



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

GENERAL ASSEMBLY

OFFICIAL RECORDS: TWENTY-SEVENTH SESSION

SUPPLEMENT No. 14 (A/8714)

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New York, 1972

NOTE

Symbols of United Nations documents are composed of capital letters combined with figures. Mention of such a symbol indicates a reference to a United Nations document.

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Report of the Executive Director of the United Nations
Institute for Training and Research

I. INTRODUCTION

1. This report is submitted in accordance with General Assembly resolution 2044 (XX) of 8 December 1965, which requires the Executive Director of the United Nations Institute for Training and Research (UNITAR) to report annually to the General Assembly on the Institute's activities. This report covers the period from 1 July 1971 to 30 June 1972 but in some cases refers also to activities that have taken place and to work envisaged after that date.

A. Executive Director

2. The term of office of the second Executive Director of the Institute, Chief S. O. Adebo (Nigeria), expired on 30 April 1972. Chief Adebo became Executive Director on 1 March 1968 and during the more than four years that he held the post there was a considerable expansion in UNITAR's training and research activities. Chief Adebo has been succeeded by Dr. Davidson Nicol, the High Commissioner of Sierra Leone to the United Kingdom, whose appointment was announced on 1 July 1972 and who is to assume his functions on 1 September 1972. The present report was prepared under the direction of the Acting Executive Director, Mr. Oscar Schachter.

B. Board of Trustees

3. During the year the Board of Trustees lost two of its most experienced members. With the death of Mr. Ralph Bunche, Under-Secretary-General for Special Political Affairs, the Board suffered the loss of a world-renowned international civil servant and a founding member of the Board. Mr. Bradford Morse, Under-Secretary-General for Political and General Assembly Affairs, has been appointed in his place. Mr. Shintaro Fukushima (Japan), also a founding member of the Board, has been succeeded by Mr. Toshio Shishido (Japan). The current membership of the Board is given in annex I.

C. General Assembly

4. The work programme of the Institute was reviewed by the Second Committee of the General Assembly at its twenty-sixth session. Upon the recommendation of the Committee, the General Assembly unanimously adopted resolution 2767 (XXVI) which, among other things, noted with satisfaction the increasing effectiveness of the Institute in the discharge of its responsibilities and expressed the hope that the Institute would have greater and wider financial support.

5. The General Assembly also approved in principle the proposal of UNITAR for the establishment of a United Nations Staff College, but a decision to allocate

finances for it was postponed pending further clarification. The Executive Director appointed a special consultant to assist him in a re-examination and clarification of the plans and to ascertain the extent of financial support by the organizations and agencies of the United Nations system. A new report with revised financial estimates and terms of reference for the projected College has been submitted to the ACC and will be submitted to the ACABQ and the General Assembly. Further details are contained in paragraphs 11-16 below.

D. Main developments in the Institute

6. With the object of ensuring that the Institute's research and training activities are integrated so as to support each other and to make more effective use of its limited staff, it was decided to abolish the previously existing compartmentalization of the Institute into separate research and training departments. With effect from 1 January 1972, a single Department of Studies was set up to handle the substantive matters relating to research and training while the administrative work connected with organizing courses, seminars, research panels, symposia, correspondence with Governments, and arranging for publication or reproduction of studies and reports, which formerly took up a great deal of the time of the staff of the research and training departments, is now being handled by a Department of Administration. One result of the restructuring has been an expansion of training and a greater use of seminars and colloquia.

7. The Institute continued to disseminate its findings in the form of books and research reports. During the period under review 13 studies were published in English, two in French, and two in Spanish, thus bringing the total of UNITAR's publications to 31 in English, five in French, and four in Spanish. Sixteen other studies have already been completed in English, three in French, two in Spanish and one in Russian, and these are in the process of publication. Work is in progress with respect to 11 further studies, of which it is expected that the great majority will be published by 30 June 1973. A complete list of available and forthcoming publications is given in annex III.

8. At its tenth session, in September 1971, the Board of Trustees decided that as soon as funds permitted the Institute should undertake a programme for the continuous examination of major world trends and developments having implications for the future of mankind that may require responses from the United Nations system. This subject is dealt with below in paragraphs 155-162.

9. During the past year, UNITAR has greatly expanded its programme of conferences, symposia and panels of various kinds which take up subjects of importance to the United Nations and which are intended to stimulate efforts to enhance the effectiveness of the United Nations system. These meetings generally include as participants, diplomats and other government officials concerned with international affairs, senior international civil servants and recognized experts. Participants are drawn from as wide a geographical range as possible and a special effort is made to include persons from countries with different social systems and at different levels of development. Reports and summaries are prepared and, as a rule, are disseminated to Governments and officials directly concerned. The subjects discussed at these meetings will be found in the appropriate sections of the report. The experience of

UNITAR in the past two years has confirmed the view that this type of activity is one of the most effective ways of extending the impact of UNITAR studies and in providing new ideas for training and research. The fact that the level of participants in these meetings has been very high, attests to their value. Moreover, in several cases, Governments and non-governmental institutions have volunteered to act as hosts for these conferences and colloquia and have contributed in considerable measure, financial and intellectual support.

II. TRAINING

A. Policies and priorities for training programmes

10. UNITAR's training programmes have been based on the policies and priorities adopted by its Board of Trustees in September 1969. First among the principal objectives has been the aim of improving the capabilities and skills of national officials in dealing with the problems of the United Nations and its related agencies. A high priority has been given to such training for members of the permanent missions to the United Nations, particularly in regard to specialized subjects for which fairly concentrated courses and seminars have been designed. A second priority area is the training of officials of developing countries in international procedures relating to development. The training courses and seminars of this type have been carried out mainly on a regional basis in the developing countries. A third priority area is high level training in management and development for senior international officials in the United Nations system. As already indicated the principal instrumentality for this would be the projected United Nations Staff College to be established within the framework of UNITAR. A fourth major training area, the field of international law, has been given an appropriate priority in accordance with the wish expressed by the General Assembly that UNITAR assistance be given in this field. Further details on the activities relating to these four broad areas of training are given below.

B. Projected United Nations Staff College

11. The decisions of the Fifth Committee of the General Assembly which approved the proposed Staff College in principle but requested further clarification on its organization and financing have been followed up by the Executive Director as already indicated. The Special Consultant, Professor Michel Virally, has carried out further consultations with the United Nations Secretariat, the UNDP, and the major specialized agencies. On the basis of such consultations and further examination of some of the problems raised, Professor Virally has prepared a report for the Executive Director. On that basis the Executive Director has submitted a new text of the terms of reference of the Staff College to the heads of the organizations and agencies in the United Nations system. The proposed terms of reference are reproduced in annex II to this report.

12. In addition, the Executive Director reached the following conclusions regarding the objectives, organization, administration, and financing of the projected Staff College.

Objectives of the College

13. The training offered by the College would aim to provide the organizations comprising the United Nations system with courses designed to give their staff members the knowledge, techniques and intellectual tools that would enable them to fulfil more efficiently their professional duties and to qualify them for functions at a higher level. Consultations that have been held so far prove that

there is already broad agreement on the need to give priority to training in two fields, namely, administrative management and development. In view of the fact that many of the management and development activities that are carried out by the various organizations in the United Nations have substantially similar administrative procedures, the College would seek to obtain economies in all fields where the individual training programmes of these organizations might overlap or duplicate with each other by providing, in a central location, officials with uniformity in management procedures and techniques.

Organization of the College

14. The above objectives would determine the curriculum of the courses and the choice of training methods. To attain these ends the College should extend its activity to all fields where the need and desirability for interagency training is recognized, and consequently should integrate fully its own programmes with the other individual training programmes carried out by members of the United Nations family. Although the College would operate as an autonomous unit within the framework of UNITAR, the various organizations in the United Nations system would have an adequate opportunity to present their views regarding the policy of the College, so that it can be considered a joint venture by the organizations concerned.

Administration of the College

15. As proposed, the College would be managed by a Director, who would be responsible to an Executive Committee on which interested United Nations organizations would be represented. The Chairman of the Committee would be the Executive Director of UNITAR. However, the Director would enjoy the requisite degree of independence to guarantee that the College is efficiently and flexibly run and that the quality of its training courses is maintained. The Director would be assisted in preparing, supervising, and guiding these courses by two Directors of Studies and four or five Course Assistants, but it would be possible to operate with so small a permanent teaching staff only on condition that wide use is made of visiting lecturers drawn to the greatest possible extent from among the United Nations family, but also from universities and other institutions outside the United Nations system.

Financing the College

16. In the revised estimates, once the College is fully operational, the annual budget would be in the order of \$425,000, with the United Nations and UNDP each contributing \$150,000, the four major agencies (FAO, ILO, UNESCO, WHO) \$25,000 each, and the remaining agencies \$25,000. For the first year of operations, however, a reduced budget is envisaged. A detailed budget will be annexed to the report on the Staff College that will be submitted separately to the General Assembly.

C. Courses and seminars for permanent missions

1. Seminars on the organization and functioning of the United Nations

17. As in past years UNITAR organized a two-week programme of seminars on the organization and functioning of the United Nations system for members of permanent missions and of the secretariats of various international organizations in New York for the first time. The programme is designed to enable participants to acquire a wider knowledge and insight into the interplay of political and organizational factors discussed and reconciled in the United Nations as well as to discuss with the diplomats, senior international officials and scholars that lead and assist the sessions issues of concern to the Organization.

18. Held at United Nations Headquarters from 10-21 April 1972, the programme covered the organization and functioning of the General Assembly, the Security Council, the Economic and Social Council, United Nations development activities, the specialized agencies, the development of international law through the United Nations, the United Nations and human rights, the United Nations Secretariat and the international civil service, the role and functioning of permanent missions, and public information and the United Nations Library.

19. Each session was conducted by a seminar leader, with the assistance of two panelists. After brief presentations by the seminar leader and panelists, the remainder of each meeting was devoted to dialogue and discussion by the participants. As in the case of other UNITAR programmes, a reading list was distributed in advance, and on completion of the course, participants submitted their ideas, suggestions, and comments in a written evaluation. Details of participation, by country, is given in annex IV.

2. Course for new mission members on procedures of the General Assembly

20. An important initiative taken by UNITAR with the object of improving the functioning of the United Nations was the organization, for the first time, of a three-day series of seminars on General Assembly procedures for the benefit of new delegates to the General Assembly. This followed from the suggestion of the Special Committee on the Rationalization of the Procedures and Organization of the General Assembly in its report to the twenty-sixth session of the General Assembly that UNITAR should be encouraged to arrange a special one-day training programme on General Assembly procedures and methods of operation, which would be helpful to new members of delegations. 1/

21. Conducted in English, French and Spanish, these seminars aimed to give the delegates a general overview of the purposes, functions, procedures and methods of work of the General Assembly and its Committees.

22. The seminars provided participants with orientation on the purposes, functions, methods of work and procedures of the General Assembly and its Main Committees, and drafting resolutions, press and information and library facilities.

1/ Official Records of the General Assembly, Twenty-sixth Session, Supplement No. 26 (A/8426), paras. 355 and 356.

23. In response to the expressions of appreciation from permanent missions, the Institute will hold these seminars again for new delegates to the twenty-seventh session of the General Assembly.

3. Course on the functioning and procedures of the Economic and Social Council

24. Another initiative taken by UNITAR to improve the functioning of the United Nations was to organize, also for the first time, a course on the functioning and procedures of the Economic and Social Council for a selected group of participants from permanent missions and the United Nations Secretariat whose duties relate to the working of the Council. The course was held at United Nations Headquarters from 23 to 27 August 1971.

