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UNITED NATIONS TRAINING AND RESEARCH INSTITUTE

Note by the Secretary-General

I

1. General Assembly resolution 1827 (XVII), adopted on 18 December 1962, on a "United Nations Training and Research Institute", recognizes, in its first preambular paragraph

"the close interrelationship between economic and social development and the achievement of peace and security and the dependence of both of these on international co-operation in various areas."

The resolution expresses the belief that "the provision and training of personnel of the highest calibre, particularly from the developing Member States, for national service and service with the United Nations and specialized agencies are important in order to fulfil the objectives of the United Nations Development Decade", and it recognizes "the basic needs of the developing countries and their expressed wishes to increase substantially their highly trained personnel in various fields".

It then "requests the Secretary-General, having regard to the existence of other programmes and institutions active in this and similar fields, and taking into account the views of the specialized agencies, to study the desirability and feasibility of establishing a United Nations institute or a training programme under the auspices of the United Nations, to be financed by voluntary contributions both public and private, and to transmit his study to the Economic and Social Council at its thirty-sixth session and to the General Assembly at its eighteenth session".

The resolution concludes by stating that "the frame of reference of the institute or programme might include such fields as (a) training of personnel, particularly from the developing Member States, for administrative and operational assignments with the United Nations and the specialized agencies, both at Headquarters and in field operations, and for national service; (b) advanced training for persons now serving in such posts; (c) research and seminars on operations of the United Nations and the specialized agencies."

II

2. The intentions of the sponsors^{1/} of the resolution were elaborated by the representative of Denmark who stated inter alia in the Second Committee debate on 9 December 1962:

"Since not only governments but also private foundations are interested in giving substance to the United Nations Development Decade, the time may have come for the establishment of a United Nations Training Institute concerned with the two overriding objectives of the United Nations - the achievement of peace and the promotion of economic and social development so intimately connected. Such an institute would arrange programmes within the United Nations system to train personnel for diplomatic and development operations. It would also serve as a centre for United Nations research and analysis. Distinguished persons from Member countries could be associated with the institute either as faculty members, research fellows, or seminar participants. They could be available, on occasion, to the Secretary-General for important special missions such as now exist in several parts of the world today.

"The United Nations is being called upon to extend not only its technical but also its diplomatic responsibilities. Therefore it is important that civil servants from developing Member countries should be trained for the special problems ahead so as to enable them on an increasing scale to contribute to United Nations diplomatic and development activities.

"In all technical committees of the United Nations and the specialized agencies we hear the wish expressed for better and wider geographical distribution of secretariat posts, of participation in regional and universal technical assistance programmes, of participation in surveying, investigation and other special United Nations missions, but unfortunately, although the will is there, there are often not sufficient candidates with high enough qualifications who can be released from their important and urgent tasks in their rapidly developing home countries. The need is there, strongly felt, for high level education, particularly with regard to questions concerning the more sensitive relationships in the world, such as training for public administration, advising on national budgets and trade negotiations and policies, and last but not least training which will facilitate the transformation of latent leadership ability into actual statesmanship based on self-reliance and sound judgements, a leadership which is able to make decisions based on all relevant and available facts. Such training facilities can in our opinion only be furnished through the United Nations since operations undertaken in the name of our United Nations community are effectively drained of their political contents and stripped of any implication of intervention."

^{1/} The delegations of Canada, Chad, Colombia, Costa Rica, Denmark, Ethiopia, Iran, Madagascar, Mauritania, Nepal, Niger, Norway, Pakistan, Senegal, Thailand, United Arab Republic, and the United States of America.

III

3. These needs are urgent and important, and the Secretary-General wishes to give his strong support to the proposal for the establishment of a United Nations Institute - for it would seem that more than a United Nations "programme" is required - designed to meet them. He hopes that due emphasis will be given to the United Nations need for international facilities for research and study, at the highest level of authority, into problems with which the United Nations may be concerned, particularly from an operational point of view. National facilities of this kind, governmental and private are available to many governments and should not be duplicated but the range of study that can be undertaken by the United Nations Secretariat is very limited and necessarily concerned very largely with particular practical problems and the carrying out of particular projects. The United Nations need for research facilities of a broader character and at the highest level is especially acute because history and the normal conduct of national affairs provide little guidance in regard to the new and crucial tasks which the United Nations is being called upon to undertake in the interest of the maintenance of peace and security and the promotion of economic and social development. The facilities for research, study and consultation which the Institute would provide the organs of the United Nations should also be available to the specialized agencies. It need scarcely be emphasized that, if the Institute is to fulfil its purpose, it must be truly international and should bring together persons of eminence and distinction from all parts of the world.

