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THE WORLD BANK
Washington, D.C.

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Bank Administration and Policy - United Nations Educational, Scientific and
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GENERAL FILES AND COMMUNICATIONS

THIS FILE IS CLOSED AS OF May 31, 1970

FOR FURTHER CORRESPONDENCE PLEASE SEE UNESCO Vol. IV



united nations educational, scientific and cultural organization
 organisation des nations unies pour l'éducation, la science et la culture

UNESCO

cc. Mr. Hultin ~~x~~ JUN 2 - 1970

place de Fontenoy, Paris-7^e

téléphone : 566-57.57
 câbles : Unesco Paris
 télex : 27 602 Paris

référence : EP 8050/17/3217

COPIE
 Files
 26 May 1970
 [Handwritten signature]

Dear Mr. Ostlundh,

Thank you for your letter of 13 May 1970. We quite understand that the uncertainty as to your present assignment has delayed your reply.

You will understand that it is very difficult for us to predict our staff requirements at the beginning of 1972, the time at which you might consider joining Unesco. However, may I suggest that you write to us as and when you would be interested and available.

Yours sincerely,

W. van Vliet
 Director
 Educational Financing Division
 Department of Planning and
 Financing of Education

Mr. Hans-Erik Ostlundh
 Skolöverstyrelsen Fack
 STOCKHOLM
 Sweden

JUN 2 REC'D

- Argentine
- Centika
- Burt
- Stewart
-
-
- Div. Files
- Op. Files

1970 JUN -2 PM 9:39

RECEIVED

- Mr. Eber
- Mr. Eber
-
-
- Mr. Eber
- Mr. Eber
- Mr. Eber
- Mr. Eber

7001 5 REC.D

Sweden
 SLOKHOIM
 SKOTOLELAFLEJSEN Fack
 Mr. Hans-Erik Ostlund

Ministry of Education
 Department of Planning and
 Educational Financials
 Director
 Mr. Asu Aref

Dear Sir,

I am writing to you as you will be interested and active in
 the work of the United Nations Educational, Scientific and Cultural
 Organization. I am writing to you as you will be interested and active in
 the work of the United Nations Educational, Scientific and Cultural
 Organization.

I am writing to you as you will be interested and active in
 the work of the United Nations Educational, Scientific and Cultural
 Organization.

Dear Mr. Ostlund,

Reference: EP 8020/17/327A

telex: 21 003 Paris
 cables: Unesco Paris
 telephone: 206-2121

Place de Fontenay, Paris-16

[Handwritten signatures and initials]
 28 MAY 1970
 COPIE

cc. Mr. H. Aref

0701 5 - 1970



organization des nations unies pour l'éducation, la science et la culture
 united nations educational, scientific and cultural organization

UNESCO

FORM No. 75
(2-60)

INTERNATIONAL BANK FOR
RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL FINANCE
CORPORATION

INTERNATIONAL DEVELOPMENT
ASSOCIATION

ROUTING SLIP	Date <u>6/17/70</u>
---------------------	---------------------

NAME	ROOM NO.
Mr. Ballantyne	
Mr. Franco	

<input type="checkbox"/>	To Handle	<input type="checkbox"/>	Note and File
<input type="checkbox"/>	Appropriate Disposition	<input type="checkbox"/>	Note and Return
<input type="checkbox"/>	Approval	<input type="checkbox"/>	Prepare Reply
<input type="checkbox"/>	Comment	<input type="checkbox"/>	Per Our Conversation
<input type="checkbox"/>	Full Report	<input type="checkbox"/>	Recommendation
<input type="checkbox"/>	Information	<input type="checkbox"/>	Signature
<input type="checkbox"/>	Initial	<input type="checkbox"/>	Send On

REMARKS

Please let me know if you wish to be represented at this meeting and, if so, by whom.

NO.
LeCarbe
June 18, 70

~~Francis~~

From

INTERNATIONAL BANK FOR
RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL DEVELOPMENT ASSOCIATION

MAIL ADDRESSED
TO THE
PRESIDENT

Date JUN 15 1970

INCOMING MAIL ROUTING SLIP

Mr. Aldewereld	A1226	Mr. Hoffman	D1123
Mr. Alter	A837	Mr. Kamarck	D529
Mr. Baum	C303	Mr. Knapp	A1230
Mr. Benjenk	A712	Mr. Lejeune	C502
Mr. Broches	A813	Mr. McNamara	A1230
Mr. Cargill	A613	Mr. Mendels	A1219
Mr. Chadenet	C303	Mr. Nurick	A802
Mr. Chaufournier	C702	Sir Denis Rickett	A1230
Mr. Cheek	C702	Mr. Ripman	D1029
Mr. Wm. Clark	D928	Mr. Rotberg	D827
Mr. Cope	A1214	Mr. Stevenson	D532
Mr. Demuth	D1128	Mr. Twining	D1032
Mr. Diamond	C913	Mr. Votaw	A613
Mr. El Emary	A1143	Mr. Wiese	A837
Mr. Fontein	C602	Mr. Williams	C502
Mr. Fowler	A1219	Mr. Wright	A1136
Mr. Friedman	A1221		
Mr. Goodman	C602	<i>Mr. Franco</i>	
Mr. Graves	D1122		
Mr. Gutierrez	A1136		
Mr. Hartwich	A712		

Commission Nationale Iranienne pour l'U.N.E.S.C.O.

کمیسیون ملی ترویج علمی و فرهنگی ملل متحد، یونسکو، ایران

Iranian National Commission for U.N.E.S.C.O.



1/154, Ave. Roosevelt, Tehran

B. P: 1533

Téléphone :

Référence : 43927/25-6-2

Date , May 28th, 1970

تهران، خیابان روزولت، شماره ۱/۱۵۴

صندوق پستی ۱۵۳۳

تلفون :

شماره _____

تاریخ _____

ضمیمه _____

Sir,

I have the honour to inform you that the Fifth Regional Conference of Asian National Commissions for Unesco will be held in Teheran (Iran), from 5 to 10 September 1970.

A copy of the Provisional Agenda of this Conference is attached.

I should be grateful if you would let me know whether your Organization intends to send observers to this Conference. If so, would you kindly inform me of their names and titles, and the date and time of their arrival in Teheran, in order that hotel reservations may be made for them.

Please accept, Sir, the assurances of my highest consideration.

A.A. Hekmat

A.A. Hekmat,
President

Mr. R. McNamara,
President,
International Bank for
Reconstruction and Development,
1818 H Street, N.W.
Washington, D. C. 20433,
USA.

1970 JUN 15 11 9: 25

USV
Washington, D.C. 20433
1818 H Street, N.W.
Reconstruction and Development
International Bank for
President
Mr. K. McManus

RECEIVED

President
K. McManus

[Handwritten signature]

Please accept my appreciation of my highest consideration
for them.
I would be grateful if you would let me know whether you
A copy of the Proclamation of the Conference is attached
from 8 to 10 September 1970.
of Asian National Commissions for Disease will be held in Tokyo (Japan)
I have the honor to inform you that the 1970 Regional Conference
is

Date: May 28th 1970
Reference: 5-8-70/TSP/EA
1818 H Street
N.W. 20433

[Faint administrative stamps and markings]

Asian National Commission for Disease

[Handwritten signature]

Commission National Asiatique pour les Maladies



BMS/CONF.4/1
PARIS, 24 March, 1970
Original : French

FIFTH REGIONAL CONFERENCE OF ASIAN NATIONAL COMMISSIONS FOR UNESCO

Teheran, 5 - 10 September 1970

PROVISIONAL AGENDA

1. Implementation of recommendations of the Fourth Regional Conference of Asian National Commissions (Bangkok, February 1964) and of the Regional Meeting of Asian National Commissions (Tokyo, September 1968)
2. Rôle of Asian National Commissions in the implementation of Unesco's programme in Asia, particularly as regards:
 - a) International Education Year
 - b) The struggle against illiteracy
 - c) Science teaching
3. Future perspectives of Unesco Regional Centres and Institutes in Asia
4. Regional and sub-regional co-operation between Asian National Commissions
5. Review of the organization and functioning of Asian National Commissions, with special emphasis on their potential for effective action in such areas of general interest as : peace, human rights, racial discrimination, youth, etc.

UNESCO

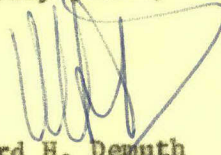
May 28, 1970

Dear Mr. Maheu:

Mr. McNamara has asked me to respond to your letter of May 12 inviting the World Bank to send an observer to participate in the Seminar which you are convening in Madrid on June 8-13 on the use of mathematical models in educational planning.

We are pleased to accept this invitation and have designated Mr. Soren Holm of our Economics Department to attend this meeting.

Sincerely yours,



Richard H. Demuth
Director
Development Services Department

Mr. Rene Maheu
Director-General
United Nations Educational,
Scientific and Cultural
Organization
Place de Fontenoy
Paris 7e, France

RHD:tsb

cc: Mr. Stevenson/Mr. Holm
Mr. Ballantine
Mr. Consolo

INTERNATIONAL DEVELOPMENT
ASSOCIATION

INTERNATIONAL BANK FOR
RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL FINANCE
CORPORATION

UNESCO

OUTGOING WIRE

TO: VAN VLIET

DATE: MAY 28, 1970

UNESCO

CLASS OF
SERVICE:

IT Wa Felix

PARIS

COUNTRY: FRANCE

TEXT:

Cable No.:

RE EDUCATION MODELS CONFERENCE MADRID JUNE 8 TO 13 STOP PLEASE CABLE WHICH
IS WORKING LANGUAGE STOP WOULD ALSO APPRECIATE INFORMATION ON PROGRAM AND
PARTICIPANTS STOP

THIAS
INTBAFRAD

RECEIVED

COMMUNICATIONS
MAY 28 2 23 PM 1970

NOT TO BE TRANSMITTED

MESSAGE AUTHORIZED BY:

NAME S. Reutlinger

DEPT. Economics

SIGNATURE *[Signature]*
(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)

CLEARANCES AND COPY DISTRIBUTION:

HHThias:amn

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ORIGINAL (File Copy)

(IMPORTANT: See Secretaries Guide for preparing form)

Checked for Dispatch: *[Signature]*

INTERNATIONAL DEVELOPMENT ASSOCIATION

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL FINANCE CORPORATION

OUTGOING WIRE

TO: VAN ALST
UNIBOD
PARIS
COUNTRY: FRANCE
TEXT
Cable No.

DATE: MAY 28, 1970
CLASS OF SERVICE: LE

RE EDUCATION MODERN CONFERENCE MADRID JUNE 8 TO 13 STOP PLEASE CABLE WHICH IS WORKING LANGUAGE STOP WOULD ALSO APPRECIATE INFORMATION ON PROGRAM AND PARTICIPANTS STOP

THIS
INWARD

RECEIVED

MAY 28 5 53 PM 1970
COMMUNICATIONS

NOT TO BE TRANSMITTED BY TELETYPE

MESSAGE AUTHORIZED BY...

NAME

S. Heutinger

DEPT.

Economics

SIGNATURE

[Handwritten Signature]

(SIGNATURE OF INDIVIDUAL AUTHORIZED TO SIGN)

For Use by General Sales and Communications Section

ORIGINAL FILE COPY

HTH:mas:am

(IMPORTANT: See Secretary Guide for preparing form)

UNESCO

May 26, 1970

Your ref.: DG/1.3/8050/2/3177

Dear Mr. Maheu:

Thank you for your letter of May 6 concerning expansion of the Cooperative Program, which arrived during my absence on a trip overseas. The change in the wording of paragraph 4(a) proposed by you is entirely acceptable to me.

I intend to submit this matter promptly through our Executive Directors for the approval of our Board of Governors. In my submission, I will propose July 1, 1970, as the date for putting these new arrangements into effect.

With kind regards,

Sincerely,

((Signed) Robert S. McNamara

Robert S. McNamara

Mr. Rene Maheu, Director-General
United Nations Educational, Scientific
and Cultural Organization
place de Fontenoy
Paris 7^e, France

RHDemuth:tf
May 22, 1970

Cleared with and cc: Mr. Ballantine

May 26, 1970


Mr. W. van Wliet
Director
Educational Financing Division
Unesco
Place de Fontenoy
Paris 7e, France

Dear Van:

With reference to your letter of May 12, 1970, requesting additional copies of Bank economic reports for the Unesco regional offices in Bangkok, Dakar and Santiago, I am pleased to advise you that we shall in future send an extra copy to Unesco, Paris for routing to the appropriate regional office.

With best regards,

Yours sincerely,


O. H. Calika
Deputy Director
Education Projects Department

180
Cleared with Mr. Dyer

OHCalika:tk

COMMUNICATIONS
SECTION

1970 MAY 28 PM 4:30

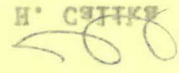
RECEIVED

ONCARTKA: EK

1987

STANDARD MAIL MK. DLEK

EDUCATION PROJECTS DEPARTMENT
DEPUTY DIRECTOR
O. H. SETHI



YOUR ASSISTANCE

MAIL RE: REGIONS

UNESCO: Please for routing to the appropriate regional office.
to advise you that we wish to include you in extra copy to
regional offices in Bangkok, Dakar and Santiago. I am pleased
with reference to your economic reports for the UNESCO

MAIL reference to your letter of May 13, 1970, requesting

DEAR AM:

PLEASE TO: FRANCE
BUREAU DE BONGENOU
UNESCO
EDUCATIONAL FINANCING DIVISION
DIRECTOR
MR. M. VAN DIER

MAY 28 1970

UNESCO

UNESCO

Mr. Harold E. Dyer

May 26, 1970

O. H. Calika

Proposal for sending to Unesco an extra copy of future Bank
economic reports

As per our telephone conversation today I am sending attached a copy of Mr. van Vliet's letter of May 12, 1970 to Mr. Ballantine, requesting the Bank to send additional copies of our economic reports for us by the Unesco regional offices in Bangkok, Dakar and Santiago. We support the request and would be grateful if you could send an extra copy to Unesco, Paris for their dispatch to the relevant Unesco regional office.

Attachment

cel
OHCalika:tk



UNESCO

united nations educational, scientific and cultural organization
organisation des nations unies pour l'éducation, la science et la culture

place de Fontenoy, Paris-7^e

25 May 1970

téléphone : 566-57.57

câbles : Unesco Paris

télex : 27 602 Paris

référence : ADG/SHG/3.2/850

Subject : Meeting on "Social Sciences and Development" -
Unesco, Paris, 29 June - 6 July 1970

Dear Sir,

The fifteenth session of the General Conference of Unesco, held in 1968, approved a ten-year project on "Social Sciences and Development". To implement this programme, the General Conference authorized the Director-General to convene in 1970 an international symposium on the social sciences and their role in development. The symposium will deal with such problems as the possible rôle of the social sciences in social planning, policy formulation and programme execution in the fields of education, science, culture and information.

This inter-disciplinary meeting will take place at Unesco Headquarters from 29 June to 6 July 1970, and will call on specialists in the social sciences and the human sciences. In view of your interest in this field, it is my pleasure, on behalf of the Director-General, to invite a representative from your Organization to participate as an observer in the above international symposium.

It would be appreciated if you could let us know the name and title of your representative at your earliest convenience. You will then be receiving a background paper prepared by the Secretariat on a selected number of problems which may be considered in the framework of this subject and will form the basis for discussion.

I look forward to receiving your favourable reply and remain,

Yours sincerely,

Richard Hoggart
Assistant Director-General
Social Sciences, Human Sciences and Culture

Monsieur Arthur Karasz
Directeur du Bureau européen
Banque internationale pour la Reconstruction et
le Développement (BIRD)
66, Avenue d'Iéna
PARIS XVIe

INTERNATIONAL BANK FOR
RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL DEVELOPMENT ASSOCIATION

INCOMING MAIL ROUTING SLIP				Date MAY 28 1970	
Mr. Aldewereld	A1226		Mr. Hoffman	D1123	
Mr. Alter	A837		Mr. Kamarck	D529	
Mr. Baum	C303		Mr. Knapp	A1230	
Mr. Benjenk	A712		Mr. Lejeune	C502	
Mr. Broches	A813		Mr. McNamara	A1230	
Mr. Cargill	A613		Mr. Mendels	A1219	
Mr. Chadenet	C303		Mr. Nurick	A802	
Mr. Chaufournier	C702		Sir Denis Rickett	A1230	
Mr. Cheek	C702		Mr. Ripman	D1029	
Mr. Wm. Clark	D928		Mr. Rotberg	D827	
Mr. Cope	A1214		Mr. Stevenson	D532	
Mr. Demuth	D1128		Mr. Twining	D1032	
Mr. Diamond	C913		Mr. Votaw	A613	
Mr. El Emary	A1143		Mr. Wiese	A837	
Mr. Fontein	C602		Mr. Williams	C502	
Mr. Fowler	A1219		Mr. Wright	A1136	
Mr. Friedman	A1221		Mr. Seab		
Mr. Goodman	C602		Mr. Edm. Prager		
Mr. Graves	D1122		JUN 3 - 1970		
Mr. Gutierrez	A1136				
Mr. Hartwich	A712		Mr. Hartwich		

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

ROUTING SLIP

Date May 25, 1970

TO -	Name	Room No.
1	Mr. Richard H. Demuth	D1128
2		
3		
4		

FOR -

<input type="checkbox"/>	Action	<input type="checkbox"/>	Initialing
<input type="checkbox"/>	Approval	<input type="checkbox"/>	Preparing Reply
<input type="checkbox"/>	Comment	<input type="checkbox"/>	Previous Papers
<input type="checkbox"/>	Filing	<input type="checkbox"/>	Noting and Returning
<input type="checkbox"/>	Full Report	<input type="checkbox"/>	Recommendation
<input type="checkbox"/>	Information	<input type="checkbox"/>	Signature

REMARKS

WASHINGTON POUCH

FROM - Fritz Steuber

UNESCO

Headquarters:
Washington, D.C., U. S. A.



INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT
Cable Address - INTBAFRAD PARIS

INTERNATIONAL DEVELOPMENT ASSOCIATION
Cable Address - INDEVAS PARIS



EUROPEAN OFFICE:
66~~4~~, AVENUE D'ÉNA, PARIS (16^e) - FRANCE
Telephone - 553-2510

May 22, 1970

Dear Dick,

After Wilton Park and the OECD Ministerial Conference which just ended, I found a number of new documents concerning the current session of the Unesco Board, two of which are attached; they are both entirely unexciting.

- a) 84 EX/22 Add. 1 - Study of the Capacity of the United Nations Development System

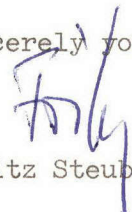
Once again this paper just refers to recent events in UNDP, and once more Mr. Maheu carefully refrains from putting on paper any personal opinion.

- b) 84 EX/33 - Co-Operation with the IBRD and the IDA

This concerns the approval by the Board of a supplement to the memorandum of understanding between the Bank and Unesco concerning the establishment of six additional posts in the Educational Planning and Administration Division and the Department of School and Higher Education.

Both subjects will come up for discussion during the week of May 25, and so will the Pearson Report (May 28/29).

With best regards,

Sincerely yours,

Fritz Steuber

Mr. Richard H. Demuth
Director
Development Services Department
I.B.R.D.
Washington, D.C. 20433

Washington, D.C. 20540
I.B.B.D.
Development Services Department
Director
Mr. Richard H. Denton

Eliza Steiner

Sincerely yours,

With best regards,

May 22, and so will the Pearson Report (May 28/58).
Both subjects will come up for discussion during the week of

the Department of School and Higher Education.
In the Educational Planning and Administration Division and
Unesco concerning the establishment of six additional posts
to the memorandum of understanding between the Bank and
UNESCO concerning the approval by the Board of a supplement

b) 84 EX/22 - Co-operation with the IBRD and the IDA

file on paper and personal opinion.
UNDP, and once more Mr. Mahon carefully reflects how dif-
ficult again this paper just refers to recent events in

Development System
a) 84 EX/55 Vol. I - Study of the Capacity of the United Nations

both entirely unexpected.
session of the Unesco Board, two of which are attached: they are
that ended, I found a number of new documents concerning the current
After Milton Park and the OECD Ministerial Conference which

Dear Dick,

May 22, 1958

Telephone - 223-2210

СЪДЪВАНЕ ДИВАНЪ БЪКЪС (ЕВ) - БЪКЪС
ЕВРОПЕАН ОФИСЪ

СЪДЪВАНЕ - ИНДЕЛЪВЪ БЪКЪС

INTERNATIONAL DEVELOPMENT ASSOCIATION

СЪДЪВАНЕ - ИНДЕЛЪВЪ БЪКЪС

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT



EXECUTIVE BOARD

EX

Eighty-fourth Session84 EX/33
PARIS, 11 May 1970
Original: EnglishItem 7.7 of the Agenda

CO-OPERATION WITH THE INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT (IBRD) AND THE INTERNATIONAL DEVELOPMENT ASSOCIATION (IDA)

1. It will be recalled that at its 67th session (4 May-6 June 1964), the Executive Board by its decision 67 EX/Dec. 6.4 authorized the Director-General to enter into working arrangements with the International Bank for Reconstruction and Development (IBRD) and the International Development Association (IDA) as set forth in a "Memorandum of Understanding" which was annexed to document 67 EX/15. As authorized by the Board at its 71st session (28 September-6 November 1965) (71 EX/Dec. 6.2), this Memorandum was later modified with respect to the cost sharing formula between Unesco and the IBRD/IDA (document 71 EX/16).
2. Since its inception, the Co-operative Programme undertaken by Unesco and the IBRD/IDA has developed very considerably and it has now become necessary to expand the scope of the Programme in the following ways:
 - (a) In addition to the operations provided for in the Memorandum of Understanding as amended, the Co-operative Programme will include the preparation of sector studies and of recommendations for country programmes for the education sector, and other services and studies relevant to particular aspects of educational development;
 - (b) the staff to be provided for the implementation of these additional activities will be established in appropriate places in the sector of education, outside the educational financing division. The number of posts will be determined from time to time by Unesco and the IBRD/IDA. For an initial period of two years, commencing 1 July 1970, six such posts will be established at P-5 level: three in the educational planning and administration division and three in the department of school and higher education.
3. These changes would entail modifications in the form of a supplement to the above mentioned Memorandum of Understanding. The draft text of this supplement is attached as Annex I to the present document.

4. The Executive Board may wish to adopt the following resolution:

The Executive Board

1. Having noted the proposals for expanding the scope of the Co-operative Programme undertaken by Unesco and the IBRD/IDA,
2. Authorizes the Director-General to agree to the proposals embodied in Annex I to document 84 EX/33 (Supplement to the Memorandum of Understanding).

ANNEX

20 April 1970
Legal Department, IBRD

(DRAFT)

SUPPLEMENT TO MEMORANDUM OF UNDERSTANDING WITH RESPECT TO WORKING
ARRANGEMENTS BETWEEN THE UNITED NATIONS EDUCATIONAL, SCIENTIFIC AND
CULTURAL ORGANIZATION AND THE INTERNATIONAL BANK FOR RECONSTRUCTION
AND DEVELOPMENT AND THE INTERNATIONAL DEVELOPMENT ASSOCIATION

WHEREAS a Memorandum of Understanding with Respect to Working Arrangements between the United Nations Educational, Scientific and Cultural Organization and the International Bank for Reconstruction and Development and the International Development Association, was signed by Unesco on 5 June 1964 and by the Bank and the Association on 15 June 1964 and was amended by an exchange of letters dated 27 June 1967 and 7 July 1967 respectively; and

WHEREAS both Unesco and the Bank⁽¹⁾ desire to include in the Co-operative Programme provided for in said Memorandum, as amended, the services of Unesco experts outside the Educational Financing Division (EFD) and to expand the scope of the Programme;

NOW THEREFORE the Memorandum, as amended, is hereby supplemented as follows:

1. Extension of co-operative programme

In addition to the activities provided for in said Memorandum of Understanding, as amended, the Co-operative Programme shall include, as may be agreed between Unesco and the Bank from time to time: (a) the preparation of sector studies and of recommendations for country programmes for the education sector; and (b) other services and studies relevant to particular aspects of educational development.

2. Additional Personnel

Unesco will provide, through its Educational Planning and Administration Division (EPAD) and its Department of School and Higher Education (EDS), for agreed activities in the Co-operative Programme, such man-years of professional services per year as shall be agreed from time to time by Unesco and the Bank. Accordingly, there shall be established in EPAD and EDS a corresponding number of Co-operative Programme posts at such levels and for such periods as shall be agreed from time to time by Unesco and the Bank. For an initial period of two years, commencing 1 July 1970 there shall be six such posts at P-5 level, three in EPAD and three in EDS.

(1) All references to the Bank in this Supplement shall be taken to include both the Bank and the International Development Association.

3. Agreement on activities

(a) All services to be performed under the Co-operative Programme by staff members of EDS and EPAD will be agreed in advance by Unesco and the Bank. They may be proposed by either Unesco or the Bank. Such agreement will normally be reached and subsequently reviewed during periodic review meetings of the programme. In reaching agreement the activity will be defined with respect to the country involved, the type of activity, the numbers and types of personnel required, their terms of reference and the timing and schedule of the activity. An estimate of the total man-months (or weeks) required will be made and travel and other supporting services (when necessary) will be indicated.

(b) Activities will normally be such as to require a substantial allocation of time (not less than one man-month). To ensure prompt completion and a high standard of performance, it is expected that staff members will be assigned to the activity on a full-time and continuous basis to the fullest extent possible. Unesco will notify the Bank of any significant change in this expectation or in the forecast schedule for the activity.

4. Selection and assignment of personnel

(a) Appointment of staff to fill the Co-operative Programme posts established in EDS and EPAD will be made by the Director-General of Unesco.

(b) To provide the agreed man-years of service to the Co-operative Programme by EDS and EPAD each of those units, following consultation with the Bank, will designate a panel of an agreed upon number of staff members of the unit for Co-operative Programme activities. Assignment of these staff members to agreed programme activities will thereafter be made by the Director of the unit. Occupants of the Co-operative Programme posts may or may not be designated as members of the panel. When necessary to accomplish an agreed activity within the Co-operative Programme, Unesco may propose other personnel in EDS or EPAD not on the panels and with the agreement of the Bank assign them to the activity.

(c) Nothing in this agreement is intended to preclude services by Unesco personnel outside EFD, EPAD and EDS, as contemplated in the Memorandum.

5. Accounting for services

Any services, including identifiable supervisory services, provided by the staff of EPAD or EDS for the Co-operative Programme will be chargeable against the man-years of service agreed from time to time under paragraph 2 above.

6. Communications

Communications concerned with normal operations of the Co-operative Programme will be through the Director of the Educational Financing Division.

Except as otherwise provided herein, this Supplement and the activities provided for herein shall be governed by the said Memorandum of Understanding, as amended, and related administrative arrangements.

Director-General
United Nations Educational,
Scientific and Cultural Organization

President
International Bank for Reconstruction
and Development and International
Development Association

Date _____

Date _____

EXECUTIVE BOARD

EX

Eighty-fourth Session

84 EX/22 Add.1
PARIS, 12 May 1970
Original: English

Item 7.4 of the Agenda

STUDY OF THE CAPACITY OF THE UNITED NATIONS DEVELOPMENT SYSTEM

Interim Report by the Director-General

ADDENDUM

1. As foreseen in paragraph 10 of document 84 EX/22, this addendum will serve to inform the Board of the decisions at the Special Session of the Governing Council of UNDP, called to consider the capacity of the United Nations development system, which was held in New York from 16 to 26 March, and of other developments which took place since the preparation of document 84 EX/22.
2. The Council established a drafting group composed of representatives of the following countries: Algeria, Belgium, Canada, Chile, Cuba, France, India, Pakistan, Sweden, Union of Soviet Socialist Republics, the United Kingdom, and the United Republic of Tanzania. The President of the Council Mr. W. Natorf (Poland) participated, and the Rapporteur Mr. G. Scolamiero (Italy) acted as chairman. The drafting group reached a consensus on the following conclusions:

COUNTRY PROGRAMMING

"General principles

1. Country programming should be used as a means to achieve the most rational and efficient utilization of resources at the disposal of UNDP for its activities in order to have the maximum impact on the economic and social development of the developing country concerned.
2. Country programming should be based on individual national development plans, or, where these do not exist, on national development priorities.

3. It is recognized that the government of the country concerned has the exclusive responsibility for formulating its national development plan or priorities. Individual developing countries should have, at their request, assistance from the United Nations in the general field of planning and from the Specialized Agencies in sectoral planning.
4. The programming of UNDP assistance should be carried out in each country within the framework of indicative planning figures constituting an order of magnitude of the resources expected to be available during the programme period from UNDP.
5. The country programme, based on national development plans or priorities and on the indicative planning figures, should be formulated by the government of the recipient country in co-operation, at an appropriate stage, with representatives of the United Nations system under the leadership of the Resident Representative of UNDP; it should coincide, where appropriate, with the period of the country's national development plan. The formulation of the country programme should involve:
 - a broad identification of the country's needs in the field of development co-operation, to be financed by UNDP, in relation to the country's overall development objectives;
 - as precise an indication as possible of the internal and UNDP inputs to meet these needs;
 - a list of projects to be subsequently worked out in greater or lesser detail for financing by the UNDP to implement the country programme.
6. The country programme of UNDP assistance should support activities which are meaningfully related to the country's development objectives. This implies that the assistance provided by UNDP, or of the projects so assisted constitute a programme which receives its coherence and balance from its relationship to these national objectives.
7. The Resident Representative should submit the country programme to the Administrator who in turn will submit it, with his recommendations, to the Governing Council for its approval. Approval should cover the entire period of the programme, with provision for annual review aimed at possible adjustments.
8. The country programme of UNDP assistance will take into account the totality of the available resources although it does not imply that all these resources must necessarily be devoted to country programmes.
9. The assistance of the United Nations must be sufficiently flexible to meet unforeseen needs or exceptional situations, which country programmes could not take into account.

Indicative planning figures

10. For the purpose of establishing the indicative planning figures, any remaining distinctions between the Technical Assistance and Special Fund components should be eliminated. The resources to be devoted to country programming should be a specified percentage of the total resources for the

current year, projected over a given period of time and including a rate of growth per annum over that period, one of the assumptions being that the resources of the programme will increase at least at the same rate as the average of the last few years.

11. The indicative country planning figures should not be construed as representing a commitment, but as a reasonably firm indication for the purpose of forward programming. The need for flexibility in determining the level of resources available for indicative planning figures is recognized. It will be necessary to make provision to meet unforeseen needs, to meet the special needs of the least developed of the developing countries, and to finance unanticipated projects or phases of projects which could have a catalytic rôle in the economic development of the country concerned. A contingency or reserve fund should be maintained to meet these requirements.

12. In principle, all the needs for UNDP assistance outside the country programme proper should be met from a single fund and not by creating separate funds for specific purposes. It is recognized, however, on the basis of past experience, that particular provision will have to be made for resources for regional, inter-regional and multinational projects emanating from requests from the countries concerned.

13. The indicative planning figures should be proposed by the Administrator to governments on the basis of the criteria and guidelines as established from time to time by the Governing Council. After taking into account any comments which governments may wish to make in regard to the figures, the Administrator should submit his final indicative planning figures for each country for approval by the Governing Council.

14. In order to achieve optimum utilization of UNDP contributions, the present policy of full funding of projects should be reviewed by the Governing Council, taking into account the views of the Administrator in order to ascertain to what degree it might be desirable and financially prudent to depart from this policy.

Co-ordination of UNDP and other inputs

15. Country programming should be mainly based on UNDP inputs.

16. Efforts should be made to achieve an integration in the process of country programming, at the country level, of the other inputs of the United Nations system, particularly those of the World Food Program, Unicef and some of the Specialized Agencies.

17. It will be the responsibility of the government to take into account, while preparing the country programme in the first instance, other external inputs, both multilateral and bilateral.

Formulation, appraisal and approval of projects

18. Project formulation should be an on-going process and need not await the approval of the country programme. To ensure the soundness of project formulation it should be carried out at the country level making full use of expertise available at that level.

19. Association of various kinds of expertise with the formulation of a particular project should be only at the specific request of the government which, in the light of the expertise available locally, is in the best position to know the type of expertise required.
20. The appraisal of each project should be, to the fullest extent possible an integral part of the process of formulation of the project. Thus smaller projects, up to a specified cost limit, should be appraised on behalf of UNDP by the Resident Representative. Responsibility for the appraisal of larger projects should rest with the Administrator. Specific recommendations should be made to the tenth session of the Governing Council by the Administrator on the procedure to be followed for the approval of projects."
3. In addition, the Governing Council requested the Administrator of UNDP to prepare for its tenth session (Geneva, 9-26 June), "additional documents which would cover, inter alia, the following matters:
- (i) Criteria for indicative planning figures, the time-table for country programming and other aspects of the development co-operation cycle, possible arrangements for handling global, regional and other non-country projects and aid from other sources;
 - (ii) financial resources including proposals for changes in current practices and procedures;
 - (iii) legislative and other factors involved in the removal of all distinctions between Technical Assistance and Special Fund types of projects; and
 - (iv) organization matters, including responsibilities of the Council, the administration at Headquarters and in the field, the executing agencies or agents, and certain preliminary indications of budgetary implications".
4. The Inter-Agency Consultative Board (IACB) held its ninth session in Geneva on 31 March and 1 April, and was attended by the Director-General. The Board considered the Progress Report of the Special Session of the Governing Council, and inter alia, the hope expressed by the Council that it might have before it further views of the Specialized Agencies concerning the capacity of the United Nations Development System. The Director-General pointed out that he was proposing that the Executive Board of Unesco should consider this subject at its 84th session, add that he would communicate to the Governing Council any resolution which the Board might adopt. He also proposed that IACB prepare a brief statement indicating (i) that the agencies had advised the Administrator on the first three items listed in paragraph 3 above; (ii) that some agencies were submitting the study to their governing bodies; and (iii) that the agencies were convinced that the United Nations Development System could increase its capacity and discharge greater responsibilities if the necessary collective and individual measures were adopted. It was agreed that the Director-General of the International Labour Office would prepare the statement.
5. The IACB than constituted the first of the working groups mentioned in paragraph 9 of document 84 EX/22 to assist the Administrator in preparing additional documentation requested by the Governing Council for its tenth session.

6. Inasmuch as the Governing Council did not discuss the question of implementation at its special session, neither the IACB nor the working group went into this subject. The Director-General, however, feels it appropriate to seize this opportunity to advise the Board of the measures which he has already taken to improve the implementation performance by Unesco of the UNDP financed projects.

7. In February, the Director-General established machinery under the Deputy Director-General for a monthly examination of the 117 UNDP/SF projects and 11 authorized pre-project activities executed by all four programme sectors. Monthly meetings are held for each sector with the Assistant Director-General, directors of departments and divisions and all the project officers of that sector. The major problems which are the subject of review are:

- (a) Stepping up negotiations with governments and UNDP so that plans of operations are signed within the deadline of one year established by the Director-General. (16 plans of operation for projects approved by the Governing Council of UNDP should be signed by 31 December 1970. Under the earlier deadline of 18 months, 9 should be signed by 30 June 1970.)
- (b) executing each authorized pre-project activity in accordance with a programme and financial plan (11 projects);
- (c) completing Secretariat actions on projects for the approval of the 1971 sessions of the Governing Council (39 projects);
- (d) projects whose execution is below 60 per cent of their plan (17 projects);
- (e) projects which present special programme and management problems (6 projects). In addition, the eight functional literacy projects which present special features are under constant review. Control data sheets on each of the above problems for use by project officers and directors of departments, have been established, which will develop into simplified PERT programming as from September when the computer services will become available. In this context, the Director-General has requested the Administrator of UNDP to send him every month a list of projects which the Administrator feels, on the basis of his information, demand special attention. The first group of such projects received from the Administrator (22) has been considered in the April review.

8. On the basis of the first two monthly reports for March and April from the Deputy Director-General on the management of the programme, the Director-General will personally examine in May the six projects (referred to in subparagraph (e) above) which present particular problems in their execution.



UNESCO

united nations educational, scientific and cultural organization
 organisation des nations unies pour l'éducation, la science et la culture

place de Fontenoy, Paris-7^e

MAY 28 REC'D

téléphone : 566-57.57, 705-97.49, 705-99.48
 câbles : Unesco Paris
 télex : 27 602 Paris

référence : EDS/70/174

- Ballantine
- Caraka
- Eurt
- Stewart
-
-
- Dir. Files
- Op. Files

21 May 1970

*cc. Mess. (Burt) ?
Stewart?*

Dear Mr. Ballantine,

I should like to refer to my letter to you of 18 February last and to the documents on the three project requests for Guatemala, Malaysia and Zambia, sent to you by separate registered post on the following day.

I hope you have been able to look into these requests and am very much looking forward to hearing from you with your comments.

Yours sincerely,

J.C. Cairns
 Director
 Literacy Division
 Department of Out-of-School Education

Mr. Duncan S. Ballantine
 Director, Education Projects Department
 International Bank for Reconstruction
 and Development,
 1818 H Street N.W.,
 Washington, D.C., 20433,
 U.S.A.

RECEIVED
MAY 29 1968

1968
Department of ...
Director ...

Department of ...
Director ...

[Handwritten signature]

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...

...

...



Organization of the National Aeronautics and Space Administration



UNESCO
united nations educational, scientific and cultural organization
organisation des nations unies pour l'éducation, la science et la culture

place de Fontenoy, Paris-7^e

téléphone : 566-57.57
câbles : Unesco Paris
télèx : 27 602 Paris

référence : PER/H.70/3032

21 May 1970

Dear Mr. Twining,


Thank you for your letter of 13 April 1970, addressed to Mr. Bolla, which has been passed to me for a reply.

The procedures for the reimbursement of salaries and allowances and the payment of travel advances and expenses in respect of staff members seconded or lent by International Agencies to serve on missions organized by the World Bank Group, as outlined in your letter, are in line with the practice already followed by the Organizations of the UN system in connection with reimbursable loans of staff.

We are, therefore, in full agreement with your proposals and have no changes to suggest.

We appreciate your bringing this matter to our attention.

Yours sincerely,


Pio-Carlo Terenzio
Director
Bureau of Personnel

P.S. - For your information, I should perhaps mention that Mr. Bolla is now Director of the Executive Office of the Director-General.

Mr. J.E. Twining, Jr.
Deputy Director of Administration
IBRD
1818 H Street, N.W.
Washington D.C. 20433, U.S.A




May 20, 1970

Mr. Malcolm S. Adiseshiah
Deputy Director-General
United Nations Educational, Scientific
and Cultural Organization
place de Fontenoy
Paris VII^e, France

Dear Mr. Adiseshiah:

Mr. McNamara has asked me to reply to your letter of April 17, which transmits a copy of Unesco's Draft Programme and Budget for 1971-1972 and indicates that comments intended for the General Conference can be received until July 30. We are glad to have received this document, and have no comment to make on it except to observe that the reference in paragraph 369, on page 59, should be to the Pearson Commission on International Development, rather than to the IBRD/IDA Commission on International Development.