25. The six areas covered in the course on the Economic and Social Council were: overview of the Council; policy formulation; co-ordination and programming; regional and functional commissions; decision-making procedures; improvement and reorganization. Ambassadors, senior international officials and scholars expert in the work of the Council served as faculty members for the course.

26. The course took the form of presentations by faculty members of important issues, followed by a discussion from the floor. In addition, a number of participants had prepared papers in advance on specific aspects covered by the course, and these papers were distributed to all taking part and served as a basis for discussion.

27. During the course preliminary findings from the studies of the Research Department on content analysis of the Council's resolutions and on the decision-making processes of the Council were presented for discussion by the authors of these projects.

4. Course on the international monetary system

28. Conducted at United Nations Headquarters from 22 to 25 February 1972, this course explained the international monetary system and examined the causes of the 1971 international monetary crisis. The object of the course was to enable members of the missions responsible for dealing with the subject in United Nations organs to acquire a deeper knowledge and understanding of recent developments, especially their impact on the developing countries. Participants also discussed issues of reform of the system and the part the United Nations might play in this field.

29. Among the subjects covered by the course were: the world monetary picture - its problems and settings; crisis and stability in the international monetary system; flexible exchange rates - perspectives of developing countries; the impact of recent monetary changes; and monetary alignment, capital movements and investments - their impact on aid.

30. Nominations from missions were so numerous that it was found necessary to conduct the sessions in a conference room larger than that initially envisaged. Thirty-seven participants from 31 missions attended the course. Participant representation by country is given in annex IV.

31. A number of distinguished scholars and senior Secretariat officials served as faculty for the course. In the conduct of this course the Institute was assisted by the Columbia University School of International Affairs.

5. Course on budgeting and financial procedures of the United Nations

32. Conducted at United Nations Headquarters from 24 to 28 April 1972, the course was designed for members of permanent missions and Secretariat personnel concerned with budgetary and financial questions in the United Nations.

33. Expert presentations and discussions covered United Nations budgetary and financial management practices; the budgetary and financial management practices of the United Nations Development Programme; the role of legislative review functions in the formulation of budgets and the relationship to the political environment; questions concerning programming, budgeting, funding, accounting, reporting, and auditing; a review and analysis of the budgetary process; the development and objectives of programme budgeting; estimating manpower requirements and planning; and programme analysis and review and analytical techniques in regard to cost benefit, systems and operations research. In addition to expert presentations, a case study was presented for consideration and discussion.

34. Written evaluations of the course by the participants indicated that they found the experience extremely valuable and contained useful ideas for the future. A number of the participants in this course came from the United Nations Secretariat, as well as from permanent missions. Participant representation by country for this course is given in annex IV.

D. Training in development and technical co-operation

1. Regional programmes in techniques and procedures of United Nations technical assistance

35. A two-week seminar on techniques and procedures of United Nations technical assistance was held for the Caribbean subregion in Bridgetown, Barbados, from 22 November to 3 December 1971. There were 14 participants, two of whom were UNDP field offices staff. Another seminar was held at Geneva for countries in Europe and the Middle East from 12 to 23 June 1972. There were six participants including one UNDP deputy resident representative. The participants from countries served by the Economic and Social Affairs Office at Beirut spent an additional week there in order to acquaint themselves better with the work of that office. Both these courses offered a general review of multilateral sources of technical assistance and related issues.

36. The programmes made use of experience gained through last year's regional seminars in the same field and, in addition to discussions and exchanges of view within the group and with officials of United Nations agencies, UNDP and UNITAR, spent time on practical exercises. The participants were medium-level officials dealing with co-ordination of international aid received by their countries. They reached the consensus that the exchange of information had contributed significantly to a fuller understanding of the role of technical assistance in general and the United Nations technical assistance system in particular. Participation in these two seminars by country is given in annex V.

2. Regional seminars on international procurement

37. A training programme in the field of international procurement was initiated by UNITAR in 1971, and financed through a grant from the Swedish International Development Authority (SIDA). The programme consists of four regional seminars, each lasting three weeks. The first seminar was held in Nairobi in March 1972 with 19 participants from eight English-speaking African countries; the second seminar was held in Bangkok in May 1972 and attracted 18 procurement officials from 11 Asian countries. Participants were selected on the basis of interviews conducted by the Programme Director during a tour of Africa and Asia in August/September 1971. Preparations are being made for a third seminar, to be held in Dakar for French-speaking African countries in November 1972, while the last seminar in the series, for Latin American countries, is scheduled for Santiago in March 1973.

38. The purpose of the programme is to help procurement officials from developing countries improve their skills in buying goods and hiring services on an international scale. The seminars focus attention on commercial and legal problems of dealing with foreign suppliers. Methods of selecting the most advantageous source of supply are discussed, and essential elements of contracts are analysed. The regional Economic Commissions are providing administrative and substantive support, and the Resident Representative of the United Nations Development Programme takes an active part in recruiting participants. Several other international organizations are lending advice and support, notably the World Bank and the European Economic Community. Participation in the two seminars held, by country, is given in annex VI.

3. Survey of training for development administration

39. Prompted by the realization that efforts by international aid organizations to prepare populations in developing countries to carry on the activities of externally financed projects after the departure of the foreign experts have not had the success hoped for, UNITAR undertook a survey (the first of its kind) of the training activities of the various aid organizations - multilateral, bilateral, governmental and private - in the field of technical co-operation, development and development administration.

40. In confirming that the expertise required for implementing development plans and projects was not being adequately transferred, the training specialists from whom the survey sought information explained that their developed-country oriented approaches, educational methods and teaching materials had proved inadequate, and that new non-conventional teaching techniques and locally evolved teaching materials were required. The specialists pointed out that ignorance of the conditions in the countries to which experts were posted was another important reason for unsatisfactory project implementation. They stressed the need for appropriate orientation of the experts and for a central clearing house for information on development generally. It was also suggested that UNITAR should act as that centre.

41. On the basis of this survey, UNITAR has undertaken further preliminary research designed to develop a pilot project to provide immediate assistance to training programmes for six representative countries selected from the list of the least developed countries in General Assembly resolution 2768 (XXVI). It is anticipated that this work will provide a foundation for further efforts to introduce new

teaching techniques and more effective orientation of experts. It will also be aimed at the possible establishment of an orientation centre and a clearing-house designed to make training more effective. The International Development Research Centre of Canada has co-operated with UNITAR in its preparatory work.

4. Interregional Seminar on Technical Co-operation

42. Since 1966 UNITAR has organized, on a yearly basis, an Interregional Seminar on Technical and Financial Co-operation in order to provide officials of countries in receipt of aid and who are responsible for dealing at a top policy level with co-ordination of external aid with knowledge and understanding of policies and methods of all external technical and financial aid - multilateral and bilateral, private and public - available to developing countries.

43. For the 1971 seminar there were 46 nominations, of whom 12 government officials and three UNDP Deputy Resident Representatives were selected as participants. It was held from 27 August to 30 October 1971 and involved discussions with sources of aid, both United Nations and bilateral, in the following locations: Geneva (ILO, WHO, and UNCTAD), Vienna (UNIDO and the International Atomic Energy Agency), Rome (FAO), Paris (UNESCO, OECD, and French bilateral public aid), London (Ministry for Overseas Development and United Kingdom private bilateral aid), Moscow (USSR technical and economic aid and a visit to a development area), Washington (IBRD, IMF, IADB, AID, a visit to a development area in Puerto Rico, and briefings by the International Exchange Commonwealth of the Department of State). Its scope included also general problems of development. Participation in the seminar, by country, is given in annex V.

44. The 1971 seminar was found useful by the participants, who recommended the holding of another exercise of the same type but of a shorter duration. However, a panel under the chairmanship of Mr. H. E. Caustin, which the Executive Director appointed to review UNITAR training programmes in technical and economic co-operation and to which he referred in his report to the twenty-sixth session of the General Assembly, made a number of recommendations including proposals for new activities in the general area of development administration. In view of the difficulty of securing the release of high-ranking officials for a seminar lasting eight weeks, it was decided to discontinue the series of interregional seminars, at least for the time being.

45. It has therefore been decided to introduce a new programme which will be operated each year provided that funds are available and will consist of two different exercises, closely connected with each other and with the proposed activities of the Staff College. No funds were available in 1972, but it is hoped that they will be forthcoming in 1973.

46. The two exercises will be a colloquium and a training course, and they will be held in the same region. It is proposed to start in Latin America in 1973. The colloquium will last for two weeks and will aim at reaching the highest level of Government officials and other important persons such as trade union leaders. The course will last for six weeks and will be designed for intermediate level officials with responsibilities for the planning and implementation of development projects in various ministries. The main theme of both the colloquium and the course will be the examination of the development concept - objectives and methods; the role of the United Nations system, both at the conceptual and the operational levels; and consideration of the resources required, together with the means and mechanisms to be used in order to teach the objectives which had been set.

E. Fellowship and training programmes in international law under General Assembly resolution 2099 (XX)

47. As in previous years UNITAR has been responsible for carrying out the major part of the United Nations Programme of Assistance in the Teaching, Study, Dissemination and Wider Appreciation of International Law established by the General Assembly in resolution 2099 (XX). In response to the General Assembly's request UNITAR has been carrying out the cycle of regional symposia and training and refresher courses set by the resolution and has been responsible for the administration of the joint United Nations/UNITAR International Law Fellowship Programme. The aims of the Assistance Programme are to help developing countries in the training of specialists in the field of international law as well as to encourage informal contacts and exchange of views amongst government legal officers and teachers of international law from the various regions of the world.

48. UNITAR's participation in the Assistance Programme in International Law has made it possible to halve the sums that would otherwise have to be appropriated annually from the regular budget of the United Nations to cover the cost of the Programme.

49. Discussions are presently in progress with a view to fixing a date and place for the regional training and refresher course in International Law for Latin America. The course, which will last for three weeks, is intended to provide young university professors of international law and government legal officers from Latin America with an opportunity to update and deepen their knowledge of international law. Two subjects have been selected for the course: the Vienna Convention on the Law of Treaties, and the Law of the Sea.

50. Preparatory work is being undertaken for the regional symposium in International Law for Asia which it is expected will take place in 1973. The object of the symposium, which will last for two weeks, is to bring together senior government officials and scholars from Asia to discuss in an informal atmosphere problems of international law of interest to the region. UNITAR is keeping in close contact with interested Governments and with the United Nations Office of Legal Affairs concerning the organization of the symposium.

51. During the year under review UNITAR was responsible for the administration and conduct of the United Nations/UNITAR Fellowship Programme in International Law. For the 1971 Programme, 20 fellowships were awarded to government officials and scholars from all parts of the world. The duration of the fellowships varied according to the type of study scheme pursued by the individual recipients. Two thirds of them spent a period of three months' practical training at one of the legal offices of the United Nations or associated agencies or at UNITAR. Others, more academically oriented, participated instead in the research course offered at the Centre for Studies and Research of The Hague Academy of International Law. Most Fellows attended beforehand the Public International Law course at the Hague Academy of International Law as well as a series of special talks and seminars organized by UNITAR for their benefit. A few attended instead the seminar in International Law organized by the United Nations Office at Geneva to coincide with the session of the International Law Commission.

52. A similar programme has been organized in 1972, for which Fellowships have been awarded to candidates from 21 countries.

F. Interns and visiting scholars

53. UNITAR offers a programme of attachment for individuals interested in carrying out research or other work related to the Institute's objectives. Visiting scholars are selected from among post-doctoral scholars and young academics, while interns are selected from among graduate students with excellent academic records. UNITAR assumes no financial responsibility in respect of such attachments and requires assurance of financial support from a sponsoring Government or institution.

