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## OTHER PERSONNEL QUESTIONS

### Revised proposal for the establishment of a United Nations staff college

#### Report of the Secretary-General

1. In response to a request by the General Assembly at its twenty-sixth session for a reappraisal of the proposal for the establishment of a United Nations staff college and for the submission of a more comprehensive explanation of related financial and administrative questions, the Secretary-General submits herewith to the General Assembly a revised proposal received from the Executive Director of the United Nations Institute for Training and Research (UNITAR).
2. Following an exchange of views with UNITAR, the Secretary-General shares the conviction that the staff college as a joint venture could best implement, for the benefit of all organizations in the United Nations family, a programme of professional training in those areas of public administration where similar functions are performed within the various organizations. In each organization, comparable practices prevail in such services as personnel, budget, conference and so forth and the similarity is perhaps most striking in the case of United Nations Development Programme (UNDP) projects which constitute a substantial part of the operational activities of the United Nations and the specialized agencies.
3. The establishment of such a body would thus make available a wide range of staff training which would otherwise exceed existing resources of the individual organizations and would also be conducive to a common approach to administrative and management questions. The training offered by the college would have an essentially practical objective: to provide to the organizations comprising the United Nations system the benefit of training courses for their staff members to enable them to acquire the knowledge, techniques and intellectual tools that will permit them to fulfil more efficiently their professional duties as well as to qualify for functions at a higher level.
4. The Secretary-General concurs with the division of responsibilities outlined in the UNITAR report in this area of mutual interest on the clear understanding

that the function of the staff college is designed to complement and integrate the forms of training planned for 1973 onwards within the Organization and in no way constitutes a duplication of effort. It is concluded that, while a solution to problems of common interest would be sought through the joint initiatives of the staff college, primary responsibility for training in those areas of substantive and technical interest peculiar to the Organization would continue to rest with the Secretariat.

5. The initial estimates for operating the college, which were proposed to the General Assembly at its twenty-sixth session, amounted to \$600,000. Of this amount, the United Nations and UNDP were each expected to make a contribution of \$200,000 and the specialized agencies were to contribute the remaining \$200,000. This proposal has been revised and estimates now indicate an annual budget in the amount of \$425,000 to meet both programme and administrative expenses. Of this amount \$125,000 would be contributed by the specialized agencies. The Secretary-General proposes that the United Nations should contribute \$150,000 to the staff college as an endorsement of the project and to provide a reasonable share of the budget estimate. Subject to a favourable decision by the General Assembly on the proposal, the Administrator of UNDP has indicated that he would propose to the Governing Council at its next session that an allocation of \$150,000 from UNDP funds be approved for the same purpose.

6. Should the General Assembly approve the revised proposal as contained in the attached memorandum by the Executive Director of UNITAR, an additional appropriation of \$150,000 would be required under section 20 of the budget for 1973.

REVISED PROPOSAL FOR THE ESTABLISHMENT OF A  
UNITED NATIONS STAFF COLLEGE

Memorandum by the Executive Director of the United Nations  
Institute for Training and Research

CONTENTS

	<u>Paragraphs</u>	<u>Page</u>
I. INTRODUCTION .....	1 - 8	4
II. PURPOSES AND FUNCTIONS OF A UNITED NATIONS STAFF COLLEGE .....	9 - 13	5
III. ESTABLISHMENT OF THE COLLEGE .....	14 - 18	6
IV. MANAGEMENT OF THE COLLEGE .....	19 - 23	7
V. FINANCING OF THE COLLEGE .....	24 - 31	8
VI. PROGRAMME OF THE COLLEGE .....	32 - 41	10

ANNEXES

- I. Terms of reference of the United Nations staff college
- II. Estimates of income and expenditure.

## I. INTRODUCTION

1. At its 2030th plenary meeting, on 21 December 1971, the General Assembly approved the recommendation of the Fifth Committee to "approve in principle the idea of the establishment of a United Nations staff college and to defer consideration of the proposal to set up such a staff college (A/C.5/1404, paras. 15-18, and A/8408/Add.21) until its twenty-seventh session". 1/ It was felt that the United Nations Institute for Training and Research (UNITAR) should in the meanwhile, in co-operation with the Administrative Committee on Co-ordination (ACC), present the proposal in a more comprehensive way and re-examine several financial and administrative questions. In February 1972 the Executive Director of UNITAR appointed a consultant to assist in the re-examination of the project in order to meet all requirements for its final approval and financing. The present report is intended to describe what has been done to meet the queries which were raised and to give as far as possible a more comprehensive picture of how the United Nations staff college is envisaged.