Sincerely yours,



Richard H. Demuth
Director
Development Services Department

HG:tf

cc: Mr. Steuber

UNESCO

Form No. 27
(6-68)

INTERNATIONAL DEVELOPMENT
ASSOCIATION

INTERNATIONAL BANK FOR
RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL FINANCE
CORPORATION

OUTGOING WIRE

TO: STEUBER
INTBAFRAD
PARIS

DATE: MAY 20, 1970

CLASS OF SERVICE: TELEX

COUNTRY: FRANCE

HF

TEXT:
Cable No.: 639

REUR 728 LETTER MAILED TODAY AGREES NO ORAL OR WRITTEN STATEMENT ON UNESCO PROGRAMME AND BUDGET NECESSARY. RE PARAGRAPH 7 YOUR MEMORANDUM OF MAY 6, NO OTHER U.N. BODY HAS TAKEN ACTION SIMILAR TO UNESCO. HOWEVER UNITED NATIONS GENERAL ASSEMBLY OFFICIALLY INVITED PEARSON TO APPEAR AND PRESENT REPORT AND FAO DIRGEN HAS GIVEN US HIS AGENCY'S COMMENTS ON REPORT. ASIAN DEVELOPMENT BANK HAS ALSO GIVEN FORMAL CONSIDERATION TO REPORT. AM SURE YOU UNDERSTAND QUESTION RAISED BY RUSSIAN DELEGATE IS POLITICAL ISSUE IN WHICH BANK SHOULD NOT GET INVOLVED. REGARDS

DEMUTH

NOT TO BE TRANSMITTED

MESSAGE AUTHORIZED BY: *[Signature]*
NAME Richard H. Demuth
DEPT. Development Services
SIGNATURE _____
(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)

CLEARANCES AND COPY DISTRIBUTION:

RHD:tf

For Use By General Files and Communications Section

ORIGINAL (File Copy)

(IMPORTANT: See Secretaries Guide for preparing form)

Checked for Dispatch: _____

ORIGINAL (SEE COPY)

Checked for Delivery

KIND: FE

RECEIVED

For Use by the Communications Section

DISPATCHED

SIGNATURE (SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)

DEPT: DEPARTMENT OF COMMERCE

MAY 20 12 25 PM 1970

NAME: BUREAU OF COMMUNICATIONS

MESSAGE AUTHORIZED BY

[Handwritten signature]

MAY 20 12 37 PM 1970

COMMUNICATIONS SECTION

STANDARDIZATION AND DATA DISTRIBUTION

NOT TO BE TRANSMITTED

RECEIVED

INDICATED RECEIVED

URGENT MESSAGE IS LOGICALLY ISSUED IN WHICH BANK SHOULD NOT GET
CONSIDERATION TO BEFORE. IN CASE FOR UNDERSTAND QUESTION RAISED BY
COMMENTS ON BEFORE. USIA DEPARTMENT BANK HAS ALSO CLAIMED BEFORE
VIEWS AND PRESENT BEFORE AND TWO DIRECTOR HAS CLAIM AS HIS AGENCY'S
HOWEVER, DATED INFLUENCE CURRENT AGENCY OFFICIALLY IMPLIED BEFORE TO
OF MAY 6. NO OTHER P.M. BODY HAS TAKEN ACTION SIMILAR TO DIRECTOR.
DIRECTOR PROBABLY USE WOULD BE NECESSARY. BE BUREAU'S A LONG HISTORY
BANK HAS LETTER NOTED TODAY AGENCIES NO COPY OF WRITTEN STATEMENT ON

Copy No: 838
TEXT:

COPYING: FINANCE

[Handwritten initials]

TO: BANKS
INTERNATIONAL
SECRETARY

SERVICE CLASS OF

LETTER

DATE

MAY 20 1970

OUTGOING MESSAGE

ASSOCIATION INTERNATIONAL DEVELOPMENT (19-00) FORM NO. 33	RECONSTRUCTION AND DEVELOPMENT INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT	CORPORATION INTERNATIONAL FINANCE
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I N C O M I N G C A B L E

DATE AND TIME
OF CABLE: MAY 20, 1970

LOG NO.: RCA TELEX / 20

TO: INTBAFRAD

FROM: PARIS

R O U T I N G	
ACTION COPY:	MR. DEMUTH
INFORMATION COPY:	
DECODED BY:	

TEXT:

728 FOR DEMUTH

RE UNESCO EXECUTIVE BOARD SESSION WOULD APPRECIATE YOUR INSTRUCTIONS
REGARDING PARAGRAPHS SIX AND SEVEN MY MEMORANDUM TO YOU DATED
MAY 6. REGARDS

STEUBER

IR

FOR INFORMATION BEARING THE ABOVE NUMBER, PLEASE CONTACT THE COMMUNICATIONS SECTION EXT. 2057

MAY 20 10 25 AM 1970

COMMUNICATIONS SECTION

10

SEARCHED

TEXT RECEIVED

RECEIVED BY TELETYPE UNIT AND TRANSFERRED TO THE TELETYPE UNIT
BY THE TELETYPE UNIT OPERATOR. THE MESSAGE WAS RECEIVED FROM THE
TELETYPE UNIT OPERATOR.

TEXT

FROM: BUREAU
TO: MEMPHIS
INFO NO: HQ 100-1-30
ON DATE: MAY 20 1970
DATE AND TIME

DECODED BY: COPY: INFORMATION: ACTION COPY: HQ 100-1-30 HOLLIS
--

INCOMING CYCLE

May 20, 1970

Mr. J. C. Cairns
Acting Director
Department of Out-of-School Education
Unesco
Place de Fontenoy
Paris 7^e, France


Dear Mr. Cairns:

Thank you very much for your informative letter of April 20, 1970, on functional literacy which I was unable to answer earlier due to my absence from the office on a mission abroad.

Our meeting in Rome last year was most fruitful, and I am glad to learn that the conference has already given some good results.

Best regards,

Yours sincerely,



Mats Hultin
Education Adviser
Education Projects Department

MHultin:pj

UNESCO

I N C O M I N G C A B L E

DATE AND TIME
OF CABLE:

MAY 20, 1970

2015

LOG NO.:

WU 18 / 21

TO:

FENNELL INTBAFRAD

FROM:

PARIS

R O U T I N G

ACTION COPY:

EDUCATION PROJECTS

INFORMATION
COPY:

DECODED BY:

TEXT:

REQUEST FUTAGAMI MEET CARELLI AND ALLEBECK HOTEL INTERCONTINENTAL
DACCA REPEAT DACCA 28 MAY. DETAILS MISSION AIRMAILED 14 MAY.
CEYLON KIMMINS MISSION LEADER ARGYROPOULOS ECONOMICS PINGLEE
CONSULTANT FOR TECHNICAL VOCATIONAL MAGNEN AND TELLEZ MOLINA OR
ABU SCHARR AGRICULTURE ONE ILO FOR HOTEL TRADES TRAINING GAMBLE
GENERAL ALL SUBJECT TO FINALLIST OF PROJECT ITEMS TO BE AGREED.
THINT OK FOR BEYNON 1 JUNE. NIGER 15 COPIES DESPATCHED TO BANK
14 MAY. MOROCCO REPORT DESPATCHED GOVERNMENT 28 APRIL. MALAYSIA
ONE WEEK RECONNAISSANCE FOR POSSIBLE COUNTRY PROGRAMME PLANNING
DETAILS NOT YET FIXED MASSEE AND PERNAU-LLIMOS TO BE CONFIRMED

MOLLER UNESCO 7618

IR

COMMUNICATIONS
MAY 21 8 12 AM 1970

UNESCO

INCOMING CABLE

DATE AND TIME
OF CABLE:

MAY 20, 1970

LOG NO.:

RCA TELEX / 20

TO:

INTBAFRAD

FROM:

PARIS

ROUTING

ACTION COPY: MR. DEMUTH

INFORMATION
COPY:

DECODED BY:

TEXT:

728 FOR DEMUTH

RE UNESCO EXECUTIVE BOARD SESSION WOULD APPRECIATE YOUR INSTRUCTIONS

REGARDING PARAGRAPHS SIX AND SEVEN MY MEMORANDUM TO YOU DATED

MAY 6. REGARDS

STEUBER

IR

COMMUNICATIONS SECTION
MAY 20 10 52 AM 1970

TYPED

MAY 20 10 25 AM 1970

COMMUNICATIONS SECTION

13

SECRET

NYA Q RECEIVED

RECEIVED BY THE STATION SIX TWO SEVEN NA MONROVIA TO THE DIRECTOR

RE THE ABOVE MENTIONED MESSAGE MONROVIA TELETYPE ROOM TELETYPE

AND FOR THE DIRECTOR

TEXT

FROM: NYA

TO: DIRECTOR

FOR INFO: NYA TELETYPE / 50

OR CABLE: NYA 20 1030
DATE AND TIME

DECODED BY:	
COPIES:	
INFORMATION:	
CLASSIFICATION:	SECRET
NO. 13	

INFORMING CABLE

May 20, 1970

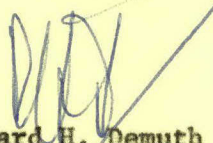
Mr. Fritz Steuber
European Office
International Bank for Recon-
struction and Development
64/66 Avenue d'Iena
Paris 16^e, France

Dear Fritz:

We have concluded here that we agree with your last observation in your cable No. 505 on Unesco's Draft Programme and Budget for 1971-1972, i.e., that there is no need to comment on it either orally or in writing. Attached is a copy of a letter to Mr. Adiseshiah which in effect says that, although it notes the inaccuracy of the reference to the Pearson Commission as "the IBRD/IDA Commission."

With best regards,

Sincerely yours,



Richard H. Demuth
Director

Development Services Department

Attach.

RHD:tf



UNESCO - Ry D
 united nations educational, scientific and cultural organization
 organisation des nations unies pour l'éducation, la science et la culture

MAY 19 1970 REC'D

place de Fontenoy, Paris-7^e

téléphone : 566-5757, ~~108/97/49/108/99/48~~
 câbles : Unesco Paris
 télex : 27 602 Paris

référence : EP 8050/7/3191

- Ballantine
- Burt
- Stewart
- Div. Files
- Op. Files

cc. of letter & yellow pages
 Mrs. Huelin
 Bank
 Stewart
 Fennell
 Cahill } 20

Dear Duncan,

We have been thinking about the possibility of shortening the total time that elapses between the date on which we send a Project Identification Mission and the date on which loan or credit agreements are signed. If I remember correctly this total time lapse is now of the order of 22 months and we shall probably have to shorten it if we are to meet the Bank's lending targets for education during the next few years.

... It is in this context that we have prepared some statistics concerning the time it takes for us to send PIM Reports to the Governments. Attached please find a copy of these statistics which show inter alia the time required for actual report writing, for reproduction and translation, and for despatch. We are now investigating the reasons for delays at each stage and ways and means of reducing some of the variables involved. It is in this connection also that we have done a PERT analysis of the report writing stage of PIMs and I attach for easy reference another copy of this analysis.
 ...

As another step towards streamlining our operations, I would now propose to instruct some of our PPMs to omit part A of the loan request altogether. As you know part A, following the present version of our PPM Guide, covers a description of the system of education against the background of needs for over-all development. However, nearly all the data are already covered in our PIM Reports. Therefore, in cases where we have recently undertaken a PIM, for example Ceylon and Morocco, there would seem to me to be no need for repeating these data in the request. You will recall that our PPM Guide was based on the guidelines established by the Bank in 1964 at a time when we had no PIM Reports. Now that we have these reports as well as experience acquired on the past five years, I feel that we should drop part A of requests.

The advantage is, of course, that our PPMs would have more time at their disposal for the planning of individual project items. It is expected that planning of educational institutions could be done more thoroughly if PPMs did

Mr. D. S. Ballantine
 Director
 Education Projects Department
 I.B.R.D.
 1818 H Street N.W.
 WASHINGTON D.C. 20433
 U.S.A.

U.S.A.
 WASHINGTON D.C. 20540
 1818 H Street N.W.
 I.B.B.D.
 Education Projects Department
 Director
 Mr. D. S. Ballantine

APR 19 11 9:49

RECEIVED

Planning of educational institutions could be done more thoroughly if BWA and
 agencies for the planning of institutions were. It is expected that
 the advantages of, of course, that all BWA would have more time at their

best time years. I feel that we should do best of of leaders.
 Heber. Now that we have these leaders as well as experience acquired on the
 the different aspects of the bank in that of a time when we had no BWA
 these days in the leader. Don't miss that all BWA might be passed on
 example of the and Morocco, these would seem to me to be no need for leadership
 Heber. Therefore, in cases where we have recently introduced a BWA for
 all development. However, nearly all the days are already covered in our BWA
 description of the system of education through the recognition of needs for devel-
 as you know best of, following the present situation of our BWA, covers a
 to include some of our BWA to our best of of the joint leader agreement.
 As another step towards strengthening our operations, I would now propose

I attach for your reference another copy of this analysis.
 Also that we have done a BWA analysis of the leader making sense of BWA and
 means of leading some of the activities involved. It is in this connection
 we are now investigating the reasons for delays of each stage and ways and
 for solving leader making, for leadership and management, and for gathering.
 Please find a copy of these statistics under your file for the time being.
 If it is in this context that we have prepared some statistics concerning

figures for education during the next few years.
 We shall hopefully have to report it to me and to meet the bank's lending
 remember collectively this report time table is now of the order of 25 months and
 mission and the date on which joint or credit agreements are signed. It is
 time that delays between the date on which we send a project identification
 We have been thinking about the possibility of shortening the total

Dear Duncan,

reference: EB 8020/1/21

telex: 21 602 Paris
 cables: Unesco Paris
 telephone: 222-2121

Place de Fontenay, Paris-7e

- Mr. BWA
- Mr. EWA
-
-
- Director
- BWA
-

13 May 1980
 Mr. H. H. H.
 Mr. J. J. J. & K. K. K.

MAY 1 9 1980



Organization des Nations Unies pour l'éducation, la science et la culture
 United Nations Educational, Scientific and Cultural Organization

UNESCO - BWA - D


not have to worry about a description of the total system. Furthermore, it is hoped that if each project item is given more attention during the preparation stage, this would in turn save time for your appraisal missions.

In fact, we have been thinking about a combination of preparation and appraisal but this is, of course, a matter for you to decide. In my view, our recent decision to have one member of the appraisal team participate in our PPMs is already a step in this direction. You will probably agree that there is at present some overlapping between the work done by PPMs and by your appraisal teams in spite of our efforts to have agreed norms and standards for space requirements and other variables.

To sum up, I think we ought to accelerate the operation and on our side we have begun analysis of some of our data. If you agree with the general idea, we should probably discuss at one of our next meetings ways and means for the increasingly efficient deployment of our combined staffs.

With best regards,

Yours sincerely,



W. van Vliet
Director
Educational Financing Division
Department of Planning and
Financing of Education

Educational Financing Division

8 May 1970

Table showing length of time taken for writing, reproduction and despatch of Project Identification Mission Reports

COUNTRY	Mission in field				Writing, reproduction and despatch of Report						Total
	Departure date	Return date	No. of days in field	Total no. of pages of Report	No. of days for writing of Report in EP.F	No. of days for reproduction of Report by DP	No. of days for translation and reproduction of Report by DP	Date Report sent to Government	No. of days for clearance of Report and covering letter in House		
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	
Paraguay	28. 8.66	9.10.66	42	130	138	14	35	12. 4.67	12	185	
Bolivia	9. 9.66	14.10.66	35	71	168	42	54	12. 6.67	19	241	
Ecuador	17. 9.66	24.10.66	37	108	73	13	47	28. 2.67	7	127	
Chile	8. 1.67	26. 2.67	49	80	157	9	33	14. 9.67	10	200	
Rwanda	20. 1.68	21. 2.68	32	107	63	36	56	27. 6.68	7	126	
Chad	30. 1.68	21. 2.68	22	49	106	26	59	28. 8.68	23	188	
Algeria	1. 6.68	22. 6.68	21	107	150	10	44	16.12.68	18	178	
Iran	25. 8.68	10.10.68	46	88	97	23	-	25. 2.69	18	138	
Spain	22.10.68	19.11.68	28	71	90	39	46	15. 4.69	11	147	
China	30.12.68	19. 2.69	51	90	99	24	-	2. 7.69	9	132	
Congo(B)	15.1.69	17. 2.69	33	132	91	24	60	27. 6.69	18	133	
Botswana)				58	91	27	-	31. 7.69	31	149	
Lesotho)	23. 1.69	1. 3.69	37	46	111	20	-	1. 8.69	22	153	
Swaziland)				64	111	28	-	4. 8.69	17	156	
Uganda	11. 2.69	17. 3.69	34	125	101	28	-	29. 7.69	5	134	

.../...

EP.F/2268/8.5.70

COUNTRY	Mission in field			Writing, reproduction and despatch of Report						
	Departure date	Return date	No. of days in field	Total no. of pages of Report	No. of days for writing of Report in EP.F	No. of days for reproduction of Report by DP	No. of days for translation and reproduction of Report by DP	Date Report sent to Government	No. of days for clearance of Report and covering letter in House	Total
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)
Jordan	18.3.69	15.4.69	28	115	135	21	-	25. 9.69	7	163
Somalia	8.5.69	2.6.69	25	81	105	23	-	21.10.69	13	141
Senegal	12.5.69	8.6.69	27	162	59	30	55	22. 9.69	17	106
Turkey	15.7.69	5.8.69	21	103	127	23	-	6. 1.70	4	154

UNESCO

INCOMING CABLE

DATE AND TIME
OF CABLE:

MAY 13, 1970

2053

ROUTING
ACTION COPY: EDUCATION PROJECTS
INFORMATION COPY:
DECODED BY:

LOG NO.:

ITT 5/14

TO:

BALLANTINE INTBAFRAD

FROM:

PARIS

TEXT:

RECOURTEL CONFIRM WE CONCUR WITH STUDY HIGHER
TECHNICAL EDUCATION IRAN

VANVLIET

UNESCO 07226

BF

COMMUNICATIONS SECTION
MAY 14 3 12 PM 1970

TYPED

MAY 14 9 15 AM 1970
COMMUNICATIONS
SECTION

AMSCO 01352

ANNAPOLIS

SECURITY INFORMATION

RECEIVED OFFICE OF THE DIRECTOR OF NATIONAL SECURITY

TEXT:

FROM:

AMSCO

TO:

SECURITY INFORMATION

TOP SECRET:

TOP SECRET

OF CYBERS
DATE AND TIME

MAY 13 1970

0930

DECODED BY:	
CLASS:	
INFORMATION:	
SECTION OFF:	SECURITY INFORMATION
HOLDING	

INCOMING CYBERS



UNESCO files
united nations educational, scientific and cultural organization
organisation des nations unies pour l'éducation, la science et la culture

place de Fontenoy, 75 Paris-7^e

telephone : 566-57.57
cables : Unesco Paris
télex : 27 602 Paris

référence : PERSONAL & CONFIDENTIAL

DECLASSIFIED

MAY 11 2023

13 May 1970

WBG ARCHIVES

Dear Duncan,

I have your letter of 8 May concerning the one man petition that was circulated in the Secretariat of Unesco as was quoted in "Le Monde" of 25 April.

However, I am unable to send you a copy of this paper for reasons I am sure you will understand.

With best regards,

Yours sincerely,

W. van Vliet
Director
Educational Financing Division
Department of Planning and
Financing of Education

Mr. Duncan S. Ballantine
Director
Education Projects Department
I.B.R.D.
1818 H. Street, N.W.
Washington D.C. 20433
U.S.A.

cc: Mr. Chabnet

ROUTING SLIP

Date

24 May

NAME

ROOM NO.

Mr. Spurnworth

D-532

Mr. Demuth

D-1128

SOLOMON

To Handle

Note and File

Appropriate Disposition

Note and Return

Approval

Prepare Reply

Comment

Per Our Conversation

Full Report

Recommendation

Information

Signature

Initial

Send On

REMARKS

This is of some interest to us but we have no one to send. It may be of interest to Economics Dept in connection with Mr. Holm's study of models.

Someone from the Econ. Dept will go. Pls. send documentation to Sector and Projects Studies Div.

From

D.S. Ballantine

703

ROUTING SLIP		Date <i>May 27</i>
NAME		ROOM NO.
<i>Mr. Stevenson</i>		
<i>urgent</i>		
<input type="checkbox"/>	To Handle	<input type="checkbox"/> Note and File
<input type="checkbox"/>	Appropriate Disposition	<input type="checkbox"/> Note and Return
<input type="checkbox"/>	Approval	<input type="checkbox"/> Prepare Reply
<input type="checkbox"/>	Comment	<input type="checkbox"/> Per Our Conversation
<input type="checkbox"/>	Full Report	<input type="checkbox"/> Recommendation
<input type="checkbox"/>	Information	<input type="checkbox"/> Signature
<input type="checkbox"/>	Initial	<input type="checkbox"/> Send On
REMARKS		
<p><i>This seminar is of sufficient interest to warrant our attendance.</i></p> <p><i>The logical participant would be <u>Mr. Holm</u>. However if the language is French or Spanish Mr. Thias would need to go. (He would take care of a Tunisian trip the same time)</i></p>		
From <i>John R.</i>		

ROUTING SLIP		Date 5/19/70
NAME		ROOM NO.
Mr. Ballantine		A637
Mr. Kamarch		D529
<input type="checkbox"/>	To Handle	<input type="checkbox"/> Note and File
<input type="checkbox"/>	Appropriate Disposition	<input type="checkbox"/> Note and Return
<input type="checkbox"/>	Approval	<input type="checkbox"/> Prepare Reply
<input type="checkbox"/>	Comment	<input type="checkbox"/> Per Our Conversation
<input type="checkbox"/>	Full Report	<input type="checkbox"/> Recommendation
<input type="checkbox"/>	Information	<input type="checkbox"/> Signature
<input type="checkbox"/>	Initial	<input type="checkbox"/> Send On
REMARKS		
<p>Are either of you interested in sending a representative?</p> <p style="text-align: right;">WHD</p>		
From Richard H. Demuth		

INTERNATIONAL BANK FOR
RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL DEVELOPMENT ASSOCIATION

MAIL ADDRESSED
TO THE
PRESIDENT

INCOMING MAIL ROUTING SLIP				Date MAY 18 1970	
Mr. Aldewereld	A1226		Mr. Hoffman	D1123	
Mr. Alter	A837		Mr. Kamarck	D529	
Mr. Baum	C303		Mr. Knapp	A1230	
Mr. Benjenk	A712		Mr. Lejeune	C502	
Mr. Broches	A813		Mr. McNamara	A1230	
Mr. Cargill	A613		Mr. Mendels	A1219	
Mr. Chadenet	C303		Mr. Nurick	A802	
Mr. Chaufournier	C702		Sir Denis Rickett	A1230	
Mr. Cheek	C702		Mr. Ripman	D1029	
Mr. Wm. Clark	D928		Mr. Rotberg	D827	
Mr. Cope	A1214		Mr. Stevenson	D532	
Mr. Demuth	D1128		Mr. Twining	D1032	
Mr. Diamond	C913		Mr. Votaw	A613	
Mr. El Emary	A1143		Mr. Wiese	A837	
Mr. Fontein	C602		Mr. Williams	C502	
Mr. Fowler	A1219		Mr. Wright	A1136	
Mr. Friedman	A1221				
Mr. Goodman	C602				
Mr. Graves	D1122				
Mr. Gutierrez	A1136				
Mr. Hartwich	A712				



UNESCO
united nations educational, scientific and cultural organization
organisation des nations unies pour l'éducation, la science et la culture

place de Fontenoy, Paris-7^e

The Director-General

reference : DG/4.5/18/658

12 May 1970

Dear Mr. McNamara,

Pursuant to Resolution 4.511 (d) adopted by the General Conference of Unesco at its fifteenth session, I have decided to convene a Seminar on the use of mathematical models in educational planning.

The Seminar will discuss (a) the practical experience obtained so far with the use of the Unesco Educational Model, especially in Spain, with a view to further improvement of the model and its possible use in other countries; and (b) new theoretical options for future work in the field of models for educational planning (e.g., multi-modelling, heuristic programming, etc.).

I have pleasure in inviting you to send an observer to take part in this Seminar, which will be held in Madrid from 8 to 13 June 1970.

The working papers and other documentation for the Seminar are being sent to you under separate cover.

Yours sincerely,

René Maheu

Mr. Robert S. McNAMARA
President
International Bank for Reconstruction
and Development
1818 H. Street, N.W.
Washington, D.C. 20433

U.S.A.

U.S.A.

Washington, D.C. 20433
1818 N. Street, N.W.
and Development
INTERNATIONAL BANK FOR RECONSTRUCTION
President
Mr. Robert S. McNamara

Very much

Mr. Moran

Yours sincerely,

Seminar are being sent to you under separate cover.

The working papers and other documentation for the

to 13 June 1960.

take part in this seminar, which will be held in Madrid from 8

I have pleasure in inviting you to send an observer to

etc.)

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theoretical options for future work in the field of models for
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especially in Spain, with a view to further improvement of the
obtained so far with the use of the Unesco Educational Model.

The seminar will discuss (a) the practical experience

educational planning.

to convene a seminar on the use of mathematical models in

Conference of Unesco at its fifteenth session, I have decided

pursuant to Resolution IV.211 (d) adopted by the General

Dear Mr. McNamara,

Reference: DC/4.2/18/028

13 May 1960

The Director-General

Place de Fontenay, Paris-7e



organisation des nations unies pour l'éducation, la science et la culture
united nations educational, scientific and cultural organization

UNESCO
May 12, 1970

Mr. A. Vrioni
Director of the Division of the Preservation
and Development of the Cultural Heritage
UNESCO
Place de Fontenoy, 75
Paris 7^e, France

Dear Mr. Vrioni:

I am sorry for the delay in replying to your letter of April 8, 1970, in which you asked whether we might write an article on the economic implications of tourism for your manual on the development of cultural tourism.

While we are of course continuously concerned with the economic implications of tourism in the countries where we expect to have lending operations, the article you have in mind would, I believe, require a considerable amount of research and staff time over and above our regular work load. I have been involved in recent weeks in a detailed assessment of our work in the next two years and of our likely staff availability. It is clear that our work load, given the small size of our staff, will be very heavy in the next year, and for this reason I do not see the possibility of our completing a satisfactory article given the amount of research required to cover the subject adequately.

I am sorry to have to be so negative. Once we are stronger staffed, we will be able to do more in response to requests such as yours, but I am afraid we will not be in this happy position at least for this year.

Sincerely yours,

A. Koch

A. F. Koch
Director

Tourism Projects Department

JAS
JASimmons/AFKoch/mm
IBRD



united nations educational, scientific and cultural organization
 organisation des nations unies pour l'éducation, la science et la culture

place de Fontenoy, Paris-7^e

MAY 12 REC'D

le Directeur général

référence : DG/1.3/8051/42/3178

le 8 mai 1970

~~Stewart~~
 Stewart

 Div. Files
 Op. Files

Monsieur le Premier Ministre,

J'ai l'honneur d'accuser réception de votre lettre n° 439
 PM/SGG/CAB/CTL, en date du 15 avril 1970, par laquelle vous avez
 bien voulu me faire savoir que l'Institut national d'études et d'action
 pour le développement de l'éducation dont vous envisagez la création
 à Dakar sera rattaché au Ministère de l'éducation nationale.

En vous remerciant de cette communication, je tiens à vous
 dire combien je me félicite d'une décision qui, j'en suis convaincu,
 est de nature à accroître les chances de succès de la réforme
 pédagogique que l'Institut serait chargé d'entreprendre. Comme j'ai
 déjà eu l'occasion de vous l'indiquer, je ne manquerai pas d'appuyer
 la demande de votre Gouvernement auprès du Président de la Banque
 internationale pour la reconstruction et le développement.

Je vous prie d'agréer, Monsieur le Premier Ministre, les
 assurances de ma haute considération.

René Maheu

S. Exc. Monsieur Abdou DIOUF
 Premier Ministre
 Dakar
 République du Sénégal

UNESCO

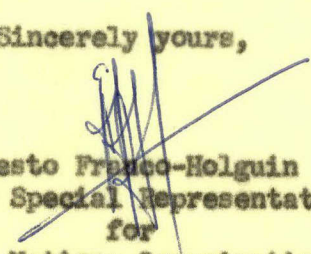
May 8, 1970

Dear Mr. Maheu:

On the President's behalf I wish to acknowledge your letter of April 3, 1970 and to thank you for inviting the Bank to be represented at the 84th Session of the Executive Council of Unesco to be held in Paris from May 4 to June 19 of this year.

I am pleased to inform you that the Bank will be represented by Mr. Arthur Karasz, Director, and Mr. Fritz A. Steuber of our European Office. We will appreciate it if you will send any documentation relating to the meeting to Messrs. Karasz and Steuber at our office in Paris whose new address is 66 Avenue d'Iena, Paris 16^e.

Sincerely yours,


Ernesto Franco-Holguin
Deputy Special Representative
for
United Nations Organizations

Mr. R. Maheu
Director General
Unesco
Place de Fontenoy
Paris 7^e, France

Cleared with Mr. Ballantine
Cleared with and cc: Mr. Karasz

EF-H:cc

DECLASSIFIED

May 8, 1970

PERSONAL & CONFIDENTIAL

MAY 11 2023

Mr. W. van Vliet
Director
Educational Financing Division
Department of Planning and
Financing of Education
Unesco
Place de Fontenoy
Paris 7e, France

WBG ARCHIVES

Dear Van:

In Le Monde of April 25, an article describing discussions within the Secretariat of Unesco has naturally attracted some attention here and I have been asked if it would be possible to secure a copy of the petition that was submitted by members of the staff. I would be grateful if you could send me such a copy on a purely informal and confidential basis. At the same time, if for any reason you feel this is not possible, I will fully understand.

With best regards,

Sincerely,



Duncan S. Ballantine
Director
Education Projects Department

DSB:sfu

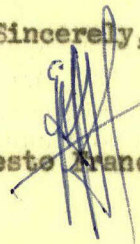
May 8, 1970

Dear Arthur:

Attached is a copy of my letter to Unesco of this same date informing them that you and Fritz will represent the Bank at the Session of their Executive Council. Your letter of April 29 was delayed in the mail and did not get here until today. This is the reason for my cable which Chatenay acknowledged.

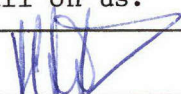
All the best,

Sincerely,


Ernesto Franco-Holguin

Mr. Arthur Karasz
European Office
IBRD
66 Avenue d'Iena
Paris 16^e, France

EF-H:cc

ROUTING SLIP		Date May 12, 1970
NAME		ROOM NO.
Mr. Ballantine		A637
<i>Mr. Demuth</i>		
To Handle	Note and File	
Appropriate Disposition	Note and Return	
Approval	Prepare Reply	
Comment	Per Our Conversation	
Full Report	Recommendation	
Information	Signature	
Initial	Send On	
REMARKS		
<p>Attached is a letter from Rene Maheu and a proposed reply for Mr. McNamara's signature upon his return. Is the reply agreeable to you? <i>agreed by Mr. Ballantine</i></p> <p>I assume that your Department will ^{<i>see</i>} take the initiative in preparing the necessary documents for presentation of this matter to the Executive Directors. If my Department can be of any help on this, please feel free to call on us.</p>		
From		
Richard H. Demuth 		

MAIL ADDRESSED
TO THE
PRESIDENT

INCOMING MAIL ROUTING SLIP

Date MAY 12 1970

Mr. Aldewereld	A1226	Mr. Hoffman	D1123
Mr. Alter	A837	Mr. Kamarck	D529
Mr. Baum	C303	Mr. Knapp	A1230
Mr. Benjenk	A712	Mr. Lejeune	C502
Mr. Broches	A813	Mr. McNamara	A1230
Mr. Cargill	A613	Mr. Mendels	A1219
Mr. Chadenet	C303	Mr. Nurick	A802
Mr. Chaufournier	C702	Sir Denis Rickett	A1230
Mr. Cheek	C702	Mr. Ripman	D1029
Mr. Wm. Clark	D928	Mr. Rotberg	D827
Mr. Cope	A1214	Mr. Stevenson	D532
Mr. Demuth	D1128	Mr. Twining	D1032
Mr. Diamond	C913	Mr. Votaw	A613
Mr. El Emary	A1143	Mr. Wiese	A837
Mr. Fontein	C602	Mr. Williams	C502
Mr. Fowler	A1219	Mr. Wright	A1136
Mr. Friedman	A1221		
Mr. Goodman	C602		
Mr. Graves	D1122		
Mr. Gutierrez	A1136		
Mr. Hartwich	A712		

cc Office of the President



UNESCO 5/12 *

united nations educational, scientific and cultural organization
organisation des nations unies pour l'éducation, la science et la culture

place de Fontenoy, Paris-7^e

The Director-General

6 May 1970

reference : DG/1.3/8050/2/3177

✓
Dear Mr. McNamara,

Thank you for your letters of 14 and 23 April 1970 concerning the expansion of the Co-operative Programme. I was pleased to note that you too agree with the substance of the proposals worked out between our staffs.

The draft Supplement to the Memorandum of Understanding enclosed with your letter of 23 April appears to me to reflect these proposals accurately and has my agreement, except for a minor change in the wording of paragraph 4 (a). Instead of saying "Appointment of staff to fill the Co-operative Programme posts established in EDS and EPAD will be made by Unesco", I propose "Appointment of staff to fill the Co-operative Programme posts established in EDS and EPAD will be made by the Director-General of Unesco".

I intend to submit this draft to the Executive Board at its present session (4 May to 19 June 1970).

I very much hope that it will be possible for us to put these proposals into effect on 1 July 1970, as suggested in your letter of 14 April.

Yours sincerely,

René Maheu -
René Maheu

Mr. Robert S. McNAMARA
President
International Bank for Reconstruction
and Development
1818 H. Street N.W.
Washington D.C. 20433
(United States of America)

Aek 5/26/70

(United States of America)
Washington D.C. 20533
1818 N. Street N.W.
and Development
INTERNATIONAL BANK FOR RECONSTRUCTION
PRESIDENT
MR. ROBERT S. MCNAMARA

1970 MAY 12 AM 8:28

RECEIVED

Kené Maren

Kené Maren

Yours sincerely,

In your letter of 14 April.
But these proposals into effect on 1 July 1970, as suggested
I very much hope that it will be possible for us to
at its present session (4 May to 18 June 1970).
I intend to submit this draft to the Executive Board

Director-General of Unesco.
Production costs estimated in EDS and EBAD will be made by the
Unesco. I propose "appointment of staff to fill the co-operative
Production costs estimated in EDS and EBAD will be made by
of staff "appointment of staff to fill the co-operative
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reflect these proposals accurately and has my agreement, except
standing enclosed with your letter of 23 April appears to me to
the draft supplement to the memorandum of Under-

the proposals worked out between our staffs.
was pleased to note that you too agree with the substance of
concerning the expansion of the co-operative programme. I
Thank you for your letters of 14 and 23 April 1970

Dear Mr. McNamara:

reference: DC\T.3\8020\5\3T11

The Director-General

2 May 1970

Place de Fontenay, Paris-7e



organisation des nations unies pour l'éducation, la science et la culture
united nations educational, scientific and cultural organization



UNESCO



international institute for educational planning
institut international de planification de l'éducation

7, rue Eugène-Delacroix, Paris-16^e

téléphone: 525.70.10
câbles: Eduplan Paris

Référence: IIEP/Dir.70.354

5 May 1970


Dear Mr. Ballantine,

May I refer to my letter of 8 April regarding the study seminar on educational planning to be held in Paris from 8 to 12 June 1970.

I would appreciate receiving an early reply as to the possible participation of a representative of the World Bank in this seminar so that we can make all the necessary arrangements for his stay in Paris.

Looking forward to hearing from you,

Yours sincerely,


Raymond Poignant
Director

Mr. Duncan Ballantine
Assistant Director
Projects Dept, in charge of education
I.B.R.D.
1818 H Street, N.W.
Washington D.C. 20433 (U.S.A.)

Original to: *Educ. Prof*
Date: *5-8-70* Communications
Section

UNESCO

INTERNATIONAL DEVELOPMENT
ASSOCIATION

INTERNATIONAL BANK FOR
RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL FINANCE
CORPORATION

OUTGOING WIRE

TO: VAN VLIET
UNESCO
PARIS

DATE: May 5, 1970

CLASS OF SERVICE: Full rate TELEX

COUNTRY: FRANCE

PLS

TEXT:
Cable No.:

REURCAB MAY FOURTH PRIMO AREA DEPARTMENT YESTERDAY CABLED SPRINGUEL IN TUNIS QUOTE REFERENCE PROPOSED THIRD EDUCATION PROJECT STOP MINISTER MZALI HAS REQUESTED UNESCO DIRECTLY FOR PROJECT PREPARATION MISSION TO VISIT TUNIS AS FROM JUNE 3 WITHOUT RESPONDING TO OUR CABLES OF APRIL 9 AND 15 CONCERNING PRIOR SHORT RECONNAISSANCE MISSION BY VAN DIJK AND UNESCO EDUCATION SPECIALIST STOP PURPOSE OF RECONNAISSANCE MISSION WOULD BE TO REACH AGREEMENT WITH GOVERNMENT ON COMPOSITION OF PROPOSED THIRD EDUCATION PROJECT COMMA TO REVIEW PRESENT STATUS EDUCATION PLANNING AND TO EVALUATE PROGRESS MADE IN PREPARING BACKGROUND INFORMATION STOP THIS RECONNAISSANCE ESSENTIAL BEFORE UNESCO PROJECT PREPARATION MISSION STOP SUGGEST VAN DIJK AND UNESCO SPECIALIST ARRIVE TUNIS MAY ELEVEN FOR STAY OF ABOUT ONE WEEK STOP PLEASE EXPLAIN OUR VIEWS AND WOULD APPRECIATE AN URGENT CABLED REPLY REGARDS BENJENK UNQUOTE WILL KEEP YOU INFORMED STOP SECONDO ETTORI FRENCH ECONOMIST NOMINATED FOR TUNISIA PPM REGARDS

BURT

INTBAFRAD

NOT TO BE TRANSMITTED

AUTHORIZED BY:

NAME Mr. S.J.G. Burt

DEPT. Education Projects Department

SIGNATURE (SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)

REFERENCE: CPvD:lh

ORIGINAL (File Copy)

(IMPORTANT: See Secretaries Guide for preparing form)

CLEARANCES AND COPY DISTRIBUTION:

Cleared and c.c.: Mr. Calika
Mr. Julin

For Use By Communications Section

Checked for Dispatch:

UNPROCESSED - See procedures guide for processing (only)

Checked for Discharge - See procedures guide for processing (only)

ORIGINAL (with copy)

REFERENCE: *CLAD: 10*
SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE: *[Signature]*

By Use of Communications Section

DEPT: Education Projects Department

DISPATCHED

NAME: Mr. S. J. G. Burt

MAY 5 6 19 PM 1970

Mr. J. J. G. Burt
Mr. S. J. G. Burt

AUTHORIZED BY: _____ COPY DISTRIBUTION: _____

COMMUNICATIONS SECTION

NOT TO BE TRANSMITTED

UNRECORDED
FILE

RECEIVED
MAY 5 5 14 PM 1970
COMMUNICATIONS

SECOND EDITION WHICH ECONOMIC MONITORING FOR JUNIOR HIGH SCHOOLS
WAS SENT OUT BY THE BUREAU OF ECONOMIC MONITORING WILL KEEP YOU INFORMED OF
OF YOUR OWN WORK AND PLEASE EXPLAIN OUR ATTEMPT AND MONITOR APPROPRIATE
SUGGEST AND WORK AND UNESCO SPECIALISTS VISITING JUNIOR HIGH SCHOOLS FOR
RECOGNITION ESSENTIAL BEFORE UNESCO PROJECT PRESERVATION MISSION
TO FACILITATE PROGRESS MADE IN PRESERVING BACKGROUND INFORMATION OF THIS
EDUCATION PROJECT COME TO REALIZE PRESENT JUNIOR HIGH EDUCATION PLANNING AND
BEFORE REACH AGREEMENT WITH GOVERNMENT ON COMPOSITION OF PROPOSED JUNIOR
HIGH EDUCATION SPECIALISTS AND PURPOSE OF RECOGNITION MISSION WHICH
WILL BE CONCERNING THIS SCHOOL RECOGNITION MISSION BY JUNIOR HIGH AND
ALSO JUNIOR HIGH WHICH WILL BE RESPONDING TO OUR OFFICE OF JUNIOR
HIGH HAS REQUESTED UNESCO DIRECTLY FOR PROJECT PRESERVATION MISSION TO
JUNIOR HIGH RESEARCH PROPOSED JUNIOR HIGH EDUCATION PROJECT OF JUNIOR
HIGH WHICH WILL BE JUNIOR HIGH WHICH WILL BE JUNIOR HIGH WHICH WILL BE

COPY NO. TEXT

COPY NO. SERVICE

TO: JUNIOR HIGH
UNESCO
AND OTHER

SERVICE
CLASS OF JUNIOR HIGH
DATE: MAY 2 1970

ONGOING WORK

ASSOCIATION INTERNATIONAL DEVELOPMENT	RECONSTRUCTION AND DEVELOPMENT INTERNATIONAL BANK FOR	COOPERATION INTERNATIONAL SERVICE
--	--	--------------------------------------

UNESCO

OFFICE MEMORANDUM

TO: Files

DATE: May 4, 1970

FROM: O. H. Calika

SUBJECT: Supplement to Memorandum of Understanding with Respect to
Working Arrangements between Unesco and IBRD

Mr. van Vliet, who called me this morning from Paris to discuss some mission arrangements, also said that the Unesco Director-General has now approved the Bank's revised text on the above. The only change he made was to replace the word "Unesco" by "Director-General" in paragraph 4(a) below:

"Appointment of staff to fill the six posts established in EDS and EPAD will be made by Unesco."