54. During the year two visiting scholars, one Canadian and one British, and three students, from the Gambia, the United Kingdom and the United States, worked on a variety of problems concerning the United Nations. Interns from Austria, Canada, Ceylon, the Federal Republic of Germany, Ghana, India, Nigeria, Thailand, and the United States spent several months at UNITAR headquarters in New York working on different studies. In addition, during the summer of 1971 UNITAR supervised the work of four interns chosen by the Institute from among those accepted under the student intern programme conducted by the United Nations Office of Public Information. Several such interns will also be accepted for work at the Institute during the summer of 1972.

III. RESEARCH AND RELATED ACTIVITIES

A. Policies and priorities

55. The policies and priorities governing UNITAR's research were adopted by the Board of Trustees at its session in September 1969 on the basis of a report submitted by the Executive Director. ^{2/} Within the broad areas of concentration approved by the Board, specific research subjects have been selected on the basis of the concerns and needs expressed by the Secretary-General and by other competent organs of the United Nations.

56. Mindful that the statute of the Institute assigns it the task of carrying out research to improve the effectiveness of the United Nations, UNITAR's research programme has focused primarily on the structures and procedures of the United Nations which are relevant to the major objectives of the Organization, in particular the maintenance of international peace and security and the promotion of economic and social development. Moreover, even when it has undertaken special research on request, the Institute has been guided by its central concern with the processes of the United Nations and the means for improving the over-all effectiveness of its work. During the past year, UNITAR has tended even more to concentrate its efforts on the theme of "effectiveness" and to put the emphasis on those studies which are directly related to the capabilities of the United Nations and the problems of implementation of its decisions.

57. By adhering to this central focus, UNITAR has avoided overlapping with work of other agencies and bodies in the United Nations family. When it has undertaken work on topics within the terms of reference of other United Nations units (such as those in preparation for the Stockholm conference) it has done so at the request of or after consultation with that unit to ensure that there would be no duplication. Moreover, in whatever project it undertakes, the Institute endeavours to maintain close contact with the other United Nations organizations concerned and when appropriate the non-United Nations organizations which have an interest in the subject matter. Close ties have been maintained with UNESCO in respect of a wide range of work, and similarly consultations have taken place frequently with the other specialized agencies and with departments of the United Nations Secretariat which have an interest in the UNITAR studies. There have been cases where UNITAR work has been followed by programmes in other agencies and as a consequence the Executive Director and the Board of Trustees decided that UNITAR should discontinue its project to avoid undue overlapping. In several cases, UNITAR has made its research available at an early stage to other United Nations bodies concerned and has from time to time provided them with advice on research methodology and findings. A recent example of this has been the co-operation in respect of the brain-drain between the UNITAR specialists on this subject and WHO.

^{2/} Ibid., Twenty-fourth Session, Supplement No. 15 (A/7615), annex VI.

58. In keeping with the basic purpose of UNITAR its studies are specifically designed for governments and international officials who are in a position to take action in respect of the subject dealt with. This aim requires a level of discourse suited for the practitioner rather than the academic scholar. It is the intention that the UNITAR studies should bring about a clearer understanding of the problems, that they should analyze alternative choices for action and (when appropriate) to express conclusions designed to assist the member States and the Secretary-General in selecting policies and measures for their implementation. Nor does the completion of a study generally bring the matter to an end. There is usually some follow-up action by UNITAR as in the form of seminars or symposia, through articles in publications or by discussions with governmental representatives and international officials.

B. Analyses of United Nations activities and procedures

1. Relations between the United Nations and regional intergovernmental organizations

59. Among the problems of international organization, few seem to be causing such wide-spread concern among governments and within the organizations concerned as the haphazard multiplication of inadequately controlled intergovernmental organizations and their activities, leading to wasteful overlapping of work and a heavy burden to governments in terms of financial and personnel resources.

60. At the request of Secretary-General U Thant, and after discussion and approval by the Board of Trustees, UNITAR has been conducting research on relations between the United Nations and non-United Nations regional intergovernmental organizations with a view to:

(a) Analysing the basic problems arising from the proliferation of global and regional intergovernmental organizations and the modalities for bringing about a more rational and efficient system of organizations;

(b) Analysing the areas of co-operation and points of competition and jurisdictional conflict between the United Nations and the major non-United Nations regional organizations and evaluating the effectiveness of existing practices of co-operation, with a view to formulating, where appropriate, proposals for modification.

61. A former Secretary-General of the Council of Europe, Sir Peter Smithers, was appointed as a Senior Fellow of UNITAR to prepare a comprehensive paper on the first aspect and to direct the preparation of several regional studies on the latter aspect.

62. A comprehensive paper, entitled "Governmental Control: A Prerequisite for Effective Relations Between the United Nations and Non-United Nations Regional Organizations", has been completed. The paper describes the present state of intergovernmental organizations and the reasons for the present trend from universalism to regionalism, analyses the shortcomings of the decision-making process within governments and within intergovernmental organizations concerning the work programmes of the latter, and recommends certain structural reforms at both levels to ensure more effective governmental control and remove as far as possible wasteful overlapping of work and competition between intergovernmental

organizations. In addition, it explores possibilities for more effective future relationships between the United Nations and non-United Nations intergovernmental organizations in each region. The ideas and conclusions of this paper were the subject of a UNITAR Weekend Conference, held in Liechtenstein early in July 1972. A report on this conference and the suggestions made by the participants will be available in September 1972.

63. The separate studies on relations between the United Nations and the major non-United Nations regional organizations, which were completed during 1971 and 1972, have served as a source of basic data for the comprehensive paper. Of these studies, that on United Nations relations with the Organization of African Unity (OAU), prepared by a UNITAR fellow, will be published as a book early in 1973. The segment of this study dealing with UN-OAU relations in the settlement of disputes among African states has already been published as a separate monograph (UNITAR Peaceful Settlement Series No. 5).

64. The studies on relations with the Council of Europe, prepared by a senior staff member of the Council, and on the European Communities and the Organization for Economic Co-operation and Development (OECD), prepared by the Director of the John F. Kennedy Centre for International Affairs, Tilburg, the Netherlands, have been reviewed by an international panel of diplomats, and senior officials of the United Nations and the three regional organizations concerned. Publication is envisaged for the second half of 1972.

65. The manuscript of the study on relations with the Organization of American States (OAS), prepared by a UNITAR fellow, has been considerably revised in preparation for publication. It is expected to be published early in 1973.

66. A study on United Nations relations with four intergovernmental organizations in Asia and the Far East - the Colombo Plan, the Asian Productivity Organization (APO), the Association of South East Asian Nations (ASEAN) and the Asian and Pacific Council (ASPAC) - prepared by a Professor of Political Science at the University of Hawaii, has been completed. It was reviewed by a panel of readers and will be published in the second half of 1972.

67. In addition, background papers on United Nations relations with the League of Arab States and with the Council for Mutual Economic Assistance (CMEA) have been contributed by the secretariats of these two regional organizations.

68. During the implementation of this project, extensive consultations were held with the various units of the United Nations Secretariat and regional economic commissions concerned, as well as with the non-United Nations regional organizations in question. Financial support for the project has come from the Volkswagen Foundation.

2. Good offices mediation and consultative procedures in the United Nations (peaceful settlement of disputes)

69. It may be recalled that research on procedures of peaceful settlement was envisaged as one of UNITAR's proposed fields of study in the note submitted by the Secretary-General to the General Assembly in 1964 on the proposed aims and programmes of the Institute. A number of delegations endorsed the proposal relating to peaceful settlement and subsequently the Board of Trustees approved a research

programme in the field. Financial grants specifically earmarked for studies on peaceful settlement were made by the Rowntree Trust of Great Britain, by the Volkswagen Foundation in the Federal Republic of Germany and by the Secretary-General from the Beulah Edge Fund which he administers.

70. As a basis for its work in this area, the Institute convened a panel of distinguished diplomats and scholars and submitted to that panel a study entitled Peaceful Settlement of Disputes: Ideas and Proposals for Research. The panel also included senior Secretariat officials including the late Ralph Bunche and representatives of the Department of Political and Security Council Affairs. The Panel recommended several lines of research and analysis in this field and proposed that UNITAR give it a major priority.

71. In the first phase of the work in this field, the primary objective of the studies has been to throw light on the role of third parties - whether institutions or individuals - who operate within the framework of the United Nations and in particular to examine the various techniques and procedures for dealing with disputes and situations that may endanger international peace and security. Special emphasis has been given to such procedures and techniques as have developed in recent years, especially those which have an informal and unconventional character.

72. During the period under review UNITAR published two further studies on the peaceful settlement of disputes. The first, Consultation and Consensus in the Security Council examines a relatively recent trend in United Nations procedures for dealing with situations that may endanger international peace and security. This trend had not previously been analysed in books or articles by scholars in view of the largely unrevealing nature of the official records of the Security Council to the outsider. The author, however, was able to base the material for this study on experience and knowledge acquired during 25 years as a senior official in the Secretariat serving the Security Council.

73. The second study, Peaceful Settlement among African States: Roles of the United Nations and the Organization of African Unity, examines the complementary efforts of regional organizations - in this case the OAU - in the settlement of regional disputes by the United Nations.

74. The role of the Secretary-General is examined in another research work of considerable importance on procedures available to the United Nations in the peaceful settlement of disputes. Entitled The Good Offices of the Secretary-General of the United Nations, the study examines the nature and scope of the Secretary-General's Good Offices. Based on a study of a number of cases, the author, who has had a lengthy experience as a delegate to the General Assembly and has served as Chairman of its Legal Committee, explores the limitations and potential opportunities involved in the diplomatic activity by the executive head of the Organization. The study is being revised in the light of comments by the panel of diplomats, scholars, and international officials that is UNITAR's usual practice to convene prior to publication, and publication is envisaged for the end of 1972.

75. Another study, the first draft of which has been completed, examines Procedural Concepts of Mediation and Good Offices in terms of United Nations experience in mediation and good offices. The study will be considered by experts and used in UNITAR training.

76. Three other studies are in progress. One, on the settlement of disputes involving members of the Organization of American States, is intended as a companion to the study on the OAU (paragraph 63 above). The second, being prepared by a visiting scholar working at the Institute's Geneva Office as a UNITAR intern, explores the importance of diplomatic consultations as a procedure for resolving conflicts. The third, examines procedures used to bring about settlement of boundary disputes. Publication is anticipated in 1973.

77. In carrying out its programme in the field of peaceful settlement of disputes, UNITAR has been careful to ensure that its activities do not duplicate work being done or falling within fields that might be considered as belonging properly to other agencies, departments, or bodies within the United Nations.

78. For example, in a recent working paper entitled Survey of International Law, prepared by the Secretary-General for the future programme of the International Law Commission, the topic of peaceful settlement of disputes was recommended for the Commission's consideration and reference was made to the work already undertaken by UNITAR. 3/ The observations of some of the Members of the Commission indicated a feeling that the Commission should not deal with the matter as a separate topic. 4/

79. Similarly, at the invitation of UNESCO, consideration is being given to collaboration between the Institute and UNESCO on a number of projects in the field of peaceful settlement of disputes planned by the latter. 5/

80. In organizing research into these selected topics and the problems analysed thereunder UNITAR is, however, not committed to following any one approach or methodology; its present projects involve the use of diverse methods and techniques as problem-solving tools and wherever possible UNITAR encourages the adoption of inter-disciplinary approaches to analysis of problems. There is evidence of growing recognition of the unique role of UNITAR as an organization devoted to research and training in the United Nations for undertaking this type of research and study into problems of conflict resolution.