2. That professional training in the field of public administration is a necessity can no longer be questioned. It has, in fact, already prompted many national efforts which deserve attention. The recognition of this need springs from the desire to achieve a more rational approach to administrative methods and techniques of management which in the past were largely left to traditional practices and to empiricism; it stems, at the same time, from the will of modern states to build more efficient and less costly administrations of their own.

3. The need for adequate training in public administration techniques is, perhaps, felt even still more keenly in the secretariats of international organizations for they are composed of officials who come from very diverse backgrounds, accustomed to equally diverse administrative habits. Often these officials are selected for their specific technical skills but they do not possess previous knowledge of management techniques, although a good part of their functions will usually be of an administrative character.

4. Furthermore, while there may be elements of formal similarity, international secretariats differ profoundly from national administrations. The former operate in a political environment and a cultural variety that have no parallel in the latter. The special circumstances in which they must carry out their functions, that is the disciplines of intergovernmental bodies and the contacts with member Governments, impose peculiar patterns of behaviour scarcely comparable to those prevailing in national administrations. Thus, even the most versatile national civil servants must adapt themselves to the methods, procedures and climate of an international setting; it places unexpected demands on the individual to which he must have the time necessary to adjust himself. This period can be reduced and its strains eased only by adequate preliminary training. It can be fairly stated that this is no less applicable - it may perhaps be even more so - to officials holding fixed-term contracts than to career international civil servants.

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1/ Official Records of the General Assembly, Twenty-sixth Session, Annexes, agenda item 84, document A/8604/Add.1, para. 34 (c).

5. As new techniques of management are applied to the functioning and operations of the United Nations and related agencies to ensure higher efficiency and lower costs - such as the use of computers, budgetary programming or country programming - this too will require of the members of the secretariats new skills and working attitudes for which they must be trained. Should sufficient attention not be paid to the human factor involved, many far-reaching and sound reforms which may already have been decided on, or are being contemplated for the immediate future, within the United Nations system, could well run the risk of failure and disappointment.

6. The problems posed by the implementation of the principle of geographic distribution and those that may obstruct a better mobility of personnel among the secretariats would also be more easily resolved if there were a marked improvement in staff training.

7. Of course, a sizable part of the training required can and indeed should be provided by the United Nations and the agencies themselves for their own staff. This is the case, quite naturally, as regards the field of activities in which each specializes. Moreover, it is clear that in-training is best suited to the preparation of staff members for specific professional tasks and to courses of an essentially introductory character. On the other hand, the organization by the United Nations and the agencies, on an individual basis, of comprehensive training designed to respond to all their needs, would surely prove to be too costly and, in effect, inadequate; it is certain that for the smaller agencies it would in any event prove to be beyond their financial means.

8. These assumptions lead to the conclusion that at present a gap exists in the vast network of United Nations activities. It is in the common interest that the gap be filled. Such is the aim of the project to create a centre capable of meeting those needs of the international staff in the field of training which cannot satisfactorily be dealt with by each agency on its own, through separate initiatives, or through existing institutions within or outside the United Nations system.

## II. PURPOSES AND FUNCTIONS OF A UNITED NATIONS STAFF COLLEGE

9. One of the purposes of establishing a United Nations staff college is clearly to attain an economy of scale in all fields where the individual training programmes of the United Nations and its related agencies might overlap or duplicate. However, its essential justification is more deeply rooted in the very structure of the United Nations system itself. The numerous autonomous organizations which comprise this system perform many parallel or convergent functions requiring substantially identical methods and techniques. For example, they all have personnel, budget, conference, information and legal services which are regularly confronted with problems that are very similar. Likewise, most are engaged in operational activities dealing with development; they may vary in their immediate objectives according to their respective areas of competence, but they pursue the same final aim, and all are a part of the general framework of development plans for the economic and social advancement of the countries

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concerned. Moreover, albeit in different contexts, they must all accomplish their objectives through the same means: negotiation, preparation and management of projects, dealing with counterparts, evaluation processes, etc. This example is perhaps most striking in connexion with the projects of the United Nations Development Programme (UNDP) which constitute a substantial part of the operational activities of several agencies and of the United Nations itself.