Mr. van Vliet said that this was merely a technical point since the word "Unesco" would have involved the Executive Board and other organs. He also said that a letter from Unesco, confirming the agreement on the text, as amended, would be forthcoming to us.

ell

cc: Messrs. Chadenet, Demuth, Ballantine (o/r), E. Clark.

OHCalika:tk



UNESCO

united nations educational, scientific and cultural organization
 organisation des nations unies pour l'éducation, la science et la culture

MAY 1970

place de Fontenoy, 75 Paris-7^e

téléphone : 566-57.57
 câbles : Unesco Paris
 télex : 27 602 Paris

référence : EDS/90/70/5171

- De. File
- Co. File
- Bur
- Stewart
-
-
- Div. File
- Co. File

4 May 1970

Dear Francis:

Thank you for your letter of April 28th and the annexed copy of the first draft report.

As a whole I do like this draft report and I think it represents in a fair way the conclusions we reached together in the Congo.

I have however a few minor modifications to propose and I list them below.

On page 1, in the third paragraph, first line, you should add between "existing" and "Secondary", the word Higher.

On page 2, paragraph iii, the penultimate sentence should read: "A UNDP team to survey the Congo's technical assistance needs in the education and training sector is now in the field."

On page 5, at the end of the first paragraph, between "the" and "secondary", you should add the word higher.

On page 9, the title of paragraph 16 should read: Teacher Training.

On page 10, the second sentence in paragraph (b) should read: "The college should recruit students from among the D6 teachers who have had at least 2 years of teaching practice and train them for three years up to the level of gradués."

In Annex 1, page 2, in the projection on the need for a primary teacher educators college, I think that you have omitted to mention the need for primary school inspectors and specialists in in-service teacher training. As for primary school inspectors, you could easily take the position that one primary school inspector is needed in the Congo for every 2/300 teachers. As for specialists in in-service teacher training, I would use a slightly inferior figure to that given for primary school inspectors.

Mr. Francis J. Lethem
 Deputy Chief, Division II
 Education Projects Department
 International Bank for Reconstruction
 and Development
 1818 H Street, N.W.,
 WASHINGTON, D.C. 20433
 U.S.A.

.... / ...

U.S.A.
WASHINGTON, D.C. 20433
1818 H Street, N.W.
and development
INTERNATIONAL BANK FOR RECONSTRUCTION
EDUCATION PROJECTS DEPARTMENT
DEPUTY CHIEF, DIVISION II
MR. FRANCIS J. GEREM

COMMUNICATIONS
SECTION
MAY 11 AM 9:00

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training. I would use a slightly inferior phrase to that
level 3/300 teachers. As for specialists in in-service teacher
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primary school inspectors. You could easily take the position
and specialists in in-service teacher training. As for
omitted to mention the need for primary school inspectors
primary teacher educators colleges. I think that you have
in Annex I, page 5, in the protection on the need for a
and train them for three years up to the level of primary teachers
teachers who have had at least 5 years of teaching practice
"The colleges should recruit students from among the de
On page 10, the second sentence in paragraph (p) should read:
On page 8, the title of paragraph 1e should read: Teacher training
and "secondary." You should add the word primary.
On page 2, at the end of the first paragraph, between "the"
"in the education and training sector is now in the field."
"A UNDP team to survey the Congo's technical assistance needs
On page 5, paragraph 111, the penultimate sentence should read:
and between "existing" and "secondary," the word primary.
On page 1, in the third paragraph, first line, you should

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As a whole I do like this draft report and I think it

copy of the first draft report.

Thank you for your letter of April 28th and the annexed

Best Francis:

reference: ED2/80/10/2111

telex: 21 802 Paris
cables: Unesco Paris
telephone: 206-2121

Place de Fontenoy, 75 Paris-7e

- Mr. Eche
- Mr. Eche
-
-
- Mr. Eche
- Mr. Eche
- Mr. Eche
- Mr. Eche

MAY 1970



UNESCO
organisation des Nations Unies pour l'éducation, la science et la culture
united nations educational, scientific and cultural organization

Handwritten mark

Finally, I realize that you probably did not receive my letter from Zambia in which I reported on my visit to Lubumbashi and that this may be the reason why you did not include anything about Lubumbashi in the report. If you do decide to include something I don't think there is any need to send it here, I would agree in advance to whatever you deem necessary to do in that respect.

As to the last paragraph of your letter concerning discussions with UNDP, I would like to inform you that I spoke on the telephone yesterday to Paul Marc Henry (who was spending his first of May vacation in the south of France) and I told him, without giving him any details, that the Bank may call on him for a discussion on the integration of investment and pre-investment activities in the Congo. He was apparently very happy about this idea and told me that he was worried about the non-overlapping of the two missions - his (UNDP) and ours.

I hope that you will pass through Paris on your next mission. I have to stick around until the end of the Executive Board (18 June) and will certainly be very pleased to see you again.

Yours sincerely,



D. Naiman
Director
Division of Teacher Training

UNESCO -

May 1, 1970

Mr. W. van Vliet
Director, Finance Division
Department of Planning and
Financing of Education
Unesco
Place de Fontenoy
Paris 7^e, France

Dear Van:

When you were here last month, we discussed the possibility of my stopping over in Paris about May 8 for a quick review of any outstanding points. I would combine this visit with a trip to the Far East.

As you have seen from Sidney Burt's cable to you, the Malaysian Government has suggested mid-June for Sidney's and my proposed visit there and, considering other commitments, I have decided not to leave Washington at that time. I still hope that I may have an occasion to see you in Paris late in May or in June. Sidney will now proceed to Malaysia and, subject to agreement with the Government on the date, to the Philippines.

With best personal regards,

Yours sincerely,

O. H. Calika
Deputy Director
Education Projects Department

cc: Mr. Burt


OHC:tk

ROUTING SLIP	Date <i>5/11/70</i>
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NAME	ROOM NO.
1) Mr. Stewart	
2) Mr. Burt <i>B</i>	
3) Mr. Hutton	
4) Oper. Files	

To Handle		Note and File
Appropriate Disposition		Note and Return
Approval		Prepare Reply
Comment		Per Our Conversation
Full Report		Recommendation
Information		Signature
Initial		Send On

REMARKS

From *Oke/erb*



UNESCO
 united nations educational, scientific and cultural organization
 organisation des nations unies pour l'éducation, la science et la culture

VNESCO

place de Fontenoy, Paris-7^e

téléphone : 566-57.57
 câbles : Unesco Paris
 télex : 27 602 Paris

référence : EP 8050/2/3173

MAY 07 RECD

30 April 1970

CONFIDENTIAL

- Ballantine
- Coates
- ...
- Stewart
- ...
- Div. Files
- Op. Files

DECLASSIFIED

MAY 22 2023

WBG ARCHIVES

Dear Duncan,

I have pleasure in sending you, herewith, a copy of the Back-to-Office Report on my visit to ILO, for your information.

Yours sincerely,

W. Moller
 Educational Financing Division
 Department of Planning and
 Financing of Education

Mr. Duncan S. Ballantine
 Director,
 Education Projects Department,
 I.B.R.D.,
 1818 H. Street, N.W.,
 Washington D.C. 20433
 (U.S.A.)

COMMUNICATIONS
SECTION

MONDAY - 7 APRIL 1983

(U.S.V.)
WASHINGTON D.C. 20522
JAMES H. GILBERT, M.A.
I.B.B.D.
Education Projects Department
Director
Mr. Duncan S. Williamson

RECEIVED

FINANCING OF EDUCATION
DEPARTMENT OF PLANNING AND
EDUCATIONAL FINANCING DIVISION
M. WELLS

Yours sincerely,

Information

of the back-to-office report on my visit to IPO for you.

I have pleasure in sending you herewith a copy

Dear Duncan

...

CONFIDENTIAL

reference:

EB 8020/S/3713

telex: 51 005 Paris
cables: Unesco Paris
telephone: 200-2121

Place de Fontenay, Paris-7e

- Mr. Linn
- Mr. Linn
- Mr. Linn
- Mr. Linn
- Mr. Linn
- Mr. Linn

MBC ARCHIVES

MAY 5 5 5053

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30 APRIL 1980

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organization des nations unies pour l'education, la science et la culture
united nations educational, scientific and cultural organization

UNESCO

UNESCO

Memo EP.F/2035
28 April 1970

To : Mr. W. van Vliet
Acting Director,
Department of Planning and Financing of Education

From : W. Moller
Educational Financing Division
Department of Planning and Financing of Education

Subject : Visit to ILO

On 23 and 24 April I visited the International Labour Office Human Resources Department, to discuss possible participation of their staff in our Educational Financing missions and to schedule such participation for the missions to be undertaken up to 30 June. We shall in the future need specialists in such fields as hotel and catering business, apprenticeship schemes and management for which no specialized Unesco staff is available.

Mr. Quednau, Chief of the Human Resources Department, organized my visit which began, somewhat to my surprise, with a big information meeting with representatives not only from the three branches of his own department viz. Management Development, Vocational Training, Manpower Planning and Organization, but also from the Field Department and the Research and Planning Departments (cf. agenda attached).

They were, for obvious reasons, very interested to learn about the organization and working arrangements of the Co-operative Programme about which they knew very little. We spent most of Thursday afternoon on this subject. Mr. Quednau and his colleagues expressed their appreciation of our initiative and gladly accepted my request to keep the visit on an informal basis.

It appears that ILO has been trying to find 'bankable' projects but that the main difficulty was the relatively small capital cost component involved in UNDP projects. A good example was given with a road building projects in Syria in which the Government after signing the credit agreement turned to ILO for the expertise in training the local staff needed.

All the three branches of the Human Resources Department expressed interest in participating in our missions. While I gladly accepted the assistance offered by the Management Development and Vocational Training branches, I was less forthcoming with the Manpower Planning and Organization branch. I pointed out that we had economists on everyone of our missions

who were quite capable of interpreting and judging any existing manpower data and that, to my knowledge, the work undertaken by this particular branch in the countries was of a more long-term nature. Our economists had indeed, at one stage, suggested that no credit or loan activity should be undertaken in the country unless there was a manpower survey, but this was quite clearly an ideal but not a practical basis for operation of the Co-operative Programme. If indeed we were to wait for completion of manpower survey in each case, we might not be able to send out any missions for some years.

On Friday 24 April I then had individual meetings with the Field Department and the three branches of the Human Resources Department. Mr. von Stedingk, Chief of the Field Department, had invited a few more of his colleagues who had not attended the previous day's meetings so that we more or less repeated the information session. The Field Department is the one that coordinates all ILO technical assistance activities in the countries. I learnt also that ILO is at present in the process of a thorough decentralisation of activities with the planned establishment of area offices reporting to existing regional offices which later would be given almost complete autonomy for their programming and budgeting. The main reservation which was expressed about this scheme is that it would entail considerable delays in communication since area offices would not be authorized to communicate directly with Headquarters. Moreover, the regional offices would not have the means to provide staff for all the specializations required which could, however, be available from Headquarters.

In the Vocational Training branch I met with Mr. Dowding and Mr. Mayer, along with Mrs. Hull, from the Field Department, responsible for technical assistance programmes in Asia. I discussed the forthcoming Project Identification Mission to Pakistan and requested the participation of an ILO specialist in vocational training and apprenticeship systems. Mr. Dowding promised to let us have somebody though he was unable to make a firm commitment. Mr. Mayer who has spent several years in Pakistan was the most likely candidate but seemed somewhat reluctant in view of other commitments. They were greatly relieved to hear that we would be able to pay both for travel cost and reimburse salary for the period of service with us.

In the afternoon I had a meeting with Mr. Hindle, new chief of the Management Development branch, accompanied by Messrs Baker and Kuipers. I again requested the participation of one of their specialists in the forthcoming Pakistan mission and Mr. Hindle immediately assigned Mr. Baker, who, prior to joining ILO, worked with a private British firm of management consultants and also did some work on education administration in the Manchester area. He has agreed to join the mission whilst I accepted that he would come to Paris for briefing on 11 or 12 May, and possibly join the mission a week or two later since his assignment in the country would not require him to stay the full month. I insisted that he return to Paris with the team in order to work out the plan and the content of the report, but that it was not necessary for him to stay the whole period of report writing.

.../

We also had a more general discussion of the policy of the Management Development Branch and the work they do in the countries. To me, the most interesting point was that Mr. Hindle insisted that they were not pushing for computerisation since he believes that in many developing countries the computer has now become a status symbol. What was needed was to train future managers to know what a computer can do for them rather than reorganizing an enterprise around the requirements of a computer.

... He gave me the attached paper on the ILO programme of "Computer training for management" which gives the essentials.

In a final session with the Manpower Planning and Organization Branch I had to repeat much of what I had said the day before since, again, I met people who had not participated in the previous day's session.

... I enclose a copy of the latest Organization Chart of ILO.

In this connection it may be useful to add a few comments of a general nature. Several times I was given the comment that ILO had to change its methods of work which originally were based mainly on the conception of setting norms and standards eg. for employment, training levels or social security benefits. It was stated that there was some difficulty in re-orienting this thinking of the old school towards more effective and dynamic methods of action in the developing countries. An interesting side-light to this discussion was the comment that in some sense the norm setting for social security has been so successful that it stifles the desire for additional training and reorientation since some countries had legislation protecting the workers to such an extent that they were not interested in improving working methods.

While I did not get much concrete information on the world employment plan I gathered the impression that the officials I met were concerned about the magnitude of the task in relation to the means given to them - a familiar problem. The report of the big 27-man team which visited Colombia, as a first experience, is due in the middle of next month and it is on the basis of its results that more concrete proposals for ILO action will be worked out. For the moment there is no identifiable unit in ILO dealing with this world employment plan - which arose in answer to criticisms of the Ottawa Plan on Human resources development in Latin America.

While, in general therefore, our colleagues from ILO have probably learnt more about the Co-operative Programme than I did about their various operations, I think, nevertheless, that the visit has been most useful in opening up possibilities of obtaining expert assistance in certain fields for which we would have no staff available. Moreover, I think we should maintain our practice of having a member from a Project Identification Mission visit the three branches of the Human Resources Department of ILO before proceeding on a PIM.

W. Moller

MINUTE SHEET

cc. HR/Prog

RPDFDMAN DEV (separate copies)VTBMPOMeeting with Mr. Moller, Educational Financing
Division, UNESCO

With reference to my minute on the above subject dated 1 April*, I would like to inform you that Mr. Moller will be in Geneva for discussions on Thursday, 23 April (afternoon) and on Friday, 24 April. I suggest that we hold a first meeting jointly on Thursday, 23 April at 3.00 p.m. in my office.

The ~~provisional~~ agenda is as follows:

1. Organisation and working arrangements of the UNESCO/IBRD unit
2. UNESCO/IBRD missions planned in the near future
3. Possibilities for the participation of ILO specialists in project identification and project preparation for UNESCO/IBRD projects
4. ILO participation in the survey on the educational system (including manpower aspects, technical education and vocational training) for Pakistan envisaged in the near future by the UNESCO/IBRD unit.

Meetings can be organised by the individual units interested on Friday, 24 April.

21.4.70.

H. W. Quednau

INTERNATIONAL LABOUR OFFICE

The ILO Programme of "Computer Training for Management"

For over 17 years the ILO has been providing, with UNDP support, assistance in management development and training for the public and private enterprise sectors of the developing countries as part of its Human Resources Programme. This assistance covers a wide range of management development subject-areas, including management and consultancy and computer technology, through a network of comprehensive projects in numerous developing countries.

In response to numerous requests for computer training from developing countries the ILO has initiated a new Management Development Programme of "Computer Training for Management". This is a comprehensive programme which is intended to resolve five critical and related problems which were revealed during the ILO's studies in developing countries.

These problems, as defined by the ILO, are that :-

- (a) Too many public and private organisations see the computer as an answer to many problems without a detailed reasoning of how to use it in solving those problems. In parallel, computer technicians are, in general, dictating to management, when management itself should organise and control the use of computer systems for enhancing overall company performance.
- (b) Partly as a result of the foregoing, and partly as the result of the promotional efforts of the computer manufacturers, there is a proliferation of computer installations, most of which are not used to their full potential for contributing to national and individual needs.
- (c) Too many chief operating executives and entrepreneurs are not genuinely fostering and promoting essential modern management practices.
- (d) Partly as the result of (c) above, weaknesses in the middle ranks of management are further delaying the sound management and growth of their enterprises. In particular, there is an almost universal lack of Management Systems Analysts, the specialists who provide the communication and action links between managements and their information problems, on the one hand, and the computer technicians and computers on the other.
- (e) Taken together, these problems are inhibiting that healthy growth of industry and commerce which is so essential to increasing standards of living and social advancement at the national level.

The ILO concluded that the solution to the majority of these problems lies in :-

- i) orientation of the chief operating executives of enterprises to the use of the computer as an effective tool of management;
- ii) Training their subordinate managers, and

- iii) providing the trained support staffs required to install and operate an integrated system of Management Information Systems (Computer-Based).

The new computer training programme follows the long established practice of other phases of the ILO's Management Development Programme in that the orientation and training activities will be carried out at the national level. It incorporates several features, however, which are worthy of note.

First, it is intended to provide a special pre-project training course for Systems Analyst Trainees of six months' duration for counterparts-designate from countries where computer training projects are shortly to be established. Thus they will be prepared for their special duties as "trainers of trainees" ready to join their national project as it becomes operational. Operationally the major purposes of this advance, central training are (i) to provide for nationals to replace a number of international experts from the beginning of each project with resulting reductions in the requirements for scarce specialists in this field and (ii) automatic adjustment to the environment and cultural characteristics of the host country.

The second feature is the development of a standard technological base for each project. The ILO's studies clearly indicated that the technological basis for the solutions are common to all countries, whether they be developing or industrialised, and can be standardised. In particular, these studies showed that the training requirements, and the major part of the essential information needs of the managements concerned, can be met from one basic package of systems with their related software, documentation and procedures.

In this latter connection, it is interesting to note that the ILO has prepared a concept and design for an integrated standard package of computer programmes. This package will enable a technical assistance project in any country to provide training and assistance in installing an effective Management Information System in most enterprises in greatly reduced time and with much greater assurance of real benefits. During the initial installation, only minor local modifications of the package will be required in the majority of enterprises. It will also be necessary to convert programmes for use on different makes and types of computer. This work, however, will cost much less than the preparation of new programmes in each country. Once installed and working, the experience gained will allow logical extension of the system to meet special needs in each enterprise.

While the standard approaches and elements described above are essential to the economic and effective development of this programme, it has been recognised that the total design and facilities of any one project must be so designed as to meet the unique requirements of the host country. It is intended that each project would be attached to an already well developed Management Development Centre, preferably one that has already moved into the training of management consultants. Where such a basic Centre exists in full and is being assisted by a sound management development project, introduction of a management information systems component should only require the injection of the "standard" elements. Where less developed Centres exist, or special related problems are identified, the standard elements would be supplemented with the appropriate additional staff and/or facilities.

It is, therefore, a further feature of the ILO's programme proposals that, for each MIS project, the government obtain two to three months of

expert assistance in developing the full request for a technical assistance project. This preliminary process will also provide fellowships for four to six counterparts-designate at the central training facility. An appropriate lead time would then allow the latter to be trained as "trainers of trainers" in management information systems analysis before the project becomes operational.

A further point in relation to the individual design of projects should be noted. The need for increased management and support-staff training in advanced management technology has been appreciated for some time. Effective development in such areas as the applications of Operations Research, Simulation Techniques and Advanced Marketing Research has, however, been restricted in the absence of suitable electronic data processing systems and appreciation. Where an individual country-level study shows the need for such training, appropriate provision will be incorporated in the project design and request for assistance with management information systems.

In conclusion, the primary objective of an ILO computer training for management project is to assist the host government to establish a new Division which will contribute to the acceleration of national economic and social development by promoting and facilitating the adoption of modern management concepts and practices through the installation of management information systems, computer-based.

It will be the primary objective of international staff allocated to this project to develop national counterpart personnel so that they may take over and provide the services involved within four years of the commencement of the project.

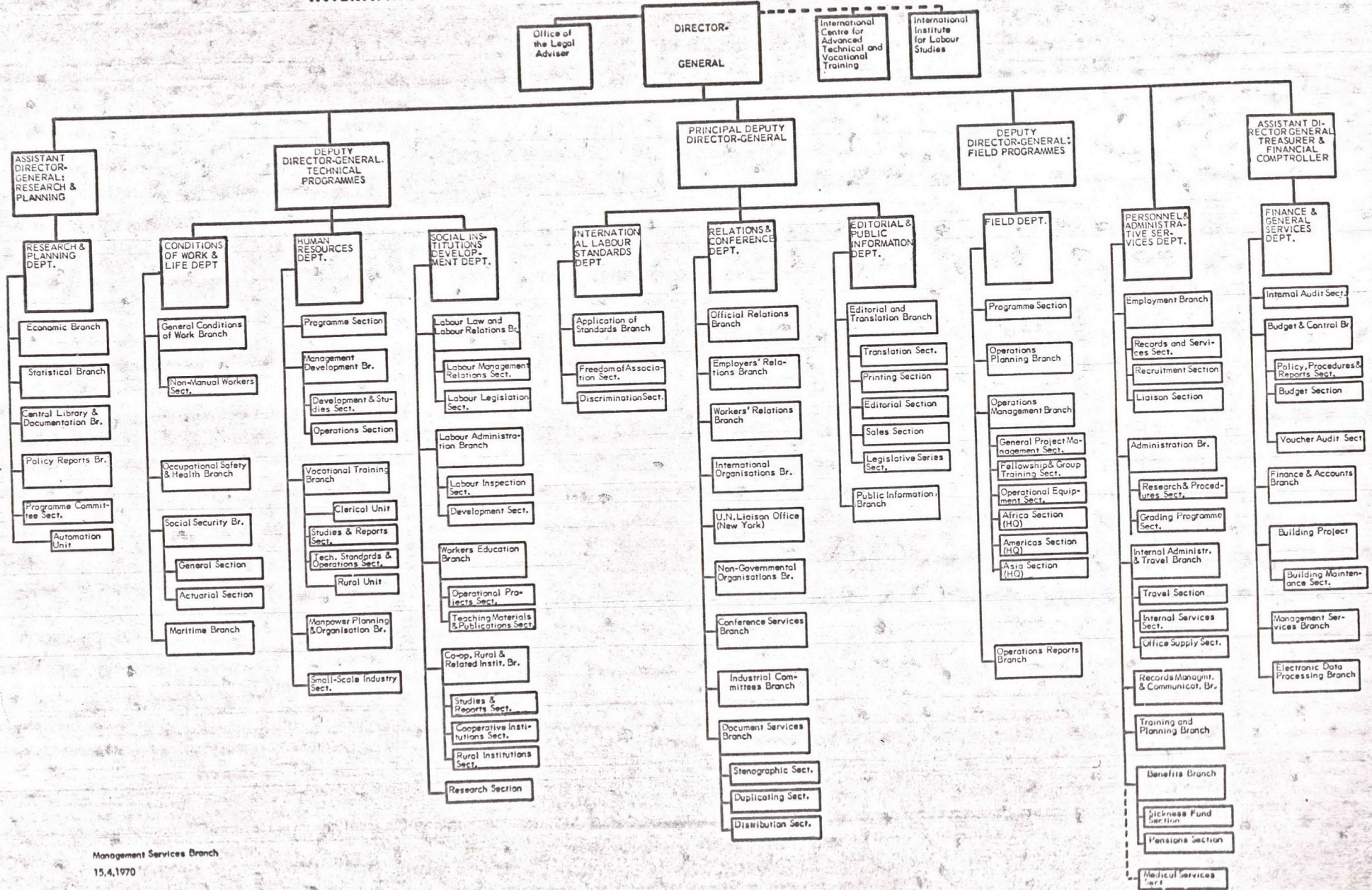
The over-all objectives of the Division will be :-

- to familiarise the leaders of economic activity in the use of computer facilities as a tool of management;
- to train the managers of enterprises (public and private) in the use of the computer as a management tool and particularly in the implementation of management information systems based on electronic data processing, thereby :-
 - breaking through the management barriers to, and facilitating the acceleration of, economic development;
 - taking a major step towards closing the management and technology gap between the practices followed in the country and those in industrialised countries;
- to train national and client support staff of the Division (especially EDP Systems Analysis Consultants and EDP Systems Analysts) to design, adapt and install the required computer-based management information systems and related procedures and to secure more effective and economical utilisation of computers;
- to apply the ILO Initial Basic Package of MIS and associated software packages to enable local enterprises to secure rapidly the benefits of computer-based management information systems without each having to develop software individually tailored to each situation.

The ILO's new programme appears to be well planned, realistic and appropriate to the needs of the developing countries.

INTERNATIONAL LABOUR OFFICE

HEADQUARTERS ORGANISATION





UNESCO
united nations educational, scientific and cultural organization
organisation des nations unies pour l'éducation, la science et la culture

place de Fontenoy, Paris-7^e

téléphone : 566-57.57, ~~566-57.57~~
câbles : Unesco Paris
téléc : 27 602 Paris

référence : OPI/2/36

30 April 1970

Dear Mr. Clark,

..

We cabled you today to ask for your assistance in the presentation of an account of Unesco-World Bank co-operation to Unesco's General Conference. The enclosed copy has been approved by our Educational Financing Division but we naturally wish to have the Bank's comments before proceeding to publication.

For technical reasons, the account must be included in the Unesco Chronicle printing programme and this goes to press on May 11. Would you be kind enough to let us have any comments before that date, by cable if necessary?

With thanks in advance for your help.

L. Schulte-Strathaus
Director,
Office of Public Information

Mr. William D. Clark,
Director of Information and Public Affairs,
World Bank,
Washington, D.C.
United States

Original to: Mr W. Clark
Date: 5-5-70 Communications
Section

HEADQUARTERS:
WASHINGTON D. C. 20433

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

CABLE ADDRESS-INTBAFRAD



INTERNATIONAL DEVELOPMENT ASSOCIATION

CABLE ADDRESS-INDEVAS



EUROPEAN OFFICE:
4, AVENUE D'IÉNA
PARIS (16^e) - FRANCE
TELEPHONE: KLEBER 25-10

April 29, 1970

Dear Ernesto:

Thank you for your note of April 24 regarding the 84th Session of the Executive Council of Unesco, to be held in Paris from May 4-June 19.

I agree that the European Office will try and cover this meeting, attending such sessions as we conveniently can and which would appear to be of interest to the Bank. I should like you to inform Unesco that the Bank will be represented by myself and Fritz Steuber.

With kind regards,

Sincerely yours,

Arthur Karasz

Mr. Ernesto Franco-Holguin
Deputy Special Representative
for United Nations Organizations
International Bank for
Reconstruction and Development
Washington, D.C.

COMMUNICATIONS SECTION

1976 MAY -8 AM 10:58

RECEIVED
The attached report on the...
...of the...
...of the...

УВАЖАЕМЫЙ КОЛЛЕГА

11 4

УВАЖАЕМЫЙ КОЛЛЕГА

УВАЖАЕМЫЙ КОЛЛЕГА

Ваше письмо получено. В ответ на него...
...и...
...и...

Ваше письмо получено. В ответ на него...
...и...
...и...

С уважением,

УВАЖАЕМЫЙ КОЛЛЕГА

УВАЖАЕМЫЙ КОЛЛЕГА
СЛУЖБА ОБЩЕСТВЕННЫХ СООБЩЕНИЙ
УВАЖАЕМЫЙ КОЛЛЕГА



INTERNATIONAL DELEGATEE ASSOCIATION

УВАЖАЕМЫЙ КОЛЛЕГА

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

UNESCO

April 29, 1970

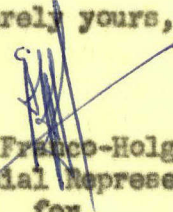
Dear Mr. Maheu:

This is further to my letter of December 18, 1969 in connection with the Conference of Ministers of the European Member States Responsible for Science Policy which will be held at Unesco House in Paris from June 22 to June 27, 1970.

I am pleased to inform you that the International Bank for Reconstruction and Development will be represented at this meeting by Mr. George C. Wishart, Chief of Liaison Operations, of our Paris office. However, due to other commitments, Mr. Wishart will only be able to attend part of the meeting.

We will appreciate it if you will send any documentation relating to the meeting to Mr. Wishart. The Bank's Paris office address has been changed and the documents therefore should be sent to: 66, Avenue D'Iéna, Paris (16e) France.

Sincerely yours,


Ernesto Franco-Holguin
Deputy Special Representative
for
United Nations Organizations

Mr. René Maheu
Director-General
United Nations Educational, Scientific
and Cultural Organization
Place de Fontenoy
75 Paris - 7e
France

cc: Mr. Ballantine
Mr. Wishart (Paris office)

EFranco:da

April 24, 1970

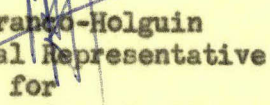
Dear Arthur:

We have the official invitation from Unesco to the 84th Session of the Executive Council that will be held in Paris from May 4 to June 19 next. Duncan Ballantine has suggested that the Paris office cover this meeting as appropriate, and I notice in your schedule of meetings that Fritz is scheduled to do this.

Will you please confirm the foregoing to me and I will then send the official acceptance to Unesco?

All best wishes.

Sincerely,


Ernesto Franco-Holguin
Deputy Special Representative
for
United Nations Organizations

Mr. Arthur Karasz
Director, European Office
International Bank for Reconstruction
and Development
66 Avenue d'Iéna
Paris 16e, France

EFranco:da

UNESCO

HEADQUARTERS:
WASHINGTON D. C. 20433

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

CABLE ADDRESS-INTBAFRAD

INTERNATIONAL DEVELOPMENT ASSOCIATION

CABLE ADDRESS-INDEVAS



EUROPEAN OFFICE:
4, AVENUE D'IEÑA
PARIS (16^E) - FRANCE
TELEPHONE: KLEBER 25-10

April 24, 1970

Dear Ernesto:

Arthur Karasz has asked me to reply to your letter to him dated April 21, regarding the Conference of Ministers of European Member States Responsible for Science Policy, to be held at Unesco from June 22-27. We have not seen the Agenda ourselves and we note Duncan Ballantine's views on the items.

Actually, the week of June 22 will not be an easy week for us to cover a conference. It had already been agreed that Fritz Steuber will be out of Paris, partly on business, partly on leave. I myself may get tied up with DAC meetings.

However, as far as I can see at the moment, I would be able to attend the opening session of the Conference and that plus receiving the documentation would probably be sufficient. If you agree, perhaps you will write Unesco accordingly and ask them to send me direct a copy of the Agenda and other documentation.

I am going to be in Washington in the week of May 11 and am looking forward to seeing you.

All the best.

Yours sincerely,


G. C. Wishart

Mr. Ernesto Franco-Holguin
Deputy Special Representative
for United Nations Organizations
I. B. R. D.
Washington, D.C.

ga

UNESCO

Form No. 27
(3-70)

INTERNATIONAL DEVELOPMENT
ASSOCIATION

INTERNATIONAL BANK FOR
RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL FINANCE
CORPORATION

OUTGOING WIRE

TO: VAN VLIET
UNESCO
PARIS

DATE: APRIL 24, 1970

CLASS OF
SERVICE:

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COUNTRY: (FRANCE)

TEXT:
Cable No.:

PRESIDENTIAL HOTEL UNAVAILABLE AND RESERVATION FOR CARELLI MADE AT
CLARIDGE HOTEL

STEWART

NOT TO BE TRANSMITTED

AUTHORIZED BY:

NAME J.J. Stewart

DEPT. Education Projects

SIGNATURE *J.J. Stewart*
(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)

REFERENCE: JJStewart/ms

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COMMUNICATIONS

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REMARKS

STAVROPOULOS HOTEL

RESIDENTIAL HOTEL UNAVAILABLE AND RESERVATION FOR GARRETT MADE AT

Copy No:
TEXT:

COMMUNICATIONS (SERVICE)

FROM: BUREAU
TO: AMEMB
UNESCO
LAW OFFICE

SERVICE:
CLASS OF:

DATE: APRIL 24 1970

Handwritten notes:
APR 24 1970
[Signature]

OUTGOING MESSAGE

ASSOCIATION INTERNATIONAL DEVELOPMENT	RECONSTRUCTION AND DEVELOPMENT INTERNATIONAL BANK FOR	COOPERATION INTERNATIONAL FINANCE
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April 23, 1970

Dear Sir: ✓

On the President's behalf I wish to acknowledge your letter of April 6, 1970 and to thank you for inviting the International Bank for Reconstruction and Development to the 23rd Session of the International Conference on Education to be held in Geneva from July 1 to July 9, 1970.

We appreciate your invitation but regret to inform you that, owing to other commitments at that time, it will not be possible for the Bank to be represented at the Conference.

Sincerely yours,

Ernesto Franco-Holguin
Deputy Special Representative
for
United Nations Organizations

Mr. René Maheu
Director-General
United Nations Educational, Scientific
and Cultural Organization
Place de Fontenoy,
75 Paris - 7e
France

Cleared with Mr. Ballantine
Central Files with incoming correspondence
EFranco:fa

RECEIVED
1010668 SV
MAY 21 1970
ATTACH 2

COMMUNICATIONS
SECTION

Reference:

General letter with instructions concerning
General letter Mr. Ballentine

1970 APR 24 PM 3:51

RECEIVED

France
12 Paris - Je
Bureau de l'Organisation
and International Organization
United Nations Educational, Scientific
Director-General
Mr. René Marjot

United Nations Organization
for
Regional Studies Representation
Bureau France-Netherlands

General letter

Request for the Bank to be represented at the Conference.
that might be other commitments at that time, if that not be
the appropriate local participation and letter to inform you

to be held in Geneva from July 1 to July 8, 1970.
The 5th Session of the International Conference on Education
International Bank for Reconstruction and Development to
letter of April 2, 1970 and to thank you for inviting me
on the President's behalf I wish to acknowledge you

Dear Sir:

April 23, 1970

NY-800

OFFICE MEMORANDUM

TO : Mr. Richard H. Demuth

DATE : April 23, 1970

FROM : Fritz Steuber *F. Steuber*SUBJECT : Unesco Executive Board - Consideration of Pearson Commission Recommendations; International Education Commission; Draft Program and Budget for 1971/1972.

1. I have a number of things to report regarding recent developments in Unesco in connection with the above subjects.

Mr. Maheu's comments on Pearson Commission recommendations

2. We have now received an advance copy (attached) of Mr. Maheu's comments regarding the Pearson Report. I am not very much impressed. Mr. Maheu touches on recommendations which really do not even remotely have anything to do with his organization, e.g. criteria for IDA-worthiness (page 3 of Maheu's paper: recommendation 6, chapter 11 of Pearson Report). This remark also applies to just about half of the 21 Pearson recommendations which are listed in Maheu's paper (11 of which are among "our 33"). Only recommendations 7 and 8 of chapter 10 are directly related to education. It is true, of course, that Unesco also has a (marginal) interest in population (chapter 10, recommendations 1-6), as well as in science and research (recommendations 9-13). But the comments regarding recommendations of direct interest to Unesco are not treated in much more depth than all the other ones. The ambiguity pervading the whole paper is particularly painful in para. 25 of the paper where it is said that "the recommendations in the Report, both general and specific, which are of special interest to Unesco, thus conform to current policies and/or point to innovations for the future".
3. I have one or two comments concerning specific observations by Mr. Maheu. You will note that Mr. Maheu in para. 7 of the paper comments favorably on the Pearson Commission recommendation regarding aid coordination groups. It is stated that "in certain projects within its competence, including those in co-operation with the World Bank, at the request of the governments, the Secretariat will continue to organize joint periodical reviews". Mr. Maheu then specifically refers to the (rather unfortunate, I believe) Unesco experience in Indonesia.
4. Regarding Pearson recommendation 6, chapter 11, it is stated in para. 13 that "in the educational field, financial aid ought not to be conceived along the lines of hard loans with short repayment periods". Of course, Bank loans for education all have long repayment and grace periods, but there are people who would still consider them

/ . . .

UNESCO Files
 SEB
 [Handwritten initials and notes]

April 23, 1970

as hard loans, especially those who hold that education should be financed only on grant or near-grant terms.

International Education Commission

5. I suppose you will have heard already about Mr. Maheu's intention to set up an international commission of experts to advise Unesco on educational strategy. Mr. Maheu obviously wants to have his own Pearson Commission. The paper on the subject (84 EX/7) is attached. Para. 10 gives in brief the basic objectives of the Commission. Strangely enough, the first point concerns the Second Development Decade. Unesco has of course already submitted its contribution to the Second Development Decade which, in my opinion, is probably the weakest effort undertaken by any of the UN specialized agencies. You might also remember that last year both Messrs. Maheu and Adiseshiah declared to the Unesco Board that their organization did not have sufficient expertise to outline an overall educational strategy for the LDCs.

6. The Commission would consist of a chairman appointed by Mr. Maheu plus six members. It is rumored that Mr. Edgar Faure might be appointed chairman. It is also fairly certain that our friend Sylvain Lourié will act as executive secretary to the Commission. The total cost of running this affair is estimated at \$500,000, which sum the Executive Board is asked to approve on the basis of a general authorization given by the General Conference (15th session) in November 1968.

Draft Program and Budget

7. On another subject, please see the copy of the letter (original to Washington) dated April 17 from Mr. Adiseshiah in which he invites comments on Unesco's draft program and budget for 1971/1972, by July 30 at the latest. As I stated in my cable to you dated April 9, a number of points are made about the Bank in that document which seem to call for some clarification. My proposal as well as your initial reaction were that this might best be done orally, and at the appropriate moment, during the forthcoming Unesco Board session. However, this should not preclude in my opinion that we give some written comments which might be conveyed to the Unesco General Conference.