3. The United Nations and the news media

81. In the introduction to his annual report to the General Assembly at its twenty-first session, 6/ the Secretary-General stated that "while much has been achieved over the years in promoting world-wide public awareness and understanding of the work, methods and objectives of the Organization, this achievement has been neither total nor evenly spread in the various regions of the world".

3/ A/CN.4/245, pp.62-67.

4/ A/CN.4/254, in particular p.11.

5/ UNESCO, General Conference, Seventeenth Session, Paris, 1972: Draft Medium-Term Outline Plan for 1973-1978, Doc. 17, C/4, p.148, para.3093.

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

82. It was a direct result of this, and of the personal interest expressed by the Secretary-General in having UNITAR carry out a study of public information on the United Nations, that in September 1966 the Board of Trustees approved the conduct of the study that has resulted in a volume entitled The United Nations and the News Media. The study is in the process of publication.

83. In the light of technological changes during the past quarter century, increased United Nations membership, and of the development of specific United Nations programmes in such fields as that of the quality of the human environment, the attitude of the Secretary-General reflected the increasing questioning among diplomats, international officials, scholars, and others concerned as to whether the peoples of the world are being as fully informed as possible of United Nations aims and activities. UNITAR's comprehensive study together with its supporting quantitative evidence places in a new perspective many of the factors that have to be taken into account in determining United Nations information policies and practices with a view to keeping the peoples of the world as fully informed as possible.

84. While the whole question of informing the people of the world about the United Nations is very complex and many interrelated factors are involved, UNITAR has undertaken by means of this study a pioneer effort to examine in a systematic way to coverage given to United Nations activities by the major news media throughout the world. Such a comprehensive study of the global output of information on the United Nations, utilizing the tools of measurement and analysis developed by modern communications research, has never before been attempted.

85. Against the background of concern regarding public understanding of the United Nations and of public apathy about the Organization, the study surveys the state of public information on the United Nations as reflected world-wide in press, radio and television. The study provides an insight into the information processes involved and addresses itself to suggesting ways by which the peoples of the world could be more fully informed of United Nations' aims and activities. It provides findings and makes recommendations based thereon, in the light of the changes that have taken place during the first quarter century of the Organization's existence. A UNITAR Panel that considered some of the findings of the project suggested that it should be followed up by further research and formulated a number of recommendations for such research.

86. The study gives specific information on coverage of the United Nations by 1,087 press organs in 50 countries, 183 radio organs in 41 countries and 86 television organs in 32 countries, comparing differences between the media as well as regional differences. It also discusses technical and cost-benefit considerations relating to media coverage.

87. In a chapter regarding the United Nations as a newsmaker, the study discusses the special relationship of the United Nations to the news media and describes some of the information tasks of the specialized agencies. It also describes day-by-day variations in news media coverage of the United Nations including the effects of global time differences.

88. The study shows what an important part domestic interest plays in the use by the news media of information provided by the United Nations and of their reporting about United Nations events and activities. The types of topics and issues that receive the greatest coverage are discussed, as are the interest of different

media and regions in different topics and the differences in coverage of United Nations topics by different types of newspapers, such as the dozen great prestige papers of the world and 50 élite newspapers read by a majority of the officials and decision-making groups in as many countries.

89. The need for targeting to different types of audiences by the United Nations and the ways in which such targeting can be carried out are discussed in some detail. The different types of target audiences, specialized, selected or élite, and natural target audiences are described with a view to explaining how both the United Nations and the various audiences themselves gain from selective targeting. Such factors are of importance given the constraints under which the United Nations Office of Public Information inevitably must work, which are also discussed in this study.

90. Among many other facets of the question of the United Nations and the news media considered are those of the role of accredited correspondents, the possibility of systematic feedback of information to the Office of Public Information and the policies and practices of the United Nations information services. This study is particularly appropriate in view of the recent request of the General Assembly that the Secretary-General should among other things ascertain the publicity and promotional needs of the various bodies of the United Nations that undertake universal causes approved by the General Assembly and to reorganize the Office of Public Information to enable it more effectively to carry out its tasks.

91. The research was carried out with the active co-operation of OPI, UNICs, and other United Nations and specialized agency information services throughout the world. A number of scholars have already made use of the material in carrying out their own research, and requests for specific breakdowns of the data gathered have been made by a number of officials.

4. The functioning of the Economic and Social Council

92. In order to respond to the concern expressed by the Economic and Social Council regarding the effectiveness of its machinery in face of the expansion in its activities resulting from the programmes of the First and Second Development Decades, UNITAR undertook two studies on the functioning of the Council.

93. The first, which has just been published, is entitled An Approach to the Analysis of Resolutions of the Economic and Social Council. Through the construction of a code it develops a methodology for the systematic analysis of resolutions of the Council. In particular, the use of the code will yield data on the frequency of treatment of different subject matters and on the frequency of the interaction with other bodies of the United Nations system in the field of economic and social co-operation. While the study is fundamentally a methodological study, the tools which have been developed will bring out, when systematically applied to the resolutions of the Council, a much sharper picture of the shifting priorities and trends within the Council and the way these have affected its structure.

94. The development of this new analytical tool will allow international officials, government representatives, and scholars to perceive more clearly the

priorities of international co-operation through the Council, thereby facilitating an analysis in depth of its past performance and present trends.

95. The study was carried out by a group of consultants from the IBM Corporation with extensive experience in the uses of modern systems analysis in industrial firms and in government projects and provides a striking example of UNITAR co-operation with other agencies and individuals in the use of modern social science techniques to analyse the performance of international organizations.

96. The second study, prepared by a UNITAR fellow, and which is also expected to be published by the end of the year, is entitled A Study of Decision-making Processes in the Economic and Social Council. The study basically examines how the Council copes with stress in order to carry out its institutionally prescribed goals, pinpointing the key feedback loops of the Economic and Social Council and analysing the effects of the volume of information received by the Council in the formulation of decisions reached through negotiation. The study is based on concepts of systems analysis information theory.

97. These theoretical and empirical analyses have been of use in the evaluation of the organizational machinery of other sections of the United Nations Secretariat as well as of some of the specialized agencies, in particular of UNESCO. They were also used in the UNITAR training courses for Permanent Missions on the Economic and Social Council.

5. Non-governmental organizations and the United Nations

(i) UNITAR Symposium on the Role of Non-Governmental Organizations in the United Nations system

98. Held at United Nations Headquarters on 27 and 28 March 1972, the Symposium brought together over 80 diplomats, senior international officials, representatives of non-governmental organizations, and others interested in issues of mutual concern on the subject in order to provide them with an opportunity to exchange ideas and views and to propose solutions on recognized problems.

99. The Symposium examined three major themes:

(a) Initiatives that can be taken by United Nations organizations and non-governmental organizations to increase and improve the role of non-governmental organizations;

(b) New areas of co-operation, especially in the area of development activities;

(c) Steps that should be taken to promote communications and contacts between the United Nations and non-governmental organizations, including dissemination of information.

100. The proceedings of the Symposium will be published and distributed to the participants and other interested persons.

(ii) International youth organizations and the United Nations

101. This project, which was fully described in last year's report, 7/ has been revised in the light of comments made by a panel comprising representatives of international youth organizations and United Nations agencies and of suggestions made by the ACC Ad Hoc Inter-Agency Meeting on Youth. Accordingly, the focus of the revised papers comprising the project is now on the relations of the United Nations, rather than of the United Nations system as a whole, with international youth organizations. However, some of the papers make references to the modalities of participation by youth organizations in the work of the specialized agencies either for purposes of comparison or in order to analyse the feasibility of adopting an interagency approach to issues concerning relations with youth organizations. Publication is envisaged for the second half of 1972.

102. The UNITAR project differs from the forthcoming report of the Secretary-General on the establishment of channels of communication with youth and international youth organizations, in that it addresses itself to a wider set of problems of relationship and is intended to provide a detailed analysis and some conclusions for a wider audience, including the United Nations, non-governmental organizations and academic institutions. The project comprises a set of papers prepared by five consultants with varying backgrounds, each examining a major aspect of the subject and drawing his own conclusions. As it is intended to be complementary to the Secretary-General's report, it does not seek to present an integrated set of official recommendations for action by any particular organ.

6. The international civil service

(i) Conference on the future of the United Nations Secretariat

103. A week-end conference on the future of the United Nations Secretariat, sponsored jointly by UNITAR and the Institute on Man and Science, was held from 19 to 21 May 1972. The first part of the conference took place at United Nations Headquarters and was opened with an address by Secretary-General Kurt Waldheim, followed by addresses of four permanent representatives and the Chairman of the ACBQ. The remainder of the conference took place at the Institute of Man and Science in Rensselaerville in New York.

104. Part of a series of programmes by the two organizations, hitherto conducted separately, at which senior diplomats, international officials and experts come together to exchange views on strengthening the United Nations, the choice of the Secretariat as the focus of the 1972 Conference resulted from the widespread conviction that the United Nations needs to rethink its priorities, revitalize its administration, and come to grips with its serious personnel and management problems.

105. Some 40 persons participated in the five sessions of the Conference, during each of which one of the following subjects was discussed:

(a) The role of the Secretary-General and the Secretariat;

(b) Achieving central policy direction -- programming, budgeting, co-ordinating;

7/ Ibid., Twenty-sixth Session, Supplement No. 14 (A/8414), paras. 61 and 62.

- (c) The organization of the Secretariat;
- (d) Personnel policy - recruitment, training, career development;
- (e) Towards modern and effective management techniques.

106. Following the conference an oral report was made to the Secretary-General and his senior staff on the specific conclusions and suggestions of the conference. A comprehensive report is being prepared by Professor Richard Gardner, a member of UNITAR's Board of Trustees, and that report will be published and disseminated in the autumn of 1972.

(ii) Colloquium on the situation of women in the United Nations

107. In order to pursue its efforts to help provide valuable and practical suggestions for improving the effectiveness of the United Nations system and promoting a greater sense of cohesion and esprit de corps among staff members, UNITAR held the fourth in its series of colloquia for senior officials of the Organization from 4 to 6 July 1972, again as in 1971, at Castle Hernstein near Vienna. The Austrian Government acted as the host. The topic of the colloquium, The situation of Women in the United Nations, was chosen in response to a current issue in the field of personnel in the United Nations.

108. Because of the nature of the subject, UNITAR's usual condition that these colloquia be attended only by staff members at the Director level, was modified, especially with respect to staff members who had responsibility for either recruitment, hiring or promotion and who could be expected to make important contributions to the discussion. Thus, the nearly two dozen participants - both men and women, speaking in their individual capacities rather than as representatives of their respective organizations - were able to engage in an informal, free-ranging exchange of ideas and views on the career development of women in the United Nations.

109. The colloquium agreed on a comprehensive list of specific recommendations for action that should be taken by the United Nations family in regard to staff rules and regulations, recruitment, placement and assignment, conditions of work, promotion, and separation, so as to remove discriminatory features and provide equal opportunity for women in employment in the United Nations system.

110. A report on the colloquium is being issued as a separate document. It was generally felt that the meeting broke new ground and that a similar meeting should be held in three years time to assess the situation again.

7. Study of the General Committee of the General Assembly

111. The Institute had completed a preliminary study on the role and functions of the General Committee. This had been undertaken in agreement with the Chairman of the Special Committee on the Rationalization of the Procedures and Organization of the General Assembly which submitted its report to the General Assembly at its twenty-sixth session. The UNITAR study examined the functions assigned to the General Committee under the Assembly's rules of procedure, how the General Committee has functioned in discharging its responsibilities, the methods of work followed by the General Committee and the possibilities of changes in its work and procedures.