10. In all these endeavours training in common, provided by one centre, would have the undoubted advantage of instilling among the officials involved a similar approach, a compatibility of outlook and a mutual understanding of their respective problems. It would also bring about a continuing and systematic exchange of experiences which today is too often lacking. And this too would certainly greatly serve to improve practical co-ordination among the various units constituting the United Nations system, thus facilitating a greater uniformity in administrative procedures and even opening the door to the introduction of managerial reforms which would be to the benefit of all.

11. The training offered by the college should have an essentially practical objective: to provide to the organizations comprising the United Nations system the benefit of training courses for their staff members from which these will acquire the knowledge, techniques and intellectual tools that will permit them to fulfil more efficiently their professional duties as well as to qualify for functions at a higher level.

12. This consideration must determine the definition of the curriculum and the choice of the methods of training. The objectives of the college can be attained only if the training it provides is inspired by a spirit of innovation and of free research which will allow it to compete with other academic institutions, by its content no less than by its level and methods.

13. To attain these ends, the staff college should extend its activity to all fields (but only to such fields) where the need and desirability of interagency training is recognized. Consequently, it should integrate fully its own programmes with the individual training programmes of the United Nations and the agencies. In other words, while the college is to be set up as an autonomous unit within UNITAR, it must be considered from the outset as a joint venture by the organizations constituting the United Nations system, in terms of its establishment, its management, its financing and its programmes. The intention is that it will be based in Geneva and that it may also hold courses at New York (for United Nations headquarters) and at regional headquarters.

### III. ESTABLISHMENT OF THE COLLEGE

14. It is evident that the establishment, functions and organization of the staff college, as a joint venture, had to be agreed by all the organizations concerned. Accordingly, the "Terms of Reference" of the college, set forth in annex I of the present report, represent the result of a series of consultations with the members of ACC.

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15. As already stated, the staff college is intended to respond as fully and adequately as possible to the needs shared in common by the United Nations and the agencies in matters relating to the training of their staff. It is, therefore, only to be expected that its growth will be governed by the expansion of its programmes as the requirements of the participating organizations increase and as priorities are determined by them, within the limits of available resources.

16. Of necessity the staff college will initially be run on an experimental basis. This being so, it must be subjected to a careful evaluation at the end of an initial period, at which time the work of the college would be assessed in the light of the experience gained in order to test its efficiency and the adequacy of its activities.

17. In any event, it would not be wise to alter the special vocation of the staff college, at least until there are substantial grounds to prove that it might be desirable to do so. It is already a formidable undertaking to attempt to meet the needs of staff training within the United Nations system, and the college should devote itself exclusively to it. Training of government officials or of members of non-governmental organizations raises many other issues and problems which, at this juncture, would unduly divert the college from its original mission.

18. This restriction would not, however, prevent the college from providing training courses to meet other needs that might arise; for example, those deriving from new policies or new techniques of recruitment that might be adopted by competent organs of the United Nations and related agencies.

#### IV. MANAGEMENT OF THE COLLEGE

19. To underline its character as a joint venture, the staff college should be managed by a director who would be appointed by the Executive Director of UNITAR after consultation with an executive committee on which interested agencies would be represented. This committee would, inter alia, approve the budget and the programme of the college. However, in matters having budgetary implications only the representatives of the organizations accepting responsibility for the financial support of the college should have the right to vote. While this provision allows representatives of agencies which have not found it possible to contribute funds to discuss all questions considered by the Committee, only the agencies contributing to the payment of expenses of the college would be entitled to take part in budgetary decisions. This is in line with the express desire of some of the major organizations among those which have offered to contribute to the financing of the college, as well as of those which at the moment are not in a position to do so.

20. The director should be responsible to the executive committee, but he should enjoy the requisite degree of independence to guarantee that the college is efficiently and flexibly run and that it maintains the quality of its training courses. He would prepare, in close co-operation with the organizations concerned, the working programme of the college and in order to strengthen this co-operation

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he would be free to convene consultative meetings of the officials responsible for training in these organizations.