Jackson Study

8. No substantive comments on the Jackson study are made in document 84 EX/22, which purports to be an "interim report" by the Director-General only.

cc: Messrs. Demuth (2nd copy, Washington)
Ballantine
Karasz
Wishart

Documents sent to Washington:
- 84 EX/7: International Education
Commission (4 copies)
- 84 EX/21: Pearson Commission
(20 copies)
- 84 EX/22: Jackson Study (2 copies)

EXECUTIVE BOARD

EX

Eighty-fourth Session

84 EX/7
PARIS, 8 April 1970
Translated from the French

Item 4.2.3 of the Provisional Agenda

INTERNATIONAL COMMISSION OF EXPERTS ON STRATEGIES FOR THE DEVELOPMENT OF EDUCATION THROUGHOUT THE WORLD

SUMMARY

The Director-General considers it a matter of the utmost importance that Unesco, during International Education Year and on the eve of the Second Development Decade, should try to answer Member States' questions as to the choices they should make in educational matters and, after studying their problems carefully, help them to formulate strategies for the development of education, in conformity with the intention expressed in paragraph (b) of resolution 1.112, adopted by the General Conference at its fifteenth session.

The Director-General considers it desirable, to this end, to enlist the co-operation of an international commission of experts, and requests the Executive Board to authorize him to establish such a commission in 1970.

1. Unesco has special responsibilities this year in regard to the development of education, throughout the world, since 1970 is International Education Year, during which the international community has undertaken to give careful thought to education; this would seem to be at least as important as increasing financial resources. Moreover, 1970 precedes the Second Development Decade, when special emphasis will be placed on the development of human resources and consequently on education. Strategies for the development of education will have to be integrated in strategies for development in general.
2. Over the last decade there has been an unprecedented quantitative expansion in the education systems of almost all countries. This was due to a number of factors, the most important being the population explosion, the accession of

many States to independence, the move in the direction of the democratization of education and the widespread demand for it, the prolongation of the periods of compulsory education and the accessibility of new forms of education throughout the active years of life, and the recognition, in planning development, that education is a factor making for economic growth and social mobility. Nevertheless, in spite of the considerable increase in the number of children attending school and of adults educated thanks to constantly increasing financial aid from governments, a tremendous amount remains to be done before the right, to education becomes an effective right. The fact that the number of illiterates expressed as a percentage of the world's population, is increasing is sufficient evidence of this. Yet the eagerness of the peoples for education and their determination that all should have equal access to it are now irreversible political facts. To meet the demand, governments - some of which are already spending as much as they can afford - are obliged to make optimum use of their resources.

3. Over the last few years experience has shown that the numerical targets could be reached only by getting more out of the educational systems and by redefining their aims. The road to quantitative expansion is via a qualitative improvement in educational structures, content, methods, staff and technology. Educational planning, which was originally approached only from the angle of quantitative expansion and was sometimes a matter of meeting manpower requirements, must increasingly emphasize quality, which, in the last analysis means emphasizing the capabilities and aspirations of the individual.
4. A number of countries have doubtless made a considerable effort to improve their education systems along these lines, and they must be credited with some remarkable successes in the regeneration of education. Yet the public statements of many of those responsible for national education, the discussions at regional conferences of ministers and at the International Conference on Educational Planning convened by Unesco, the Report of the United Nations Committee for Development Planning and that of the Pearson Commission, reveal the need for a more or less fundamental reform of the education systems of many countries. The rigidity of structures and outdated syllabuses and teaching or training methods have been particularly criticized.
5. What has been called "the educational crisis", which was detected and given a name even before it alerted public opinion, is only partly due to the difficulties of rapid and sometimes uncontrolled growth. Above all it reflects the complete failure of the old system, in many countries, to cope with the new educational tasks that go with development and changes in contemporary society.
6. The aim of the international community in reflecting upon the situation should be to find how to get over this crisis in a positive way, using the lessons we have learned from it and, more generally, to direct the development of education in such a way that it meets the needs and demands of social development in general. First, it should consider what has been achieved, side by side with the difficulties encountered, and then, in the light of a new definition of the aims and objectives of education in the world today, it should formulate its strategies for the development of school and out-of-school education. An overall grasp of the systems and process of education as a whole and of their functions is still more urgently needed today than an analysis of problems, of which governments are fully aware, or than experiment and research.

7. To grasp the situation in this way we need above all an international approach, which is all the more feasible since the various countries have similar or even identical problems. Moreover, international co-operation in education has by now reached such proportions that it calls for a careful selection of priorities. Any well-considered strategy for educational development should include a statement of these priorities that would be most useful for the application and optimum utilization of international co-operation.
8. The organization of joint studies at international level and the formulation of strategies for the development of education to be used as a guideline by the community of nations and by governments are a challenge which Unesco, in the opinion of the Director-General, should not fail to take up. For this purpose, the Director-General proposes to establish a commission of eminent persons from various regions, which would have complete intellectual autonomy both during its discussions and when formulating its conclusions. It would naturally include educators, but some members would also be drawn from other fields of activity, such as economics, politics, finance, industry, scientific research and management.
9. On the basis of a critical review of past experience and the present situation, from which the major existing or foreseeable problems would be determined, the commission would analyse the models and solutions elaborated, identify important trends, and finally decide upon strategies to be adopted and action to be given priority. It would also determine the spheres in which international co-operation is likely to produce the greatest results and the methods most likely to be successful.
10. The commission would in particular try to find an answer to certain basic questions such as the following:
 - (a) On the eve of the Second Development Decade and in the light of the experience acquired during the First Decade, what are the general prospects for the development of education?
 - (b) What new aims and objectives for education have been created by the requirements of development in the various countries of the world under the present circumstances? What are the most appropriate strategies for attaining these goals within the context of government policies?
 - (c) What machinery is needed to implement these strategies and submit both aims and means to constant examination, adjusting them to one another?
 - (d) What are the principles and criteria to be observed in order to ensure the utmost efficiency in international co-operation in education, particularly with regard to aid for the developing countries?

TERMS OF REFERENCE, COMPOSITION AND WORKING METHODS OF THE COMMISSION

11. The commission would be requested to submit to the Director-General, for publication by Unesco, a report designed to help those responsible for education in formulating strategies for educational development.
12. The commission would consist of a Chairman appointed by the Director-General and six members to be designated by the Director-General in consultation with the Chairman.

13. The commission would have its headquarters at Unesco House, where it would meet periodically. It would have a secretariat consisting of a team of international specialists working under an executive secretary chosen by the Director-General. It would naturally be given all possible help by the Unesco Secretariat, but as far as it thought necessary it could also collaborate with national institutions and bodies whose activities are related to its own and enlist the services of highly qualified consultants.

14. Unesco's rôle would be to provide the commission with whatever it required in order to do its work - funds, various services and, naturally, the intellectual resources and documentation available at the Secretariat. The Organization would in no way interfere with the work of the commission. The Director-General is of the opinion that its work should continue for a year, from 1 July 1970 to 30 June 1971.

15. The commission's running costs are estimated at \$500,000 covering the following items: members' fees, remuneration of staff and consultants (specialists or research institutes); travel expenses; services and sundry expenses; cost of printing its report.

This sum of \$500,000 covered entirely by the Organization's Regular budget, would be spread over the biennial periods 1969-1970 and 1971-1972. It is accordingly proposed to release a sum of \$200,000 for the present period, the sum of \$300,000 having already been included in the Draft Programme and Budget for 1971-1972 (cf. document 16 C/5, paragraphs 112-114).

17. In conclusion, the Director-General requests the Executive Board to authorize the establishment of an international commission of experts on the development of education throughout the world, as defined above, and to appropriate funds in 1970 to a total of \$200,000 to meet the cost of its work from the second half of this year onwards.

DRAFT RESOLUTION

The Executive Board,

1. Aware of Unesco's special responsibilities during the present International Education Year and on the eve of the Second Development Decade;
2. Considering that it is incumbent upon the Organization to assist the Governments of Member States in formulating, offer thorough study of the whole matter, strategies for effectively directing the harmonious development of their system of education and obtaining optimum results from international co-operation in education;
3. Believing that a comprehensive interdisciplinary study of the existing situation and of the problems, trends, prospects and objectives of world education should be made;
4. Authorizes the Director-General, on the basis of paragraph (b) of resolution 1.112 adopted by the General Conference at its fifteenth session, to establish an international commission of experts to formulate strategies for the development of education throughout the world in the context of the Second Development Decade and to appropriate a sum of \$200,000 to meet the running expenses of the commission in 1970.

EXECUTIVE BOARD

EX

Eighty-fourth Session

84 EX/7 Corr.
PARIS, 16 April 1970

Item 4.2.3 of the Provisional Agenda

INTERNATIONAL COMMISSION OF EXPERTS ON STRATEGIES FOR THE DEVELOPMENT OF EDUCATION THROUGHOUT THE WORLD

CORRIGENDUM

Page 2, line 9 - Amend the sentence beginning: "The fact that the number of illiterates....." to read:

"The fact that the absolute number of adult illiterates is increasing, despite the fall in the percentage figures, is sufficient evidence of this."

Page 2, paragraph 5, second sentence, to read:

"Above all it reflects the fact that, in many countries, old systems are fundamentally unfitted for dealing with the new educational tasks that go with development and changes in contemporary society."

Page 4, paragraph 16, second sentence, to read:

"It is accordingly proposed to make available within existing allocations, a sum of \$200,000 for the present period, the sum of \$300,000 having already been included in the Draft Programme and Budget for 1971-1972 (cf. document 16 C/5, paragraphs 112-114)."

Page 4, paragraph 17 to read:

"In conclusion, the Director-General requests the Executive Board to authorize him to establish an international commission of experts on the development of education throughout the world, as defined above, and to obligate funds in 1970 to a total of \$200,000 to meet the cost of its work from the second half of this year onwards."

Page 4, draft resolution, paragraph 2, in second line, for "offer", read "after", and in fourth line for "system" read "systems".

Page 4, draft resolution, paragraph 4, last two lines to read:

"in the context of the Second Development Decade and to obligate in 1970 a sum of \$200,000 to meet the running expenses of the Commission."

EXECUTIVE BOARD

EX

Eighty-fourth Session

84 EX/22
PARIS, 9 April 1970
Original: English

Item 7.4 of the Provisional Agenda

STUDY OF THE CAPACITY OF THE UNITED NATIONS DEVELOPMENT SYSTEM

Interim Report by the Director-General

SUMMARY

The Director-General submits to the Executive Board, under item 7.4, the Study which the Governing Council of the United Nations Development Programme commissioned Sir Robert G. A. Jackson to undertake in 1968. This Study consists of two volumes which were forwarded separately to Members of the Executive Board. The present document deals, in particular, with recent developments since the publication of the Study on 1 December 1969.

1. The Executive Board will recall that the Director-General has had occasion to report on the progress of the Study of the Capacity of the United Nations Development System at the 77th and 83rd sessions of the Board⁽¹⁾. The purpose of the present report is to inform the Board of the various steps which have been taken, in particular, since publication of the Study on 1 December 1969. Members of the Board will have received copies of the published document (DP/5) made available by the United Nations.
2. The Governing Council of UNDP, at its 5th session held in January 1968, requested the Administrator of UNDP to prepare and submit to the Council a report on the administrative capacity of UNDP and its participating and executing agencies to deliver an increased programme. In considering ways and means to carry out this request the Administrator consulted with the Executive Heads of the Specialized Agencies, through the Inter-Agency Consultative Board in April 1968 and obtained their support and co-operation.

(1) 77 EX/18 paras. 24-34; 83 EX/15 paras. 8-9.

3. At its 6th session, in June 1968, the Governing Council approved a plan of the study which evolved from the Administrator's consultations along the following broad lines:

A critical examination of the character and content of the present programme, taking into account past experience and considering what modifications might be desirable, especially if the financial resources available to the programme were to be doubled during the next five years;

A study of methods used in the appraisal and formulation of projects, their execution and follow-up, and the process of evaluation; and

A review of implications for the organization, staffing and financing of the operation.

The terms of reference are quoted in Appendix One of Volume II of the Study (DP/5).

4. Also at its 6th session, the Governing Council approved the nomination of a commissioner, Sir Robert G. A. Jackson (Australia) to undertake the study. The Council further directed the Commissioner to appoint, in their individual capacity, a group of consultants, selected on the basis of their qualifications and experience from countries of different social and economic systems, and from developing countries, and decided that the Study should be submitted to the Council, with any comments and viewpoints of the members of IACB and of the consultants.
5. Finally, the Governing Council, at its 8th session in June 1969, decided that the final report of the Commissioner should be submitted to governments, the UNDP and the participating and executing agencies simultaneously.
6. The Inter-Agency Consultative Board met in special session from 3 to 5 February 1970 to consider the Study. The comments of this Board addressed to the Governing Council (document DP/6) are attached. (1)
7. The Administrator has reviewed the study and formulated, in document DP/7 which is also attached(1), A Basic Action Programme for the UNDP, which he has addressed to the Governing Council.
8. The comments of the group of consultants (DP/8) will be made available to Board Members on request.
9. It may be noted that the Administrator on the recommendation of IACB proposes to set up inter-agency working groups to study the important issues contained in the Study (cf. DP/6 paragraph 2 and DP/7 paragraph 25). These working groups will deal in detail inter alia with proposals for programming and project implementation including general problems of sub-contracting, recruitment, and procurement of equipment.
10. The Study was officially submitted to the Governing Council at its 9th session in January 1970. The Council, after a preliminary debate, devoted a special session from 16 to 26 March to consider the findings of the Study. At the time of preparing this document the special session has not been completed. The Governing Council's decisions will be issued as an addendum to this document.

(1) Documents DP/6 and DP/7 are attached to copies of this document forwarded to members of the Executive Board.

UNITED NATIONS DEVELOPMENT PROGRAMME



Distr.
GENERAL

DP/6
6 February 1970

ORIGINAL: ENGLISH

GOVERNING COUNCIL
Special session
16-26 March 1970

COMMENTS OF THE INTER-AGENCY CONSULTATIVE BOARD

ON THE CAPACITY STUDY^{1/}

I. INTRODUCTION

1. The Governing Council at its ninth session invited the comments of the Inter-Agency Consultative Board (IACB) on the Study of the Capacity of the United Nations Development System. For this purpose the IACB held a special session at Headquarters from 3-5 February 1970 under the Chairmanship of the Administrator of UNDP. Its members engaged in an exchange of views which enabled them to reach agreement, on broad lines, on a number of the major findings and recommendations of the Capacity Study. This exchange was meant also to provide advice to the Administrator of UNDP which the IACB hoped would be useful to him in formulating the conclusions and recommendations which he himself will put forward to the Governing Council.
2. In setting out in these comments the principal matters which it discussed and the conclusions which it reached, the IACB wishes to emphasize that many of these issues are so far-reaching and complex in their implications as to require not only further study by the Board itself and its individual members, but also in certain cases reference to their governing bodies. This paper indicates where such additional studies appear to be required. For this purpose the Administrator decided, on the recommendation of the IACB, that immediately after the forthcoming special session of the Governing Council, and in the light of the latter's substantive consideration of the Capacity Study at that time, he would convene special inter-agency working groups of senior officials to pursue these studies.

^{1/}A Study of the Capacity of the United Nations Development System, DP/5
(Vol. I and II).

II. GENERAL CONSIDERATIONS

3. The members of the IACB welcomed the decision to undertake the Capacity Study and gave full co-operation to the Study. They wish at the outset to express their appreciation of the report and the stimulation it provides for thought and action. For each of them the Study was a further opportunity, which they gladly seized, to review and reassess their own performance, constraints, and possibilities, and to pool their experience, knowledge and advice in the interests of larger and more effective technical co-operation.

4. The members believe that it is evidence of the vitality of the United Nations system of technical and pre-investment assistance to the developing countries that the members of the system, jointly and severally, have sought in this manner to improve their performance and to gear their efforts to the growing needs and the growing resources for development, and the growing complexity of the development process.

The historical perspective

5. The members of the IACB collaborated with the Capacity Study, and have subsequently examined its findings, in the context of an historical perspective which they believe may have been taken too much for granted, and which they do not find fully reflected in the Capacity Study itself in its review of the first twenty-five years of the concerted endeavours of the United Nations system for economic and social development.

6. That perspective, properly seen, has many elements. The first and most important of these is the extraordinary and unprecedented growth in the volume, the scope and -- in the belief of the IACB -- the quality of the practical and tangible assistance which the United Nations system has been able to bring to the developing countries. This is what counts most. The growth of the system can be taken as evidence of the increasing confidence of Governments, both donors and recipients, in the system, and of the system's effectiveness. Money does not tell the whole story but, as a rough measure of that confidence and effectiveness, it may be useful to recall that the expenditures of the UNDP alone have multiplied twenty-fold since the so-called expanded programme

/...

of technical assistance began in 1949. In the brief span of the decade of the 1960s they have increased over six-fold, from \$37 million in 1960 to an estimated \$230 million in 1969. In addition, these operations involved at least an equal expenditure by the Governments of the developing countries.

7. The research, conference, policy-oriented and other activities of the members of the United Nations system must be seen as indispensable complements to their technical co-operation work which they are designed in large part to stimulate, improve and expand. When the cost of these activities is added to that of UNDP field operations and those financed from the regular budgets of the Specialized Agencies, the International Atomic Energy Agency (IAEA), UNICEF, the World Food Programme (WFP) and relief programmes, the total involvement of the United Nations system (excluding the financial agencies) could be estimated, for the year 1969 alone, at close to \$700 million.

8. Again within the framework of the UNDP alone, the United Nations system is presently involved in the execution of more than 3,000 technical co-operation projects around the world. One-fifth of these are large-scale pre-investment projects whose execution over a brief period of years will involve some \$2,000 million, somewhat over half of this committed by the developing countries themselves. The remaining projects, concerned with the provision of smaller-scale technical assistance to every economic and social sector in the developing countries, will involve close to a further \$400 million in combined national and international resources.

9. Difficult though it is to estimate the results of activities of this scale and diversity, they can be highlighted in impressive ways. In the decade of the 1960s the Agencies on behalf of the UNDP made some 60,000 expert assignments to the developing countries and arranged for the education or training of 45,000 of their nationals on fellowships abroad, as well as many more thousands trained on the job. Close to \$2,000 million in investment commitments have directly followed upon essential pre-investment work in which the Programme played an important part; indeed, the financial institutions attribute at least partly to the pre-investment activities of the Programme the fact that it is now an inadequacy of resources rather than a lack of projects that constitutes the major constraint on investment.

/...

10. Even larger benefits will undoubtedly emerge in the long run from the work of the United Nations system, from the enhancement of human resources in developing countries. In the past ten years, some 400,000 trainees in these countries have benefited from the technical education and training institutes and universities established or strengthened as a result of 316 large-scale UNDP-assisted projects. This number represents only the first part of what surely will be a continuing flow of trained personnel, reaching into the millions. The establishment or support also of more than two hundred applied research institutes is unquestionably providing part of the answer to the problem of the transfer of technologies appropriate for development in these countries.

11. While the technical and pre-investment assistance provided by the United Nations system represents only 20 per cent of the total multilateral aid - which itself is only 10 per cent of the total assistance available from all sources - it must be viewed in the special light of the unique partnership which it has brought about between developed and developing countries. This is a partnership in which the organizations of the system have themselves played a vital role, catalyzing the interchange of knowledge and skills and nourishing it with the experience that is constantly being acquired and enlarged through research and operational activities alike. They constitute together a priceless asset of the international community, unprecedented in history and providing services for which there is no substitute in the world of today -- nor in the world of tomorrow, where the United Nations system will have important responsibilities, especially for the implementation of the strategy of the Second Development Decade and beyond, under the continued leadership of the Secretary-General of the United Nations acting in concert with the Heads of the other United Nations Organizations.

The need for change

12. The IACB, however, is not disposed to view the past and present achievements of the United Nations system with complacency, nor to allow them to obscure the need to continue to improve its organization and procedures in order to meet the much greater demands -- and to deploy, it is hoped,

the much larger resources -- for technical co-operation in the future. While the Capacity Study in some respects has failed to measure accurately the true "capacity" of the system because it underestimates in some respects its dynamic character, the Study has pointed to the existence of important constraints on that growth and has indicated some important directions of strengthening and change.

13. It has done so at the right time -- a time when intensive concentration on assistance to the developing countries has brought about a clearer understanding of the development process. Practical experience has shown the structural and administrative problems of constantly expanding multilateral programmes of assistance, while at the same time the world is in the midst of a revolution not only in technology but also in managerial science -- a revolution of which the United Nations system must clearly take full advantage.

14. The atmosphere is thus ripe for change. And the objective of change must be to eliminate the weaknesses that have emerged while maintaining and strengthening the best elements of what has been built up so far. In this regard the IACB wishes to stress that the strength of the whole system of relationships among the members of the United Nations family is that they are the outcome of a dialogue, in which the entire international community has taken part. The result of this process of negotiation has enabled the community and the institutions through which it operates to work effectively together -- in the interests, especially, of the less developed nations and peoples of the community. The IACB believes that concrete and lasting results can only emerge from the Capacity Study if each of its principal recommendations is subjected by all parties concerned to the same process of adjustment of different views. The members of the IACB are ready to participate fully in this task.

15. The foregoing considerations help to place the evaluation of twenty-five years of growing activity of the United Nations development effort in historical perspective. The members of the IACB urge that the Administrator make available to the Governing Council further information on this important matter.

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III. THE PROGRAMMING OF TECHNICAL AND PRE-INVESTMENT ASSISTANCE

Joint country programming

16. The Capacity Study has rightly stressed the need for a more integrated approach to technical co-operation and pre-investment which would permit the United Nations system as a whole to respond more effectively to the needs of the developing countries.

17. The IACB supports the adoption of a unified United Nations system programme centered at the country level, based on the assessed situation, aims and needs of the country and carried out as concerns the technical assistance and pre-investment activities of the United Nations system under the leadership of the Resident Representative. It recognizes the fact that programming is more effective if all United Nations system resources are considered together and if this is done in the knowledge of all other resources likely to be available to the country. The IACB is therefore in agreement that the technical assistance and pre-investment programming process should be an exercise effectively geared to the country's socio-economic position. Detailed procedures for doing this, taking into account such factors as those listed in the Capacity Study,^{2/} will be subject to discussion by one of the special inter-agency working groups already mentioned.

18. The programming process will differ depending on the situation in each country. For this purpose all the expertise and knowledge of the United Nations, the Specialized Agencies, the International Atomic Energy Agency (IAEA), UNICEF, the World Food Programme (WFP), the United Nations High Commissioner for Refugees (UNHCR), and the UNDP, strengthened and supplemented as required, must be made available and in a timely manner.

19. The World Bank has expressed its willingness to co-operate with the UNDP in the country programming exercise wherever appropriate and, conversely, UNDP has expressed its willingness to co-operate in country economic missions organized by the World Bank, especially with regard to any pre-investment aspects.

^{2/}Vol. II, p. 165, para. 62.

20. The interdependence of sectors in the development effort, and the interdependence of pre-investment and investment programming, require that the United Nations and the Specialized Agencies and the World Bank Group should participate to the fullest in every stage of the programming process. The vast experience gained by the international organizations through their research, policy-oriented activities and operational activities in their respective fields of competence makes them uniquely suited to provide the required sectoral input in the programming process. Each Specialized Agency should be primarily responsible for providing at every stage the know-how required pertaining to its fields within a unified and disciplined United Nations system programme framework. This does not preclude the system from having recourse to every other available source of knowledge.

21. At the country level the Resident Representative should take the leading role. He should work on the basis of close partnership with representatives of the United Nations system, who in turn would work in partnership with the various sectoral ministries. The country programme in terms of UNDP support, as finally formulated, would be submitted to the Governing Council for review and approval.

22. The IACB has questions on the duration of the programme cycle recommended by the Capacity Study. While it is possible and perhaps even desirable to project the needs of a country for as long as five years and which could coincide with the life span of its development plan where such plan exists, the IACB believes that it would be more meaningful to prepare the detailed programme for a shorter period of time.

23. The IACB recognizes the advisability of carrying out country programming within the framework of a working hypothesis of available resources. How this might be done, as part of the programming process itself, will be considered by one of the inter-agency working groups mentioned earlier.

24. Provision will need to be made in the programming process to ensure that needs for assistance in highly specialized technical fields, and the contributions which can be made by the relevant Agencies, are properly taken into account. The programming procedure should also take into account the special characteristics of certain types of feasibility and other

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pre-investment type projects. The need for such projects may emerge at short notice and therefore may not be provided for in the long-term programming cycle. Provision should be made for their being approved on a continuous basis and financed as required.

25. Special measures should continue to be taken, and should be extended, to assist the less-developed among the developing countries by programming assistance designed to break bottlenecks and increase absorptive capacity, and by the most flexible possible treatment of "counterpart" contributions.

26. The IACB supports the recommendations for review meetings at the local level. While such an exercise may be usefully held on an annual basis in some countries, biennial meetings may be preferable in others. The IACB wishes to stress the determining importance of the preparatory work for the success of these reviews. Here also, all available expertise within the United Nations system should be employed in a systematic manner.

27. With the institution of country programming, and with the progressive improvement of project formulation, the IACB is confident that it will be possible to speed up the delivery of assistance.

Multi-country, regional and global assistance

28. It is stressed also that resources should continue to be made available for actions such as multi-national projects, regional or sub-regional undertakings, particularly those involving economic integration, and certain global programmes.

IV. IMPLEMENTATION

29. The Administrator of the UNDP has overall responsibility for all aspects of the Programme. He must be in a position to follow the progress of implementation of projects on a regular basis. Improved management practices, including such modern techniques as network analysis and computerized management information system will permit a better and more timely flow of information to become available to the Administrator and to the Agencies. Significant steps in this direction have already been taken by several Agencies. However, further progress is required and the proposals of the Capacity Study on information systems will be of great value toward this end.

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30. The IACB emphasizes that responsibility for execution must be accompanied by the necessary authority to do so expeditiously. This is fully compatible with the Capacity Study proposals on the subject. Authority should be also delegated to the executing agency to make operational modifications in projects, within prescribed limits and subject to the concurrence of the Resident Representative and, of course, the approval of the Government. At the same time, executing agencies should delegate more authority to Project Managers. The IACB stresses that the specialized agencies should continue to provide the substantive backstopping which is enriched by their overall experience, their research and their policy-oriented activities. The Capacity Study seemed to underestimate the importance of this aspect which is inherent in the mandated commitment and continuous dedication of the United Nations organizations to assist developing countries. This sets them readily apart from, for instance, private contractors whose concern begins and ends with a specific project.

31. The IACB agrees with the recommendation of the Capacity Study that executing agencies should make greater use of subcontracting. However, it doubts the feasibility of increasing it to the extent apparently envisaged by the Capacity Study. The paramount consideration should be whether this form of execution best suits the country needs and objectives as expressed in the project. Even if a project is subcontracted the UNDP and the Agency concerned cannot shed their responsibilities for the preparation of specifications, the selection of and negotiations with consulting firms, the formulation of the Plan of Operation, the supervision of implementation and the evaluation of results.

32. The recommendation by the Capacity Study to make eligible for subcontracting institutions or firms within recipient countries has merit but its implications require careful study. The IACB also recommends the increasing use of the facilities and experience of local institutions, especially in training and research.

33. As regards the recommendation of the Capacity Study that the UNDP be able to subcontract directly outside the United Nations system the IACB urges that this device be restricted to selected fields where special expertise is

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required which is not available in the United Nations Organizations. Even in these exceptional cases, the appropriate Agency should be associated with the projects and give them complementary support. Normally, as acknowledged by the Capacity Study, the Organizations of the United Nations system must discharge their responsibility for technical control and supervision of projects.

34. The IACB also considers that careful study should be given to the introduction and use of a wide range of methods and means of technical co-operation beyond the traditional pattern of experts, fellowships and equipment.

35. The IACB recognizes the importance of implementing projects with a minimum of delay. It notes that the amendments to financial regulations have already had a salutary effect in this respect. One of the major continuing causes for delays in implementation is the problem of recruitment. The IACB is in general agreement with the recommendations of the Capacity Study on this subject and urges that efforts be intensified to bring about major improvements to the existing approach to recruitment, including the effective exploitation of all possible sources of expertise.

36. The IACB supports the proposals of the Capacity Study that a group of experts review the question of standardization and procurement of equipment, including the possibility of centralized procurement as appropriate.

37. The IACB agrees with the recommendations of the Capacity Study to rationalize the evaluation activities of the United Nations system. The need to restrict evaluation to an essential minimum, while improving evaluation methods, is recognized. These are matters with which the Governing Council, as well as the Economic and Social Council and the Administrative Committee on Co-ordination (ACC), have recently been closely concerned. The IACB believes that the Administrator of UNDP must play a major role in evaluation but wishes also to emphasize the need for executing agencies to undertake evaluation as a tool for the effective implementation and follow-up of projects. Such agency evaluation should be carried out in consultation with the UNDP.

38. With respect to follow-up, the IACB concurs with the recommendations of the Capacity Study. It believes that the proposed review meetings at the country level would provide a useful focal point for this purpose.

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V. HUMAN RESOURCES FOR DEVELOPMENT ASSISTANCE

39. The IACB is convinced that the future performance of the United Nations system in development assistance will depend more than anything else on the calibre of the key project and other field staff of UNDP and the Agencies. Their Headquarters staff also require personnel of exceptional quality and competence. The IACB therefore welcomes the emphasis given in the Capacity Study to human resources.

40. The Board, while agreeing with much of the diagnosis, had difficulty in concurring with certain of the prescriptions proposed in the Study. It intends to examine in a fresh and creative manner the principles and means by which conditions of service which will attract the different kinds of personnel required might be provided within the framework of a common system. The Secretary-General would then be asked to refer its findings to the International Civil Service Advisory Board for its comments and recommendations. Included in its examination would be related questions raised in the Study, such as training and re-training needs and institutions, transfers among staff and measures Governments might take to facilitate the preparation and secondment of national personnel.

VI. FINANCIAL RESOURCES

41. A number of the comments and recommendations in the Capacity Study's chapter on financial resources concern the financial and budgetary system of the UNDP, upon which the Administrator will be reporting. When his report is available, the IACB may wish to submit its own comments. Such questions as project budgets, use of government resources, local costs and overhead costs will receive particularly close attention, the latter in consultation with the Advisory Committee on Administrative and Budgetary Questions and taking into account the relevant reports of the Joint Inspection Unit.

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42. At this time, however, the IACB wishes to address itself to three matters. The first is to register strong dissent to the idea that the regular programmes of the Agencies should be stabilized at their present levels. While the members hope that substantial additional resources will be channeled centrally, they are firmly convinced that to freeze regular programmes at their current levels would impose a serious restriction on their Agencies' practical capacity to help the developing countries through forms of assistance which are best provided through the regular budgets. Indeed, most of the members of the IACB are convinced that their Agencies' regular programmes could make excellent use of considerably increased resources.

43. Secondly, the IACB is not now in a position to comment definitively on the estimates contained in the Study of the cost of implementing its recommendations. Pending more detailed information, these estimates appear to be considerably understated.

44. The third point is a reaffirmation of the commitment of the members of the IACB to continue to introduce the most modern management methods in their Agencies' development assistance activities.

VII. INTER-AGENCY STRUCTURES

45. The members of the IACB reviewed the proposals of the Capacity study for the creation of a Policy Co-ordination Committee, a Development Resources Panel and a Technical Advisory Panel. The proposals for reorganizing the ACC and renaming it the Policy Co-ordination Committee will be considered with the Secretary-General in the ACC. As regards the proposal for the discontinuance of the IACB, there was agreement among the members that it should continue to serve as the policy advisory body of the UNDP. At the same time, it should be strengthened, especially by making provision for adequate preparatory work.

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46. It was agreed to consider this matter in detail at an early IACB session when the views of Governments, expressed during the special session of the Governing Council, were known and when consultations on related organizational issues, such as those concerned with regional structures, had been completed.

VIII. INFORMATION SYSTEMS

47. The members of the IACB favour the development of substantially strengthened Agency information systems which would be compatible and which could improve greatly the services that can be rendered to the developing countries. This complex matter requires further intensive study, and a working group of Agency specialists in information systems will be convened in April 1970 to draft general recommendations and to propose specific measures which can be implemented promptly.

IX. CONCLUDING REMARKS

48. The foregoing observations make clear that the IACB welcomes the Capacity Study as a further means which the Governments and the organizations of the United Nations development system can use both individually and collectively in their continuing efforts to meet more speedily and economically the growing needs of developing nations for assistance. The members of the IACB readily acknowledge the need for improvements in procedures, management and performance. They wish in this respect emphatically to affirm their conviction that the potentialities for growth in the capacity of the United Nations development system are fully commensurate with the growing needs.

49. While a number of the recommendations are clearly in line with reforms and improvements which are already being implemented, nevertheless the IACB is determined, through intensive study and consultation in the

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coming months, to use the Capacity Study as a stimulant to the IACB in drawing up its own recommendations for strengthening the United Nations development system. The report to be submitted by the Administrator to the special session of the Governing Council in March, and the deliberations of that session, will enable the IACB to draw up detailed recommendations designed to enable the system to perform its vital tasks in the Second Development Decade which is before us.

UNITED NATIONS DEVELOPMENT PROGRAMME



UNDP

Distr.
GENERAL

DP/7
20 February 1970

ORIGINAL: ENGLISH

GOVERNING COUNCIL
Special session
16-26 March 1970

REPORT OF THE ADMINISTRATOR: A BASIC ACTION PROGRAMME FOR THE UNDP

A. INTRODUCTION

1. The Governing Council expressed at its ninth session the wish to have at its disposal, before discussing the report of the Commissioner on A Study of the Capacity of the United Nations Development System (DP/5), a document incorporating the comments, observations and recommendations of the Administrator.
2. This is the report of the Administrator. In preparing it, he has borne in mind not only the content of the Capacity Study but also the purposes of the Study and the initiative which he himself took to have it carried out. He has therefore been guided above all by his responsibilities for the administration of the United Nations Development Programme.
3. This includes the responsibility, upon which he has constantly acted from the beginning of his term of office, for proposing, seeking approval of and carrying out changes in policy, procedure and organization. Such changes have been and must continue to be designed to foster and exploit the dynamic character of the Programme, to attract an ever-growing flow of resources into it and to deploy those resources with ever-increasing effectiveness and through an ever-enlarging range of services to help the developing countries help themselves towards a better life for their nations and their peoples.
4. These considerations have led the Administrator to conclude that what the Governing Council should expect to receive from him is not simply a commentary on the Capacity Study as such. His report should rather be a

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statement of the conclusions and recommendations he has reached about the future of the Programme after a careful review of all the elements of advice and experience which are available to him, set in the perspective in which the Programme exists and functions.

5. The Capacity Study is one such element, and an extremely important one. It is indeed a unique contribution to the process of self-examination and of re-invigoration to which the United Nations system in general and UNDP in particular must continuously subject itself. The Administrator wishes to pay tribute to the energy and courage with which the Commissioner, Sir Robert Jackson, and his associates addressed themselves to their difficult task.

6. In considering the conclusions and proposals of the Capacity Study, the Administrator has had to draw primarily on the never-ending flow of the experience of the Programme itself. This is distilled from the activities of thousands of men and women of scores of different nationalities working in the field alongside the Governments and people of some 140 different countries and territories, and conveyed to him daily through the Resident Representatives, through the international organizations which are in active partnership in the Programme, and through his senior colleagues in the administration of the Programme.

7. The Administrator must take account as well of the reaction of these officials and organizations to the Capacity Study itself. He has done so by means of consultations with the Inter-Agency Consultative Board (IACB) of UNDP and its individual members, by obtaining the comments of all the Resident Representatives, and by intensive consultations within UNDP headquarters. He has also had discussions on the report of the Capacity Study with the Commissioner and with the latter's Panel of Consultants.

8. The Administrator must at this as at all other times draw, too, on the views and advice which he constantly received from the members of the Governing Council, representatives of Governments of developing and developed countries alike - all of these Governments, jointly and severally also active partners in the Programme, and all of their countries different in their circumstances, attitudes and aspirations.

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9. Equally, the Administrator must at all times view his responsibilities for the operations of UNDP in the wider perspective of the totality of the United Nations family, its great purposes of international peace and security, its manifold programmes aimed at attaining those purposes, its policy-making and standard-setting activities in employment, education, agriculture, health and the like, its functions of negotiations and conciliation in such matters as trade, its contributions to the evolution of a global strategy for development - and, not least, its own endeavours under the auspices of the Economic and Social Council, and on a horizon wider than that of the UNDP, to co-ordinate and rationalize those activities of the many members of its family which are inter-related but have, in many cases, separate constitutional bases.

10. Finally, the Administrator must have his own view of these total United Nations family endeavours, of which UNDP operations are a part, in the still broader perspective of the entirety of national and international action for development. It is well known that development assistance has been the subject of a number of important studies at both the national and international level outside the framework of the United Nations. The fact that policies of aid and trade exercised nationally or in multinational groupings outside the United Nations family remains the predominant force in mobilizing external resources for development is of great relevance to the past, present and future of UNDP.

11. Such are the elements on which the Administrator has had to rely in forming his own judgement of the effectiveness of the United Nations Development Programme, and its capacity to continue and accelerate the expansion of its role as the principal instrument of international technical and pre-investment assistance and to make more constructive use of twice the resources presently available to the Programme.

12. The theme of the Administrator's conclusions is that the Programme does have that capacity to expand - but it must be improved and strengthened at an accelerated rate. The record shows that it has never been, and is not now, in the character of the Programme to stand still. Its capacity demonstrably includes great capacity for further change, and further

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important changes are clearly needed. In this report the Administrator proposes the changes^{1/} which he believes can and should be brought about in the Programme in the highest interests of international technical co-operation for development - and the evolutionary means by which he believes the United Nations family as a whole would want to see these changes made.

^{1/} A conference room paper specifying the actions required by these changes on the part of the Administrator, the Governing Council and, where appropriate, the Economic and Social Council and the General Assembly, and indicating a time-table for those actions, is being prepared separately for the information of the Governing Council.

B. ACTION PROPOSED BY THE ADMINISTRATOR TO STRENGTHEN
AND EXPAND THE UNITED NATIONS DEVELOPMENT PROGRAMME

I. GENERAL PRINCIPLES

13. The contribution of UNDP to the development of the developing countries should be strengthened by:
- (a) Substantially increasing the financial and human resources at its disposal and further enlarging the present flexibility in the use of those resources;
 - (b) Making it operationally more efficient while retaining its special attributes as a universal and non-political undertaking in technical co-operation;
 - (c) Removing all remaining distinctions between the Technical Assistance and Special Fund components in order to allow the Programme to provide the type of assistance best suited to the needs of each case;
 - (d) More systematically utilizing its contribution strategically within the framework of all development inputs, both internal and external, that are available to each developing country;
 - (e) Co-ordinating its inputs more effectively with all other inputs from the United Nations system;
 - (f) Forging closer links with organizations dealing with the application of science and technology and with trade and financial transfers.
14. UNDP, in association with the United Nations system as a whole, should enhance and improve its growing emphasis on the coherent country programming of assistance. At the same time,
- (a) The Governments and the international organizations advising them should act together to ensure that the country programmes and agreed international development strategy are consistent and mutually supporting;
 - (b) Resources should continue to be made available for "non-country" actions such as multinational projects, regional or sub-regional undertakings and, following the initiatives already taken by the Governing Council, certain world sectoral actions;

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- (c) Special measures should continue to be taken to assist the least developed among the developing countries by programming technical assistance designed to break bottlenecks and increase absorptive capacity, and by more flexible treatment of counterpart contributions.
15. The variety in the content of UNDP should continue to be enlarged:
- (a) The kinds of co-operation offered through the Programme should be further expanded and new methods should continue to be energetically pursued;
 - (b) The substantial flexibility already developed in the use of the existing tools of technical co-operation should be further increased:
 - (i) The best brains, knowledge and facilities must be mobilized wherever they can be found and adequate resources provided for engaging them;
 - (ii) There should be greater complementary use of services available outside the system;
 - (iii) The functions to be performed by experts should be so defined as to allow their services, together with all available supporting services, to be adapted constructively and imaginatively to changing situations and needs;
 - (iv) The new approach now being sought to the whole question of training, including fellowships, should be energetically pursued.
16. The measures already taken in the foregoing directions should be vigorously pursued, and further innovations required in terms of procedures, administrative practices, managerial techniques and organizational changes should be progressively introduced.