The preliminary study was made available to the Special Committee and has been found very useful in considering its recommendations. The study was subsequently revised in the light of the comments received from the delegations who had carefully examined the study as well as in the light of the report of the Special Committee and its consideration by the General Assembly.

112. The Institute hopes to continue with its work in the area of procedures of the General Assembly. Subjects for future studies will be chosen in consultation with the appropriate officials and organs of the United Nations and on the basis of suggestions received in the UNITAR training programmes and courses which are organized for the benefit of the members of the permanent missions. Attention is invited in this connexion to the description of these programmes given in chapter II.

8. Problems and issues in scientific expertise in the United Nations

113. Increasingly, problems appearing before the United Nations have substantial scientific and technical components. Atomic energy, the application of science and technology to development, outer-space, the sea-bed, and the human environment are only some of the recent major issues facing the Organization that require scientific and technical information for their solution. While responsible United Nations organs have been established to examine these problems and develop policy guidelines, and while they have obtained and used scientific and technical information in doing so, existing procedures and mechanisms for acquiring such information have been questioned on the grounds that scientists may not have the prerogatives or background to make United Nations policy, and policy-makers in the United Nations may not have the scientific background necessary to formulate effective policy.

114. Accordingly, UNITAR sponsored a preliminary study, to be completed later in 1972, to examine the situation and clarify a number of the more important problems and issues involved, on the basis of which recommendations might be drawn up on procedures for acquiring scientific information and applying this information more effectively.

115. Among the issues raised in the study are whether an intergovernmental committee on science and technology should be established to replace or service existing political and economic committees or whether these individual committees should continue to have their respective scientific advisory and/or consultative bodies; how multidisciplinary co-operation among professionals can be promoted to ensure that wise policies are developed; the role of existing international data banks in servicing the continuing needs of policy-makers for scientific and technical information.

116. It is hoped further that the study will provide a basis for UNITAR to develop training courses on science, technology and public international policy.

9. Inquiry on new methods of technical co-operation

117. The Pearson Commission report "Partners in Development" and the Capacity Study of the United Nations Development System both highlighted the increasing acknowledgement that a greater coherence and a more rational organization should be

introduced in the field of technical assistance co-operation. In the desire to go beyond the review of immediate problems and existing practices, and aware of the timeliness of the subject, UNITAR held a seminar from 30 June to 2 July 1972 for the purpose of considering fresh approaches and new directions that might improve the pattern established over the years by the United Nations system in multilateral technical assistance, including the complementary role of Governments in their own bilateral programmes. Arrangements for the seminar were made in collaboration with the Foreign and Commonwealth Office/Overseas Development Administration of the United Kingdom, with facilities offered by the Institute of Development Studies of Sussex University, and the seminar was attended by some 25 persons drawn from the United Nations system, national aid administrations, business concerns, private organizations and individuals with a close interest in technical co-operation.

118. In preparation for the seminar the Institute commissioned a thematic paper entitled The Search for New Methods of Technical Co-operation written by a UNITAR consultant and, in addition, invited shorter working papers from officials of international organizations and from the private, voluntary and academic sectors. Eleven papers were considered in the course of six sessions. A resumé of the seminar, and a general discussion of its conclusions, was held at the closing session.

119. Within the frame of the possibility of introducing innovations in the development aid process in general, the discussions covered such specific topics as education; rural development science and technology; technological transfer; the enhancing of the responsibilities of Governments; the place of the expert and the role played by his "counterpart"; country-to-country and region-to-region sectoral approach; and the need better to channel the flow of information on the activities of international organizations to national administrations to ensure that they not only be more familiarized with particular activities of direct interest to them, but that better use be made of such information in the planning and definition of requests for technical aid.

120. From the deliberations there emerged six broad areas in which existing practices might be improved and to which new approaches and fresh attitudes might be brought to bear.

121. UNITAR will make available to the participants a record of the deliberations and, in due course, will issue a Research Report which will further consider the many concrete suggestions that were made concerning all aspects of development aid that - with a view to the future - require governmental, regional and international consideration.

10. Documentation of the United Nations and other international organizations

122. Both at the international and at the national level attempts are being made to deal, intellectually and practically, with the "documentation explosion", caused by the rapid increase in the number and importance of the intergovernmental organizations throughout the world. Today, more than 250 intergovernmental organizations, as well as over 3,000 international non-governmental associations and a multitude of other bodies interested in international relations play an active role in society.

123. The United Nations, as well as these other international bodies, are tackling a wide range of issues with far-reaching implications for the economic, social and cultural development of the world. The results of their debates and studies are recorded in a mass of working papers, documents, reports and books that only too often - because of ineffective presentations, inadequate publicity, late availability, difficulty of access - are largely lost to those who could use them. A considerable intellectual and financial investment is thereby lost.

124. Moreover, the users, whether documentation officers in Foreign Ministries, individual scholars, officers of Depository Libraries, University students, diplomats, historians, officials of the organization that produced the documents, or persons who are responsible for documentation in library services, are finding themselves more and more baffled by the increasing complexity of the problem of international documentation and the difficulty of drawing useful information from available sources.

125. In line with the Seminars organized in Geneva in March 1971 to help Permanent Missions improve their knowledge and skill about distribution, filing, storage and retrieval of United Nations documents, the UNITAR office in Europe organized, from 1 to 5 November 1971, a five-day Seminar on Documentation of the United Nations System addressing itself exclusively to another major category of United Nations documents users - Non-Governmental Organizations. Forty-four officials from non-governmental organizations attended the Seminar, including 21 in charge of libraries and documentation centres, 13 full or part-time representatives of non-governmental organizations at Geneva, and 9 representatives from the headquarters of various non-governmental organizations. Eighteen Working Papers, prepared by the United Nations and non-United Nations specialists on international documentation, were submitted to the seminar. Several of the speakers came from non-governmental organizations. The final report contained concrete proposals designed to improve the distribution of documents to non-governmental organizations, and a new check-list for non-governmental organizations was tentatively submitted to interested United Nations Departments. It is hoped that the latter will take it into consideration when reviewing an existing system that has been unanimously described by the non-governmental organizations as unsatisfactory.

126. The Institute received valuable assistance and co-operation from a large number of United Nations organizations and bodies in conducting this Seminar, and there is increasing recognition within the system - particularly at the technical level - that the practical role played by UNITAR has had favourable effects on the working relations between the different units concerned with documentation.

127. UNITAR's work in the field of international documentation has also drawn the attention of professional circles and associations, with the result that the Institute was invited by the Association of International Libraries to organize an International Symposium on Documentation of the United Nations and other Intergovernmental Organizations. The Symposium will be held at the Palais des Nations, Geneva, from 21 to 23 August 1972, under the auspices of the United Nations Office at Geneva, with the support of the International Federation of Library Associations and the International Federation for Documentation and with some of the facilities for Working Panels of the Symposium being provided by the World Health Organization.

128. More than 250 participants from about 50 countries, 30 intergovernmental and 40 non-governmental organizations will explore the problems involved from the intellectual and practical standpoint and make proposals aimed at achieving a better understanding of the role of this documentation, and suggesting not only improvements in existing procedures for handling it at the various stages of conception, production, distribution, acquisition, organization and use, but also in its presentation and content.

129. In addition, a special expert meeting will be held within the framework of the Symposium on the subject of access to archives of the United Nations family. Among the problems to be examined are access in terms of time, and maintenance of such archives.

C. Special studies of United Nations problems

1. The brain drain from the developing to the developed countries

130. The General Assembly has on a number of occasions expressed an interest in obtaining reliable data with regard to the outflow of trained personnel from developing countries. Its resolution 2320 (XXII) resulted in a study carried out by UNITAR being used as the basis for a report by the Secretary-General to the General Assembly (A/7294). That UNITAR study, which made use of information supplied by various interested organs of the United Nations system and particularly by the ILO and UNESCO, has been revised and published as UNITAR Research Report No. 3 under the title of "Emigration of highly-skilled manpower from the developing countries". As a result of the adoption of General Assembly resolution 2417 (XXIII), calling for selective studies in a few of the developing countries seriously concerned with the outflow of their trained people, UNITAR organized and supervised, in co-operation with the United Nations Department of Economic and Social Affairs, studies in Cameroon, Colombia, Lebanon, the Philippines and Trinidad and Tobago. These studies were published as UNITAR Research Report No. 5 and summarized in reports by the Secretary-General to the Economic and Social Council (E/4820 and Add.1).

131. UNITAR's present multinational research project on the international movement of skilled persons, which has also been carried out in consultation with and with the encouragement of UNESCO and the ILO, is a response to many developing countries' great concern over the migration of their professional personnel to more developed areas of the world, thereby hindering the realization of their socio-economic development goals.

132. The framework for the project, which differs fundamentally from most previous projects in the field with regard to the methods used and from all with regard to scope, was also developed after appropriate consultations.

133. The study is a comparative survey in which research institutes in six developed countries - Australia, Canada, France, the Federal Republic of Germany, the United Kingdom and the United States - and 10 developing countries - Argentina, Brazil, Ceylon, Colombia, Ghana, Greece, India, the Republic of Korea, Trinidad and Tobago and Tunisia - are participating. Negotiations are being carried on with several other countries with a view to their joining the investigation. In most instances the research is funded by the government or some other source in the country in which the survey is being carried out.

134. Through detailed questionnaires, information has been obtained from a large number of professionals who studied in one of the developed countries mentioned above and are staying on (non-returnees) or have returned home (returnees). Almost identical questionnaires are answered by students from developing countries studying in one of the six developed countries. Surveys of students in three countries, returnees in four, and non-returnees in two countries, have already been completed and the responses computerized.

135. The data is being analysed and a report prepared elucidating the various factors influencing motivations, attitudes, and behaviour with regard to the choice of country of study, place of work, etc., based on personal socio-cultural and economic factors at different stages of a respondent's life.

136. Progress reports (E/4798 and E/4948) on the project have been submitted to the Economic and Social Council and further reports will be published in due course. There is continuing liaison with interested United Nations and other agencies, including the question of implementing the provisions of Economic and Social Council resolution 1573 (L).

137. The design of the UNITAR study has been provided to WHO in connexion with its planned study on the international migration of health personnel. It is hoped that WHO will use similar questionnaires and sampling procedures to ensure comparability with UNITAR's study.

2. The human environment.

(i) Preparations for the Stockholm Conference

138. As a result of the encouragement given by the Board of Trustees to the Executive Director as well as of the request for assistance by the Secretary-General of the United Nations Conference on the Human Environment, environment-related activities played a prominent part in the work of the Institute. These activities focused on the preparation for and follow-up to the Conference. UNITAR participated actively in the Preparatory Committee of the Conference, in the second session of the Intergovernmental Working Group on Marine Pollution, in the informal consultations conducted by the Secretary-General of the Conference on the substantive documentation involved, and in the conference itself, held at Stockholm from 5 to 16 June 1972. UNITAR also participated in a number of meetings on international environmental problems held outside the United Nations.

139. UNITAR prepared a "basic paper" for the Conference on the subject of International Environment Regulation. It dealt with means of controlling pollution - including protection, discharge and technological standards, complete prohibitions and effluent charges and price adjustments - and with means of promoting compliance - including liability, registration and licensing, technical assistance, subsidies and compensations, and planning and forecasting. The object of the paper was to display the range of means available to control pollution, to indicate basic issues in the choice among them, to suggest how they may be used in solving problems of current international environmental interest, and to consider the organizational implications of taking action along those lines. The paper was published as the main text of a Research Report in February 1972 under the title International Co-operation for Pollution Control.

140. The above report also contains in annex I an "action proposal" suggesting when and how various international control measures should be used. The proposal was prepared at the request of the Secretary-General of the Conference and was utilized in the preparation of his own papers and recommendations to the Conference on the control of pollutants of international significance.