4. The proposed Institute, in the Secretary-General's view, would fill a most important role which is not, and could never be, filled by other institutions for research and training - either those at a national and regional level or those which have been or are being established by the United Nations and certain specialized agencies to deal at an international level with particular areas of economic and social policy and administration. As an institution oriented towards the discharge of the Organization's responsibilities under the Charter, including those devolving on the Secretary-General himself, and furthermore being related intimately with the work of the United Nations and drawing directly from the store of United Nations experience, its character would be unique and it should be able to make a contribution of great value to the United Nations.

5. At the recent session of the Administrative Committee on Co-ordination, the Secretary-General consulted the executive heads of the specialized agencies and the IAEA on the matter. While noting that certain of the Institute's activities may not be of direct concern to the specialized agencies and the IAEA, the members of ACC recognized the importance of the contribution it might make. They expressed keen interest in knowing more about certain of the research functions proposed for it as well as in the training of civil servants from the newer countries with a view to international service or to national service with particular reference to effective participation in the work of the United Nations system (Twenty-eighth report of the ACC, E/3765, para. 135).

IV

6. The regional economic development institutes of the United Nations that are currently being established are based on the principle that each of the functions of research, training and assistance to governments reinforces the others and can best be performed in combination. This principle would seem to be no less applicable to the projected United Nations Institute. Its character as an arm of the United Nations for research and study at the highest level should make it easier to achieve its other purposes, including the organization and stimulation of international research in other institutions and in the more technical fields; promoting or undertaking special types of training; and helping to build up a corps of "personnel of the highest calibre, particularly from the developing Member States, for national service and service with the United Nations and specialized agencies", in accordance with the General Assembly's objectives. The value to the United Nations of the group of eminent men and women who would be associated with the Institute would not necessarily be limited to the accomplishment of their immediate assignments. Their studies and contacts with the United Nations would constitute a form of higher training and help fit them for other United Nations tasks. They could be available, on occasion, to the Secretary-General for important special missions such as now exist in several parts of the world today. From among them some of the most responsible high-level posts at United Nations Headquarters and in the field establishments might well be filled. They could be expected to assist in the planning of training programmes and the selection of trainees.

V

7. The actual subjects for study and discussion to be undertaken by the Institute would, of course, depend upon the needs of the United Nations from time to time. They may be expected, however, to fall largely within the following broad fields: (a) major questions, relating to the maintenance of peace and security and the promotion of economic and social development, with which the United Nations is concerned, particularly from an operational point of view, and on which research and analysis of a scholarly character would seem desirable; and (b) the techniques and machinery of the United Nations, including the functioning of the international secretariat. In dealing not only with the problems themselves but also the techniques and machinery for solving them, emphasis would be placed on what may be called "operational analysis", drawing on the experience already available in the United Nations and among the many persons from different parts of the world who have participated in United Nations work. On the economic and social side, the areas where high-level international research and study are urgently needed include such matters as the contribution the United Nations can make to achieving the targets of the Decade; institution-building for the transfer of science and technology to less developed areas; the involvement of the scientific community in planning and programming economic development; the interrelationship of trade and development; and the exploration of regional patterns of development. Research under the auspices of the Institute could be carried out at the Institute headquarters, or at the seats of other United Nations organs and agencies, and should not exclude on-the-spot inquiries in various parts of the world.

8. The first objective of the training envisaged in paragraph 3 (a) and (b) of the General Assembly's resolution would be to contribute to the effectiveness of the United Nations itself; the second would be to help build up the national administration of Members, and especially of the newer countries, with a view particularly to their effective participation in the work of the United Nations system. The detailed outlines of the training programmes should be worked out under the authority of the Board by the Executive Director in consultation with the Secretary-General and the institutions and agencies concerned. The Institute would arrange for training at the Headquarters of the United Nations or the

specialized agencies, or the regional centres, or at other institutions established under international auspices. In this context it should be noted that the International Board of the Dag Hammarskjold Foundation has expressed its interest in participating in the training programmes envisaged in the General Assembly's resolution through the Centre to be established under the auspices of the Foundation.

VI

9. In view of the level at which the Institute would normally operate and the nature of its major assignments, any duplication with the work of other institutions would be most unlikely. In order, however, to ensure optimum results from available resources and complementary action by this and the various other institutes established by the United Nations family - notably the regional economic development institutes of the United Nations, the United Nations Research Institute for Social Development in Geneva, the International Institute for Labour Studies, also in Geneva, the International Institute for Educational Planning in Paris, and the Economic Development Institute of the IBRD in Washington - it would be desirable if close interrelationships were established among them at the pre-programming stage, as recommended by the Council's Special Committee on Co-ordination (E/3778).