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II. THE PROGRAMMING OF TECHNICAL AND PRE-INVESTMENT ASSISTANCE

Joint country programming

17. There should be a more coherent and integrated approach by UNDP and the other parts of the United Nations system to the assistance they can give to the solution of the development problems of each particular country, taking due account of the mutual obligations and responsibilities of the international community in the context of agreed development strategy.

- (a) The programming of assistance should be carried out jointly between the Government and the United Nations system on the basis of the country and its needs, objectives and possibilities of development;
- (b) The programming process should harness the full technical competence available within the country with that available through the United Nations system;
- (c) The resulting "country programme" of assistance should, to the extent feasible, be part and parcel of the national development plan or programme where such exists, while maintaining sufficient flexibility to permit adjustment to changing requirements;
- (d) It should be related, where the Government so wishes, to assistance that may be given by the United Nations system to the country's development planning and plan implementation processes themselves;
- (e) If the Government so wishes, joint programming should be made to include other external sources of technical co-operation as well as financial assistance.

18. The joint programming of United Nations assistance should, as far as is feasible, be carried out in three stages:

- (a) The pre-programming stage
 - (i) The broad lines and priorities of the assistance that might be provided over a given period of years should be determined in partnership between the national authorities on the one hand and, on the

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other, by the United Nations system, under the leadership of the Resident Representative (with further assistance provided by the Administrator as may be required) and with the participation of representatives of all parts of the system having individual inputs, i.e. UNDP, United Nations Children's Fund (UNICEF), World Food Programme (WFP) and Agencies with operational budgets financed from their regular budgets and/or other funds, and where appropriate the World Bank Group;

- (ii) This pre-programming exercise should be based on socio-economic data on the country; identification of the country's over-all development objectives, strategy and priorities; and identification of the role of external aid as a whole and of United Nations system assistance in particular in assisting the country to reach the objectives, including an evaluation of the assistance already being provided by it;
 - (iii) The pre-programming exercise should seek to define, as far as possible, the development objectives to be assisted by the various parts of the United Nations system, describing in general terms the programmes of sectoral activities required to attain those objectives and, in a preliminary way, with approximately estimated costs and phasing, the projects required to carry out those programmes.
- (b) The project formulation stage
- (i) In the context of the above, and if necessary as a series of separate exercises, the particular projects, or phases of projects, to be undertaken by the Government with the assistance of UNDP and other resources of the United Nations system during, say, a three-year period should be precisely identified and formulated in partnership

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between the Government, UNDP and/or the Executing Agency or agent concerned. Among these, new projects to be started in the first year of the period would be definitively appraised and prepared for presentation to the Governing Council for approval;

- (ii) All of these projects, taken together and added to agreed on-going projects, would constitute the basic three-year "country programme" of United Nations assistance. The UNDP component of the country programme would be adjusted by the Administrator as necessary to conform to a general order of magnitude, taking into account on the one hand the existing level of UNDP assistance to the country and on the other hand the anticipated increase in global resources available for UNDP country programmes over the three-year period, with recognition of the need for a reasonably equitable geographical distribution of those resources. The entire country programme would be submitted to the Governing Council for information as a whole, and for approval in respect of those projects which were proposed to be started in the first year and which required formal approval by the Council (see para. 22).
- (c) The periodic review, annual or biennial, at which the Government and the responsible components of the United Nations system would together examine progress and, as appropriate, advance and/or modify the "country programme" and its individual projects for a further period.

19. In the process described above, detailed formulation of the smaller projects to be supported by UNDP would be carried out jointly by the Government and the Resident Representative with such technical and other advice as may be appropriate. Detailed formulation of the larger projects would be carried out jointly by the Government, the prospective Executing Agency or agent (including a Project Manager appointed in advance where possible) and the Resident Representative, with other assistance as may be appropriate.

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20. The appraisal of smaller projects, of a total cost to UNDP not exceeding \$100,000 for their duration, would be the responsibility of the Resident Representative, whose recommendations for their approval or otherwise should normally be accepted by the Administrator, to whom authority for approval may be delegated by the Governing Council. The Administrator should continue to be responsible for the appraisal of the larger projects and entitled to propose modifications before recommending their approval to the Governing Council. In this appraisal, he should normally, as provided for in General Assembly resolution 1240 (XIII), be expected to rely upon the assistance of existing services within the United Nations system, but he should also be authorized to contract the services of other institutions, private firms or individual experts for this purpose.

21. The World Bank would co-operate in the country programming exercise wherever appropriate and, conversely, UNDP would co-operate in country economic missions organized by the World Bank, especially with regard to any pre-investment aspects.

Approval of UNDP components of country programmes

22. Each basic "country programme" and its annual or biennial revision and extension would be submitted to the Governing Council for:

- (a) Information as to the "country programme" as a whole for the three-year period;
- (b) Identification of projects receiving assistance previously approved;
- (c) Information on new projects (e.g. smaller projects and preliminary operations) approved by the Administrator under authority delegated to him;
- (d) Approval of the larger projects (or phases thereof) proposed to be started in the first year of the new or revised programme period, including the earmarking of financial resources for the total duration of each project or phase thereof.

23. The Administrator would have recourse, as now, to the Revolving Fund for its wide range of possibilities for pre-project activities, urgent preliminary operations, short feasibility studies and other assistance for which needs may arise during the period of the country programme.

24. The new programming procedures should be designed to be applied flexibly in a manner appropriate to the level of development of each country and its development planning process. To the extent feasible they should be synchronized with the elaboration of new national development plans. The number of countries involved requires that the procedures be phased in over a period of years, with transitional measures as may be required over that period.

Proposal for detailed study

25. After agreement in principle by the Governing Council, recommendations on detailed procedures for country programming as outlined above, and providing for adjustment to different country situations, will be prepared by a special inter-agency working group.

26. The modalities of the provisions to be made for the formulation, appraisal, approval and financing of global, regional and other "non-country" projects will be similarly worked out.

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III. IMPLEMENTATION, EVALUATION AND FOLLOW-UP

Implementation

27. In the implementation of UNDP assistance, four fundamental principles should be observed:

- (a) Over-all responsibility for the implementation of UNDP programmes and projects should be firmly centred on the Administrator;
- (b) The appropriate organizations of the United Nations system should have first consideration as executing agents and their advice should be available to the Administrator in the implementation of all projects, whether executed by them or not;
- (c) Wherever necessary to ensure the maximum effectiveness of UNDP assistance or to increase its capacity, there should be increased use of services obtained from governmental and non-governmental institutions and firms;
- (d) In cases where expertise or services are required which are not available in the United Nations system, the Administrator should exercise his authority to obtain them, while inviting the appropriate United Nations organization to provide complementary support.

28. The possible use of the services of institutions and firms within the recipient countries in the implementation of projects should be sympathetically studied.

29. Every project, of whatever size or duration, should be implemented in accordance with a Plan of Operation or a work plan agreed upon by the Government or Governments concerned, UNDP and the Executing Agency. Adequate authority should be delegated to the country level to make operational modifications within prescribed limits.

30. Building on the procedures developed during recent years for speeding up the commencement of field activities, full use would be made of the flexibility available under the Revolving Fund, and of procedures authorizing advance recruitment of Project Managers, the selection and placement of fellows, and the preparation of equipment lists.

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Evaluation (operational control and assessment of results)

31. The implementation and effectiveness of every project should be systematically evaluated. Evaluation in this sense should comprise two principal aspects, operational control and assessment of results:

- (a) Operational control, aside from that carried out by the Executing Agency for its own purposes in the implementation of a project, should, insofar as it is required for the discharge by the Administrator of his responsibility for implementation, be carried out on his behalf normally by the Resident Representative and his staff, with further assistance from the Administrator as required;
- (b) Assessment of results should be the joint concern of UNDP, the Executing Agency or agent concerned and the field staff, in association with the Government and with the assistance of outside consultants as necessary.

32. Assessment of the results of UNDP-assisted projects:

- (a) Should be applied to the whole programme or project and not only to the external assistance component, and therefore the Government should be closely associated with it;
- (b) Should be restricted to the minimum essential for the requirements of Governments and the United Nations system;
- (c) Should be performed only by qualified people;
- (d) When carried out within the United Nations system, should be done only with the agreement of the Government concerned and of the Administrator, and within a framework of mutually-agreed criteria and techniques;
- (e) When carried out independently by Governments, should, so far as possible, be co-ordinated with any similar activities within the system, through prior consultation with the Governing Council and the Administrator.

33. The evaluation of the country projects and programmes should constitute an element of the periodic review process.

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Information systems

34. The need for establishing and using adequate information systems is recognized. They should be developed on the basis of a careful identification of the real and practical needs of the United Nations programmes of assistance for:

- (a) Operational and administrative information;
- (b) Technical and scientific information; and
- (c) Economic and social information

in the processes of programming, implementation and follow-up, including the wider dissemination of the results of experience.

35. The new UNDP reporting system introduced in mid-1969, designed to provide timely operational and administrative information and to ensure the timeliness and quality of technical and scientific information produced from the projects for the Governments directly concerned, will be further strengthened and modified as may be necessary.

36. As regards the wider use of technical and scientific information, as well as of economic and social information, an integrated information system should be developed by and for the United Nations family as a whole. The information systems concept prepared for the Capacity Study provides a valuable point of departure. Within such a system, responsibility for the development of sub-systems dealing with particular subject fields should rest with the United Nations Agencies concerned. As a potential major user of the information system, UNDP is ready to participate actively in the development of an adequate system and will initiate inter-agency discussions at the earliest possible date.

Follow-up

37. The follow-up of assisted projects should be made more systematic by:

- (a) More deliberate consideration during programming and project formulation of the follow-up requirements and all other economic and social implications of each project;
- (b) Assigning full responsibility for ensuring follow-up within the United Nations system, to UNDP, the basic responsibility resting always with the Government;

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- (c) Including consideration of completed projects, and those approaching completion, in the periodic review process;
- (d) Punctual presentation of project findings containing clear recommendations based on sound investigations;
- (e) Constant review, mainly through the Resident Representative, of progress made in carrying out recommendations;
- (f) Including, as far as may be feasible in the project budget incorporated in the Plan of Operation, all substantial recurring expenditure falling on the Government, projected for a few years beyond completion of UNDP assistance;
- (g) Providing in the Plan of Operation and the project budget for a limited amount of supplementary assistance (technical advice, fellowships, maintenance and modernization of equipment, etc.) which may be required after the period of full assistance;
- (h) Ensuring early co-ordination, from the planning stage onwards and in consultation with the Government, with potential bilateral and/or multilateral sources of finance for projects requiring subsequent capital investment.

Support for development

38. Since development itself and development assistance are the products of human will and action, UNDP should intensify its work with Governments to build into projects communications inputs especially designed and suitably phased to motivate and mobilize those groups of people whose understanding and support are essential to the success of the projects.

39. Since, in a broader sense, the objectives, character and achievements of the United Nations system's partnership for development need to be better understood by the public in all participating countries, the Programme should also strengthen its information and educational activities. These should be designed to assist the full realization of the Programme's objectives, for example, by helping to attract to its service the most highly qualified and dedicated men and women and by facilitating the efforts of Governments to secure support for increased financial contributions.

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IV. ORGANIZATION

General

40. The Administrator confines at this stage his conclusions and recommendations on the organizational structure of UNDP to the areas within his immediate responsibility, namely, the headquarters and field organization of UNDP itself. Certain broader questions - such as the possible integration of other inputs of the United Nations system with UNDP and certain aspects of rationalization of the regional structure of the system - appear to him to be subject in the first place to consideration by the Governments. Others, such as the future role of the Administrative Committee on Co-ordination (ACC), will be considered by the Secretary-General within the ACC. Others again, such as the future work of the IACB, are to be considered in detail by the IACB itself after the special session of the Governing Council.

UNDP field organization

41. The increased emphasis to be placed on programming at the country level and on the Administrator's responsibility for all aspects of implementation of UNDP assistance, as well as the need for better co-ordination of all inputs of the United Nations system, requires that action be taken further to increase the authority and effectiveness of the Resident Representative:

- (a) The Resident Representative should be recognized as having full over-all responsibility, under the authority of the Administrator, for the UNDP Programme in the country concerned, and for this purpose he should be the sole spokesman vis-à-vis the central organs of the Government;
- (b) The organizations of the United Nations system should also assign to the Resident Representative a position of leadership in the co-ordinated programming of all non-credit inputs from the system.

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Field relationship with other organizations

4 . The following further principles should govern the relationships between the Resident Representatives and other organizations of the United Nations system at the field level:

- (a) Wherever, in agreement with the Government, UNDP and the United Nations organization concerned, it is deemed necessary to assign to the country an official of the organization mainly for the purpose of UNDP-financed activities, that official should form part of the office of the Resident Representative;
- (b) The official so assigned, while being responsible to the Resident Representative in administrative matters and in respect of relationships with the central organs of the Government, should maintain direct technical lines of communication with the technical ministry concerned and with the headquarters or regional office of his organization on both UNDP and non-UNDP matters, while keeping the Resident Representative informed;
- (c) Joint financing arrangements to cover the above should be established by UNDP and the organization concerned, and they should agree on a title for the official which would as clearly as possible reflect his relationship with the Resident Representative;
- (d) Wherever an organization is required to establish representation in the country primarily for purposes other than UNDP-financed activities, the organization and UNDP should agree that the official concerned should serve as a technical adviser to the Resident Representative without prejudice to his other duties and, if justified, on a reimbursable basis.

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43. In the case of UNICEF, the Administrator agrees with the Executive Director that the organization should maintain a sufficient identity, not only for fund raising, but also to advocate and support an appropriate place for children and adolescents in each country's development effort. The Executive Director is recommending to the Executive Board of UNICEF the necessary steps to bring UNICEF's "country approach" into the framework of country programming in the United Nations system. The Executive Director of UNICEF and the Administrator of UNDP, in extension of the discussions which have been going on between them and their staff for some months concerning closer co-ordination of programmes and operations in areas of common interest, have agreed to establish a joint working group to recommend further practical arrangements for the closer integration of their representation in the field.

44. In the case of the World Food Programme - assuming the continuation of its separate identity and funding - the present arrangements by which the Resident Representative serves as the country agent of the WFP, assisted where necessary by a liaison or project officer financed by the WFP but administratively integrated into the office of the Resident Representative, should be maintained.

45. The Administrator is studying also the means of establishing closer substantive relationships with the major regional organizations of the United Nations system as they now exist.

46. Means of extending liaison with certain of the more highly industrialized countries which have substantial bilateral programmes are already under study by the Administrator.

UNDP headquarters organization

47. The headquarters organization of UNDP is being reviewed in the light of the larger emphasis on the country programming approach as well as the increasing volume and scope of operations and the assumption by the Administrator of full responsibility for all aspects of them.

48. These factors have a bearing on virtually all branches of headquarters activity, and especially on programming, operational control, reporting,

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evaluation, follow-up, financial administration, and the management of the field establishment. As regards those most directly concerned with programming and operations, the Administrator's review is following the direction of an acceleration and intensification of certain evolutionary trends of recent years, notably:

- (a) The shifting of responsibility for programming from headquarters to the field, in line with the growing acceptance of the Resident Representatives as the channel of communication between the United Nations system and Governments on development assistance;
- (b) The strengthening of the authority and the responsibilities of the Area Divisions, with respect to backstopping the programming activities of the Resident Representatives, and the Administrator's responsibilities for project implementation;
- (c) Strengthening of the reporting and evaluation systems as an increasingly effective tool for supervision and management;
- (d) Strengthening of the supporting services for the field organization.

49. The proposals emerging from this review, together with their budgetary implications, will be submitted by the Administrator to the Governing Council at its session in June 1970.

V. PERSONNEL FOR DEVELOPMENT ASSISTANCE

General

50. Given adequate financial resources, the future performance of the United Nations system in development assistance will depend more than anything else on the calibre of the key project and other field staff of UNDP and the Executing Agencies. The operational character of development assistance at the field level calls for special talents and types of experience.

51. At the same time, the decision-making and backstopping processes at headquarters are essential to effective work in the field, and they too must be staffed with persons of exceptional quality and competence.

52. While continuing to be covered by the common system of the United Nations family, UNDP field staff as well as project personnel financed by UNDP - and, in the interests of uniformity, all other operational staff in the field - should be subject to special conditions of service designed to meet the special conditions of their work. The Administrator should have a major role in the formulation of suitable provisions in this regard.

53. The Administrator fully supports the intention of the IACB to examine the principles and means to this end in a fresh and creative manner and to ask the Secretary-General to refer its findings to the International Civil Service Advisory Board (ICSAB). The Administrator intends, on the basis of special studies, to develop appropriate proposals for consideration by the IACB.

54. The Administrator recommends that the following considerations should be taken into account in the examination of this and other related matters. He will consult the Secretary-General with a view to finding ways to resolve any constitutional or legal issues which may be involved.

Manpower for UNDP

55. The Administrator of UNDP should have broad autonomy in personnel administration, with authority to promulgate and administer staff rules consistent with the United Nations Staff Regulations.

56. UNDP should have equal status with the other organizations of the United Nations system in such administrative bodies as the Consultative Committee on Administrative Questions (CCAQ) and in its relationship with the ICSAB.

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57. UNDP should have its own independent Appointment and Promotion Board.
58. Recruitment should be on as wide a geographical base as possible, subject to the over-riding requirements of Article 101 of the United Nations Charter.
59. Recruitment should as far as practicable, be at the junior levels. Recruitment at the middle level should be limited and should mainly draw on candidates with proven practical development experience, with preference being given to candidates already serving in the United Nations system.
60. Present efforts in respect of the training of career personnel should be intensified. Among other measures regular staff college type courses should be established and consideration should be given to the establishment of a staff college.
61. The Administrator should continue to secure the services of consultants in order to strengthen the work of UNDP in connexion with project preparation, appraisal, implementation and follow-up, and for special liaison on selected substantive matters of a general character (e.g. youth activities, rural development, science and technology).
62. Resident Representatives should be appointed by the Administrator. Preference should be given wherever possible to appointments from within UNDP and the United Nations system as a whole. The quality of the Resident Representatives should be improved in order to enable them to play the central role envisaged for them.
63. A margin of supernumerary Resident Representatives to fill unforeseeable gaps, and otherwise to assist in such matters as programming and evaluation, should be established.
64. The conditions of service for Resident Representatives should be improved, including the provision to them of adequately equipped housing at a standard rent.
65. Greater emphasis should be placed on the utilization of local national personnel in increasing levels of responsibility in the field offices of UNDP, including employment in semi-professional and junior professional posts at appropriate local salary levels.

Manpower for execution of projects

66. The quality of international project personnel should be enhanced by improving their conditions of service, their briefing and refresher and other special training, and their access to longer-term appointment.
67. Through these and all other possible means - to which the Administrator has proposed that an inter-agency working party should devote early and urgent attention - the speed and quality of recruitment should be improved. Governments also should increase their support for the recruitment process. Both they and individual organizations and firms should be encouraged to provide rosters of qualified personnel available for fixed-term assignments. Efforts should also be made to increase the supply of potential project personnel by special training courses, intensive language courses, and the computerization and harmonization of rosters.
68. Formal Government clearance of project personnel should either be dispensed with by agreement with individual Governments, or subjected to a time limit.
69. UNDP is prepared to play a more active role in establishing adequate conditions of service for all operational development staff, including project personnel. It could also help to standardize recruitment data and procedures, facilitating the rapid interchange of information between Agencies. It might also generally provide support for Agencies' recruitment services, including financial support as part of the future arrangements for overhead costs.
70. Associate project personnel and volunteers should be more widely used. The establishment of arrangements for greater association of "volunteers" with development projects is already under study, and the Governing Council will have proposals before it on this matter at its session in June 1970.
71. As regards the use of national personnel in the execution of projects, UNDP is ready to further explore ways and means of facilitating the assignment of qualified counterpart staff provided by Governments to UNDP projects and their subsequent retention in Government service. It is participating in a new inter-agency approach to the improvement of the training services supported by it.

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VI. MANAGEMENT OF FINANCIAL RESOURCES

General

72. The Administrator believes that it is for Governments and inter-governmental bodies of the United Nations system to consider whether funds made available for development purposes through the various components of the United Nations system should increasingly be channelled through one central point. From the standpoint of financial administration, the experience of UNDP with separate but related funds such as those for West Irian, population and individual country trust funds, as well as the United Nations Capital Development Fund, has shown real advantage in the unification and centralization of administrative supervision and financial control.

73. Resources and earmarkings statements for the Technical Assistance component and the Special Fund component of UNDP should be fully consolidated, following the action taken by the Governing Council in this direction at its ninth session.

74. The financial system can, without serious difficulty, be modified to provide the necessary framework for the proposed changes in methods of programming and implementation of projects:

- (a) Resources forecasts would continue essentially in their present form, improved as far as possible by additional efforts by contributing countries to assist programme planning through firm commitments of advance pledges over a period of years;
- (b) Financial controls over these resources would be adapted to the country programming procedure outlined earlier (see paragraph 18);
- (c) A single method of financing projects would be progressively introduced, while maintaining caution in making allocations against anticipated future income rather than funds actually available.

Budgetary system

75. A budgetary system should be introduced which would distinguish between three categories of expenditure, namely, project expenses, programme support expenses and general administrative expenses.

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- (a) Each project budget should include:
- (i) All expenditures necessary for the implementation of the project, whether financed by UNDP or the Government;
 - (ii) Overhead costs of Executing Agencies related to formulation, technical and administrative backstopping and supervision of projects, according to principles and formulas to be determined through further and intensified study;
- (b) The central budget, to be approved each year by the Governing Council, should distinguish between programme support services and general administrative services.

76. The Administrator will explore with the Participating and Executing Agencies the most appropriate means of compensating them, if necessary, for consultative services other than project overheads.

Local costs

77. The present arrangements for the payment by recipient Governments of a share of local costs in the form of a percentage of total expert costs will be examined with a view to their possible elimination. With respect to all other Government contributions to projects, procedures will be considered by which the total cost of each project would be set out in full in advance and a division of the cost agreed upon between the Government and UNDP. Such a division should reflect the structure and needs of the project, and should take into account in each case the country's available resources.

Common practices

78. Present inter-agency efforts, in which the Administrator is participating, to achieve greater uniformity in budgetary and accounting practices, including the possible application of cost-accounting, should be intensified.

Custodianship of UNDP funds

79. Steps are being taken in co-operation with the United Nations Controller for the Administrator to assume full responsibility for supervision of UNDP funds. As an initial measure, decisions concerning the investment portfolio of UNDP will be taken by the Administrator rather than the Controller and reported fully to the Governing Council. Although various servicing functions will continue to be performed by the United Nations, including accounting and cashier functions, the policy aspects will be transferred to the Administrator on a progressive basis.

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VII. OTHER RESOURCES AND FACILITIES

Equipment

80. Regulations concerning the proportion, use and ownership of equipment should be standardized.

81. Present deficiencies in the supply of equipment will be examined by a group of experts, to be convened by the UNDP from both within and outside the United Nations system, which should consider, inter alia, the following measures:

- (a) The possibility of a centralized purchasing system, with decentralization down to Resident Representatives and Project Managers in specified cases, should be examined;
- (b) Project Managers or experts should be involved in the selection of equipment earlier than at present;
- (c) Equipment should be purchased for which local servicing facilities and spare parts are available;
- (d) Equipment of similar type purchased for a single project should, so far as possible, be standardized;
- (e) Arrangements might be made for strategically located central stocks of standard items;
- (f) Existing procurement practices and financial regulations should be revised to make them less cumbersome;
- (g) Pro forma equipment specifications for standard items, such as vehicles, should be established;
- (h) Measures to ensure better supplier delivery performance should be examined;
- (i) Stock-piling agreements might be made with regular suppliers whereby they would reserve a minimum supply of standard items for UNDP;
- (j) For many categories of equipment, standardization and bulk purchasing might be considered;
- (k) Governments should facilitate faster customs clearance of UNDP equipment.

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82. Consideration should be given to approval of projects in which equipment was the only UNDP input, provided technical co-operation objectives were being met and recipient institutions had sufficiently well-trained staff to operate and maintain the equipment provided.

Communications

83. UNDP will organize a group of specialists to undertake a survey of the needs of the United Nations development system with a view to introducing faster means of communication. The survey would take into consideration the economic as well as the technical aspects of telecommunication links, and also mail and diplomatic pouch services.

Common premises

84. Urgent steps should be taken to provide common premises at the country level for all United Nations organizations. The suggested feasibility study of the specific proposals made by a member of the Enlarged Committee for Programme and Co-ordination should be undertaken as soon as possible by the Advisory Committee on Administrative and Budgetary Questions.

Common services

85. An enquiry should be organized to determine the feasibility of establishing a separate entity with responsibility for undertaking general and common service functions on behalf of all organizations in the United Nations system, including the purchase of common user items such as furniture, office equipment and supplies and vehicles. It could be combined with the enquiry to be undertaken for a centralized equipment purchasing system (see paragraph 81 above).

EXECUTIVE BOARD

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Eighty-fourth Session

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PARIS, 17 April 1970

Original: English

Item 7.3 of the Provisional Agenda

REPORT OF THE COMMISSION ON INTERNATIONAL DEVELOPMENT SET UP BY THE INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT (PEARSON REPORT) AND COMMENTS OF THE DIRECTOR-GENERAL

SUMMARY

This document contains, for the consideration of the Executive Board, a selection of those recommendations of the Report of the Commission on International Development established by the International Bank for Reconstruction and Development (Pearson Report) that are of particular relevance to Unesco, and the comments of the Director-General on these recommendations. The recommendations are presented, with the corresponding comments, under two headings:

- (i) general recommendations
- (ii) recommendations on population, education, and research.

1. The Director-General drew the attention of the Executive Board, at its 83rd session, to the need for enlisting all resources and energies available within the framework of an overall strategy which would be applied in undertaking to reach the goals of the Second Development Decade. In this connexion, he pointed to the importance of the Report of the Commission* on International

* The Commission, set up at the request of Mr. Robert S. McNamara, President of the Bank, consisted of the following names serving in an individual capacity: Mr. L.B. Pearson, Chairman; Sir Edward Boyle (United Kingdom); Roberto de Oliveira Campos (Brazil); Mr. C. Douglas Dillon (United States of America); Mr. Wilfred Guth (German Federal Republic); Mr. Arthur Lewis (West Indies); Mr. Robert E. Marjolin (France); Mr. Saburo Okita (Japan).

Development established by the International Bank for Reconstruction and Development and it was agreed that the Executive Board would examine the Report "Partners in Development" and the comments of the Director-General at its 84th session.

2. The Commission which was called upon "to study the consequences of twenty years of development assistance, assess the results, clarify the errors and propose the policies which will work better in the future", emphasized the two-fold need for increasing the volume of aid and improving its effectiveness. The Commission fixed at 0.7% of the GNP of donor countries the volume of official development assistance for net disbursements to be reached by 1975 or at the latest by 1980. Moreover, it gave considerable attention to the necessity of evolving a new style of assistance which would bring about a new "aid relationship", a true partnership between donors and receivers and an annual review of both development performance and of the discharge of aid within multilateral groupings.
3. The Commission also singled out certain sectors of prime importance for future action which are of particular interest to Unesco, namely: population, where the adoption of appropriate policies and programmes are of considerable relevance to social and economic planning; education; whose "pivotal rôle in development" was stressed; and research.
4. The Executive Board may wish to review the following recommendations and the Director-General's comments on them.

I. GENERAL RECOMMENDATIONS

5. (Chapters 6, 9, and 11)

Chapter 6

"Preparation should begin at the earliest possible moment for establishment, where necessary, of new multilateral groupings which provide for annual reviews of the development performance of recipients and the discharge of aid and related commitments by donors. The World Bank and the regional development banks should take the lead in discussions to this end, and the World Bank, or another appropriate existing agency, should provide the necessary reporting services for such groups."

Chapter 9

Recommendation 14

"Multilateral and bilateral technical assistance should be more closely integrated with capital assistance."

Recommendation 15

"To improve the effectiveness of technical assistance: (1) specialists and planners in developing countries should consult regularly to determine their priority needs for advisory services, institution building, project aid, and the operation of educational and other public services; and (2) developing countries should programme technical assistance requirements by spelling out the sequence of operations, the performance objectives of the personnel and of the training schemes, the cost of each stage and their own commitments to institutional and structural change."

Recommendation 17

"Donors should give financial assistance for local recurring expenditures and for equipment, transport, and other supplies in connexion with technical assistance projects."

Recommendation 19

"International technical assistance should be strengthened by the creation of national and international corps of technical assistance personnel with adequate career opportunities."

Recommendation 20

"Study should be undertaken, with the support of foundations, in a number of countries, of the needs and possibilities of an international volunteer corps."

Chapter 11Recommendation 6

"IDA should formulate explicit principles and criteria for the allocation of concessional development finance and seek in its policies to offset the larger inequities in aid distribution."

Recommendation 7

"The President of the World Bank should invite heads of appropriate organs of the United Nations, pertinent multilateral agencies, and the regional development banks and co-ordinating bodies, to a conference to be held in 1970 to discuss the creation of improved machinery for co-ordination capable of relating aid and development policies to other relevant areas of foreign economic policy, moving toward standardized assessments of development performance, making clear, regular and reasonably authoritative estimates of aid requirements, and providing balanced and impartial review of donor aid policies and programmes. Representatives of at least the major bilateral donors and appropriate representatives of developing countries should also participate in the conference."

Comments by the Director-General

6. The Director-General is in agreement with the basic principle that procedures of aid should be improved and reviewed with a view to bringing about a genuine partnership relation between various donors and aid-receiving countries.
7. In this connexion, the concept of multilateral groupings of both donor and receiving countries for the review of performance of recipients and of the use of aid is of interest. In certain projects within its competence, including those in co-operation with the World Bank, at the request of the governments, the Secretariat will continue to organize joint periodical reviews. The experience gained in helping to establish donors' "clubs" in Indonesia at the request of the Government is relevant to this purpose. In this perspective, specific commitments made by individual donor governments with respect to

technical assistance, funds for research, or capital assistance, are reviewed by the Government in the light of its own decisions on the content and structures of education and of overall strategies aimed at reaching educational objectives at the national level.

8. With respect to close integration of multilateral and bilateral technical assistance with capital assistance, it is constantly borne in mind in implementing Unesco's programme. The Secretariat has been assisting Member States in formulating short-term and long-term education development plans including provisions for both capital and technical assistance requirements, at the national as well as at the regional level.

9. The proposed consultations between specialists and experts in order to determine priority needs for technical assistance is consonant with the approach to integrated planning which is reflected both in Unesco's regional conferences of ministers and at the national level. The terms of reference of Unesco experts in educational planning and of science policy advisers and instructions given to them during their briefing provide for close and constant consultations with economic planners. Unesco advises governments not to set up institutions on the basis of the assistance offered but rather to start with a careful assessment and planning of requirements and to request aid so that it can fit in with these plans.

10. Financial assistance in the form of recurring expenditure, equipment and supplies, and services would obviously make for greater flexibility. This policy is already followed by Unicef and is in effect in projects carried out in co-operation with Unicef. The General Conference has expressed its general agreement with this principle in its resolution 15 C/Res.5.512 para.2 (d). The Director-General will continue his efforts to secure broad inter-agency agreement on the basis of this recommendation.

11. The proposal for national and international corps for technical assistance personnel with good career opportunities is important in view of its power of attraction for highly motivated young professionals. In certain fields where the emphasis is on operational activities, e.g. educational planning and administration, technical education and functional literacy, the establishment of an international corps of technical assistance personnel on a career basis would have obvious merits, provided adequate provisions were made for the pre-service and in-service training of volunteers. However, in other fields such as educational research and development, educational technology, curricula and methods, science teaching and research, guidance and counselling, etc. international service on a career basis may not prove feasible.

12. Related to this proposal is that of a study on the needs and possibilities of an international volunteer corps. Such a study, in a specific field has been carried out in pursuance of resolution 15 C/1.311 and a pilot project is being launched.

13. It is of course desirable to offset the larger inequalities in aid distribution. If development finance is to be used for this purpose, it should be related to specific sectors requiring particular

forms of aid. In the educational field, financial aid ought not to be conceived along the lines of hard loans with short repayment periods.

14. The suggestion of holding a conference of heads of agencies and organs of the United Nations system was discussed by the Administrative Committee on Co-ordination at its October session in 1969. No decision was taken, although the idea was well received. The Director-General is of the opinion that Unesco should support the purposes of this recommendation.

II. RECOMMENDATIONS ON POPULATION, EDUCATION, AND RESEARCH

15. Recommendation 1

"Developing countries should identify their population problem if they have not already done so, recognize the relevance of population growth to their social and economic planning, and adopt appropriate programmes."

Recommendation 2

"Bilateral and international agencies should press in aid negotiations for adequate analysis of population problems and of the bearing of these problems on development programmes."

Recommendation 3

"Developed countries should initiate or strengthen their own facilities for population studies."

Recommendation 4

"International organizations should extend their training of population and family-planning specialists in all relevant categories."

Recommendation 5

"The proposal to appoint a Commissioner for Population in the United Nations is endorsed."

Recommendation 6

"The World Bank, in consultation with WHO, should launch immediately a wide ranging international programme for the direction, co-ordination, and financing of research in the field of human reproduction and fertility control."

Recommendation 7

"Greater resources for education should be made available for (a) research and experimentation with new techniques, including television and programmed learning; and (b) a systematic analysis of the entire learning process as it applies to developing countries."

Recommendation 8

"Where suitable facilities exist, scholarships or training grants should be given primarily for attendance at local institutions of acceptable quality in aid-receiving countries or regions."

Recommendation 9

"Goal-oriented research should be linked with regional or other national universities or institutions of higher education."

Recommendation 10

"Regional or national laboratories and research institutes should be established to study techniques of natural resources utilization and to improve industrial product design and production techniques."

Recommendation 11

"Nationally based corporations should be created for the purpose of developing products and processes which have national or international marketing possibilities, or are based on frontier technology (e.g. low-cost housing processing of domestic raw materials, protein foods, educational television)."

Recommendation 12

"Aid suppliers should devote a significant share of their research and development resources and facilities to projects specifically related to problems of developing countries."

Recommendation 13

"Industrialized countries should assist in the establishment of international and regional centres for scientific and technological research in developing countries, designed to serve the community of developing countries and specializing in distinct fields of research and their application."

Comments by the Director-General

16. The Secretariat agrees with the approach reflected in this part stressing as it does the relevance of population growth to social and economic planning; with the linking of education and research; and with the notion that research and innovation are as relevant to educational development as they are to technological progress.
17. With respect to population growth, it will be recalled that the educational targets - school enrolment targets and targets for the financing of education - established at regional conferences of ministers were based on age-group projections. The revision of these targets - e.g. the Addis Ababa targets revision as suggested by the Nairobi Conference - and the requirements of the Second Development Decade will make it necessary to have more accurate projections based

on a country by country basis. Therefore Unesco's work in this field will be dependent on better demographic projections. Moreover, since the size of age-group is a variable of educational development plans, choices made by educational planners may have implications for the rate of population growth which is considered as desirable from the educational planning point of view.

18. Regarding population problems and policies, the Secretariat is making a contribution to the programme of the United Nations system in this field. In this connexion, increased attention will be paid to family life and planning within teacher-training projects assisted by Unesco, in programmes for the education of adults and youth, and in functional literacy projects. The Secretariat believes that population and family life education rather than mere family-planning should be emphasized, as new attitudes and long-term behavioural changes are required of family patterns and social structures need modification. The development and use of appropriate curriculum units will contribute towards this goal.

19. The Director-General welcomes the recommendation that increased resources should be allocated to research in new techniques and analysis of the learning process. Recent experience has shown that within existing educational systems - quantitative targets can be reached through qualitative improvement which will achieve greater efficiency in the operation of systems and will reduce unit costs. In this perspective investment in educational research with emphasis on innovation is likely to be particularly rewarding. This is reflected in the Draft Programme and Budget for 1971-1972 (16 C/5). Life-long education can be expected to provide the conceptual framework for a fresh rethinking of education today; with respect to context, structure, duration of the learning process, etc. New strategies for educational development, within this framework, are needed in order to achieve goals of educational systems; research and development centres with a threefold function of research on the content, methods, and techniques of education (with special reference to new technology and programmed instruction), the production of educational materials, and the training of educators are an important means of promoting research and of applying its results. Further emphasis on the importance of educational research as a means of optimizing the impact of expenditure on education involves plans for the dissemination of the results of research at the international level. The exchange of technical information through publications, directories, abstracts, including in the near future the computerization of educational information are important components of any programme based on the application of research to the field of educational development.

20. Further there is agreement with the notion, which underlies various recommendations of the Report, that the approach to educational development should be diversified according to local situations and that it will be one of the functions of research to adapt policies to local requirements. In this connexion, the recommendation that training in local institutions of aid-receiving countries or regions should be preferred deserves special attention. Such a policy was advocated by regional conferences, such as the Tananarive Conference on the Future of Education in Africa (1962), the Nairobi Conference

(1968) which recommended the establishment of advanced research and training units for the purpose in Africa.

21. The emphasis in technical assistance should be placed less on transmitting existing technology than on initiating or stimulating research rooted in the soil and environment of aid receiving countries. This was the consensus of the conferences organized by Unesco on the organization of research and scientific training in Africa (Lagos, 1965) and on the application of science and technology to development in Latin America (Santiago de Chile, 1965) and in Asia (New Delhi, 1968). The main purpose of these conferences is to assist governments in developing scientific research policies which will result in establishing an adequate network of research and training institutions at the regional and at the national level.

22. The linking of goal-oriented research with university or higher education institutions is consonant with the rôle of universities in development as emphasized by these conferences and with the need for a close link between research and training. In Unesco Special Fund assisted institutions of higher technological education and training of engineers, this trend is of special importance, and is combined with emphasis on the adaptation of techniques and of production to natural resources and requirements.

23. Akin to this trend in scientific research and training policy is the proposal for national bodies to develop local production processes with national or international possibilities. Irrespective of the legal or organizational form of the "corporations" referred to in the Report, the Secretariat believes that the recommendation is sound both as a currency saving or earning device and as an application of the principle of production adapted to local needs and fed by local resources. The principle has been already embodied in Unesco projects for the production of simple scientific equipment and in the assistance of Unesco regional school building centres to national development units for low cost construction. Its extension to educational television and modern techniques should be further explored.

24. The proposed assistance of industrialized countries towards the establishment of international centres for scientific and technological research in developing countries is of importance. In this connexion preference might be given to regional and sub-regional institutions, along with the possibility of a limited number of very specialized advanced centres at the international level.