21. As already noted, in the field of training experience has already been gained in various Member States with respect to their own civil services. It could well serve as a guide to the activities of the college. The director, therefore, would be expected to cultivate relations with centres in these States which are active in areas of interest to the college. He might also seek the advice of competent persons in and outside the United Nations system and appoint for this purpose, if he deems it appropriate, an advisory board. Availing himself of resources such as these, the director would then draw upon the experience of as broad a range of national expertise as possible.

22. The college would need a small administrative staff. Other members of the staff of the college - including the director himself on a part-time basis - would devote themselves to the preparation, supervision and guidance of the courses and seminars. Two directors of studies and four or possibly five course assistants or fellows would be required. Some flexibility should be maintained as far as grades are concerned - always within the limits of budgetary authorizations - in order to facilitate the recruitment of individuals specially qualified to fulfil functions requiring very specific aptitudes.

23. It will 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. This approach recommends itself for financial reasons; even more significantly, it will generate a continuous flow of fresh thinking and encourage the comparison of personal experiences. In particular, the participation of United Nations personnel from all the agencies as lecturers and discussion leaders will powerfully serve the interagency purposes of the college. This participation will also help to adapt the training provided by the college to the special needs of international secretariats.

#### V. FINANCING OF THE COLLEGE

24. Several agencies have agreed to lend the services of selected staff members, whenever they can and free of charge. In passing, it is worth noting in this connexion that the effort required of the staff members concerned to present their experiences and ideas must also be considered as in itself being an exercise in self-training. To this effort the college will, of course, offer its assistance.

25. Visiting directors of courses and teachers drawn from outside the United Nations system will have to be remunerated, and provision must be included in the budget of the college for this purpose. When possible, professors or other qualified persons on sabbatical leave could be invited for successive courses. Arrangements of this kind might also be agreed upon for staff members who are on study leave from their agencies.

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26. Other important disbursements of the college will be for travel. As indicated in paragraph 13, courses may be held in regions other than Europe in order to reduce the expenses of the participants, which are to be borne by the agencies to which they belong, in addition to their normal salaries. On the other hand, the premises of the college will not entail any appreciable expense since the Office of the United Nations at Geneva has envisaged the allocation of appropriate space within the existing complex of the Palais des Nations to house the headquarters of the college.

27. In the light of these considerations the draft budgetary requirements of the college have been revised. The budget proposed to the General Assembly at its twenty-sixth session amounted to \$600,000, to which the United Nations and the UNDP were expected to make a contribution of \$200,000 each and the other agencies were to provide another \$200,000 in kind. In the revised estimates, the annual budget would be in the order of \$425,000 which would meet both programme and administrative expenses. Under this scheme, the United Nations and the UNDP would be asked to make an annual contribution of the order of \$150,000 each (instead of \$200,000); the Food and Agriculture Organization of the United Nations (FAO), the International Labour Organisation (ILO), the United Nations Educational, Scientific and Cultural Organization (UNESCO) and the World Health Organization (WHO) of \$25,000 each; and other agencies will, it is hoped, make a contribution of an additional total of \$25,000. Details of the budget will be circulated separately.

28. To determine more precisely the extent to which the agencies might be able at the present time to contribute to the financing of the college, a series of consultations was held with the heads of most of the organizations concerned, the outcome of which was presented to the ACC as reflected in its report (E/5133 and Corr.2, paras. 194-198). The consultant reports that the four main agencies mentioned above have indicated their willingness, subject to the approval of their respective budgetary authorities, to make continuing contributions to the college, on the basis of the figures mentioned above. However, since the next biennial budgetary period of FAO and ILO begins in 1974, it may only be possible for these two agencies to make a contribution at that time. Regarding the other agencies concerned, the United Nations Children's Fund (UNICEF) (\$10,000), the International Telecommunication Union (ITU) and the Inter-Governmental Maritime Consultative Organization (IMCO) have also stated their intention to contribute to the financing of the college, again subject to the approval of their respective budgetary authorities. For its part, the World Meteorological Organization (WMO) has postponed a decision until after the forthcoming session of the United Nations General Assembly.

29. Agencies would be entitled to enrol a number of their staff members without paying tuition fees - this number to be determined in accordance with the amount of their contribution. For participants in addition to this number, fees would be charged; fees would also be charged for any participant sent by agencies not contributing to the budget of the college. Special financial arrangements should be worked out for supplementary or special courses organized at the request of one or several agencies.