VII

10. In regard to its organization, the Institute, while closely linked with the United Nations, should have its own Board of Trustees and an Executive Director appointed by the Secretary-General after consultation with members of the Board. In order to be responsive to the long-term needs of the United Nations as indicated in the Charter, it should have the necessary independence to conduct scholarly research and sufficient flexibility for quick action - for example, to deal with ad hoc requests by the Secretary-General.

11. The Board of Trustees would have responsibility for determining basic policies of the Institute and for reviewing and adopting the annual budget estimates. It should consist of eleven persons of international reputation in fields of interest to the United Nations, drawn from different regions of the world and

representing different political and cultural backgrounds, and might include one or more senior officials of the United Nations Secretariat. The members of the Board would be appointed by the Secretary-General in consultation with the Presidents of the General Assembly and the Economic and Social Council. The Secretary-General and the Presidents of the General Assembly and the Economic and Social Council, together with the Executive Director, would be ex officio members.

12. The Board should meet at least once a year and the expenses of the meeting (including per diem expenses of the members) should be borne by the Institute.

13. The Executive Director and the Board should be assisted by one or more advisory committees or panels on which would be represented the specialized agencies particularly concerned, other training and research institutions within the United Nations family, and non-United Nations organizations, public and private, contributing to the funds of the Institute or otherwise closely concerned with its work.

14. In the latest report of the ACC, the executive heads of the specialized agencies and IAEA expressed appreciation of the Secretary-General's intention to maintain consultations with them as the project develops and "agreed that it was desirable that the arrangements proposed for the supervision and management of the Institute should provide for representation of agencies in respect of activities of interest to them. In the case of agencies with a major continuing interest, this should take the form of permanent representation on the Board designed to facilitate and promote the fullest co-ordination" (E/3765, para. 135).

15. The Executive Director should have a small permanent staff, both substantive and administrative, to help him plan and run the entire programme and carry out part of its research and training responsibilities. This staff, which like the Board, should include persons of distinction from different parts of the world, would be appointed by the Executive Director, in consultation with the Secretary-General. Considerable flexibility should be allowed as to their emoluments and conditions of service.

16. In addition to the permanent staff, the Institute would include at any time a number of eminent persons associated for shorter or longer periods with

particular phases of the work of the Institute and selected likewise on the basis of their personal qualifications, the maintenance of geographical distribution, and also, on occasion, their potential usefulness to the Secretary-General for consultation or special assignments.

17. Finally, the appointment in due course of correspondents in certain countries as well as representatives at various regional centres should be envisaged. It would be the task of these correspondents and representatives to act for the Institute vis-à-vis national and regional institutions, to help in the selection of trainees, and to help in carrying out major studies. The correspondents might in most cases be invited to serve on a part-time or honorary basis. On the other hand, they, like other associates who may be working in different parts of the world, should be brought from time to time to the Institute headquarters for briefing and contacts.

VIII

18. Since the range of the Institute's interests would be co-terminous with that of the United Nations itself and its purpose to contribute effectively to the over-all responsibilities of the United Nations in the maintenance of peace and security and the promotion of economic and social development, there would be great advantage in having the headquarters of the Institute located at the Headquarters of the United Nations. Its operations, however, should be to a considerable degree decentralized. A system of national correspondents, as well as offices at the major regional centres, has already been suggested. Offices in other cities where the headquarters of the major specialized agencies are located might also be envisaged. Research and training activities could be based on one of these centres, rather than headquarters, when this was required.

19. While no elaborate headquarters establishment is contemplated at any stage, it would clearly be desirable if a building could, at some future date, be made available to house the Institute.

20. Under the terms of the General Assembly's resolution, the finances for the Institute would be provided by voluntary contributions both from Governments and

from foundations and other private sources. Every effort should be made to ensure wide geographical spread in these contributions. If the Institute is to be effective, there should be some assurance of adequate funds for at least five or six years before it begins operation. It should also be large enough, and have sufficient resources, to be able to make its influence felt and attract people of eminence to its service. It is suggested that resources of ten million dollars over the five to six year period be envisaged, with firm pledges of not less than five million dollars before operations begin.

21. If the Institute is to be solidly based, it must not be built up with undue haste. Moreover in the two or three years following the date of the appointment of the Executive Director, adjustments in the original plans may be found necessary.

22. If the broad lines of the Secretary-General's plan for the Institute set forth in this note are endorsed by the Council and the General Assembly, the Secretary-General would hope that the Institute could start operations in 1964.