Draft resolution

25. The recommendations in the Report, both general and specific, which are of special interest to Unesco, thus conform to current policies and/or point to innovations for the future. They need to be further reviewed and the results integrated into a consistent and global strategy of education which will be the major task of the International Commission proposed by the Director-General in document 84 EX/7. In the light of its review, the Executive Board might wish to adopt a draft resolution, whose preambular paragraphs might be:

The Executive Board,

1. Having reviewed the recommendation of the Commission on International Development of particular interest to Unesco, and the Director-General's comments thereon,
2. Expresses its satisfaction with the Report of the Commission and recognizes the importance of its recommendations for the development of education and science in Member States;
3. Authorizes the Director-General:

.....
.....
.....

UNESCO

April 23, 1970

Mr. W. Moller
Deputy Director
Educational Financing Division
Unesco
Place de Fontenoy
Paris 7e, France

Dear Werner,

I attach 2 copies of the tentative mission schedule based upon the discussions we had during the Review Meeting last week. We will send you a tentative list of supervision and economic missions when these are more firm.

With best wishes,

Yours sincerely,

R. H. S. Fennell
Administrative Officer
Education Projects Department

Enclosures

RHSFennell:mc

April 23, 1970

Dear Sylvain:

A good friend of mine is coming to Paris for a few days next May 8, and I hope he will have an opportunity to talk with you. He is Jack Maddux, who is administratively situated in our Department of Information and Public Affairs but works directly as an aide to Mr. McNamara. In a quite informal way, Jack is continuing the scouting out of ideas about education which I began about a year ago; and I am sure that he would benefit from talking with you.

I think that Jack also would like to talk to Poignant, and I hope that you will provide the necessary introduction. If your discussion develops in directions that suggest he should talk with Platt and Van Vliet, I hope that you will be kind enough to arrange that also.

Sincerely yours,

Harold Graves

Mr. Sylvain Lourie
United Nations Educational,
Scientific and Cultural Organization
place de Fontenoy
75 Paris 7e
France

HG:ap

cc: Mr. Maddux
Mr. Karasz

April 21, 1970

Mr. W. Moller
Educational Financing Division
Department of Planning and
Financing of Education
UNESCO
Place de Fontenoy
Paris 7^e, France

Dear Werner:

As promised, I am writing to confirm that I am scheduled to visit Ceylon as from May 11th next, for one week, for a joint reconnaissance mission with yourself as UNESCO representative.

I shall be travelling via London and my flight B.O.A.C. 788 leaves London on Sunday May 10th at 22.00 hours and reaches Colombo the next day at ~~16.10~~ ^{15.45} hours. I shall be staying at the Mount Lavinia hotel.

I understand an official communication will be forthcoming from the front office, in a day or two, confirming this and arranging for Bank authorization of the journey and costs.

With best wishes and looking forward to seeing you in Colombo on May 11th,

Yours sincerely,

B. S. Braithwaite

BSBraithwaite/bd

April 21, 1970

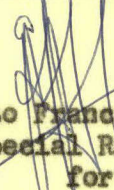
Dear Arthur:

Please refer to my letter of December 18 and to your reply of December 22, 1969, in connection with the forthcoming Conference of Ministers of European Member States Responsible for Science Policy, which will be held at Unesco House in Paris, from June 22 to June 27, 1970.

Duncan Ballantine has now studied the conference documents which we received from Unesco. He feels that the agenda items are only marginally interesting to us. He does not, therefore, propose to send anybody from here.

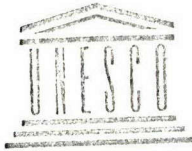
For the sake of good relations with Unesco however, we believe that it would be desirable to have a token representation. If this can still be arranged by you, without much inconvenience, please let me know. It would only mean attending some of the discussions and to obtain for us, copies of whatever statements and additional documents that would emerge from the conference. As soon as I hear from you I will inform Unesco about our representation.

Sincerely,


Ernesto Franco-Holguin
Deputy Special Representative
for
United Nations Organizations

Mr. Arthur Karasz
Director, European Office
International Bank for Reconstruction
and Development
66 Avenue d'Iéna
Paris 16 e, France

EFranco:da



UN - Conseil d'Administration
✓ C.C. UNESCO
united nations educational, scientific and cultural organization
organisation des nations unies pour l'éducation, la science et la culture

place de Fontenoy, 75 Paris-7^e

téléphone : 566-57.57
câbles : Unesco Paris
télèx : 27 602 Paris

référence PER/G.70/2050

20 April 1970

Dear Sir,

Guiding Principles for the Establishment of General Service Conditions
(Co-ordination/R.798, paragraphs 14 to 18)

You will remember that at the 31st session of CCAQ recently held in New York, Unesco undertook to supply other organisations with "information showing which functions were included in its grades, and the numbers of staff in each function in each grade". I am writing to you now in fulfilment of this undertaking.

I enclose a copy of the current classification standards for the General Service Category at Unesco. This Category is divided into two groups : Office Group and Technical Group. The former is divided into four sub-groups as shown. The classification standards show for each grade, in each group, the typical duties, responsibilities and qualifications required.

Enclosed also is a schedule showing numbers of staff in each group and sub-group.

I attach also a copy of our last list of members of the Secretariat dated 1 March 1969. It shows how the General Service posts are distributed throughout our Headquarters.


You may care, in this connection, to refer to paragraph 49 (b) of the report of the Unesco Special Committee, concerning the adaptability of the system to other duty stations.

I hope these enclosures will enable you to form a precise idea of Unesco's proposals.

Should you require any further information, please do not hesitate to let me know.

Yours faithfully,

Mr. George D. Woods
President
International Bank for Reconstruction &
Development
1818 H Street, N.W.
WASHINGTON 25, D.C.
U.S.A.


Pio Carlo Terenzio
Director
Bureau of Personnel.

Original to: Mr. De Witt
Date: 5-27-70 Communications
Section



UNESCO
united nations educational, scientific and cultural organization
organisation des nations unies pour l'éducation, la science et la culture

place de Fontenoy, Paris-7^e

The Director-General

reference : DG/8/400

Dear Sir,

Res. file 17 AVR. 1970
I have pleasure in sending you, under separate cover, Unesco's Draft Programme and Budget for 1971-1972 (document 16 C/5) which will be considered by the Executive Board at its eighty-fourth session (Paris, 4 May - 19 June 1970) and by the General Conference at its sixteenth session (Paris, 12 October - 10 November 1970).

I should be grateful if you would let me have any comments that you may wish to make on this document by 30 July 1970 at the latest. These comments will be conveyed, if you so wish, to the General Conference.

Yours faithfully,

Malcolm S. Adiseshiah
Malcolm S. Adiseshiah
Acting Director-General

The President
International Bank for Reconstruction
and Development
1818 H Street, N.W.
Washington, D.C. 20433

U.S.A.

COMMUNICATIONS
SECTION

U.S.A.

1970 APR 23 AM 8:20

Washington, D.C. 20543
1818 H Street, N.W.
and Development
INTERNATIONAL BANK FOR RECONSTRUCTION
The President

Acting Director-General
MARCOS M. VILLALBA

Marcos M. Villalba

YOUR OFFICE

with the General Conference.
I do not intend. These comments will be conveyed, if you so
comment that you may wish to make on this document by 30 July
I should be grateful if you would let me have any

10 November 1970).
General Conference at its sixteenth session (Paris, 13 October -
eleventh session (Paris, 4 May - 10 June 1970) and by the
18 C/2) which will be considered by the Executive Board at its
Nineteenth Disarmament Programme and Budget for 1971-1972 (document
I have pleasure in sending you, under separate cover,

Best regards,

12 MAY 1970

Reference: DC/8/400

The Director-General

Place de Fontenay, Paris-7e



organization des nations unies pour l'education, la science et la culture
united nations educational, scientific and cultural organization



UNESCO
 united nations educational, scientific and cultural organization
 organisation des nations unies pour l'éducation, la science et la culture

APR 28 REC'D

place de Fontenoy, Paris-7^e

téléphone : 566-57.57
 câbles : Unesco Paris
 télex : 27 602 Paris

référence : EDA/70/136

- Madame
- Clerk
- Bart
- Stewart
- ↓
- Div. Files
- Ctg. Files

Vidal
Bl.
Fille

20 April 1970

Sir,

A year has passed since the Round Table of Bankers, Economists and Financiers met in Rome from 11-13 February, 1969, to discuss the problems of long-term financing for literacy. As a participant, you will be interested to learn some of the results of this meeting which we feel are quite encouraging.

As we informed you, the Report of the Round Table was circulated among member states, financial institutions and industrial firms, non-governmental organizations and the specialized organizations of the United Nations involved with economic and social questions. Concerned and interested responses were received from ten international, regional or national banks, from eight international associations and foundations, from all the United Nations specialized agencies and all regional economic commissions.

The co-operative work of Unesco and FAO was noted in the letter from Mr. A.H. Boerma, the Director-General of FAO : "As you know, FAO supports the inclusion of functional literacy components in development projects, where appropriate, and is co-operating with Unesco in joint action. There is, for example, our highly significant co-operative effort in India, the Farmer's Training and Functional Literacy project aimed at the High Yielding Varieties Areas. We have also been pleased to incorporate literacy components in projects in Afghanistan and Syria. It is our expectation that many more opportunities will arise for co-operative efforts of this type". ILO's interest was expressed by Mr. David Morse, ILO's Director-General, "The origin and composition of this Round Table mark a rather new approach, and one which I believe will yield really fruitful results".

./...

RECEIVED

Mr. Mats HULTIN
 Education Adviser
 Department of Education
 International Bank for Reconstruction
 and Education (IBRD)
 1818 H Street, N.W.
 Washington, D.C. 20433

U.S.A.

U.S.A.

COMMUNICATIONS SECTION

Washington, D.C. 20433
1818 H Street, N.W.
and Education (IBED)
INTERNATIONAL BANK FOR RECONSTRUCTION
Department of Education
Education Adviser
Mr. Mats HOLLIN

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will likely result in...
young large work & further new approaches and one which I believe
more IGO's Director-General, "The origin and composition of this
efforts of this type." IGO's interest was expressed by Mr. D'Amico
stated that many more opportunities will arise for co-operative
components in projects in various areas and plans. It is our expect-
ations that we have also been blessed to incorporate interests
developing and functional interests project aimed at the high level
our highly significant co-operative effort in India, the former's
co-operative with UNESCO in joint action. There is, for example,
components in development projects, where approaches and is
"As you know, IVO supports the inclusion of functional interests
the letter from Mr. V.H. Boehm, the Director-General of IVO:
The co-operative work of UNESCO and IVO was noted in

commitments.
the United Nations specialized agencies and all regional economic
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industrial firms, non-governmental organizations and the
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results of this meeting which we feel are quite encouraging.
As a participant, you will be interested to learn some of the
to discuss the programs of long-term financing for interest.
Economists and financiers met in Rome from 11-13 February, 1966,
a year has passed since the young large of bankers.

211

EDV\10\13E

telex: 31 002 Paris
cables: Unesco Paris
telephone: 200-2121

Place de Fontenay, Paris-7e

- Mr. Tolson
- Mr. Boardman
- Mr. Nichols
- Mr. Belmont
- Mr. Casper
- Mr. Callahan
- Mr. Conrad
- Mr. DeLoach
- Mr. Evans
- Mr. Gale
- Mr. Rosen
- Mr. Sullivan
- Mr. Tavel
- Mr. Trotter
- Mr. Tele. Room
- Miss Holmes
- Miss Gandy

50 APR 11 1966

[Handwritten signature]



APR 28 1966

organization des nations unies pour l'éducation, la science et la culture
united nations educational, scientific and cultural organization

Specific suggestions for joint action with Unesco were made by the World Food Program, the Office of the High Commission for Refugees and UNRWA; and these proposals are being followed up. Positive reactions have also been received from several industrial firms.

As a follow-up of the Round Table and as a contribution to the International Education Year, the Giovanni Agnelli Foundation will sponsor a meeting in April 1970 in Turin, Italy, to which will be invited representatives of European industrial firms. The purpose of this meeting is to inform these representatives of current activities in functional literacy and to consider in depth the role of functional literacy in industrial programmes.

In several countries, trade unions have included functional literacy in their in-service training, and there is a trend in collective bargaining to request employers to cover the cost of literacy teaching.

On the whole in the past twelve months functional literacy has been accepted as a normal component of the planning and financing of social and economic development projects. This acceptance is exemplified in the 29 September 1969 statement by Mr. Robert McNamara, President of the World Bank : "the Bank intends to hold closely to its policy of providing educational assistance only where it will contribute significantly to economic development. The objective is clear. The means are less so. But, at the minimum, they will include three shifts of emphasis : greater attention to functional literacy for adults in those countries where the growing pool of adult illiterates constitutes a serious obstacle to development".

Although the Round Table has already given certain results, we feel that more can still be done and other initiatives taken. This then is the main reason for this letter to you, and we look forward to hearing as to the steps you might have taken since our meeting in Rome and to any suggestions you have to make to us on this subject.

With my best regards, I remain,

Yours very sincerely,

Wardagh
PP J.C. Cairns
Acting Director
Department of Out-of-School Education

UNESCO
April 14, 1970

Dear Mr. Maheu:

I was pleased to receive your letter of March 24, informing me that the proposals agreed between our staffs for expansion of the Unesco/IBRD Cooperative Program are acceptable to you. I, too, am in full agreement with the proposals.

Our General Counsel advises me that the understanding we have reached, since it involves an amendment of our original Agreement, will have to be submitted for approval to our Board of Governors. The General Counsel is therefore preparing a draft of supplemental agreement designed for that purpose, which I expect to be able to send to you shortly for review. If this supplemental agreement is acceptable to you, I will promptly recommend to our Executive Directors that it be submitted to the Governors for their approval.

In accordance with your conversation with Mr. Demuth in Geneva, I propose that we make this new Agreement effective July 1, 1970.

With best personal regards,

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. Rene Maheu, Director-General
United Nations Educational, Scientific
and Cultural Organization
place de Fontenoy
Paris 7^e, France

DSBallantine:NDemuth:tf

April 10, 1970

cc: Mr. Ballantine

Mr. Ellsworth Clark



united nations educational, scientific and cultural organization

INSTITUTO POLITECNICO NACIONAL, BARQUISIMETO, VENEZUELA

A PROJECT OF THE GOVERNMENT OF VENEZUELA ASSISTED BY THE UNITED NATIONS DEVELOPMENT PROGRAMME AND UNESCO

CABLES: POLINAL

TELEPHONE 20260-64

REFERENCE:

ADDRESS FOR CORRESPONDENCE:

APTDO. POSTAL 539

BARQUISIMETO

VENEZUELA

Barquisimeto, 16 de Abril de 1970

APR 23 REC'D

Sr. Richard K. Johanson
INTERNATIONAL BANK FOR
RECONSTRUCTION & DEVELOPMENT
1818 H. Street, N.W.
Washington, D.C. 20433
U. S. A.

- Bolintine
- Calica
- Burt
- Stewart
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- Dev. Files
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Mi estimado Sr. Johanson:

Recibí su carta del 9 del corriente mes que le agradezco y paso a contestar seguidamente.

Esta misma mañana ha llegado de Inglaterra el Coordinador del Proyecto, el Sr. J. Talbot. Le he indicado sus deseos y me entregó el adjunto ORGANIGRAMA que no es definitivo, pues, está sujeto a revisión pero que creo puede servir a Ud. de orientación.

Celebro que se encuentre ya de regreso en Washington. Mr. Moorhouse también estará ya en Australia. Se fué muy satisfecho de su estancia en Venezuela como así espero le haya ocurrido a Ud.

Sin otro particular, quedando a su disposición para cualquier información que precise, aprovecho la ocasión para reiterarme de Ud. saludándole muy atentamente,

Luis Grech

LG/ncs

Anexo: lo indicado

APR 23 11 30

COMMUNICATIONS
1970

Anexo: lo indicado
GE\ucs

1570 APR 23 PM 3:39

Luis Crespi
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[Signature]

saludandoles muy atentamente,
informacion que precise, abriolesco la ocasion para reiterarme de Ud.
En otro batiscual, cuando se en disposicion para cualquier
Venezuela como así esbeto le mala oculto a Ud.
tambien esta la en Australia. Se fue muy satisfecio de su estancia en
Cesario que se encuentre la de regreso en Washington. Mr. Moorhouse
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proyecto, el Sr. J. Talbot. Le he indicado sus deseos y me entrego el
Esta misma mañana ha llegado de Inglaterra el Coordinador del
contestar seguidamente.
Recipi su carta del 8 del corriente mes que le agradezco y bajo a
Mi estimado Sr. Johnson:

U. S. A.
Washington, D. C. 20433
1818 H. Street, N.W.
RECONSTRUCTION & DEVELOPMENT
INTERNATIONAL BANK FOR
Sr. Richard K. Johnson

- Mr. Eche
- Mr. Eche
-
-
- General
- Unit
- Office
- Building

APR 23 REC.D

batiscual, 16 de April de 1970

REFERENCE:
TELEPHONE 30380-84
CABLES: BOGIVAF

VENEZUELA
BARQUISIMETO
AYUDO POSTAL 238
ADDRESS FOR CORRESPONDENCE:

THE UNITED NATIONS DEVELOPMENT PROGRAMME AND UNESCO
A PROJECT OF THE GOVERNMENT OF VENEZUELA ASSISTED BY



INSTITUTO POLITECNICO NACIONAL, BARQUISIMETO, VENEZUELA
United Nations Educational, Scientific and Cultural Organization

[Handwritten signature]
UNESCO



united nations educational, scientific and cultural organization
organisation des nations unies pour l'éducation, la science et la culture

place de Fontenoy, Paris-7^e

Mr. Robert S. McNamara
President
International Bank for Reconstruction
and Development
1818 H. Street, N.W.
Washington, D.C. 20433
USA

**With the compliments
of the
Bureau of Relations with International
Organizations and Programmes**

(Manuel Jimenez)



UNESCO -
united nations educational, scientific and cultural organization
organisation des nations unies pour l'éducation, la science et la culture

place de Fontenoy, 75 Paris-7^e

téléphone : 566-57.57
câbles : Unesco Paris
téléc : 27 602 Paris

référence : RIO/ORG/12.6/419

Central Files
13 AVR. 1970

Dear Mr. Hill,

In accordance with the procedure for handling reports of the Joint Inspection Unit, as revised last October by the Administrative Committee on Coordination, I have pleasure in sending herewith for transmission to the Chairman of the Committee for Programme and Coordination the Director-General's preliminary observation on the Joint Inspection Unit Report on a visit of inspection to Malawi (JIU/REP/69/11).

Copies of this letter with the attachment are being sent to the members of the ACC for information and comment.

Yours sincerely,

Manuel Jimenez
Director
Relations with Member States and
International Organizations and
Programmes

Mr. Martin Hill
Assistant Secretary-General
for Inter-Agency Affairs
United Nations
New York, N.Y. 10017
USA

The Director-General's Preliminary Observation

on

the report of a visit of inspection to Malawi

(JIU/REP/69/11)

1. The Director-General notes the Inspector's finding of the genesis of regional collaboration between Malawi, Botswana, Lesotho and Swaziland. Unesco's practice in projects with a regional vocation such as the University of Botswana, Lesotho and Swaziland is to conclude a Plan of Operation with one government as host to the project, with the agreement that this government assumes the obligation to receive students from the region in the Unesco-assisted institution.
2. The question of the role of Project Supervisors (Project Officers in Unesco terms) vis-à-vis Chief Technical Advisers, has been the subject of regular review in Unesco. The Director-General feels that a good deal of progress has been achieved over the years both in defining more clearly the functions of the Project Officer and in giving greater responsibility to the Chief Technical Adviser. Unesco now has Chief Technical Advisers capable of carrying out a fair amount of independent action, reporting through their Project Officers for decisions to be taken at a higher level.
3. The Director-General is continuing his efforts to rationalize and improve the intellectual and administrative backstopping by the Project Officers at Headquarters while broadening the scope of action of the field personnel, particularly Chief Technical Advisers, along lines of the agreed policy of decentralization.

UNESCO

April 13, 1970

Mr. Gerald Bolla
Director, Bureau of Personnel
United Nations Educational, Scientific
and Cultural Organization
UNESCO House
Place de Fontenoy
Paris 7e, France

Dear Mr. Bolla:

Recently, we have been reviewing the reimbursement procedures associated with the seconding or lending of staff members by international agencies to serve on missions organized by the World Bank Group. The purpose of this letter is simply to explain how the Bank Group prefers to deal with these arrangements since there appeared to be some confusion about them in several recent instances.

While there has been some variation in practice as to the payment of salaries and related staff benefits, normally the agencies from which staff are seconded or borrowed have continued to pay salaries and related staff benefits such as retirement and allowances. In appropriate cases, the Bank Group is prepared to reimburse the agency for salaries and emoluments. We expect to continue on this flexible basis.

With regard to travel expenses and travel arrangements, we prefer to treat a borrowed or seconded staff member in the same manner as we treat our own staff. The Bank will provide the staff member with an appropriate ticket for his travel. The itinerary and carrier of the staff member is his own choice, but he will be asked to pay any excess over the cost of a ticket by the most direct route. The Bank Group provides the traveller with a ticket, and not cash.

The Bank Group also reimburses staff members for reasonable living expenses incurred while travelling. The Bank provides its own staff with an advance of estimated expenses before departure from Washington and will do so for seconded staff members who pass through Washington on their way to assignments. If the seconded staff member does not pass through Washington, he will receive a travel advance from the travel agent with his ticket.

After completion of assignment with the Bank, the seconded staff member should submit an expense account suitably documented, so that residual payments can be made, or collected.

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COMMUNICATIONS
SECTION

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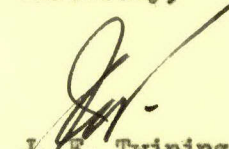
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If you have any questions about this matter or wish to propose any changes in our procedures, please let me know.

Sincerely,



J. E. Twining, Jr.
Deputy Director of Administration

cc: Mr. Hoffman
Mr. Brakel
Mr. Clarke
Mr. Blaxall
Mr. de la Renaudiere

AHG:bl *Mr. Reamy*

UNESCO

Messrs. Ballantine, Calika, Burt, Stewart,
Hultin and Naleppa
R. H. S. Fennell

April 9, 1970

Unesco Review Meeting

A copy of the agenda for the forthcoming Review Meeting is attached for information. Supporting documents will be circulated as they become available.

Attachment

RHSFennell:mc

IBRD/Unesco Cooperative Program

Review Meeting, April 14-17, Washington, D.C.

Agenda

1. Sector Studies - Review of position in light of Thailand PIM experience; discuss program for the next 12-month period.
2. EFD role in post-project evaluation.
3. Participation of EFD staff in IBRD supervision missions; tentative schedule of trial missions.
4. Unesco staff participation in IBRD economic missions - program for the next 12-month period.
5. Arrangements for Unesco technical assistance under Bank/IDA-financed projects - Ecuador case.
6. Proposed amendments of the Cooperative Program - addition of 6 new positions at Unesco.
7. EFD staffing: (a) New candidates for permanent positions or consultancy;
(b) EFD supervisory posts.
8. Temporary staff exchange between EFD and IBRD (EPD), including interchanges on identification, preparation and appraisal missions. Tentative Schedule.
9. Plans for operational research - Unesco activity and and tentative IBRD plans.
10. Operations/mission schedules:
 - (a) May - June 1970 - detailed arrangements
 - (b) July- December 1970 - program
 - (c) January - June 1971 - tentative proposals.
11. Any other matters.

UNESCO

INCOMING CABLE

DATE AND TIME
OF CABLE:

APRIL 9, 1970 1724

LOG NO.:

RCA TELEX/8

TO:

INTBAFRAD

FROM:

PARIS

ROUTING	
ACTION COPY:	MR. DEMUTH
INFORMATION COPY:	
DECODED BY:	

TEXT:

505 FOR DEMUTH

RE UNESCO DRAFT PROGRAMME AND BUDGET FOR 1971/72 WHICH LISTED AS DOCUMENT 16 C/5 AND WILL BE DISCUSSED EXTENSIVELY AT UNESCO BOARD SESSION BEGINNING MAY 4. WISH DRAW YOUR ATTENTION TO STATEMENT IN MAHEU'S INTRODUCTION PARAGRAPH 109 PAGE XXXIII WHICH MISREPRESENTS BANK'S COUNTRY PROGRAMMING AND ECONOMIC MISSION ACTIVITIES GIVING IMPRESSION THAT BOTH ARE ENTIRELY NEW UNDERTAKINGS. SUGGEST THAT THESE VIEWS BE CORRECTED EITHER THROUGH LETTER FROM YOU TO MAHEU OR PERHAPS PREFERABLY THROUGH STATEMENT AT APPROPRIATE TIME BY BANK REPRESENTATIVE TO FORTHCOMING UNESCO BOARD MEETING. FURTHER REFERENCES TO BANK WHICH REQUIRE SOME SCRUTINY CONTAINED IN PAGES 55 PARAGRAPH 334 IN CONNECTION FUNCTIONAL LITERACY, 59 PARAGRAPH 369 REFERRING TO PEARSON COMMISSION AS IBRD/IDA COMMISSION ON INTERNATIONAL DEVELOPMENT, AND 60 PARAGRAPH 375. DISCUSSION CO-OPERATIVE PROGRAMME WHICH PERSONALLY FIND UNOBJECTIONABLE ON PAGES 65 TO 67 AND RELATED DRAFT RESOLUTION ON PAGE 233. AS YOU KNOW PEARSON COMMISSION RECOMMENDATIONS PERTAINING TO EDUCATION ARE ON AGENDA FORTHCOMING BOARD MEETING AND PAPER GIVING MAHEU'S COMMENTS WILL COME OUT SHORTLY. HAVE REQUESTED TWENTY COPIES BUT IF MORE NEEDED AT HQ PLEASE ADVISE. REGARDS

STEUBER

MT

APR 9 12 05 PM 1970
COMMUNICATIONS SECTION

STENDEES

RECEIVED

COPIES MAY BE MORE NEEDED
AND OTHER STAFFING MEMBERS SHOULD BE NOTIFIED THAT SOME OF THE
CONFERENCES RELATING TO RESOLUTION ARE ON AGENDA FOR UPCOMING BOARD MEETING
AND SHOULD BE AT RESOLUTION ON PAGE 333. AS FOR THE RESOLUTION COMMISSION RE-
OPERATIVE PROGRAMS WHICH RELATIONSHIP WITH PROVISIONS ON PAGES 92 AND 93
COMMISSION ON INTERNATIONAL DEVELOPMENT AND 98 IN PARAGRAPH 332. RESOLUTION CO-
ORDINATION TABLES 23 IN PARAGRAPH 333 REFERENCE TO RESOLUTION COMMISSION AS INTENTION
WHICH REQUIRE SOME SCHOLARSHIP CONTAINED IN PAGES 22 IN PARAGRAPH 333 IN CONNECTION
GENERAL TO BOARDING AMSCO BOARD MEETING. LATTER REFERENCE TO BANK
OF RESERVE RELEVANCE THROUGH STATEMENT OF APPROPRIATE TIME BY BANK RELEV-
SUCCESS THAT THESE ITEMS BE CONSIDERED EITHER THROUGH TABLES FROM TOP TO NUMBER
MISSION VOUCHERS STATING INTENTION THAT BOTH ARE EMPLOYED WITH UNDERSTANDING
TOP PAGE XXXIII WHICH HIGHLY RELEVANT BANK'S COMPLEX PROGRAMMING AND ECONOMIC
AND P. WITH DATA LONG ATTENTION TO STATEMENT IN NUMBER'S INTRODUCTION PARAGRAPH
TO 92 AND WILL BE DISCUSSED EXTENSIVELY AT AMSCO BOARD SESSION RELATING
BE AMSCO DUAL PROGRAMS AND BUDGET FOR 1971/72 WHICH SHOULD BE DOCUMENT
FOR FOR DETAILS

TEXT

FROM: BVETS
TO: INTERVIEW
CC: BCU LETTERS
ATTN: 37 7030, JASP

DECLARED BY:
COPIES:
INFORMATION:
ACTION DATE: 11/11/70
FOR FILE

ECONOMIC SURVEY

UNESCO

April 9, 1970

Mr. Fritz Steuber
European Office
International Bank for Recon-
struction and Development
4, Avenue d'Iena
Paris 16^e, France

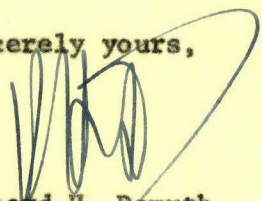
Dear Fritz:

Thank you for your Telex No. 505 about the Unesco draft Program and Budget. This document has not yet been received at headquarters so that I am not in a position to comment on the parts to which you call our attention. My initial reaction, from what you say, is that we should correct the record, not in the form of a letter from the Bank to Unesco, but rather by a statement by you at the Board Meeting which purports to supplement the statements contained in Mr. Maheu's introduction.

I don't believe that we will need more than the 20 copies of Maheu's comments on the Pearson Commission recommendations relating to education.

With best regards,

Sincerely yours,



Richard H. Demuth
Director
Development Services Department

RHD:tf

RECEIVED TO 61 5. 13

APR 10 1970

COMMUNICATIONS
SECTION

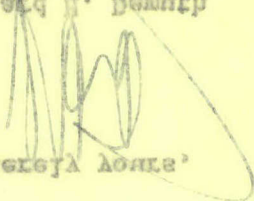
1970 APR 10 PM 2:43

BHD:ct

RECEIVED

Director

Director



Dear Sir:

Recommendations regarding to education.

30 copies of report, a comment on the Review Commission
I don't believe that we will need more than the

contained in Mr. Harlan's introduction.

Would meeting with your director to summarize the agreement
with the press? The letter is a statement of the
collective the record, not in the form of a letter from the
the director's report, from which you will be that we would
to comment on the facts to which you will only attention.
I believe it is preferable so that I am not in a position
that I believe and believe. This document is not yet been
Thank you for your letter no. 202 about the press

Best regards:

Best regards,
Director
Education and Employment
Investigation and Research
Director's Office
Mr. Director

APR 10 1970

Handwritten initials or mark

UNESCO



united nations educational, scientific and cultural organization
organisation des nations unies pour l'éducation, la science et la culture

place de Fontenoy, 75 Paris-7^e

téléphone : 566-57.57
câbles : Unesco Paris
télèx : 27 602 Paris

référence : CLT/CH/122/23/940

-8 AVR 1970

Dear Mr. Koch,

I am writing in connexion with a manual we propose to publish, in the Museums and Monuments series, on the development of cultural tourism which will deal with the relationship between cultural heritage and tourism and the economic advantages to be gained from the conservation and development of historic sites, monuments and museums. It is intended to include in the volume an article on the economic implications of tourism and the need for assigning greater importance in national plans and budgets for conservation contributing to tourism.

I wonder if it will be possible for you, or for some one in your Department, to undertake to write for the proposed volume an article on the economic implications of tourism. The article should contain approximately 15,000 words and reach us by December 30th this year.

I very much hope that we can have such an article for the manual from the Tourism Projects Department. I am looking forward to hearing from you.

Yours sincerely,

A. Vrioni,

Director of the Division of the Preservation
& Development of the Cultural Heritage

Mr. A.F. KOCH,
Director,
Tourism Projects Department
International Bank for
Reconstruction & Development
1818 H Street N.W.
WASHINGTON D.C. 20433

Aek 5/12/70

WASHINGTON D.C. 20540
1818 H Street N.W.
Economic and Development
International Bank for
Constitution Projects Department
Director
Mr. V.E. Koch

RECEIVED

& Development of the Cultural Heritage
Director of the Division of the Preservation
A. ALTON

Yours sincerely,

to reaching from you.
mainly from the Constitution Projects Department. I am looking forward
I very much hope that we can make such an article for the

30th this year.
around 12,000 words and reach us by December
an article on the economic implications of tourism. The article
in your department, to undertake to write for the proposed volume
I wonder if it will be possible for you, or for some one

contributing to tourism.
greater importance in national plans and budgets for conservation
the economic implications of tourism and the need for safeguarding
museums. It is intended to include in the volume an article on
the conservation and development of historic sites, monuments and
heritage and tourism and the economic advantages to be gained from
tourism which will deal with the relationship between tourism
in the museums and monuments sector, on the development of tourism.
I am writing in connexion with a matter we propose to publish.

Dear Mr. Koch,

REFERENCE : CTE/CH/155/53/dno
telex : 31 003 PARIS
cables : Unesco Paris
telephone : 200-2121

8 AVR 1970

Place de Fontenay, 12 Paris-16



organisation des nations unies pour l'éducation, la science et la culture
united nations educational, scientific and cultural organization

UNESCO



Addressed Mr. Kijuel UNESCO
united nations educational, scientific and cultural organization
organisation des nations unies pour l'éducation, la science et la culture

place de Fontenoy, 75 Paris-7^e

COPY FOR INFORMATION

téléphone : 566-57.57
câbles : Unesco Paris
téléc : 27 602 Paris

référence : **SCE/HYD/572/55/607**

8 April 1970

Subject: Summary of Recommendations of the Mid-Decade Conference

Dear Sir,

... Further to circular letter SCE/HYD/572/55/302 dated March 5, 1970,
I have the honour of sending you herewith a summary of the recommendations
contained in the resolutions adopted by the International Conference on the
Practical and Scientific Results of the International Hydrological Decade
and on International Co-operation in Hydrology held at Unesco House
from 8 to 16 December 1969.

Yours faithfully,

N.A. Bochin
for: Secretary, Co-ordinating
Council, IHD

To: All National Committees for the IHD.

4/22/70

SPECIAL PROJECTS DEPARTMENT CORRESPONDENCE

East Pakistan Agriculture -&- Water Development
Program Division

Answered by:-----

Date:-----

Pyle 5/22/70

UNITED NATIONS EDUCATIONAL,
SCIENTIFIC AND CULTURAL ORGANIZATION

INTERNATIONAL HYDROLOGICAL DECADE

INTERNATIONAL CONFERENCE ON THE PRACTICAL AND SCIENTIFIC
RESULTS OF THE INTERNATIONAL HYDROLOGICAL DECADE AND ON
INTERNATIONAL CO-OPERATION IN HYDROLOGY

(Unesco House, Paris, 8-16 December 1969)

SUMMARY OF RECOMMENDATIONS OF THE MID-DECADE CONFERENCE

The following is a summary of the recommendations contained in the resolutions adopted by the Mid-Decade Conference. For easy reference the recommendations are listed according to the bodies to which they are addressed and contain a reference to the appropriate paragraphs of the final report of the Mid-Decade Conference. The recommendations are distributed into four categories:

- I. Recommendations to Member States
- II. Recommendations to the Co-ordinating Council and its subsidiary bodies
- III. Recommendations to the Director-General (or Unesco or General Conference)
- IV. Recommendations to International Organizations.

I. RECOMMENDATIONS TO MEMBER STATES

1. Resolution 4 (para. 135, (c))

Encourages developing countries to consult the Specialized Agencies and seek assistance from UNDP to achieve water resources development.

2. Resolution 5 (para. 136, (b) and (e))

Recommends that priority be given to projects intended to evaluate water resources and that countries which have not yet done so establish services or machinery for the collection and processing of hydrological data, establish networks and prepare water balances.

3. Resolution 8 (para. 139, (a))

Recommends that due attention be paid to the exchange and movement of water and its dissolved and suspended constituents when treating problems on changes in the environment including the biomass.

.../...

4. Resolution 14 (para. 145, (a))

Recommends that Member States advanced in the use of artificial satellites for hydrological purposes share the results of their research.

5. Resolution 16 (para. 147, (a) & (b))

Recommends the implementation, by all Member States, of a basic programme of hydrological mapping and the preparation of selected yearbooks, and the provision of assistance to National Committees for these tasks.

6. Resolution 17 (para. 148, (b))

Encourages Member States to publish national or regional research project catalogues along lines to be proposed by the IHD Working Group on Exchange of Information.

7. Resolution 18 (para. 149, (c)) (see also point 34)

Recommends that the Member States concerned support the proposed project of the Hydrogeological Map of the African arid zone north of the equator, to be developed in liaison with other similar projects concerning the major deserts of the globe.

8. Resolution 19 (para. 150, (a), (b) and (c))

Recommends a closer association of the IHD National Committees both with respect to the request and award of IHD fellowships for Unesco-sponsored post-graduate training courses in hydrology.

9. Resolution 22 (para. 153, (a))

Recommends the intensification of bilateral co-operation in the framework of the IHD.

10. Resolution 23 (para. 154, (a))

Recommends the development of information concerning the IHD, the undertaking of applied research, and the establishment of regional working groups.

11. Resolution 24 (para. 155, (b))

Invites all Member States concerned to give their full support to the co-operative investigation of the coastal and sub-marine springs in the Mediterranean basin.

12. Resolution 32 (para. 185, (a))

Recommends the maintenance of national hydrological committees on a permanent basis.

.../...

II. RECOMMENDATIONS TO THE CO-ORDINATING COUNCIL AND ITS SUBSIDIARY BODIES

13. Resolution 2 (para. 133, (a))

Requests the Council to review the working groups and their terms of reference and to terminate, redefine and establish groups as desirable for a better definition of the programme.

14. Resolution 3 (para. 134, (a))

Recommends that the Council examine the components of the IHD programme with a view to suggesting which international organization should have primary responsibility for each item of the programme.

15. Resolution 4 (para. 135, (b), (d) & (g)) (see also points 30 & 44)

Requests the Council, during the second half of the Decade, to further develop those aspects of the IHD programme which are likely to produce practical results especially in developing countries; to emphasize regional co-operation; and to plan the programme so that each organization will bear the responsibilities for which it is established and best fitted.

16. Resolution 5 (para. 136, (a))

Recommends that priority be given to activities benefiting developing countries.

17. Resolution 6 (para. 137, (a))

Requests the Council to establish priorities among projects foreseen for publication and suggests some subjects of special concern.

18. Resolution 7 (para. 138, (a))

Recommends that the Working Group on World Water Balance analyze the principles of the classification of Decade stations according to the criteria applied in their selection and designation so that uniform standards of classification may be defined and introduced.

19. Resolution 9 (para. 140, (a))

Recommends that priority be given to scientific activities related to research on the land phases of the hydrological cycle, particularly representative basins.

20. Resolution 10 (para. 141, (a)) (see also point 46)

Recommends a programme of co-operation whereby IHD National Committees of developing countries would receive hydrological instruments and equipment to be tested in the hydrometeorological conditions of their respective territories.

.../...

21. Resolution 11 (para. 142,(a))

Recommends a review of the programme of symposia and the adoption of measures to ensure prompt publication of proceedings.

22. Resolution 12 (para. 143,(a))

Recommends the development of a repository of information on the types and sources of available hydrological data.

23. Resolution 15 (para 146,(a))

Recommends the preparation of guidance material on the hydrology of the unsaturated zones and the physics, chemistry and biology of fresh water in relation to flora and fauna.

24. Resolution 17 (para. 148,(a))

Requests the Working Group on Exchange of Information to propose the lay-out of a model for a catalogue of national and regional research projects for the use of Member States.

25. Resolution 18 (para. 149,(a) & (b))

Recommends the consideration of a project on the compilation of a hydrogeological map of the African arid zone north of the equator, to be developed in liaison with other similar projects concerning the major deserts of the globe.

26. Resolution 20 (para. 151,(b))

Recommends the development of a programme for the diffusion of audio-visual aids for training in hydrology.

27. Resolution 24 (para. 155,(a))

Welcomes a co-operative investigation, in the framework of the Working Group on Carbonate Rocks of the Co-ordinating Council, of the coastal and sub-marine springs by the Mediterranean countries.