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30. UNITAR will, of course, contribute to the college in many ways. The Executive Director will devote a considerable part of his time to the college's affairs in his capacity as chairman of the executive committee. Other senior members of the Institute's staff have given much time in the past to the consideration of policy issues concerning the college, and it is likely that they will continue to do so until the college has been firmly established. If account is taken of the amount of time spent by UNITAR staff on college matters and of the travelling which the Executive Director will have to undertake in connexion with his work as chairman of the executive committee, the cost to the Institute's budget will be substantial. In addition, UNITAR will stand ready to serve the first meetings of the committee until the college is well established. Provision of \$10,000 has been made in UNITAR's 1973 budget for a cash contribution to the college. This is a token amount which has been inserted in the budget to indicate UNITAR's desire to make such a contribution.

31. It must, however, also be pointed out that the most important contribution which UNITAR has made to the college is one which cannot readily be measured in quantitative terms. It has provided the thinking which produced the original concept and the leadership and hard work which have enabled that concept to be translated into a realistic and workable project which is now close to fruition.

#### VI. PROGRAMME OF THE COLLEGE

32. Since the college will have to meet the demands of the United Nations and the agencies, it will be possible to finalize its programme only when the needs of the organizations concerned have been more precisely determined. However, the study on the feasibility of the staff college, completed under the auspices of UNITAR in February 1971, was preceded by extensive consultations with the United Nations and the agencies so that, as a result, various types of courses have been described in this study. Furthermore, following an interagency meeting in July 1971, a first order of priorities was agreed.

33. With a view to completing this appraisal, a seminar of specialists in development operations and in problems of management within and outside the United Nations was convened early in September 1972. Its purpose is to bring about an encounter of ideas on the issues which the staff college will have to face in these fields. In addition, a meeting of officials in charge of staff training activities in the various organizations is scheduled for early October 1972 to discuss a blueprint of the programme of the college during the first year of its activity. The blueprint will be made available for circulation as soon as possible after the meeting. These preparatory efforts are meant to ensure that the programme of the college could become operational as quickly as possible after final approval had been given to the proposal by the General Assembly and the necessary decision taken by it during the twenty-seventh session - followed by a similar decision by the Governing Council of UNDP at its next session in January 1973 - to allocate funds for the initial financing of the college.

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34. The precise determination of the fields in which the staff college should focus its interest for the first years cannot be the object of an a priori assessment. It must be made in the light of experience. However, the consultations which have been held so far prove that there is already broad agreement on the existence and validity of the need for common training in two fields, namely, in administrative management, and in interdisciplinary operational activities in relation to development.

35. During the initial period, the college should engage in two series of exercises.

36. In the first place, it should organize and perfect a set of short courses (probably from one to five weeks), to be repeated regularly. They would be intended for categories of officials having similar or complementary activities in various organizations, whether at headquarters or in the field; such training should respond to the main problems which they must face in their professional assignments and to the main techniques applied to the solution of these problems.

37. The actual length of these courses would depend on the number and scope of the matters to be dealt with (which would make up a comprehensive and coherent curriculum) as well as on the length of time during which the participants could be released from their professional duties by their respective employers.

38. The type and qualities of the officials who could be selected to attend each of these courses would be determined by agreement between the director of the staff college and the interested institutions. The selection of the persons themselves - who should be at a rather high level - would be the responsibility of each agency. An evaluation of the performance of the participants would be made later by the staff college and communicated to the organizations in question.

39. Longer courses (from two to six months or more) should not be contemplated before a consolidation of past experience has been reached, and not until the impact of so costly an investment on the careers of those concerned can be measured with some precision. This matter should of course be very closely studied in conjunction with current discussions on personnel problems in the United Nations.

40. In the second place, the college could organize some very short seminars (from two to five days) for very senior officials on specific subjects having a practical bearing on the field of activity of the participants, such as problems of evaluation, recruitment of experts, etc. These seminars could well be held in the presence of experts or theorists from outside the United Nations system; they would acquaint the participants with the most recent developments and techniques in areas where they are called upon to make decisions and, consequently, would equip them to find practical solutions. At the same time, they would contribute to a nourishment of the college, updating its regular courses and opening the way to new sectors to which it would be appropriate to extend these courses.