141. In order to spark a more open discussion on a serious environmental problem in the hope that appropriate international action might be taken, UNITAR prepared a case-study of DDT. The study was circulated in draft form inside the United Nations and to selected experts outside, and a number of the recommendations put before the Stockholm Conference by the Secretary-General of the Conference were the results of discussions aroused in part by it.

142. UNITAR was represented at the Conference by the Director of Studies, as well as by a Research Associate assigned to the Conference by the Institute.

(ii) Follow-up to the Stockholm Conference

143. In two areas UNITAR has developed projects designed to contribute to the solution of key problems connected with the follow-up to the Conference, and which may be carried out in the future - training for environmental assessment of specific development projects, and monitoring and evaluating the implementation of the recommendations of the Conference.

(a) Training for Environmental Assessment of Specific Development Projects

144. Building environmental considerations into specific development projects is not necessarily costly, but what is difficult is to anticipate what preventive measures are justifiable. It is not UNITAR's intention to add to the vast and academic literature on the subjects of development and the environment but rather to try and convert it into usable form in order to train both government officials and officials of the United Nations to take environmental considerations into account in development planning. Consultations with UNESCO and UNDP have indicated that joint efforts with these organizations in order to develop a practical training programme are desirable and would be encouraged.

145. UNITAR has been exchanging ideas and gathering materials for courses on the subject. The matter was discussed at the meeting of the Directors of United Nations Institutes in Geneva on 20-22 June 1972, and co-operation is anticipated especially with the African Institute for Economic Development and Planning and the Economic Development Institute of the World Bank, as well as with UNESCO and UNDP. The Secretary-General of the Stockholm Conference has underlined the importance of the subject and endorsed UNITAR's initiative.

(b) Monitoring and Evaluating the Implementation of the Recommendations of the Stockholm Conference

146. In the second project connected with the follow-up to the Stockholm Conference, UNITAR has carried out preliminary work with regard to reviewing and assessing how and to what extent the recommendations of the Stockholm Conference are being implemented throughout the world, and in particular, the factors likely to contribute to or detract from their acceptance by governments and international organizations.

147. This question was discussed with the Secretariat of the Conference and supported by the Secretariat of the Conference. It is anticipated that the factual data for such review and assessment would be obtained from a broad multinational study, carried out on a continuous basis and in co-operation with the new environmental governing body, the international organizations concerned, as well as a network of national research institutions.

148. This project is still at a preliminary stage and will require consideration and approval by UNITAR's Board of Trustees and the other competent bodies. However, recognition of the Institute's unique qualifications to undertake this task - its particular competence in the environment field, the fact that one of its principal functions has been constructing research networks and developing methods for analysing the impact and effectiveness of United Nations activities, and the fact that it is not an operating agency or concerned with a specialized area - has been an important factor in the mind of those who have urged UNITAR to accept this role.

3. Transfer of technology from the developed to the developing countries

149. UNITAR's work in the field of the transfer of technology from the developed to the developing countries through enterprise-to-enterprise arrangements has been completed. The need for further studies in this field had been underlined in General Assembly resolution 2091 (XX), and the purpose of these particular studies, as recommended by the United Nations Advisory Committee on the Application of Science and Technology, was to undertake empirical pilot-case-studies in order to develop principles and criteria for new and flexible arrangements that would permit a more effective application of foreign technology and promote the long-range development of local skills and inventiveness.

150. Of the nine studies in the series, eight have been published as research reports. Four of these eight deal with particular industrial sectors - the pharmaceutical, automotive, semiconductor and petrochemical industries; three deal with national experiences - Japan, the Soviet Union, and the Philippines and Mexico; and the eighth deals generally with the means by which developing countries acquire commercial technology. The ninth in the series, Transfer of Technology in the Pulp and Paper Industry, will be published, also as a Research Report, later in 1972.

4. Race relations

151. The study on The Prevention of Racial Discrimination in Britain, which was commissioned by UNITAR from the Institute of Race Relations (London), was published in 1971 by Oxford University Press. This is the first of a series of studies on the effectiveness of measures against racial discrimination in different countries and was carried out in accordance with guidelines prepared by UNITAR and submitted to the United Nations International Conference on Human Rights (Teheran, 1968). An important feature of the study is that it makes a pioneering attempt to examine the effectiveness of measures against racial discrimination not simply on the basis of official reports but by using various methods for independent checking, including one for situation testing on a comparative basis in the various fields involved. It also examines the factors which might determine whether racial minorities in Britain will achieve integration or retreat to the ghetto.

152. A second study, on the prevention of racial discrimination in Peru, has been completed and will be published in Spanish early in 1973. The study, El Perú de las Tres Razas, was prepared for UNITAR by the Instituto de Estudios Peruanos (Lima). Of particular importance is the emphasis placed by the study, which concentrates on Andean Peru, on the effect of economic and cultural stratification on the preservation of existing racial categories.

153. In response to encouragement from UNITAR and on the basis of the Institute's guidelines, the Center on International Race Relations of the University of Denver published in 1971 a book entitled Racial Discrimination and Public Policy in the United States.

154. As part of its programme to facilitate and co-ordinate research on the various factors that tend to perpetuate racial prejudice and discrimination in different countries and on measures at the national, regional and international levels to combat such prejudice and discrimination, UNITAR continued to approach various national research centres and institutes with a view to publishing a newsletter on research that is being undertaken in different parts of the world on racial and ethnic problems. The first newsletter is expected to appear in early 1973. In response to a suggestion made by the 1971 joint meeting of the Special Committee on Apartheid, the Committee of Twenty-Four and the United Nations Council for Namibia, UNITAR has been establishing contacts with research centres concerned with southern African problems with a view to taking part in the arrangements to be made by the Secretary-General for intensifying and co-ordinating research, information and publicity on southern Africa.

D. Project on the future

155. In September 1971 UNITAR convened a three-day Conference on New Perspectives in International Co-operation. The Conference took place at the Institute on Man and Science in Rensselaerville, New York. The 34 participants included members of UNITAR's Board of Trustees, scholars and experts in future studies and several academic disciplines, United Nations officials and some specialized agency and UNITAR staff.

156. Thirteen background papers relevant to the subjects under discussion were made available to the conferees and a report on the proceedings was subsequently circulated. Three substantive topics were discussed at the Conference, namely civil violence, "qualified" growth, and biological engineering. Consideration was also given to continuing machinery that might be established.

157. Following the discussions at Rensselaerville, UNITAR's Board of Trustees at its tenth session decided that the Institute should undertake, as soon as funds permit, a programme for the continuous examination of major trends and developments having implications for the future of mankind that may require responses from the United Nations system.

158. The Board decided that a Commission on the Future consisting of 36 persons should be established. The Commission would be expected to meet at least once a year and to issue appropriate reports. The Board also decided that arrangements should be made to maintain continuous contacts with centres and individuals engaged in activities relevant to the programme.

159. Since the adoption of the resolution, UNITAR has been engaged in preliminary soundings and efforts to give effect to the Board's decision. The Executive Director and the Steering Committee appointed by the Board of Trustees to help him launch the programme have been giving consideration to the appointment of the members of the Commission. Since adequate financing is essential various Governments and Foundations have been approached but as yet no special purpose grant has been forthcoming. However, interest has been expressed by at least one foundation and two or three governments which may lead to a special purpose grant and the secondment of qualified expert personnel.

160. It is anticipated that the staff of the Institute would:

- (a) Study and examine the documentation and studies produced by those who are looking ahead to the future;

- (b) Select, as a result of this examination, whatever information may have relevance for the United Nations System or whatever trends or developments may require international action;

- (c) Ascertain to what extent and in what manner the United Nations system is currently dealing with such questions.

161. For this purpose UNITAR will seek studies and information from around the world consisting of:

- (a) Documentation on significant changes in values, motivations and attitudes which will have global consequences;

- (b) Analyses of action alternatives (including inaction or neglect), that would facilitate examination of policies and actions of the international system;

- (c) Documentation on the existence of an unsuspected opportunity in which a relatively small effort by the international system can be expected to produce disproportionately favourable results;

- (d) New evidence regarding adverse trends or developments that would point to the need for specific action at the international level.

162. As a result of the study of the documentation described, and following the sifting of information pertinent to the United Nations, reports and recommendations will be presented to the UNITAR Commission on the Future for consideration. It is expected that the Commission will issue a yearly report regarding areas of immediate United Nations concern, containing suggestions as to specific international action that might be taken. Special reports will be presented as and when appropriate.

IV. CO-OPERATION WITH OTHER BODIES

1. Relations with other institutes within the United Nations system

163. The seventh Annual meeting of directors of institutes within the United Nations system, for which UNITAR acts as the secretariat and of which the Executive Director is chairman, was held at Geneva from 20 to 22 June 1972. The chief item on the agenda was "New ideas and research findings relevant to development strategy". UNITAR presented two papers - Intermediate Manpower: The Gap in Development Strategy and Mass Training of Local Populations and its Role in Development.

164. Another item that was discussed was the proposal to establish an international University. The meeting examined a UNITAR paper, which previously had been prepared for the Secretary-General and other interested parties and discussed by a panel of experts in Paris in April, containing concise and practical proposals regarding the relationships that it would be appropriate to establish between the proposed University and existing United Nations Institutes with training and research responsibilities.

2. Relations with bodies outside the United Nations

165. According to a questionnaire survey carried out by the Union of International Associations involving 56 intergovernmental and non-governmental organizations active in the field of international political and socio-economic studies, UNITAR ranks third in the amount of interactions, contacts and co-operative links between such organizations. These findings are to some extent indicative of the network of international contacts and partnerships established by the Institute.

3. Participation in scholarly conferences and seminars

166. During the year UNITAR staff participated in a number of scholarly and professional meetings. These meetings enable UNITAR officials to bring to the attention of their colleagues in academic circles and elsewhere the work carried out at UNITAR, serve as forums for useful exchanges of opinions and ideas with experts and policy-makers, and are essential for identifying potential collaborators with the Institute.

V. ADMINISTRATION AND FINANCE

1. Reorganization and staff

167. As already indicated in paragraph 6 above, the Institute was restructured as from 1 January 1972 with the object of combining the substantive responsibilities for training and research into a single Department of Studies, with a Department of Administration to deal with the administrative handling of courses, seminars, fellowships, correspondence with Governments and publications. The proposal for the reorganization of the Institute was submitted by the Executive Director to the Board of Trustees at its tenth session and was unanimously approved by the Board.

168. As a consequence of the merger of training and research, the training activities of the Institute have been expanded and have utilized to a much greater extent the research staff. It was also decided by the Executive Director that the substantive staff should be given the title of "fellow" or "research associate". The over-all direction of the Studies Department is the responsibility of the Deputy Executive Director whose title has accordingly been revised to 'Deputy Executive Director and Director of Studies'. It was anticipated that the Studies Department would be divided in units, each of which would cover an interrelated group of subjects and would include individuals who would carry on both research and training activities. However, because of the shortage of personnel, and the need to make adjustments in existing staff, these units have not yet been operational.

169. Within the Department of Administration a special project administration section has been established with responsibility for such matters as the practical arrangements for training courses and seminars - physical facilities, travel arrangements, selection of trainees, arrangements for special lectures, and distribution of materials. A publications section has responsibility for all arrangements connected with the printing and distribution of UNITAR publications, including translations, and for the production of UNITAR News in English and French four times a year. The Department is responsible for financial and personnel management within the Institute and for the provision of common services, including the operation of the Library.