28. Resolution 30 (para. 183, (a))

Requests the preparation of a plan for a long-term programme of regional and world-wide co-operation in hydrology.

.../...

III. RECOMMENDATIONS TO THE DIRECTOR-GENERAL

29. Resolution 1 (para. 132, (a))

Recommends to the General Conference of Unesco, at its 16th session, the increase in membership of the Co-ordinating Council and its Bureau.

30. Resolution 4 (para. 135, (e) & (f)) (see also point 15 and 43)

Urges Unesco to take note of the recommendations of the Mid-Decade Conference and to develop the second half of the Decade programme accordingly, seeking means of achieving full co-operation on a basis of equality, from all appropriate inter-governmental agencies, and inviting further assistance of the various international scientific organizations concerned with hydrology.

31. Resolution 5 (para. 136, (c)) (see also point 45)

Recommends that priority be given to programmes of education and training and the exchange of information related to the evaluation of water resources and that these programmes be carried out as much as possible with experts recruited from the countries.

32. Resolution 6 (para. 137, (b))

Requests provision of adequate funds for the Unesco hydrology publication programme and to enlist various types of assistance from Member States for this purpose.

33. Resolution 13 (para. 144, (a))

Recommends the establishment in Unesco of a soft-ware library for maintaining lists and details of existing hydrology programmes.

34. Resolution 18 (para. 149, (c))

Recommends that support be given to the project on the hydrogeological map of the African arid zone north of equator.

35. Resolution 20 (para. 151, (a))

Recommends the diffusion of information about audio-visual aids for training in hydrology and the provision of the necessary funds in the Regular Programme of Unesco.

36. Resolution 21 (para. 152, (a))

Recommends the invitation of the UN Regional Economic Commissions, the UN Economic and Social Office in Beirut and the United Nations Development Programme to give due consideration to regional priorities such as: rapid exchange of information; assistance for instruments, techniques, personnel and organization of regional institutes for post-graduate training in hydrology; organization of seminars and meetings.

.../...

37. Resolution 25 (para. 156, (a))

Recommends the organization of regional seminars on snow and ice.

38. Resolution 26 (para. 157, (b))

Recommends that Unesco schedule regional courses for countries with similar climatological and hydrological conditions.

39. Resolution 28 (para. 159, (a), (b)) (see also para. 55)

Recommends that increased funds be assigned for the participation of specialists from developing countries in IHD activities and that the question of additional funds for this purpose be brought to the attention of the General Conference at its 16th session.

40. Resolution 29 (para. 160, (a), (b))

Recommends that a greater portion of resources be allocated to Unesco's regional establishments with a view towards the intensification of regional activities related to: assistance, training, exchange of information and that close co-operation be maintained with the regional Economic Commissions in these activities.

41. Resolution 30 (para. 183, (b))

Invites the Director-General to request the Executive Heads of the appropriate organizations of the United Nations system to assist the Council in the preparation of the long-term programme in the field of hydrology and to make preparations for their own long-term hydrological programme in the field of their responsibilities.

42. Resolution 30 (para. 183, (c) & (d))

Invites the Director-General to ensure the continuation and development, after the end of the Decade, of the Unesco programme in the field of scientific hydrology and education and training, in co-operation with the international organizations concerned, and to convene in 1974 an intergovernmental meeting of experts to elaborate the details of implementation of the long-term programme in hydrology to be launched in 1975.

43. Resolution 31 (para. 184, (b), (c))

Requests the Director-General, in consultation with the Co-ordinating Council and in co-operation with the international organizations concerned, to consider and plan a procedure or mechanism for future co-operation in the long-term hydrological programme and to transmit the pertinent proposals to the Executive Heads of the organizations of the United Nations system concerned.

IV. RECOMMENDATIONS TO INTERNATIONAL ORGANIZATIONS

44. Resolution 4 (para. 135, (a), (f) & (g)) (see also points 15 & 30)

Requests all the international agencies and organizations associated with the IHD programme, during the remainder of the Decade, to co-operate in planning the programme, so that each organization will bear the responsibilities for which it is established and best fitted.

45. Resolution 5 (para. 136, (c), (d)) (see also point 31)

Recommends priority to programmes of education and training and exchange of information related to the evaluation of water resources and that these programmes be carried out as much as possible in the developing countries with experts from these countries.

46. Resolution 10 (para. 141, (a)) (see also point 20)

Recommends a programme whereby the IHD National Committees of developing countries would receive hydrological instruments and equipment for testing in the hydro-meteorological conditions of their respective countries.

47. Resolution 18 (para. 149 (a))

Recommends that the IAH and the International Commission of the Geological Map of the World give their support to the establishment of a project on the hydrogeological map of the African arid zone north of the equator.

48. Resolution 21 (para. 152, (a))

Invites the UN Regional Economic Commissions and the UN Economic and Social Office in Beirut and the UNDP give consideration to the organization of training and assistance activities in the various regions.

49. Resolution 23 (para. 154, (b))

Invites the international organizations to provide assistance to Member States in the form of scientific and technical equipment.

50. Resolution 24 (para. 155, (a), (b))

Welcomes the proposed co-operative research in the Mediterranean area and invites all Member States and organizations concerned to provide full support for this activity.

51. Resolution 25 (para. 156, (b))

Invites the UNDP to support regional seminars on snow and ice which may be organized by Unesco.

.../...

52. Resolution 26 (para. 157, (a))

Recommends that the United Nations Organizations, as well as other organizations, provide assistance for the establishment of hydrological networks and relevant services.

53. Resolution 26 (para. 157, (c))

Recommends that the UN Regional Economic Commissions consider the establishment of regional hydrological services.

54. Resolution 27 (para. 158, (a))

Recommends that the Economic Commission for Africa convene a second Conference on African hydrology in co-operation with Unesco and other International Organizations and entrust working groups formed in the course of the conference with the task of determining appropriate means for solving the outstanding problems of hydrology in Africa.

55. Resolution 28 (para. 159, (a)) (see also para. 39)

Recommends that increased funds be assigned for the participation of specialists from developing countries in the IHD activities.

56. Resolution 31 (para. 184, (a))

Recommends that the International Organizations and non-governmental Organizations intensify their activities in the field of hydrology.

UNESCO

Mr. Ernesto Franco-Holguin

April 8, 1970

D. S. Ballantine *SB*

UNESCO - Conference of Ministers of European Member States
Responsible for Science Policy, June 22-27, 1970

We informed Mr. Maheu in your letter of December 18, 1969 that the Bank would hope to be represented at the above mentioned conference and have asked for copies of the Conference documents; Mr. Karasz was also informed accordingly. We have now studied the three documents which we received from Unesco and feel that the agenda items are only marginally interesting to us. We do not propose to send anybody from here but, for the sake of good relations with Unesco, it may be desirable to have a token representation. If it can be arranged without inconvenience, I suggest that the Paris Office should send someone to attend some of the discussions and to obtain for us copies of whatever statements and additional documents would emerge from the Conference.

cc: Mr. Hultin

ell
MH/OHC:tk

UNESCO

INCOMING CABLE

DATE AND TIME
OF CABLE:

APRIL 8, 1970

2114

LOG NO.:

RC 5 / 9

TO:

FENNELL INTBAFRAD

FROM:

PARIS

TEXT:

ROUTING	
ACTION COPY:	EDUCATION PROJECTS
INFORMATION COPY:	
DECODED BY:	

PLEASE RESERVE FOR VAVLIET DUPONT 13 TO 16 AND
MOLLER PRESIDENTIAL 13 TO 17 INCLUSIVE

MOLLER UNESCO 5151

bf

COMMUNICATIONS
APR 8 8 50 AM 1970

TYPED

APR 9 8 20 AM 1970

COMMUNICATIONS

PA

NOTICE OF RECEIPT

NOTICE OF RECEIPT TO BE FURNISHED

BY THE PERSON OR PERSONS TO WHOM IT IS SENT

TEXT:

FROM:

SECRET

TO:

SECRET SERVICE

DATE:

APR 9 1970

OF COURSE
DATE AND TIME

SECRET

SECRET

DECODED BY:	
CLASS:	
INFORMATION:	
ACTION COPY:	INFORMATION REPORT
SECRET	

RECEIVING OFFICE



UNESCO
united nations educational, scientific and cultural organization
organisation des nations unies pour l'éducation, la science et la culture

APR 20

place de Fontenoy, 75 Paris-7^e

téléphone : 566-57.57
câbles : Unesco Paris
téléc : 27 602 Paris

référence : DG/1.1./23/6111

6 April 1970

Subject: XXXIInd session of the International
Conference on Education

Sir,

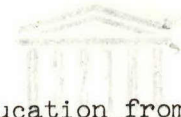
Under the terms of the agreement concluded on 1 January 1969 between Unesco and the International Bureau of Education, it was agreed that, from that date, "Unesco shall make all necessary arrangements to assure the convening and conduct of the sessions of the International Conference on Public Education".

In execution of the aforesaid agreement, the General Conference, at its fifteenth session, adopted, in resolution 14.1, statutes establishing within the framework of Unesco, and as an integral part thereof, an international centre of comparative education, under the name of "International Bureau of Education", the functions of which are, in particular, "to prepare for and organize, at least every two years, the sessions of the International Conference on Public Education in accordance with the decisions of the General Conference and subject to Unesco rules in force and applicable".

I therefore have the honour to invite your Organization to be represented by an observer at the XXXIInd session of this Conference, which will be held at the Palais des Nations, Geneva, from 1 to 9 July 1970 and which, in compliance with the desire expressed by the Council of the International Bureau of Education, will henceforth be known as the "International Conference on Education". Enclosed herewith is a copy of the provisional agenda.

In accordance with resolution 1.511 adopted by the General Conference at its fifteenth session, the main item on the agenda will be "the improvement of the effectiveness of educational systems, particularly through reduction of wastage at all levels of education". The importance of this subject has been stressed by the various regional conferences of Ministers of Education and it is of concern to all Member States.

Ack - 4/23/70



In addition, a general discussion on the principal trends in education from 1968 to 1970 will contribute to the endeavour towards concerted reflection which Unesco is trying to foster in connexion with International Education Year.

Lastly, following a decision taken by the Council of the International Bureau of Education at its second session, two public meetings will be held, in connexion with the XXXIInd session of the International Conference on Education, to mark the International Year. They will be concerned, respectively, with the responsibilities of the school in moral education and the commemoration of the tercentenary of the death of Comenius.

I should be grateful if you would send your reply to this invitation, mentioning, if appropriate, the name and title of the observer nominated by you, to the Conference Secretariat, International Bureau of Education, Palais Wilson, Geneva, Switzerland.

I shall not fail to dispatch to you in due time the documents prepared for the Conference.

Accept, Sir, the assurance of my highest consideration.

Enclosure:

René Maheu
Director-General

RECEIVED

1970 APR 16 PM 12:55

COMMUNICATIONS SECTION

DECLASSIFIED

MAY 26 2023

WBG ARCHIVES

UNITED NATIONS EDUCATIONAL,
SCIENTIFIC AND CULTURAL ORGANIZATION

INTERNATIONAL CONFERENCE ON EDUCATION

XXXIInd Session

Palais des Nations, Geneva, 1-9 July 1970

PROVISIONAL AGENDA

1. Election of the President.
2. Adoption of the revised rules of procedure of the International Conference on Education (document ED/BIE/CONFINTED 32/2).
3. Election of the Vice-Presidents and the Rapporteur.
4. Adoption of the agenda (document ED/BIE/CONFINTED 32/1).
5. Organization of the work of the Conference (document ED/BIE/CONFINTED 32/3).
6. Improved effectiveness of educational systems, particularly through reduction of wastage at all levels of instruction (documents ED/BIE/CONFINTED 32/4 and ED/BIE/CONFINTED 32/REF.1).
7. Major trends in education - 1968-1970 (document ED/BIE/CONFINTED 32/5).
8. Adoption of the report of the session.



united nations educational, scientific and cultural organization
organisation des nations unies pour l'éducation, la science et la culture

place de Fontenoy, 75 Paris-7^e

téléphone : 566-57.57
câbles : Unesco Paris
téléc : 27 602 Paris

référence : DG/1.1/23/6111

le 6 avril 1970

Objet : XXXIIe session de la Conférence internationale
de l'éducation

Monsieur,

Aux termes de l'accord conclu le 1er janvier 1969 entre l'Unesco et le Bureau international d'éducation, il a été convenu qu'à partir de cette date "l'Unesco prendra toutes dispositions utiles pour assurer la convocation et le déroulement des sessions de la Conférence internationale de l'instruction publique..".

En exécution de ce même accord, la Conférence générale a adopté à sa quinzième session, par sa résolution 14.1, des statuts créant au sein de l'Unesco, dont il fait partie intégrante, un centre international d'éducation comparée qui porte le nom de "Bureau international d'éducation" et qui a notamment pour fonctions de "préparer et d'organiser, au moins tous les deux ans, les sessions de la Conférence internationale de l'instruction publique conformément aux décisions de la Conférence générale et selon les règles pertinentes en vigueur de l'Unesco".

J'ai en conséquence l'honneur d'inviter votre Organisation à se faire représenter par un observateur à la XXXIIe session de cette Conférence qui se tiendra au Palais des Nations, à Genève, du 1er au 9 juillet 1970 et qui, conformément au désir exprimé par le Conseil du Bureau international d'éducation, portera dorénavant le nom de "Conférence internationale de l'éducation".
... Vous voudrez bien en trouver ci-joint l'ordre du jour provisoire.

Conformément à la résolution 1.511 adoptée par la Conférence générale à sa quinzième session, la question principale inscrite à cet ordre du jour sera "l'amélioration de l'efficacité des systèmes d'éducation, en particulier par la réduction des déperditions d'effectifs à tous les niveaux de l'enseignement", dont l'importance a été mise en lumière par les diverses conférences régionales de ministres de l'éducation et qui intéresse l'ensemble des Etats membres.

D'autre part, un débat général sur les grandes tendances dans le domaine de l'éducation de 1968 à 1970 permettra d'apporter une contribution à l'effort de réflexion concertée que l'Unesco s'efforce de susciter en cette Année internationale de l'éducation.



Enfin, comme suite à une décision prise par le Conseil du Bureau international d'éducation à sa deuxième session, deux réunions publiques, organisées à l'occasion de l'Année internationale en marge de la XXXIIIe session de la Conférence internationale de l'éducation, seront consacrées respectivement aux responsabilités de l'école en matière d'éducation morale et à la commémoration du troisième centenaire de la mort de Comenius.

Je vous serais très obligé de bien vouloir adresser votre réponse à la présente invitation, en indiquant, le cas échéant, les nom et qualités de l'observateur que vous aurez désigné, au Secrétariat de la Conférence, Bureau international d'éducation, Palais Wilson, Genève (Suisse).

Je ne manquerai pas de vous faire parvenir en temps utile les documents préparés pour la Conférence.

Je vous prie d'agréer, Monsieur, l'assurance de ma considération distinguée.

René Maheu
Directeur général

ORGANISATION DES NATIONS UNIES
POUR L'EDUCATION, LA SCIENCE ET LA CULTURE

CONFERENCE INTERNATIONALE DE L'EDUCATION

XXXIe Session

Palais des Nations, Genève

1er-9 juillet 1970

ORDRE DU JOUR PROVISOIRE

1. Election du Président
2. Adoption du Règlement intérieur révisé de la Conférence internationale de l'éducation (document ED/BIE/CONFINTED 32/2)
3. Election des Vice-Présidents et du Rapporteur
4. Adoption de l'ordre du jour (document ED/BIE/CONFINTED 32/1)
5. Organisation des travaux de la Conférence (document ED/BIE/CONFINTED 32/3)
6. L'amélioration de l'efficacité des systèmes d'éducation, en particulier par la réduction des déperditions d'effectifs à tous les niveaux de l'enseignement (documents ED/BIE/CONFINTED 32/4 et ED/BIE/CONFINTED 32/REF.1)
7. Grandes tendances dans le domaine de l'éducation - 1968-1970 (documents ED/BIE/CONFINTED 32/5)
8. Adoption du rapport de la session.

UNESCO

OFFICE MEMORANDUM

TO: Files

DATE: April 6, 1970

FROM: R. H. S. Fennell *RF*

SUBJECT: Discussions with Mr. Moller, Unesco, Paris

(Telephone conversation)

Argentina--Unesco has a possible candidate for the forthcoming Bank economic mission, an Australian electronic engineer, Katravas (?), whom Mr. Burt may have met in Singapore.

Ceylon--Five copies of the provisional PIM report were mailed to the Bank on March 27.

Niger--The report of the reconnaissance mission was to be discussed on April 7 in EFD and it was hoped that copies would be sent to Washington by the end of that week.

Morocco--Provisional PIM report has been mailed to Washington.

Thailand--Mr. Moller promised to follow up on Bolibaugh's **Back**-to-Office report on the recent PIM mission.

Turkey--The preparation mission to Turkey would consist of Ganeff, Andersen, Botti and possibly Harris plus two ILO experts for part of the time if they could be released by ILO.

cc: Messrs. Ballantine
Calika
Burt
Stewart

ROUTING SLIP		Date April 21
NAME		ROOM NO.
Mr. Ballantine		A 637
<i>Mr. Ernesto Franco</i>		
To Handle	Note and File	
Appropriate Disposition	Note and Return	
Approval	Prepare Reply	
Comment	Per Our Conversation	
Full Report	Recommendation	
Information	Signature	
Initial	Send On	
REMARKS		
<p>Please let me know if you wish to be represented at this meeting, and if so, by whom.</p> <p style="color: red;"><i>My Paris Office?</i></p> <p><i>We hope Mr. Sander or someone from Paris office can cover this as appropriate. gao.</i></p>		
From Ernesto Franco		



UNESCO
united nations educational, scientific and cultural organization
organisation des nations unies pour l'éducation, la science et la culture

place de Fontenoy, Paris-7^e

téléphone : 566-5757
câbles : Unesco Paris
téléc : 27 602 Paris

référence : **RIO/ORG/282**

✓

✓

... Le Directeur général de l'Organisation des Nations Unies pour l'éducation, la science et la culture présente ses compliments au Président de la Banque internationale pour la reconstruction et le développement et a l'honneur de l'inviter à se faire représenter à la 84^{ème} session du Conseil exécutif, qui se tiendra à Paris du lundi 4 mai au vendredi 19 juin 1970, et dont l'ordre du jour provisoire est joint en annexe (document 84 EX/1).

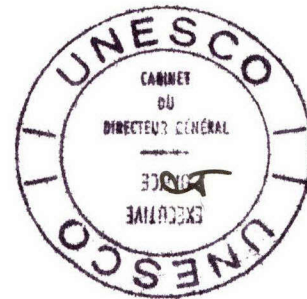
La première séance plénière aura lieu au Siège de l'Organisation, place de Fontenoy, le lundi 4 mai à 11 heures (salle IX).

Le Directeur général souhaiterait connaître en temps utile le nom du ou des représentants qui auront été désignés.

Paris, le 3 avril 1970

Monsieur Robert S. McNamara
Président
Banque internationale pour la
reconstruction et le développement
1818 H Street, N.W.
Washington D.C., 20433

U.S.A.



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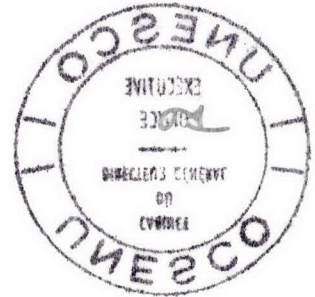
TELECOMMUNICATIONS
SECTION

U.S.A.

1970 APR -7 AM 8:44

Washington D.C. 20543
1818 H Street, N.W.
Reconstruction and Development
Bureau International pour la
Préservation
Monsieur Robert S. McNamara

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Paris, le 3 avril 1970

afin de nommer des représentants qui auront été désignés
le Directeur Général sous réserve de confirmation en temps

(voir IX).

L'Organisation, basée à Fontenay, le lundi 4 mai à 11 heures
la première séance plénière aura lieu au siège de

84 EX\I).

...

et dont l'ordre du jour provisoire est joint en annexe (document
qui se trouve à Paris du lundi 4 mai au vendredi 10 juin 1970,
à se faire représenter à la même session du Conseil exécutif
Reconstruction and Development et à l'honneur de l'Institut
comptes au Président de la Banque Internationale pour la
Nouvelles pour l'éducation, la science et la culture présente ses
le Directeur Général de l'Organisation des Nations

référence : BIO\OBC\385

telex : 21 002 Paris
cables : Unesco Paris
téléphone : 200-2123

Place de Fontenay, Paris-7e



organisation des Nations unies pour l'éducation, la science et la culture
United Nations Educational, Scientific and Cultural Organization

APR 7 1970

EXECUTIVE BOARD

EX

Eighty-fourth Session
(Paris, 4 May-19 June 1970)

84 EX/1
PARIS, 18 March 1970
Translated from the French

PROVISIONAL AGENDA (Annotated)

- Item 1. ADOPTION OF THE AGENDA (84 EX/1)
2. APPROVAL OF THE SUMMARY RECORDS OF THE 83rd SESSION
(83 EX/SR.1-29)
3. METHODS OF WORK OF THE ORGANIZATION
- 3.1 Report of the Executive Board's Special Committee (84 EX/2)
(Note: In accordance with the terms of reference given to it by the Executive Board at its 82nd and 83rd sessions (82 EX/Decisions, 3.1, paragraph 4 (i), (iv) and (v), 82 EX/Decisions, 5.4, paragraph 5 and 83 EX/Decisions 3.2 (III), paragraph 7), the Special Committee submits to the Executive Board a report on the proceedings of its meeting held at Headquarters from 2 to 10 February 1970.)
- 3.2 Reports of the United Nations Joint Inspection Unit (84 EX/3)
(Note: Pursuant to the decision taken by the Executive Board (82 EX/Decisions, 5.4, paragraph 5), the Director-General submits, with preliminary comments, the following reports received from the Joint Inspection Unit since the 83rd session:
- (1) Report on the overhead costs of extra-budgetary programmes and on methods of measuring performances and costs, by Mr. W. Bertrand.
 - (2) Report on the Economic Commission for Asia and the Far East by Messrs. S. Ilic, C.S. Jha and A.F. Sokirkin.

- (3) Report on programming and budgets of the United Nations family of organizations, by Mr. M. Bertrand.
- (4) Report on a visit of inspection to Malaysia and Singapore, by Sir Leonard Scopes.
- (5) Report on selected ideas for improving field operations, by Mr. Robert M. Macy.
- (6) Notes on field inspection in Morocco, by Sir Leonard Scopes.)

4. EXECUTION OF THE PROGRAMME

4.1 Report by the Director-General on the activities of the Organization

4.1.1 Printed report for 1969.

(Note: In accordance with Article VI (b) of the Constitution, the Director-General submits his annual report on the activities of the Organization for 1969.)

4.1.2 Report of the Special Committee on its study of the Director-General's report on the activities of the Organization (printed report for 1969) (84 EX/4).

(Note: The Special Committee submits this report to the Board in accordance with the terms of reference given to it at the 82nd session (82 EX/Decisions 3.1 (iii).)

4.2 Education

4.2.1 Co-operation with the United Nations Relief and Works Agency (UNRWA) (84 EX/5)

(Note: The Director-General reports to the Board on this subject in accordance with decision 83 EX/Decision, 4.2.3, paragraph 2)

4.2.2 Recommendations from the Executive Board to the General Conference concerning the procedure for the presentation and examination of new reports by Member States on the implementation of the Convention and Recommendation against Discrimination in Education (Report of the Committee on Conventions and Recommendations in Education (84 EX/6).

(Note: In accordance with resolution 15 C/Res.29.1 (4) and in pursuance of decisions 81 EX/Decisions, 6.II and 82 EX/Decisions, 4.2.4, paragraph 5 (a), the Committee on Conventions and Recommendations in Education, having met at Headquarters from 10 to 13 March 1970, informs the Board concerning the draft questionnaires which it was instructed to prepare by the General Conference, and submits proposals on the recommendations that the Executive Board is to present to the General Conference.)

- 4.2.3 International Committee of Experts on the development of world education (84 EX/7).

(Note: In pursuance of resolutions 15 C/1.112 (b) relating to International Education Year, the Director-General is consulting the Executive Board on the desirability of establishing, in 1970, an International Committee of Experts on the development of world education.)

4.3 Social Sciences, Human Sciences and Culture

- 4.3.1 Report by the Director-General on the implementation of decision 4.3.1 adopted by the Executive Board at its 83rd session (Implementation of resolutions 3.342 and 3.343 adopted by the General Conference at its fifteenth session and on the application, in the occupied territories, of The Hague Convention for the Protection of Cultural Property in the Event of Armed Conflict (84 EX/8).

(Note: Following decision 83 EX/Decisions, 4.3.1, paragraph 8, the Director-General reports to the Board, as requested, on this matter.)

4.4 International Standards and Legal Affairs

- 4.4.1 Invitations to the Committee of governmental experts on problems in the field of copyright and the protection of performers, producers of phonograms and broadcasting organizations raised by transmission via space satellites (84 EX/9).

(Note: In accordance with Article 21 of the Regulations for the general classification of the various categories of meetings convened by Unesco and resolutions 15 C/Res. 5.122 (e) and 15 C/Res. 5.123, the Director-General submits proposals to the Board concerning invitations to this meeting.)

- 4.4.2 Protocol instituting a Conciliation and Good Offices Commission to be responsible for seeking the settlement of any disputes which may arise between States parties to the Convention against Discrimination in Education: transmission to the General Conference of the list of persons nominated for the purpose of the election of the members of the Commission (84 EX/10).

(Note: In accordance with Article 3, paragraph 2, of the above-mentioned Protocol, the Director-General submits to the Executive Board the list of eminent persons nominated by States parties to the Protocol for the purpose of the election of members of this Commission by the General Conference at its next session. Under these same provisions, the Executive Board is responsible for transmitting this list to the General Conference with such suggestions as it may consider useful.)

- Item 5. EXAMINATION OF THE DRAFT PROGRAMME AND BUDGET FOR 1971-1972 (16 C/5) AND RECOMMENDATIONS THEREON BY THE EXECUTIVE BOARD
- (Note: The Director-General submits the draft Programme and Budget for 1971-1972 (16 C/5) to the Executive Board. In accordance with the provisions of Article V, paragraph 5 (a) of the Constitution, the Executive Board is responsible for the subsequent submission of this document to the General Conference, with such recommendations as it considers desirable.)
- 5.1 Report of the Programme and External Relations Commission on its preparatory study of Part II (84 EX/11).
- (Note: This preparatory study is made by the Programme and External Relations Commission in accordance with decision 77 EX/Decisions, 3.1 (III), paragraph 6 (a) (i) and resolution 15 C/Res. 33.3.)
- 5.2 Report of the Finance and Administrative Commission on its study of the financial and administrative aspects of document 16 C/5 (84 EX/12).
- (Note: The Finance and Administrative Commission carries out this study in pursuance of decision 77 EX/Decisions, 3.1 (III), paragraph (a) (ii), resolution 15 C/Res. 33.3 and decision 83 EX/Decisions 3.1 (II).)
- 5.3 Possible international instrument for the protection of monuments and sites of universal value (84 EX/14).
- (Note: In accordance with resolution 15 C/Res. 3.341 (c) and under the provisions of Article 3 of the Rules of Procedure concerning Recommendations to Member States and International Conventions, the Director-General submits to the Executive Board preliminary study of the desirability of establishing international regulations in the above-mentioned sector.)
- 5.4 Possible international regulation of the photographic reproduction of copyrighted works (84 EX/15).
- (Note: In pursuance of resolution 15 C/Res. 122 (e) and under the provisions of Article 3 of the Rules of Procedure concerning Recommendations to Member States and International Conventions, the Director-General submits to the Executive Board a preliminary study of the legal and technical aspects of the photographic reproduction of copyrighted works.)
6. GENERAL CONFERENCE
- 6.1 Preparation of the Provisional Agenda of the sixteenth session of the General Conference (84 EX/16)
- (Note: As provided by Article V.5 of the Constitution and Rule 9 of the Rules of Procedure of the General Conference, the

Executive Board is invited to prepare the Provisional Agenda for the sixteenth session of the General Conference.)

- 6.2 Organization of the work of the sixteenth session of the General Conference and Report of the Special Committee on this subject (84 EX/17).

(Note: The Director-General submits to the Executive Board proposals concerning the organization of the work of the sixteenth session of the General Conference. These proposals take into account the recommendations of the Special Committee in its report to the Executive Board (84 EX/2, paragraphs 9 to 95).)

- 6.3 Invitations to the sixteenth session of the General Conference (84 EX/18).

(Note: As provided by Rule 6.4 and Rule 7 of the Rules of Procedure of the General Conference, the Executive Board is responsible for deciding upon the list of invitations to the sixteenth session.)

- 6.4 Form to be taken by the report of the Executive Board on its own activities in 1969-1970 for the sixteenth session of the General Conference.

(Note: The Executive Board is called upon to decide the form in which the report of its activities is to be submitted to the General Conference. At previous sessions of the General Conference it has been customary for the Chairman of the Executive Board to be commissioned by the Board to submit this report orally.)

7. RELATIONS WITH INTERNATIONAL ORGANIZATIONS

- 7.1 Recent decisions of the organizations of the United Nations system of interest to Unesco (84 EX/19).

(Note: The Director-General reports on decisions of interest to Unesco taken by the organizations of the United Nations system since the 83rd session of the Board.)

- 7.2 Co-operation with the United Nations Development Programme (84 EX/20).

(Note: In pursuance of resolution 15 C/Res. 5.512 (2), the Director-General informs the Executive Board of progress achieved in existing projects as well as of new projects approved by UNDP since the 83rd session of the Board. The Board is also invited to consider, as it has done every year, three final reports on UNDP projects (Special Fund component).)

- 7.3 Report of the Commission on International Development set up by the International Bank for Reconstruction and Development (Pearson report) and comments of the Director-General (84 EX/21).
- (Note: The Director-General submits to the Executive Board the report of this Commission which the President of the World Bank requested Mr. Lester B. Pearson, former Canadian Prime Minister, to set up in August 1968 in order to study the effects of twenty years of development assistance, assess the results, point out mistakes and propose policies which would work better in the future. The Chairman was joined on this Commission by seven distinguished persons in their individual capacities. The report of the Commission, which appears as a printed volume^(*) (in English, French and Spanish) is accompanied by a document containing the Director-General's comments.)
- 7.4 Study of the capacity of the United Nations Development System (Jackson report) (84 EX/22).
- (Note: The Director-General submits to the Executive Board the report containing the Study which the Governing Council of the United Nations Development Programme commissioned Sir Robert G.A. Jackson to undertake in 1968. This report, drawn up with the assistance of a group of nine consultants, consists of two volumes^(*) (in English, French, Russian and Spanish). It is accompanied by a document containing the comments of the Inter-agency Consultative Board and those of the Administrator of the UNDP.)
- 7.5 Classification of international non-governmental organizations (84 EX/23) and Report of the Committee on Non-Governmental Organizations (84 EX/24).
- (Note: In accordance with decision 61 EX/Decisions 15.2 (II), the Executive Board examines at its spring session the requests of non-governmental organizations for classification in categories A and B. The Director-General informs the Board of the decisions he has taken in connexion with classification in category C. The Committee of the Board on non-governmental organizations, established at the 81st session (81 EX/Decisions, 6 (III)), submits a report to the Board containing its recommendations on the classification of non-governmental organizations in categories A and B.)
- 7.6 Sexennial Report by the Executive Board to the General Conference on non-governmental organizations (Categories A and B) (84 EX/25) and Report of the Committee on Non-Governmental Organizations (84 EX/26).
- (Note: As provided in the Directives concerning Unesco's relations with international non-governmental organizations, the

^(*) Owing to the cost of this publication, only two copies can be supplied to each member of the Board and it will not be possible to distribute any additional copies during the 84th session.

Executive Board establishes the report that, in accordance with the provisions of paragraph VIII.3 of the Directives, it must present every six years to the General Conference. The Director-General's draft report has been prepared in the light of the Board's recommendations at its 82nd session (82 EX/Decisions, 5.5.3). In accordance with decision 82 EX/Decisions, 5.5, paragraph 4, the Committee of the Board on non-governmental organizations considers the second and third parts of this document and submits its observations and recommendations to the Executive Board.)

8. ADMINISTRATIVE AND FINANCIAL QUESTIONS

8.1 Acceptance of gifts, bequests and subventions and reports on the creation of trust funds, reserve and special accounts (84 EX/27).

(Note: In accordance with the Appropriation Resolution for 1969-1970 (15 C/Res. 7.1(e)) and Article IX, paragraph 3 of the Constitution, the Director-General submits proposals to the Board concerning the acceptance of gifts, bequests and subventions, together with a report on the creation of trust funds, reserve and special accounts.)

8.2 Proposed transfers within the 1969-1970 budget (84 EX/28).

(Note: In accordance with the Appropriation Resolution for 1969-1970 (15 C/Res. 7.1 (b) and (c)), the Director-General submits proposals to the Board for transfers within the 1969-1970 budget.)

8.3 Changes in salaries and allowances (84 EX/29).

(Note: In pursuance of resolutions 15 C/Res. 21.1 and 21.2, the Director-General informs the Executive Board of changes that have taken place since its last session.)

8.4 Use of Arabic as a working language (84 EX/30).

(Note: In accordance with resolution 15 C/Res.34, paragraph 3, the Director-General submits to the Executive Board a preliminary study on the technical, administrative and financial measures necessary to extend progressively the use of Arabic as a working language, with a view to the preparation of the final report to be presented to the General Conference at its sixteenth session.)

8.5 Financial Reports from beneficiary governments under the Participation programme (84 EX/31).

(Note: The Director-General reports to the Board on the financial reports submitted by Member States as provided under the terms of agreements concluded under the Participation programme before 1965 and requests the Executive Board's authorization not to pursue his efforts to obtain the missing reports.)

9. OTHER BUSINESS

CONSEIL EXÉCUTIF

EX

Quatre-vingt-quatrième Session

84 EX/1
PARIS, le 18 mars 1970
Original français

ORDRE DU JOUR PROVISOIRE (annoté)

- POINT 1. ADOPTION DE L'ORDRE DU JOUR (84 EX/1)
2. APPROBATION DES PROCES-VERBAUX DE LA 83^e SESSION (83 EX/SR.1-29)
3. METHODES DE TRAVAIL DE L'ORGANISATION
- 3.1 Rapport du Comité spécial du Conseil exécutif (84 EX/2).
- (Note : En vertu du mandat qui lui a été confié par le Conseil lors de ses 82^e et 83^e sessions (82 EX/Décisions, 3.1, paragraphe 4 (i), (iv) et (v), 82 EX/Décisions, 5.4, paragraphe 5 et 83 EX/Décisions 3.2(III), paragraphe 7), le Comité spécial soumet au Conseil un rapport sur les travaux de la réunion qu'il a tenue au Siège du 2 au 10 février 1970.)
- 3.2 Rapports du Corps commun d'inspection des Nations Unies (84 EX/3).
- (Note : En application de la décision prise par le Conseil exécutif (82 EX/Décisions, 5.4, paragraphe 5), le Directeur général soumet au Conseil exécutif, en y joignant des observations préliminaires, les rapports ci-après du Corps commun d'inspection :
- (1) Rapport sur les frais de soutien des programmes extrabudgétaires et sur les méthodes de mesure des rendements et des prix de revient, par M.M. Bertrand.
 - (2) Rapport sur la Commission économique pour l'Asie et l'Extrême-Orient, par MM. S. Ilić, C.S. Jha et A.F. Sokirkin.

- (3) Rapport sur Programmation et Budgets dans la famille des Nations Unies, par M. M. Bertrand.
- (4) Rapport sur une visite d'inspection en Malaisie et à Singapour, par Sir Leonard Scopes.
- (5) Rapport sur quelques suggestions visant à améliorer les opérations sur le terrain, par M. Robert M. Macy.
- (6) Notes sur une visite d'inspection au Maroc, par Sir Leonard Scopes.)

4. EXECUTION DU PROGRAMME

4.1 Rapport du Directeur général sur l'activité de l'Organisation

4.1.1 Rapport imprimé pour 1969.

(Note : En application de l'Article VI.3 (b) de l'Acte constitutif, le Directeur général soumet son rapport annuel sur l'activité de l'Organisation en 1969.)

4.1.2 Rapport du Comité spécial relatif à son étude du Rapport du Directeur général sur l'activité de l'Organisation (Rapport imprimé pour 1969) (84 EX/4).

(Note : Le Comité spécial soumet ce rapport au Conseil, en application du mandat qui lui a été confié lors de la 82e session (82 EX/Décisions, 3.1 (iii).)

4.2 Education

4.2.1 Coopération avec l'Office de secours et de travaux des Nations Unies (UNRWA) (84 EX/5).

(Note : le Directeur général fait rapport au Conseil à ce sujet, en application de la décision 83 EX/Décisions, 4.2.3, paragraphe 9.)

4.2.2 Recommandations du Conseil exécutif à la Conférence générale concernant la procédure d'examen des rapports des Etats membres sur l'application de la Convention ou de la Recommandation concernant la lutte contre la discrimination dans le domaine de l'éducation (Rapport du Comité sur les conventions et recommandations dans le domaine de l'éducation (84 EX/6)).

(Note : En application de la résolution 15 C/Res. 29.1 (4) et en exécution des décisions 81 EX/Décisions, 6.II et 82 EX/Décisions, 4.2.4, paragraphe 5 (a), le Comité sur les conventions et recommandations dans le domaine de l'éducation, qui s'est réuni au Siège du 10 au 13 mars 1970, porte à la connaissance du Conseil exécutif les projets de questionnaires qu'il a été chargé par la Conférence générale d'établir et il lui soumet des propositions concernant les recommandations que le Conseil exécutif doit présenter à la Conférence générale.)

4.2.3 Commission internationale d'experts sur le développement de l'éducation dans le monde (84 EX/7).

(Note : Faisant suite à la résolution 15 C/1.112 (b) relative à l'Année internationale de l'éducation, le Directeur général consulte le Conseil exécutif sur l'opportunité de créer en 1970 une Commission internationale d'experts sur le développement de l'éducation dans le monde.)

4.3 Sciences sociales, sciences humaines et culture

4.3.1 Rapport du Directeur général sur l'application de la décision 4.3.1 adoptée par le Conseil exécutif à sa 83^e session (mise en oeuvre des résolutions 3.342 et 3.343 de la quinzième session de la Conférence générale et application dans les territoires occupés de la Convention de La Haye pour la protection des biens culturels en cas de conflit armé (84 EX/8).

(Note : Comme suite à la décision 83 EX/Décisions, 4.3.1, paragraphe 8, le Directeur général présente au Conseil exécutif le rapport qui lui a été demandé à ce sujet.)

4.4 Normes internationales et affaires juridiques

4.4.1 Invitations au Comité d'experts gouvernementaux sur les problèmes soulevés en matière de droit d'auteur et de protection des artistes interprètes ou exécutants, des producteurs de phonogrammes et des organismes de radiodiffusion, lors des transmissions par satellites spatiaux (84 EX/9).

(Note : En application de l'article 21 du règlement relatif à la classification d'ensemble des diverses catégories de réunions convoquées par l'Unesco et des résolutions 15 C/Rés. 5.122 (e) et 15 C/Rés. 5.123, le Directeur général soumet au Conseil des propositions concernant les invitations à cette réunion.)

