings of the Working Party in preparing a report on the strategy, scope and limitations of the Institute's training programme. He hoped that such a policy report would contribute to greater effectiveness in that field. The early appointment of a director of training would also help.

32. His Government had played a major part in bringing the Institute into being and had pledged \$500,000 for the initial five-year period of which two instalments had been paid. The scale of its future support would be influenced by the evidence of a better balance being achieved between training and research. He wondered in that connexion what exactly was meant by "supplementary financing" in paragraph 87 of the report.

33. Mr. RANKIN (Canada) welcomed the progress made in the preparation and reformulation of the Institute's research and training programmes. UNITAR was at present carrying out twelve major research projects and in many respects was acting as a pioneer. The projects were attracting wide support precisely because of their ambitious aims. In the field of training, a reformulation of the foreign service officers' training programmes had been undertaken and in 1968 regional seminars would be provided in the field of international law. On the whole, the development of the research and training programmes was very encouraging. On the other hand, the financial situation of UNITAR was still disturbing.

34. In conclusion, he said that delegations should not try to influence the decisions of the Board of Trustees of the Institute, which was an autonomous body financed by voluntary contributions.

35. Mr. MOLLER (Sweden) considered that the Institute's training programme was on the whole well balanced. That applied to the programme as a whole, but his delegation took a particular interest in the training programme for foreign service officers as well as that pertaining to the training of United Nations personnel in various fields. The research programme was also satisfactory, although some of the projects were of such a practical nature that it might be asked whether they could not have been undertaken by the Secretariat.

36. With regard to the description of the projects in annex I of the report (A/6875 and Corr.1), his delegation would have liked an estimate of the costs, particularly in the case of the very important project concerning mass information media. It would also have liked to have a report on what research personnel was involved in the various programmes. In general, it was to be noted that the Institute's activities covered a wide variety of fields, a fact which entailed certain dangers. To undertake too many projects simultaneously might strain the resources of UNITAR in the beginning of its activities. Reviewing the various projects, he noted that the first, on relations between the United Nations and regional inter-governmental organizations, had some rather sensitive aspects. The second, on evaluation of technical assistance, required very careful preparation. Regarding the fourth, on United Nations experience regarding plebiscites and elections, he stressed the importance of the information that United Nations observers could provide. The fifth project, which was concerned with the use by mass media of public information on the United Nations and United Nations problems, must be considered a very comprehensive project, the size of which clearly should have motivated an estimate of the costs involved. His delegation stressed, both as to that project and in general, the importance of co-operation and co-ordination between UNITAR and various other international and national organs. The project would undoubtedly encounter many difficulties and highly competent personnel, with a considerable amount of knowledge of the countries involved, would be required to solve them.

37. Mr. CONSTANTIN (Romania) said that the Institute today presented the picture of a body with its

^{1/} The complete text of the statement made by the Acting Executive Director of UNITAR was circulated as document A/C.2/L.978.

own personality, whose activities were governed by a realistic approach. Among the various studies undertaken by the Institute, his delegation regarded the one on the brain drain as particularly valuable, because its results would indicate solutions to the many problems which the phenomenon created for the developing countries. The activities undertaken by the Institute in the field of vocational training were also of positive value.

38. Romania attached special importance to the work of the Institute, as the Executive Director had been able to realize on the occasion of his visit to Romania early in 1967. It considered the development of broad co-operation between UNITAR and similar national bodies of particular interest.

39. His delegation supported draft resolution A/C.2/L.977.

40. Mr. CHRISTIANI (Austria) said that, at the present time, research in the economic field was of primary importance. Research into the activities and structure of the United Nations was also very interesting, particularly in view of the use of new methods.

41. With regard to training, he said that his country had given a language laboratory to the Institute and had indicated its intention of offering a number of fellowships for foreign service officials. It hoped that contact would be established between Austrian national bodies and the Institute.

42. In conclusion, he expressed the hope that the draft resolution (A/C.2/L.977) of which Austria was a sponsor would be adopted unanimously.

43. Mr. IKEDA (Japan) congratulated the Institute on the way in which it had succeeded in expanding its activities and on the quality of its training programme. The training programme for deputy Resident Representative of UNDP was especially commendable. It was disappointing, however, that the training programme in development financing had been discontinued. It had met a keenly felt need of the developing countries and he hoped that it might be resumed.

44. In the field of research, his delegation considered that the projects concerned with the evaluation of United Nations activities should be directed towards increasing the Organization's effectiveness. It was therefore encouraging to note that the most modern techniques of managerial science would be used in the studies. The project on mass information media was also very interesting, since the success of United Nations activities depended on the support of world opinion.

45. After stressing the need for the Institute to co-ordinate its research activities with those of other United Nations bodies, he stated that his delegation would support draft resolution A/C.2/L.977 and hoped that it would be adopted unanimously.

46. Mr. VERCELES (Philippines) said that he approved of the growing diversification of the Institute's research and training activities. He considered, however, that diversification should not be an end in itself and that the Institute should not underestimate

the danger of a dispersion of effort. He hoped, moreover, that in future the Institute would place more emphasis on its activities in the field of economic and social development. In that connexion, he welcomed the close collaboration established between UNITAR and the Secretariat of the United Nations and bodies such as UNDP, UNIDO, the United Nations Conference on Trade and Development and the International Atomic Energy Agency. In the field of training, his delegation would like to see special stress on programmes concerning technical and financial assistance, international economics, development financing and industrial promotion. On the other hand, other subjects, such as international law, diplomacy and politics, might be given less priority. The Institute's work would be the more effective if it could establish co-operative ties with national and international institutions. The Executive Director should be supported in his efforts to raise more funds.

47. His delegation supported draft resolution A/C.2/L.977.

48. Mr. MATTHEWS (Botswana) noted that the Institute had now found its place among the other bodies in the United Nations system, as a result, in particular, of the competence of its staff. The Institute therefore deserved maximum support and his delegation would have liked operative paragraph 4 of the draft resolution to contain a special appeal for greater financial contributions.

49. Mr. BADAWI (United Arab Republic) said that his delegation was satisfied with the role played by the Institute in the process of the development of the developing countries. Its work programme was very interesting, particularly the study on the brain drain problem.

50. His country welcomed the establishment of ties with national bodies and stressed the need to maintain a balance between the Western and Eastern blocs.

51. Mr. KOCHUBEI (Ukrainian Soviet Socialist Republic) said that he would like the Institute to concentrate more and more in its research programmes on the study of the basic problems of the modern world and to do so from a practical standpoint. It should also co-ordinate its activities with those of other United Nations bodies, particularly the Economic and Social Council. His delegation shared the view that the Institute should help to establish research institutions in the developing countries. It also considered that in its work the Institute should draw on the experience accumulated at the international level and use the services of specialists from all countries.

52. The work programme submitted to the Committee contained very interesting elements, although some projects might be considered superfluous, such as, for example, the one on United Nations experience of plebiscites and elections. With regard to the project on the brain drain, the study should be carried out from a methodological standpoint, taking into account the value it could have in the future for other studies of the same kind on particular countries.

53. His delegation supported draft resolution A/C.2/L.977.

54. Mr. WODAJO (Ethiopia) said that the Institute potentially had the qualities necessary to satisfy the needs of the developing countries in the field of research and training. Its programmes, however, should gradually become more realistic. In particular,

steps must be taken to avoid dispersal of its efforts. His delegation noted that a better balance was being struck between training and research activities.

The meeting rose at 1 p.m.