170. The Office of the Executive Director has retained responsibility for the over-all direction of policy, for liaison with the United Nations Secretariat and other United Nations organizations and agencies and with permanent missions to the United Nations, for matters concerning the Board of Trustees and for the public relations of the Institute generally.

171. At 31 May 1972 the staff of the Institute consisted of the following:

Office of the Executive Director

Executive Director	1
Professional staff	1
General Service staff	<u>3</u>
	<u>5</u>

Studies Department

Director	1
Deputy Director	1
Professional staff	11
General service staff	<u>12</u>
	<u>25</u>

Administration Department

Director's office: Director	1
General service staff	<u>1</u>
	<u>2</u>
Project support: Professional staff	6
(Project admin., General Service staff	7
Publications and Library sections) Manual staff	<u>1</u>
	<u>14</u>
Common services: Professional staff	3
(Financial and personnel management, file registry, messenger service)	
General service staff	<u>7</u>
	<u>10</u>
Geneva Office: Representative in Europe and Director, Procurement Training	2
Professional staff	1
General Service staff	<u>3</u>
	<u>6</u>

The total number of directing and professional staff was 28 and of general service and manual staff 34. The corresponding figures a year ago were 30 and 34.

2. Finance

172. The revised budget for 1971 provided for expenditure of \$1,521,800 from the General Fund, but actual expenditure for the year including obligations outstanding at the end of the year amounted to only \$1,267,878. This compared with a figure of \$1,252,163 for the previous year. General Fund income for the year amounted to \$1,164,471, as compared with \$1,214,870 in 1970.

173. The total amount standing to the credit of the General Fund at 31 December 1971 was \$837,995, but not by any means all this amount was available in cash for immediate spending, as it included two non-liquid assets totalling \$257,339. The

largest of these assets was a sum of \$214,714 relating to government contributions pledged but not paid; the other was a United States Treasury Bond of \$42,625 purchased as collateral to guarantee the leasehold on the building occupied by the Institute. Available liquid assets therefore amounted to \$580,656.

174. Comparatively few government contributions are received during the early part of the year, and it is therefore necessary to retain a certain minimum balance in the General Fund in order to maintain liquidity. As the Institute's expenditure has been exceeding its income in recent years, there has been a general reduction in its surplus balance. The 1972 budget provided for expenditure to exceed income received during the year by some \$300,000. It now seems likely that the difference between expenditure and income will in fact be somewhat less than this, but nevertheless there will almost certainly be a further reduction in the Institute's surplus balance. This will bring it very near the level below which it cannot fall without leaving the Institute short of funds during the early months of the year.

175. It is therefore essential to bring General Fund revenue and expenditure much more nearly into line, and considerable thought has been given to devising a strategy to achieve this. In the first place, a review has been made of all administrative expenditure which is not directly concerned with programme activities and steps have been taken with a view to revising the trend for administrative expenditure to rise more rapidly than programme expenditure which has become noticeable in recent years. It is hoped that it will be possible to avoid any reduction in programme expenditure as there is so much important work for the Institute to undertake, and it should be possible to maintain the Studies programme at its present level or even to step it up with little, if any, increase in administrative overheads.

176. Government contributions have also been reviewed. Some Governments have been supporting UNITAR regularly and generously since its establishment, and some have even increased their contributions to help the Institute to meet its increasing costs. The Federal Republic of Germany increased its contribution by one third in 1971. Norway also increased its contribution that year and increased it again this year. Belgium and Sweden have increased their contributions substantially in 1972, and France has made its first contribution to the General Fund. Other countries have expressed an intention to increase their contribution. UNITAR is also grateful to those Governments which, in response to appeals by the Secretary-General and the Executive Director, have paid their contributions early in the year. Other Governments, however, have either made no contribution at all or have contributed at an unsatisfactorily low level. It is proposed to make approaches to all these Governments in an effort to obtain increases in their contributions which will bring them up to a level more in consonance with their national wealth. At the same time every effort will be made to obtain grants from non-governmental sources for all those programmes which can appropriately be financed in this way.

177. During the year expenditure continued to be incurred against the grants received from the Swedish International Development Association in connexion with preliminary work in the United Nations Staff College and the procurement training programme which is being jointly operated by the Association and UNITAR; further funds were received from the Volkeswagenwerk Foundation for studies on the peaceful settlement of disputes and the functioning and procedures of the

United Nations. The Institute is very grateful for these grants which have been used to finance important parts of its programme. Complete details of contributions to UNITAR are given in annex VIII.

3. The European Office

178. During the period under review, UNITAR's European Office at Geneva maintained continuing liaison with the United Nations Office at Geneva and the Permanent Representatives of Governments accredited to it, the specialized agencies with headquarters in Europe, and with European academic and international institutions involved in UNITAR's training and research activities. For example, the Representative in Europe or his Assistant not only attended, by invitation, meetings in Geneva, but also in Brussels, London, Milan, Paris, Rome and Vienna and visited other capitals in connexion with the preparation of the Feasibility Study on the Establishment of a United Nations Staff College.

179. In addition, the Office had responsibility for the administrative arrangements for the annual meeting of the Directors of United Nations Institutes, the staff colloquium, the two weekend conferences and the three research panels that took place in Europe, serviced the Procurement Training Programme that is dependent on the Geneva Office, provided support for the UNITAR training programmes in International Law, Technical Co-operation, and Documentation that were held in Europe, provided facilities for visiting scholars, and has been active in preparing the symposium on Documentation of the United Nations and other intergovernmental organizations to be held in Geneva in August 1972. With respect to the dissemination of information in Europe regarding UNITAR projects, the work of the Office has markedly increased and, as a result, a more direct link with interested institutions and individuals as well as a more effective system of distributing the Institute's material have developed.

ANNEX I

List of the members of the Board of Trustees
as of 30 June 1972

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

Vice-Chairman: Mr. Felipe Herrera (Chile)
Mr. Henning Friis (Denmark)
Mr. Richard N. Gardner (United States of America)
Mr. Mahmoud H. Hammad (Egypt)
Mr. Hans A. Havemann (Federal Republic of Germany)
Mr. John Holmes (Canada)
Mr. Nikolay Inozemtsev (Union of Soviet Socialist Republics)
Mr. Joseph Ki-zerbo (Upper Volta)
Mr. Jacques Kosciusko-Morizet (France)
Mr. Manfred Lachs (Poland)
Mr. Bradford Morse (United Nations Secretariat)
Mr. Jiri Nosek (United Nations Secretariat)
Mr. G. Parathasarathi (India)
Mr. Manuel Pérez-Guerrero (Venezuela)
Mr. Raymond Scheyven (Belgium)
Mr. Toshio Shishido (Japan)
Mr. Mehdi Vakil (Iran)

Ex officio
members:

Mr. Kurt Waldheim
Secretary-General

President of the General Assembly
United Nations

President of the Economic and Social Council
United Nations

Executive Director of UNITAR

ANNEX II

Draft terms of reference of the United Nations Staff College

Article I. THE COLLEGE

The United Nations Staff College (hereinafter referred to as "the College") is an autonomous unit within the United Nations Institute for Training and Research.

Article II. PURPOSES AND FUNCTIONS

(1) The College shall provide training to the staff of the organizations and agencies constituting the United Nations System (hereinafter referred to as "the organizations") in all fields in which need for common training is recognized by the organizations concerned. Special attention will be given to training in the fields of economic and social development and modern techniques of management.

(2) The College may organize and administer training programmes as requested by one or several of the organizations for their own staff needs. It shall also collect information on the staff training programmes arranged within the organizations and may provide such assistance as might be requested by one or more of them for such programmes.

(3) The College may undertake research required to improve and develop its training activities, taking into account the work done in this field by UNITAR or elsewhere within the United Nations System.

Article III. MANAGEMENT

The College shall be managed by a Director under the authority of an interorganization Executive Committee, and shall report annually to the Board of Trustees of UNITAR and to the Administrative Committee on Co-ordination.

Article IV. EXECUTIVE COMMITTEE

(1) The Executive Committee shall be composed of:

- (a) the Executive Director of UNITAR or his representative;
- (b) one permanent member representing the Secretary-General of the United Nations;
- (c) one permanent member from each of the following organizations: ILO, FAO, UNESCO, WHO and UNDP;

- (d) one member jointly representing the World Bank and IMF;
- (e) three members representing the other organizations contributing to the budget of the College, to be appointed by the ACC on a rotational basis for two-year terms;
- (f) three members appointed by the Executive Director of UNITAR, after consultation with the Secretary-General, for two-year terms which may be renewed; such members to serve in their individual capacity and to be selected from among distinguished specialists in the fields of concern to the Staff College.

(2) The Executive Director of UNITAR shall be the Chairman of the Committee ex officio.

(3) The Director of the College shall attend all the meetings of the Executive Committee and be responsible for its servicing.

(4) The Executive Committee shall:

- (a) examine and approve the programme and budget of the College;
- (b) examine and approve the annual report of the Director of the College and transmit the report with its comments to the Board of Trustees of UNITAR and to ACC through the Executive Director in his capacity as Chairman;
- (c) examine and decide upon any other question which may be submitted to it by the Director of the College, or by the Board of Trustees of UNITAR or by ACC.

(5) Only representatives of organizations accepting responsibility for the financial support of the College shall have the right to vote on the budget. In all other matters, all members of the Committee shall have the same rights and duties.

(6) The Executive Committee shall adopt its own rules of procedure. It shall meet at least once a year. It will be convened by its Chairman.

Article V. THE DIRECTOR

(1) The Director of the College shall be appointed by the Executive Director of UNITAR after consultation with the Executive Committee and the Secretary-General of the United Nations.

(2) The Director shall be responsible for the organization, direction and administration of the College in accordance with the general policy approved by the Executive Committee. In the performance of his duties, he shall inter alia:

- (a) submit the budget estimates of the College to the Executive Committee for consideration and approval;

- (b) prepare, in close co-operation with the organizations concerned, the programme of the College and submit it to the Executive Committee for consideration and approval;
- (c) recruit and appoint the teaching and administrative staff of the College in conformity with article VI below as well as temporary assistants such as directors of courses, visiting professors and lecturers;
- (d) conclude any agreement required for the implementation of the programme with the organizations concerned or with any academic or training institution within or outside the United Nations System;
- (e) ensure that the training provided by the College will meet the highest academic standards as well as the professional requirements of the organizations.

(3) The Director may seek the advice of competent persons in or outside the United Nations System and appoint for this purpose, if he deems it appropriate, an Advisory Board.

Article VI. THE STAFF

(1) The teaching and administrative staff of the College shall be appointed by the Director who shall consult with the Executive Director of UNITAR with respect to the selection of the senior officials of the College.

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

(3) The Director and the staff of the College 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. They shall be subject to the obligations imposed on such officials under the terms of the Charter.

Article VII. FINANCING

(1) The resources of the College shall consist of:

- (a) contributions made by the organizations;
- (b) voluntary contributions made by Governments;
- (c) grants received from foundations and other non-governmental sources;
- (d) fees paid, when appropriate, by the organizations for the attendance of their staff members to courses or seminars conducted by the College;

(e) the revenue from sales of publications and teaching materials of its own.

(2) The funds of the College shall be kept in a special account to be established by the Secretary-General and administered in accordance with the relevant Financial Regulations of the United Nations.

(3) The funds of the College shall be used solely for the purposes of the College, in conformity with the provisions of these terms of reference and of article VIII (4) to (7) of the Statute of UNITAR.

Article VIII. TRANSITORY PROVISIONS

At the expiration of a period of two years, the Executive Committee shall undertake an over-all evaluation of the results achieved by the College and shall submit a report containing the Committee's recommendations to the Board of Trustees of UNITAR and to ACC.