41. The Executive Director of UNITAR will be available to provide any further information which may be required. He would, of course, report on the progress of the staff college each year in his annual report to the General Assembly.

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ANNEX I

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 the United Nations Institute for Training and Research or elsewhere within the United Nations system.

ARTICLE III

Management

The College shall be managed by a Director under the authority of an inter-organization Executive Committee, and shall report annually to the Board of Trustees of the United Nations Institute for Training and Research and to the Administrative Committee on Co-ordination.

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ARTICLE IV

Executive Committee

1. The Executive Committee shall be composed of:
  - (a) The Executive Director of the United Nations Institute for Training and Research 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: International Labour Organisation, Food and Agriculture Organization of the United Nations, United Nations Educational, Scientific and Cultural Organization, World Health Organization United Nations Development Programme;
  - (d) One member jointly representing the International Bank for Reconstruction and Development and the International Monetary Fund;
  - (e) Three members representing the other organizations contributing to the budget of the College, to be appointed by the Administrative Committee on Co-ordination on a rotational basis for two-year terms;
  - (f) Three members appointed by the Executive Director of the United Nations Institute for Training and Research, after consultation with the Board of Trustees of the Institute, 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 the United Nations Institute for Training and Research 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 the Institute and to the Administrative Committee on Co-ordination through the Executive Director in his capacity as Chairman.

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- (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 the Institute or by the Administrative Committee on Co-ordination.

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 the United Nations Institute for Training and Research in accordance with the provision of article V, paragraph 1, of the Statute of the Institute, after consultation with the Chairman of the Board of Trustees of the Institute.

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 the United Nations Institute for Training and Research 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 the United Nations Institute for Training and Research, 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, paragraph 4 to 7, of the Statute of the United Nations Institute for Training and Research.

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ARTICLE VIII

Annual report

The Executive Director of the United Nations Institute for Training and Research will report annually on the work of the College to the General Assembly of the United Nations.

ARTICLE IX

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 the Institute and to the Administrative Committee on Co-ordination.



ANNEX II

Estimates of income and expenditure

(in United States dollars)

I. Estimate of expenditure

1. Salaries of established posts

The proposed establishment will consist of the following permanent staff:

- 1 Director of the College
- 1 Secretary of the College
- 2 Directors of studies
- 4 Course assistants
- 7 General Service staff . . . . . 222,000

Provision has been made for the actual salaries (net) to be paid to staff members. The salaries will be based on normal United Nations rates, but it will not be necessary to make any provision for staff assessment in the College's budget, as the College will not be required to make any payment to the tax equalization fund.

2. Fees to visiting professors, lecturers and other temporary course staff . . . . . 70,000

The estimate covers the transportation, subsistence and fees for 30 teaching periods by visiting professors and lecturers for assignments from one to three weeks; it takes into consideration that some courses will be held away from Geneva. Moreover, the estimate includes provision to engage interpretation services when required and additional secretarial assistance necessary in the conduct of courses.

3. Common staff costs . . . . . 68,000

The estimate is based on average costs figures (24 per cent) in relation to established posts and is designed to cover staff allowances, social security contributions, travel and removal on appointment, transfer and separation.

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4. Travel on official business . . . . . 40,000

The estimate covers the travel by Staff College members to the headquarters of Agencies and other locations for the purposes of organizing courses and ensuring the participation by the United Nations organizations and their staffs as lecturers and participants in the courses; included are the needs for travel by staff members of the College to organize and conduct courses away from Geneva.

5. Equipment, supplies and services . . . . . 25,000

Office furniture and equipment  
Library books and teaching and reference material  
Stationery  
Contractual translation  
Communications  
Miscellaneous

Total estimated expenditures . . . . . 425,000

II. Estimates of income

Contributions from United Nations and specialized agencies . . 425,000

United Nations . . . . . 150,000

United Nations Development Programme . . . . . 150,000

International Labour Organisation . . . . . 25,000

United Nations Educational, Scientific and  
Cultural Organization . . . . . 25,000

World Health Organization . . . . . 25,000

Food and Agriculture Organization of the  
United Nations . . . . . 25,000

Others . . . . . 25,000

Total estimated income . . . . . 425,000

Note

There will also be some income from course fees and other miscellaneous sources, but it is not possible to estimate this income at the present stage. It seems unlikely that it will be very large during the first year of operation.