ANNEX III

List of available and forthcoming UNITAR publications

1. Publications already available

UNITAR Research Reports:

- No. 1 Social Psychological Techniques and the Peaceful Settlement of International Disputes (out of print)
- No. 2 International Research Conference on Race Relations (out of print)
- No. 3 Emigration of Highly-Skilled Manpower from the Developing Countries - by Gregory Henderson (to be reprinted)
- No. 4 Marine Pollution Problems and Remedies (also in French and Spanish) - by Oscar Schachter and Daniel Serwer
- No. 5 The Brain Drain from Five Developing Countries - Cameroon, Columbia, Lebanon, the Philippines and Trinidad and Tobago
- No. 6 Communications, Computers and Automation for Development - by Ithiel de Sola Pool, Philip Stone and Alexander Szalai
- No. 7 Transfer of Technology from Japan to Developing Countries - by Terutomo Ozawa
- No. 8 International Transfer of Automotive Technology to Developing Countries - by Jack Baranson
- No. 9 International Cooperation for Pollution Control - by Daniel Serwer
- No. 10 The Transfer of Technology and the Factor Proportions Problem: the Philippines and Mexico - by R. Hal Mason
- No. 11 The Transfer of Technology: Economics of Offshore Assembly; the Case of Semiconductor Industry - by Y. S. Chang
- No. 12 The International Transfer of Technology in the Establishment of the Petrochemical Industry in Developing Countries - by Robert B. Stobaugh
- No. 13 The International Transfer of Commercial Technology to Developing Countries - by Walter A. Chudson
- No. 14 Technology Transfer in the Pharmaceutical Industry - by Lawrence H. Wortzel

UNITAR Peaceful Settlement Series

- PS No. 1 Peaceful Settlement of Disputes: Ideas and Proposals for Research -
by Sydney D. Bailey (French version in preparation)
- PS No. 2 Analysis and Prediction in International Mediation - by Frank Edmead
- PS No. 3 Complementary Structures of Third-Party Settlement of International
Disputes - by Vratislav Pechota (French version in preparation)
- PS No. 4 Consultation and Consensus in the Security Council - by Feng Yang Chai
(also in French)
- PS No. 5 Pacific Settlement in Africa: Roles of the Organization for African
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Mahomed Nawaz and John H. Fried (Arno Press)
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Wilfred Jenks
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UNITAR Training Manuals

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in process of revision)

Manual of External Financing (also in French)

2. In Process of Publication

The Good Offices of the Secretary-General in the Peaceful Settlement
of Disputes - by Vratislav Pechota (also in French)

Soviet Experience in Transfer of Technology to Industrially Less Developed
Countries - by A. N. Bykov, with M. P. Strepetova and A. V. Letenko
(also in Russian)

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and B. Andemicael

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ANNEX IV

Participation in UNITAR courses at headquarters by country

Autumn 1971-April 1972^{a/}

	1	2	3	4
Algeria	1	1		1
Argentina	1	1		
Australia				1
Austria	1	1		
Barbados		1		
Belgium			1	
Bhutan		2		1
Bolivia				1
Brazil				1
Cameroon			1	
Canada		1		
Chile	1		1	
Colombia		1		
Cuba				1
Dominican Republic				1
Ecuador	1	1		
El Salvador	1			
Fed. Rep. Germany				1
Fiji				1
Ghana	1		1	
Greece		1		
Guyana		1		
Honduras			1	1
Hungary		1		
India		2		
Indonesia	1	1		
Iran		1		2
Iraq				2
Italy	2	1		
Jamaica			1	1
Japan	1	1		
Kenya				2
Khmer Republic		1	1	1
Kuwait	1	4		
Laos				1
Lesotho			1	

	1	2	3	4
Malawi	1			1
Malaysia		1		
Mauritius		1		
Mexico			2	2
Mongolia	1	1		
Nepal	1			1
Netherlands	1		1	
New Zealand	1	1		
Niger				2
Nigeria	1	2		1
Norway	1			
Peru		1		2
Philippines	1	1	1	1
Poland	1			
Romania				1
Singapore		1	1	1
Spain	1			
Sudan			1	1
Swaziland			1	1
Sweden	2		1	
Syrian Arab Republic				1
Thailand	1			1
Trinidad and Tobago	1	1		1
Tunisia		1		
Uganda	1	1		
Union of Soviet Socialist Republics			1	1
Tanzania		1		
United States			1	1
Uruguay				2
Venezuela		1		1
Zaire				3
Zambia	1			
Secretariat	1		12	6
Specialized agencies				1

29 37 30 51

- 1 - Specialized Course on the Economic and Social Council
 2 - Specialized Course on the International Monetary System
 3 - Specialized Course on Budgeting and Financial Procedures in the United Nations
 4 - Seminars on the Organization and Functioning of the United Nations System

a/ The above figures are in respect of those who attended throughout the courses. They exclude all those who attended a number of sessions but who were unable for various reasons to be present throughout a course.

ANNEX V

Number of participants, by country, in seminars in the
field of technical co-operation

	<u>1971</u> Inter- regional seminar	<u>1971</u> Caribbean subregional seminar	<u>1972</u> Regional seminar Geneva/ Beirut
Afghanistan	1		
Antigua		1	
Bahamas		1	
Barbados		1	
Bulgaria			1
Central African Republic	1		
Cyprus			1
Dominica		1	
Ecuador	1		
Greece			1
Grenada		1	
Guyana		2	
Hungary	1		
Iran	1		
Iraq			1
Israel			1
Jamaica	1	1	
Jordan	1		1
Kuwait			1
Madagascar	1		
Mali	1		
Mexico	1		
Nepal	1		
People's Democratic Republic of Yemen			2
Romania			1
St. Kitts		1	
St. Lucia		1	
Saudi Arabia			1
Surinam		1	
Swaziland	1		
Syrian Arab Republic			1
Trinidad and Tobago		1	
	<u>12</u>	<u>12</u>	<u>12</u>

ANNEX VI

Number of participants, by country, in regional seminars in international procurement - 1972

<u>Participating countries</u>	<u>Nairobi 5-25 March</u>	<u>Bangkok 8-26 May</u>	
Afghanistan		2	(2)
Ethiopia	3		(3)
Ghana	2		(2)
India		2	(2)
Indonesia		2	(2)
Iran		1	(1)
Jordan		1	(1)
Kenya	4		(4)
Malaysia		3	(3)
Nepal		1	(1)
Nigeria	2		(2)
Philippines		1	(1)
Republic of Korea		2	(2)
Singapore		2	(2)
Sudan	2		(2)
Thailand		1	(1)
Uganda	1		
United Republic of Tanzania	4		(4)
Zambia	1		(1)
	<hr/>	<hr/>	
	19	18	(37)

ANNEX VII

Number of participants, by country, in UNITAR programmes 1966 - 30 June 1972

Afghanistan10	East African Community	2
Albania	1	Ecuador	8
Algeria11	Egypt16
Antigua	1	El Salvador	3
Argentina	8	Ethiopia11
Australia	3	Federal Republic of Germany	3
Austria	3	Finland	1
Bahamas	1	Fiji	4
Barbados	6	France	1
Belgium	7	Gabon11
Bhutan	3	Gambia	4
Bolivia	5	Ghana21
Botswana	9	Gilbert and Ellis Islands	1
Brazil	7	Greece	8
Bulgaria	7	Grenada	: 2
Burma	5	Guatemala	2
Burundi	7	Guinea	5
Cameroon11	Guyana	4
Canada	3	Haiti	4
Central African Republic	9	Honduras	8
Ceylon	7	Hong Kong	1
Chad	3	Hungary	8
Chile	9	Iceland	1
China11	India16
Colombia	8	Indonesia24
Congo	6	Iran11
Cook Islands	1	Iraq15
Costa Rica	4	Ireland	1
Cuba	4	Israel	7
Cyprus	8	Italy	7
Czechoslovakia	3	Ivory Coast	8
Dahomey11	Jamaica	9
Denmark	1	Japan	8
Dominica	1	Jordan	5
Dominican Republic	8	Kenya18

ANNEX VII (continued)

Khmer Republic	7
Kuwait	12
Laos	8
Lebanon.	1
Lesotho.	7
Liberia.	7
Libyan Arab Republic	7
Madagascar	8
Malawi	6
Malaysia	15
Mali	13
Malta.	9
Mauritania	5
Mauritius	8
Mexico	10
Mongolia	5
Morocco	5
Nepal.	15
Netherlands.	3
New Zealand	4
Nicaragua,	4
Niger.	9
Nigeria.	27
Norway	2
Pakistan	3
Panama	5
Paraguay	5
People's Democratic Republic of Yemen	5
Peru.	7
Philippines	26
Poland.	8
Portugal.	2
Republic of Korea	6
Republic of Viet-Nam.	8
Romania	10
Rwanda.	9

St. Kitts	1
St. Lucia	2
Saudi Arabia.	9
Solomon Islands	1
Senegal	11
Sierra Leone.	9
Singapore	14
Somalia	13
South Africa.	2
Spain	2
Sudan	14
Surinam	1
Swaziland	10
Sweden.	6
Syrian Arab Republic.	10
Thailand	22
Togo...	10
Tonga	1
Trinidad and Tobago	10
Tunisia	9
Turkey	8
Uganda	17
Union of Soviet Socialist Republics.	11
United Arab Emirates;	1
United Kingdom:	3
United Republic of Tanzania	19
United States of America.	3
Upper Volta	6
Uruguay	6
Venezuela	4
Western Samoa	2
Yemen	5
Yugoslavia.	5
Zaire	16
Zambia.	15

ANNEX VIII

Contributions to UNITAR

A. Governmental Sources (in U.S. dollars)

1. General Fund

Country	Contribution 1971	Contribution 1.1.72-1.6.72
Abu Dhabi	10,000	
Argentina	12,000	
Austria	3,725	
Barbados	-	500
Belgium	51,610	56,510
Canada	60,030	60,660
Ceylon	1,000	
Denmark	25,000	25,000
Ecuador	2,951	298
Egypt	4,600	4,600
Federal Republic of Germany	100,000	
Finland	40,000	
France	-	23,925
Greece	7,500	
Guyana	500	500
Iran	6,000	
Iraq	20,000	
Ivory Coast	17,986	19,841
Japan	40,000	40,000
Kenya	2,000	
Liberia	3,000	3,000
Libyan Arab Republic	20,000	
Luxembourg	4,000	
Nigeria	-	2,800
Norway	21,000	30,303

ANNEX VIII (continued)

Country	Contribution 1971	Contribution 1.1.72-1.6.72
Singapore	500	
Sweden	38,718	62,860
Switzerland	34,722	
Thailand	4,100	
Trinidad and Tobago	3,000	
Tunisia	5,000	
Union of Soviet Socialist Republics	-	40,000
United Kingdom	100,792	
United Republic of Tanzania	5,602	
United States	400,000	
TOTAL	1,045,336	370,797

2. Special purpose grants

Country	Contribution 1971	Contribution 1.1.72-1.6.72
Sweden	170,000	-
	170,000	-

B. Non-governmental sources (in U.S. dollars)

Sources	Contribution 1971	Contribution 1.1.72-1.6.72
Beulah Edge Estate	40,000	
Rowntree Charitable Trust	-	6,287
Volkswagen Foundation	42,286	22,297
TOTAL	82,286	28,584

ANNEX VIII (continued)

C. Contributions in local currencies

Country	Contribution 1971	Contribution 1.1.72-1.6.72
Hungary, forints	-	100,000
Israel, pounds	25,200	
Union of Soviet Socialist Republics, roubles.	100,000	100,000

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