4.4.2 Protocole instituant une Commission de conciliation et de bons offices chargée de rechercher la solution des différends qui naîtraient entre Etats Parties à la Convention concernant la lutte contre la discrimination dans le domaine de l'enseignement : transmission à la Conférence générale de la liste des personnes présentées en vue de l'élection des membres de la Commission (84 EX/10).

(Note : Conformément au paragraphe 2 de l'article 3 du Protocole susmentionné, le Directeur général communique au Conseil exécutif la liste des personnalités présentées par les Etats Parties au Protocole en vue de l'élection des membres de cette Commission par la Conférence générale lors de sa prochaine session. Aux termes de cette même disposition, il incombe au Conseil exécutif de transmettre cette liste à la Conférence générale, avec les suggestions qu'il pourrait estimer utiles.)

5. EXAMEN DU PROJET DE PROGRAMME ET DE BUDGET POUR 1971-1972 (16 C/5)
ET RECOMMANDATIONS DU CONSEIL EXECUTIF

(Note : Le Directeur général soumet au Conseil exécutif le Projet de programme et de budget pour 1971-1972 (16 C/5). Conformément aux dispositions de l'article V, paragraphe 5 (a) de l'Acte constitutif, il appartient au Conseil exécutif de soumettre ensuite ce document à la Conférence générale, en formulant toutes recommandations qu'il jugera opportunes.)

5.1 Rapports de la Commission du programme et des relations extérieures sur son étude préparatoire du Titre II (84 EX/11).

(Note : Cette étude préparatoire est effectuée par la Commission du programme et des relations extérieures, conformément à la décision 77 EX/Décisions, 3.1 (III), paragraphe 6 (a) (i), et à la résolution 15 C/Rés. 33.3.)

5.2 Rapport de la Commission financière et administrative sur l'étude des aspects financiers et administratifs du document 16 C/5 (84 EX/12).

(Note : La Commission financière et administrative effectue cette étude conformément à la décision 77 EX/Décisions, 3.1 (III), paragraphe (a) (ii), à la résolution 15 C/Rés. 33.3 et à la décision 83 EX/Décisions, 3.1 (II).)

5.3 Réglementation internationale éventuelle sur la protection des monuments et des sites de valeur universelle (84 EX/14).

(Note : En application de la résolution 15 C/Rés. 3.341 (c) et en vertu de l'article 3 du règlement relatif aux Recommandations aux Etats membres et aux Conventions internationales, le Directeur général soumet au Conseil exécutif une étude préliminaire sur l'opportunité d'établir une réglementation internationale dans le domaine susmentionné.)

5.4 Réglementation internationale éventuelle sur la reproduction photographique d'oeuvres protégées par le droit d'auteur (84 EX/15).

(Note : En application de la résolution 15 C/Rés. 122 (e) et en vertu de l'article 3 du règlement relatif aux Recommandations aux Etats membres et aux Conventions internationales, le Directeur général soumet au Conseil exécutif une étude préliminaire sur les aspects juridiques et techniques de la reproduction photographique d'oeuvres protégées par le droit d'auteur.)

6. CONFERENCE GENERALE

6.1 Préparation de l'ordre du jour provisoire de la seizième session de la Conférence générale (84 EX/16).

(Note : Conformément aux dispositions des articles V.5 de l'Acte constitutif et 9 du Règlement intérieur de la Conférence générale, le Conseil exécutif est invité à préparer l'ordre du jour de la seizième session de la Conférence générale.)

6.2 Organisation des travaux de la seizième session de la Conférence générale et rapport du Comité spécial à ce sujet (84 EX/17).

(Note : Le Directeur général soumet au Conseil exécutif des propositions concernant l'organisation des travaux de la seizième session de la Conférence générale. Ces propositions tiennent compte des recommandations formulées par le Comité spécial dans son rapport au Conseil exécutif (84 EX/2, par. 9 à 95).)

6.3 Invitations à la seizième session de la Conférence générale (84 EX/18).

(Note : Conformément aux dispositions des articles 6.4 et 7 du Règlement intérieur de la Conférence générale, le Conseil exécutif est chargé d'établir la liste des invitations à la seizième session.)

6.4 Forme du Rapport du Conseil exécutif sur sa propre activité en 1969-1970, à l'intention de la seizième session de la Conférence générale.

(Note : Le Conseil exécutif est appelé à décider sous quelle forme sera présenté à la Conférence générale son rapport sur sa propre activité. Il a été d'usage, en vue des précédentes sessions de la Conférence générale, que le Président du Conseil exécutif soit invité par le Conseil à présenter son rapport oralement.)

7. RELATIONS AVEC LES ORGANISATIONS ET PROGRAMMES INTERNATIONAUX

7.1 Décisions récentes intéressant l'Unesco prises par les organisations du système des Nations Unies (84 EX/19).

(Note : Le Directeur général rend compte des décisions intéressant l'Unesco prises par les organisations du système des Nations Unies, depuis la 83e session du Conseil.)

7.2 Coopération avec le Programme des Nations Unies pour le développement (84 EX/20).

(Note : En application de la résolution 15 C/Rés. 5.512 (2), le Directeur général informe le Conseil de l'état d'avancement des projets en cours ainsi que des nouveaux projets approuvés par le PNUD depuis la 83e session du Conseil. Le Conseil est invité en outre, comme il l'a fait chaque année, à examiner trois rapports finals sur des projets du PNUD (Fonds spécial).)

- 7.3 Rapport de la Commission d'étude du développement international établie par la Banque internationale pour la reconstruction et le développement (Rapport Pearson) et commentaires du Directeur général (84 EX/21)

(Note : Le Directeur général soumet au Conseil exécutif le rapport de cette Commission que le Président de la Banque mondiale, en août 1968, a chargé M. Lester B. Pearson, ancien premier ministre du Canada, de constituer afin d'étudier les effets de vingt années d'aide pour le développement, d'en évaluer les résultats, de déceler les erreurs commises et de proposer les politiques qui pourraient mener à des progrès plus rapides à l'avenir. Cette Commission comprenait, outre son Président, sept hautes personnalités siégeant à titre personnel. Le rapport de la Commission, qui fait l'objet d'un volume imprimé* (en anglais, en espagnol et en français) est accompagné d'un document contenant les commentaires du Directeur général.)

- 7.4 Etude de la capacité du système des Nations Unies pour le développement (rapport Jackson) (84 EX/22).

(Note : Le Directeur général soumet au Conseil exécutif le rapport contenant l'étude confiée en 1968 par le Conseil d'administration du Programme des Nations Unies pour le développement (PNUD) à Sir Robert G.A. Jackson. Ce rapport, élaboré avec le concours d'un groupe de neuf consultants, fait l'objet de deux volumes* (en anglais, espagnol, français et russe). Il est accompagné d'un document contenant les commentaires du Bureau consultatif inter-organisations et ceux du Directeur du PNUD.)

- 7.5 Classement des organisations internationales non gouvernementales (84 EX/23) et Rapport du Comité sur les organisations non gouvernementales (84 EX/24).

(Note : En application de la décision 61 EX/Décisions, 15.2 (II), le Conseil exécutif examine à sa session de printemps les demandes de classement d'organisations internationales non gouvernementales en catégorie A ou B. Le Directeur général fait rapport au Conseil sur les décisions qu'il a prises au sujet du classement en catégorie C. Le Comité du Conseil sur les organisations non gouvernementales, créé lors de la 81e session (81 EX/Décisions, 6 (III)) présente au Conseil un rapport contenant ses recommandations concernant le classement d'ONG dans les catégories A et B.)

- 7.6 Rapport sexennal du Conseil exécutif à la Conférence générale sur les organisations non gouvernementales des catégories A et B (84 EX/25) et Rapport du Comité sur les organisations non gouvernementales (84 EX/26).

* En raison du coût de ces ouvrages, il ne pourra être distribué que deux exemplaires par membre du Conseil et il ne sera pas possible de procéder à la distribution d'exemplaires supplémentaires pendant la 84e session.

(Note : En application des directives concernant les relations de l'Unesco avec les organisations internationales non gouvernementales, le Conseil exécutif établit le rapport qu'il est tenu conformément aux dispositions de la Directive VIII.3 de présenter tous les six ans à la Conférence générale. Le projet de rapport soumis par le Directeur général a été préparé en tenant compte des recommandations formulées par le Conseil lors de sa 82e session (82 EX/Décisions, 5.5.3). Conformément à la décision 82 EX/Décisions, 5.5, paragraphe 4, le Comité du Conseil sur les organisations non gouvernementales examine les deuxième et troisième parties de ce document et soumet ses observations et recommandations au Conseil exécutif.)

8. QUESTIONS ADMINISTRATIVES ET FINANCIÈRES

8.1 Acceptation de dons, legs et subventions et rapport sur la création ou la clôture de fonds de dépôts, comptes de réserve et comptes spéciaux (84 EX/27).

(Note : Conformément à la résolution portant ouverture de crédits pour 1969-1970 (15 C/Rés. 7.1 (e)) et à l'article IX, paragraphe 3 de l'Acte constitutif, le Directeur général soumet au Conseil des propositions concernant l'acceptation de dons, legs et subventions, ainsi qu'un rapport sur la création de fonds de dépôt, comptes de réserve et comptes spéciaux.)

8.2 Propositions de virements à l'intérieur du budget de 1969-1970 (84 EX/28).

(Note : Conformément à la résolution portant ouverture de crédits pour 1969-1970 (15 C/Rés. 7.1 (b) et (c)), le Directeur général soumet au Conseil des propositions de virements à l'intérieur du budget de 1969-1970.)

8.3 Changements intervenus dans les traitements et indemnités du personnel (84 EX/29).

(Note : En application des résolutions 15 C/Rés. 21.1 et 21.2, le Directeur général informe le Conseil exécutif des changements intervenus depuis la dernière session du Conseil.)

8.4 Emploi de l'arabe comme langue de travail (84 EX/30).

(Note : Conformément à la résolution 15 C/Rés.34, paragraphe 3, le Directeur général soumet au Conseil exécutif un rapport préliminaire en vue de la préparation du rapport final qui doit être présenté à la Conférence générale à sa seizième session, sur les mesures techniques, administratives et financières nécessaires pour étendre progressivement l'emploi de l'arabe comme langue de travail.)

8.5 Rapports financiers des gouvernements bénéficiaires au titre du Programme de participation (84 EX/31).

(Note : Le Directeur général fait rapport au Conseil sur les rapports financiers fournis par les Etats membres conformément aux dispositions qui figuraient dans les accords conclus au titre du Programme de participation avant 1965, et demande au Conseil exécutif l'autorisation de ne pas pousser plus loin ses efforts pour obtenir les rapports manquants.)

9. QUESTIONS DIVERSES

UNESCO

Mr. D. S. Ballantine

April 3, 1970

Mats Hultin *MH*

Unesco Conference of Ministers of the European Member States
Responsible for Science Policy - "Science Policy and the European
States", Paris, June 22-27, 1970

The agenda will cover two major items:

- a) Current trends of national science policies in Europe - will cover, in particular: manpower problems in science and engineering; and the choice of national scientific research priorities.
- b) The organization of fundamental research in Europe - will cover, in particular: problems encountered at the national level; and the improvement of European co-operation in this field.

I have gone through some of the relevant working documents. The issues are, of course, interesting and some comparative ~~statistics~~ **studies** about R & D as % of GDP, etc. are informative but perhaps also misleading. My general conclusion is, however, that the conference is of marginal interest to us given the large gap in R & D between our clients and most European countries. There might be some manpower discussions but it appears to me that the European problems also in this sector are very different to those of our clients. I feel that reading the working documents is a sufficient EPD involvement and I would not suggest participation, not even by the Paris Office people.

MHultin/sp

Attachment: Draft Office Memo to Mr. Franco-Holguin

April 3, 1970

Mr. W. Moller
Educational Financing Division
Department of Planning and
Financing of Education
Unesco
Place de Fontenoy
Paris 7e, France

Dear Werner:

Following our conversation this morning, I am sending you details of the manpower budget presentation for Unesco for FY 1969 and FY 1970. It may look rather complex but it is the way in which our Programming and Budgeting Department have asked us to support our requests for the FY 1971 budget.

The main feature of this tabular presentation (Annex I) is that Total Programmed Effort (5) must equal Gross Manpower Available (6). The former is the sum of activities and overheads.

The table is compiled from information you have given me during recent weeks and from the very useful lists of missions and staff members I was given by Dimitri in November while I was in Paris. Annex II shows the breakdown of gross available manpower as summarized in section 6 of the table. Annex III shows the activities undertaken in fiscal years 1969 and 1970 (sections 1 and 2 of the table). I have used the same coefficients as in previous years for PIMs (52) and PPMs (43) and have made certain assumptions about coefficients for Reconnaissance (2.5), Reconnaissance-in-Depth (10.0) and Economic missions (10) based on Bank experience. Leave is assumed to use 7 weeks out of a 52 man-week year.

I am sending you the table and supporting data so that you can check my assumptions - which I have endeavoured to make explicit either in the footnotes or in this letter. For example, I may have understated the amount of non-EFD Unesco manpower in 1969 and 1970; in which case there would be more manpower allocated to "non-operational activity" in each year. If I have overstated manpower, then the activity levels must be excessive or the coefficients are too high. I hope the latter is not the case.

Mr. W. Moller

- 2 -

April 3, 1970

Since I have to complete the table for 1971 and 1972 before the end of next week in draft form, it is important that I should know as soon as possible if I am wide off the mark in any important particular.

During the Review Meeting we will have an opportunity to discuss the implications of the growth in the lending program, new activity in economic missions, country program work, etc.

The table seems to bear out the fact that management staff have been under great pressure in 1970 and that the amount of field time (PPMs and, to a lesser extent, PIMs) is far above the tolerance level. There was, in addition, little if any time available for desk studies, etc. in 1970.

Looking forward to seeing you on April 14,

Yours sincerely,

R.H.S. Fennell
Administrative Officer

 Att.

RF:sfu

UNESCO ACTUAL AND ESTIMATED ACTIVITIES: FY 1969 - 1972

	<u>1969</u>	<u>1970</u>	<u>1971</u>	<u>1972</u>
<u>ECONOMIC WORK</u>				
(a) Sector Studies	-	-	3 (u/s)	7 (u/s)
(b) Economic Missions	-	2 Pakistan Mauritania	7 (u/s)	8 (u/s)
(c) Country Program Papers	-	-	3 (u/s)	10 (u/s)
<u>PRE-APPRAISAL</u>				
(a) & (b) Reconnaissance ^{a/}	12	9	11 (u/s) 4 ^{c/}	9 (u/s) 6 ^{c/}
Greece	1	2	Congo(B) 2	
Spain	1	2	Thailand 2	
Ethiopia	1	2	Uganda ^{b/} 3	
Brazil	1	2	CAR 2	
Spain	2	4	Turkey 2	
Jordan	1	2	Somalia 2	
Jamaica	1	2	Jordan 2	
Bolivia	1 ^{b/}	3	Niger ^{c/} 8	
India/Turkey	1	2	Congo(K) 2	
China	1	2	1 Other 2	
Spain	1 ^{b/}	3		
Dominican Republic	1 ^{b/}	3		
	(29)	say 30 man-weeks	(27)	
Identification	9	7	10 (u/s)	8 (u/s)
	Cameroon	Turkey=		
	Iran	Ceylon		
	China	Morocco		
	Congo(B)	Thailand		
	Botswana/ Lesotho/ Swaziland	Iraq		
	Uganda	Ghana		
	Jordan	Pakistan		
	Somalia			
	Senegal			

	<u>1969</u>	<u>1970</u>	<u>1971</u>	<u>1972</u>
Preparation	7	15	14	16

Korea	Bolivia
Cameroon	Iran
Ivory Coast	Brazil
Ethiopia	Congo(B)
Greece	Dominican
China	Republic
Spain	Indonesia
	Uganda
	Jamaica
	Senegal
	Jordan
	Somalia
	Turkey
	Morocco
	Ceylon
	Tunisia

SUPERVISION

-	-	4	6
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a/ 2 man-weeks on one-man mission; 1 man-week on two-man mission in field;
1 man-week on return to HQ. Coefficients lower for Unesco than Bank because
HQ work done largely in Bank. Average man-weeks(1969 & 1970): 2.5

b/ Unesco only mission. In all other cases Unesco participated in Bank mission.

c/ Reconnaissance-in-depth.

u/s = country unspecified

IBRD/UNESCO COOPERATIVE PROGRAM

UNESCO MANPOWER BUDGET FOR FY 1969 AND FY 1970

	Average Man-Week per Task	FY 1969		FY 1970	
		Number of Tasks	Total Man-Weeks	Number of Tasks	Total Man-Weeks
<u>1. ECONOMIC WORK</u>					
of which					
Sector Studies	a/ 69	-	-	-	-
Economic Missions	10	-	-	2	20
Country Program Support	b/ 10	-	-	-	-
Sub-Total			<u>-</u>		<u>20</u>
<u>2. PRE-APPRAISAL</u>					
of which					
Reconnaissance	c/ 2.5	12	30	9	23
Reconnaissance-in-depth	d/ 10	-	-	1	10
Identification	52	9	468	7	364
Preparation	43	7	301	15	645
Sub-Total			<u>799</u>		<u>1042</u>
<u>3. SUPERVISION</u>	-	-	-	-	-
<u>4. OPERATIONAL OVERHEAD</u>					
Leave, etc.	7	e/ 16.9	118	i/ 21.3	149
Management	45	2.0	90	f/ 1.9	86
Administration	45	g/ 0.85	38	g/ 0.5	22
Non-operational activity h/			43		3
Sub-Total			<u>289</u>		<u>260</u>
<u>5. TOTAL PROGRAMMED EFFORT</u>			<u>1088</u>		<u>1302</u>
<u>6. GROSS MANPOWER AVAILABLE</u>			<u>1088</u>		<u>1302</u>
EFD Staff	52	16.9	881	21.3	1110
Other Unesco Staff	52	0.86	45	1.0	52
EFD Consultants	52	2.9	151	i/ 2.0	104
FAO/ILO	52	0.2	11	0.7	36
EPAD Staff & Others k/	52	-	-	-	-

a/ Coefficient suggested by Unesco (16 man-months).

b/ Estimated coefficient to be used in FY 1971 & FY 1972 for additional manpower under expanded Cooperative Program.

c/ See footnote (a) of Annex III

d/ Suggested coefficient for reconnaissance-in-depth missions.

e/ Available man-years in FY 1969 & 1970 as distinct from Authorized Posts or end of year strength.

f/ Assuming 0.1 of Deputy Director's time will be used for operational activity in FY 1970 (e.g. Reconnaissance mission to Turkey & Morocco PPM).

Footnotes (continued)

- g/ Assuming 0.15 of Argyropoulos' time used in operational activity in FY 1969 and 0.5 of his time in FY 1970 (through June 30, 1970).
- h/ This line is a residual item or "account balancing factor".
- i/ In order to balance the FY 1970 table it was necessary to increase consultant manpower from Unesco estimate of 78 man-weeks to 104.
- j/ These staff come into operation only in the latter part of FY 1971 and therefore no manpower is shown here.

UNESCO GROSS AVAILABLE MANPOWER FY 1969 & 1970

TOTAL	FY 1969						
	Management	Administration	Economists	Architects	Educators		
					Gen.	Tech.	Agric.
(a) <u>Regular Staff</u>	van Vliet Moller	Argyropoulos (.75)	Argyropoulos (.25) Kluchnikov Taylor Vasudevan Lourie (.4)	Andersen Kimmins Aujame (1/12)	Bekri Bolibaugh Carelli Ganeff	Baritsch Costa Ping Lee (2/12) Ovadias	Ramos Saco Magnen (3/12)
16.95 m/y	2	0.75	3.65	2.1	4	3.2	1.25
881 m/weeks	104	39	189.8	109	208	166	65

(b) Consultants 15/ man weeks(c) Other Unesco Staff (estimates)

<u>Mission Type</u>	<u>Country</u>	<u>Staff Member</u>	<u>Date</u>	<u>Man-weeks</u>	
Reconnaissance	Spain	Ovadias	Nov. 68	2.5	
	Brazil	Torfs	"	2.5	5.0
Identification	Iran	Trives	Sept. 68	5.0	
	Congo (B)	Delteyn	Jan. 69	4.0	
	B.S.L.	Crank	"	6.0	
	Jordan	Brain	Mar. 69	6.0	
	Jordan	Thurner	"	4.0	
	Somalia	Brain	May 69	5.0	
Preparation	Senegal	Rossignol	"	5.0	34.0
	Ivory Coast	Aujame	Oct. 68	6.0	6.0

TOTAL (Other Unesco Staff)

45.0

(d) FAO/ILO Staff (estimates)

<u>Mission Type</u>	<u>Country</u>	<u>Staff Member</u>	<u>Date</u>	<u>Man-weeks</u>	
Reconnaissance	Spain	Apodaca	Oct. 68	2.5	
	Spain	Apodaca	Nov. 68	2.5	5.0
<u>Identification</u>	B.S.L.	Yarborough	Jan. 69	6.0	6.0
TOTAL					11.0

FY 1970

	Total	Management	Administration	Economists	Architects	Educators		
						Gen.	Tech.	Agric.
(a) <u>Regular Staff</u>		van Vliet Moller	Argyropoulos (6/12)	Argyropoulos (6/12) Kluchnikov Taylor Vasudevan (6/1) Herve (4/12) Botti (3/12)	Andersen Kimmins Aujame	Bekri Bolibaugh Carelli Ganeff Chesswas (11/12)	Costa Ovadias Syrimis Baritsch (6/12) Ping Lee (6/12) Harris (4/12) Roosens (2/12)	Ramos Saco Magnen Brain (7/12) Tencalla (2/12)
	21.35 m/y	2	0.5	3-7/12 = 3.6	3	4.9	4-6/12 = 4.6	2-9/12 = 2.75
	1110 m/w	104	26	187.2	156	254.8	239.2	143

(b) Consultants

78 + 26 - yet to be specified (balancing factor in manpower budget table)

(c) Other Unesco Staff

<u>Mission Type</u>	<u>Country</u>	<u>Staff Member</u>	<u>Date</u>	<u>Man-weeks</u>	
Reconnaissance	Niger	Palm	Feb. 70	3.0	
		Allebeck	"	3.0	
	Congo (K)	Najman	Mar. 70	4.0	10.0
Identification	Turkey	Harris	July 69	5.0	
	Morocco	John	Nov. 69	5.0	
	Iraq	Fitzpatrick	Mar. 70	5.0	
	Pakistan	A.N. OTHER	May 70	7.0	22.0
Preparation Economic	Congo (B)	Roosens	Oct. 69	5.0	
	Mauritania	Van Waeyenberghe	Mar. 70	10.0	
	Unspecified	Unspecified		5.0	52.0

(d) FAO/ILO Staff

<u>Mission Type</u>	<u>Country</u>	<u>Staff Member</u>	<u>Date</u>	<u>Man-weeks</u>	
Identification	Turkey	Ross (ILO)	July 69	4.0	
	Morocco	Beal (FAO)	Nov. 69	3.0	7.0
Preparation	Bolivia	Tellez	Aug. 69	5.0	
	Iran	Yarborough	Aug. 69	5.0	
	Brazil	Tellez	Sept. 69	5.0	
	Congo (B)	Voisin	Oct. 69	5.0	
	Senegal	Nedelec	Jan. 70	3.0	
	Morocco	Apodaca	Jan. 70	6.0	29.0
TOTAL					36.0

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INTERNATIONAL DEVELOPMENT ASSOCIATION

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Mr. Baum	C303		Mr. Knapp	A1230
Mr. Benjenk	A712		Mr. Lejeune	C502
Mr. Broches	A813		Mr. McNamara	A1230
Mr. Cargill	A613		Mr. Mendels	A1219
Mr. Chadenet	C303		Mr. Nurick	A802
Mr. Chauffournier	C702		Sir Denis Rickett	A1230
Mr. Cheek	C702		Mr. Ripman	D1029
Mr. Wm. Clark	D928		Mr. Rotberg	D827
Mr. Cope	A1214		Mr. Stevenson	D532
Mr. Demuth	D1128		Mr. Twining	D1032
Mr. Diamond	C913		Mr. Votaw	A613
Mr. El Emary	A1143		Mr. Wiese	A837
Mr. Fontein	C602		Mr. Williams	C502
Mr. Fowler	A1219		Mr. Wright	A1136
Mr. Friedman	A1221			
Mr. Goodman	C602			
Mr. Graves	D1122			
Mr. Gutierrez	A1136			
Mr. Hartwich	A712			

APR 16 1970



united nations educational, scientific and cultural organization
organisation des nations unies pour l'éducation, la science et la culture

place de Fontenoy, Paris-7^e

Mr. Robert S. McNamara
President
International Bank for Reconstruction
and Development
1818 H Street, N.W.
Washington, D.C. 20433
USA

With the compliments
of the
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(Manuel Jimenez)

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Place de Fontenay, Paris-VI



organization of various nature bank reconstruction to science et to culture
various educational, scientific and cultural organization



UNESCO
united nations educational, scientific and cultural organization
organisation des nations unies pour l'éducation, la science et la culture

place de Fontenoy, 75 Paris-7^e

téléphone : 566-57.57
câbles : Unesco Paris
téléc : 27 602 Paris

référence : RIO/ORG/12.6/424

✓ File
3 AVR. 1970

Dear Mr. Hill,

In accordance with the procedure for handling reports of the Joint Inspection Unit, as revised last October by the Administrative Committee on Co-ordination, I have pleasure in sending herewith for transmission to the Chairman of the Committee for Programme and Co-ordination the preliminary observation of the Director-General on the Addendum to the Joint Inspection Unit Report on a visit to Malaysia and Singapore (JIU/REP/69/8/Add.1).

Copies of this letter with the attachment are being sent to the members of the ACC for information and comment.

Yours sincerely,

Manuel Jimenez
Director
Relations with Member States and
International Organizations and Programmes

Mr. Martin Hill
Assistant Secretary-General
for Inter-Agency Affairs
United Nations
New York, N.Y., 10017
USA

The Director-General's Preliminary Observation

on

Addendum to report on a visit to Malaysia and Singapore

(JIU/REP/69/8/Add.1)

1. The Director-General concurs with the Inspector's recommendation on the need of "inducing into those directly in charge of the equipment a greater sense of personal responsibility for its maintenance and proper use". He is gratified to note the Inspector's impression that a promising start on the problem has already been made in Unesco.

2. The Director-General agrees with the Inspector's suggestion that a separate report should be made to Headquarters when the project equipment has not been used or seems under-utilized. As a matter of fact this has been to a large extent the practice for Unesco for some time in a form of an inventory certificate required of the Chief Technical Adviser. The Secretariat will co-operate with the UNDP, should the latter decide to revise forms for returns of equipment for this purpose.



✓ UNESCO
 united nations educational, scientific and cultural organization
 organisation des nations unies pour l'éducation, la science et la culture

MAIL ADDRESSED
 TO THE
 PRESIDENT

JBRD

place de Fontenoy, 75 Paris-7^e

téléphone : 566-57.57
 câbles : Unesco Paris
 télex : 27 602 Paris

référence : FF/21/2/191

April/May 1970

Subject: Study Abroad 1972-1974 (19th edition)
Vacation Study Abroad (20th edition)

Dear Sir,

I should like to invite your assistance in the collection of information for inclusion in the new editions of Study Abroad and Vacation Study Abroad, to be published by Unesco in 1971.

Both publications contain information on international scholarships and courses open to individual students and scholars for study, training or research in a foreign country. Whereas Study Abroad is mainly concerned with long-term academic opportunities (usually one year or more), Vacation Study Abroad deals with short-term courses and scholarships offered annually during the vacation period. The latest edition of Study Abroad (1970-1972) published in December 1969, lists some 250,000 individual awards, as well as a variety of international courses. The latest edition of Vacation Study Abroad (XIX) describes vacation study programmes sponsored by some 500 organizations and institutions in 54 countries.

... I am enclosing herewith the questionnaire form(s) concerning the present inquiry, which I should be grateful if you would complete and return to me at your earliest convenience.

Please note that information for inclusion in these publications should reach this Office by 1 August 1970.

Enclosure:

Yours faithfully,

Julian Behrstock

Julian Behrstock
 Director

Office of Free Flow of Information
 and International Exchanges

Original to: Info Dept
 Date: 4/29/70 Communications
 Section

Similar letter addressed Pres. ITC

Mr. Duncan S. Ballantine

March 30, 1970

Ernesto Franco-Holguin

UNESCO - Conference of Ministers of European Member States
responsible for Science Policy - June 22 - 27, 1970.

In a letter dated November 17, 1970 Mr. Maheu of UNESCO invited the Bank to send an observer to the abovementioned conference and on December 18 we replied that we hoped to send a representative. You had suggested that someone from the Paris office should represent us if this could be arranged.

Attached are three documents relating to the Conference which we received from UNESCO last Thursday. Please let us know if you still believe that the Paris office should send someone to the meeting.

Attachments (3)

cc: Mr. Consolo

EFH:da

UNESCO

DECLASSIFIED

MAY 11 2023

WBG ARCHIVES

CONFIDENTIAL

March 27, 1970

Mr. George C. Wishart
Chief, Liaison Operations
European Office
International Bank for Recon-
struction and Development
4, Avenue d'Iena
Paris 16^e, France

Dear George:

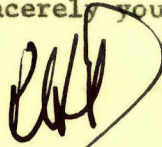
Just a line in response to your letter of March 23 enclosing Peter Chatenay's memorandum to you concerning Mr. Maheu's wish to be informed about Mr. McNamara's visits to Paris.

As you know, Mr. McNamara came to Paris at the invitation of the French Government and for the specific purpose of talking to French officials. Since, as you know, the President on an earlier visit to Paris spent a good deal of time in Unesco, and more recently visited with Mr. Maheu in New York, I do not believe he was under any obligation to visit with him this time, unless one takes the view, which I do not accept, that he should always advise Unesco of his visits to Paris. If one were to accept such a view, I assume it would also apply to van Lennep, Ed Martin, Rene Larre and others - a clearly impossible position. Accordingly, I am not taking any action on this matter.

I assume that Mr. Maheu is on the invitation list for the dedication of our new office. So far as I know, that is the next occasion on which Mr. McNamara will be in Paris.

With best regards,

Sincerely yours,



Richard H. Demuth
Director
Development Services Department

RHD:tf

cc UNESCO
cc UNESCO

INCOMING CABLE

DATE AND TIME OF CABLE: MARCH 27, 1970

LOG NO.: RCA TELEX / 27

TO: INTRAFRAD

FROM: PARIS

ROUTING	
ACTION COPY:	MR. LEVY
INFORMATION COPY:	MR. STEVENSON
DECODED BY:	

TEXT:

453 FOR EMMANUEL LEVY

UNESCO WOULD LIKE USE SELECTED DATA FROM 1968 EDITION WORLD TABLES FOR COUNTRY BY COUNTRY SURVEY OF NATIONAL SCIENCE POLICIES. SUPPOSE MATERIAL CAN BE MADE AVAILABLE BUT PLEASE CONFIRM AND INDICATE WHETHER UNESCO CAN QUOTE SOURCE AND IN WHAT FORM. REGARDS

STEUBER

JAO

UNESCO-

OUTGOING WIRE

TO: STEUBER
INTBAFRAD

DATE: March 27, 1970

CLASS OF SERVICE: ~~IT~~ TELEEX

COUNTRY: PARIS

TEXT:
Cable No.: 417

CONFIRM UNESCO MAY USE WORLD TABLE DATA FOR SCIENCE SURVEY STOP
SOURCE QUOTE SHOULD READ IBRD WORLD TABLES WASHINGTON DECEMBER 1968

KAMARCK

NOT TO BE TRANSMITTED

MESSAGE AUTHORIZED BY:

NAME A. M. Kamarck

DEPT. Economics

SIGNATURE *A. M. Kamarck*
(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)

CLEARANCES AND COPY DISTRIBUTION:

For Use by Archives Division

ORIGINAL (File Copy)
(IMPORTANT: See Secretaries Guide for preparing form)

Checked for Dispatch: *[Signature]*

0181 MAR 27 1970
MAR 27 1970 15:30

ORIGINAL (1st copy)

Checked for Dispatch:

DISPATCHED

For use by Archives Division

(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)

SIGNATURE

[Handwritten signature]

DEPT: ECONOMICS

NAME: A. M. KUMAROK

MESSAGE AUTHORIZED BY:

MAR 27 6 12 PM 1970

COMMUNICATIONS SECTION

STAYANCES AND COPY DISTRIBUTION:

NOT TO BE TRANSMITTED

RECEIVED

MAR 27 5 03 PM 1970

COMMUNICATIONS SECTION

KUMAROK

SOURCE QUOTE SHOULD BEVD IBERD WORLD LABIES WASHINGTON DECEMBER 1968
COMPIEM DIESCO MVA USE WORLD LABIE DATA FOR SCIENCE SURVEY 2108

COPY NO: 171
TEXT:

COUNTRY: FRANCE

INFORMATION

SERVICE: TELETYPE
CLASS OF:

TO: GLENNEN

DATE: March 22, 1970

OUTGOING WIRE

ASSOCIATION

INTERNATIONAL DELEGATION

(3-21)

Form No. 22

RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL BANK FOR

CORPORATION

INTERNATIONAL FINANCE

UNESCO -

INTERNATIONAL DEVELOPMENT
ASSOCIATION

INTERNATIONAL BANK FOR
RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL FINANCE
CORPORATION

OUTGOING WIRE

TO: VANVLIET
UNESCO
PARIS

DATE: MARCH 26, 1970

CLASS OF SERVICE: LT *WUT*

COUNTRY: (FRANCE)

TEXT:
Cable No.: THANKS URCABLE MARCH 24 ABOUT DROS STOP HAVE CABLED HIM ABOUT
ASSIGNMENT AND MADE ARRANGEMENTS FOR HIS TRIP WASHINGTON STOP
WE GREATLY APPRECIATE YOUR HELP IN THIS MATTER

CALIKA

INTBAFRAD

NOT TO BE TRANSMITTED

AUTHORIZED BY:

NAME O.H. Calika

DEPT. Education Projects

SIGNATURE *[Signature]*
(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)

REFERENCE: OHC/SJGB:vct

CLEARANCES AND COPY DISTRIBUTION:

For Use By Communications Section

ORIGINAL (File Copy)

(IMPORTANT: See Secretaries Guide for preparing form)

Checked for Dispatch: *[Signature]*

COMMUNICATIONS
MAY 28 1970
DISPATCHED

ORIGINAL (File Copy)

Checked for Dispatch: *[Signature]*

REFERENCE

OHC/278B:ACF

DISPATCHED

For use by Communications Section

SIGNATURE

SIGNATURE OF INDIVIDUAL AUTHORIZED TO DISPATCH

DEPT

Education Projects

MAR 26 6 53 PM 1970

NAME

O.H. SUTTER

COMMUNICATIONS

AUTHORIZED BY

STANDARD AND COPY DISTRIBUTION

NOT TO BE REINVESTED

IMBIBAKVD

CVTKV

ME OBTAIN VARIOUS INFORMATION IN THIS NUMBER

ADDITIONAL AND MORE INFORMATION FOR HIS THIS WASHINGTON STOP

Copy No:
TEXT

LINKS DISCUSS WHICH ST VARIOUS STOP HAVE COVERED HIM VARIOUS

COPYING

(SERVICE)

00-10-10

UNIT
ADDRESS

SERVICE
CLASS OF

[Handwritten mark]

TO:

ATTENTION

DATE: MARCH 29 1970

ONGOING WIRE

ASSOCIATION
INTERNATIONAL DELEGATION

REGISTRATION AND DELEGATION
INTERNATIONAL BANK FOR

COOPERATION
INTERNATIONAL SERVICE



united nations educational, scientific and cultural organization
 organisation des nations unies pour l'éducation, la science et la culture

LI-UNESCO

Here for review meeting

place de Fontenoy, Paris-7^e

téléphone : 566-57.57
 câbles : Unesco Paris
 télex : 27 602 Paris

référence : EP 8050/6/ 3123

MAR 31 REC'D

- ~~_____~~
- ~~_____~~
- Burt
- Stewart
- Fennell *Mayson 4/11*
- _____
- Div. Files
- Op. Files

25 March 1970

Dear Duncan,

I refer to my letter of 6 January 1970, concerning candidates for vacant posts in the Division, and to your cabled reply of 17 February, stating that you "reserve comments on Vu Cong Luong pending results Senegal mission".

I now attach a copy of the evaluation of Mr. Vu Cong Luong's performance during the mission, made by Mr. Ganef, who was mission leader. Although the post for which Mr. Vu Cong Luong was a candidate (IBRD/Unesco-10) has now been filled by Mr. Argyropoulos, I should be grateful for your views on his suitability for employment as an economist in the Educational Financing Division at some future date.

Yours sincerely,

W. van Vliet

W. van Vliet,
 Director,
 Educational Financing Division,
 Department of Planning and Financing
 of Education.

Mr. D.S. Ballantine,
 Director,
 Education Projects Department,
 I.B.R.D.,
 1818 H Street N.W.,
 WASHINGTON D.C. 20433,
 U.S.A.

RECEIVED

21 MAR 1970

SECTION
 NOTIFICATIONS

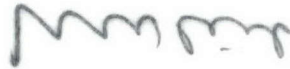
COMMUNICATIONS
SECTION

U.S.A.
WASHINGTON D.C. 20540
1818 H Street N.W.
I.B.E.D.
Education Projects Department
Director
Mr. D.S. BAJANTINE

1970 MAR 31 AM 11:15

RECEIVED

of Education
Department of Planning and Financing
Educational Financing Division
Director
M. ASH ATTER



Yours sincerely,

Financing Division at some future date.
Items on his suitability for employment as an economist in the Educational
IO) has now been filled by Mr. Alexopoulos, I should be grateful for your
through the boat for which Mr. Al Cong Thong was a candidate (IBED/Unesco-
performance during the mission, made by Mr. Gallet, who was mission leader.
I now attach a copy of the evaluation of Mr. Al Cong Thong, a

General mission.
stating that you "reserve comments on Al Cong Thong pending results
for vacant posts in the Division" and to your copied reply of 17 February.
I refer to my letter of 6 January 1970, concerning candidates

Dear Director,

- Mr. Ash Atter
 - Mr. ...
 - Mr. ...
 - Mr. ...
 - Mr. ...
 - Mr. ...
 - Mr. ...
- Handwritten in red: "M. ASH ATTER" with an arrow pointing to the checked box.*

reference : EB 8020/e/2722
telex : 21 002 Paris
cables : Unesco Paris
telephone : 206-2121

MAR 31 REC.D

Place de Fontenoy, Paris-1e



organisation des nations unies pour l'éducation, la science et la culture
united nations educational, scientific and cultural organization

Handwritten in red: "UNESCO" and "M. ASH ATTER" with an arrow pointing to the bottom right.

EDUCATIONAL FINANCING DIVISION

DECLASSIFIED

CONFIDENTIAL

MAY 11 2023

REPORT ON CONSULTANTS

WBG ARCHIVES

Name VU CONG LUONG

Speciality Economics

Mission SENEGAL
country

PPM
type

February 1970
dates

Languages (state proficiency) French : excellent

English: reading knowledge; perhaps understands the oral language.

Comments

1. Professional competence; Me paraît être excellente

2. Organization and discharge of duties; Conscientieux et travailleur; et efficace

3. Ability to work in international team; Excellente

4. Ability to deal with counterparts; Excellente

Recommendation as to future employment Positive

10.3.70
date

R. Ganeff
mission leader



united nations educational, scientific and cultural organization
 organisation des nations unies pour l'éducation, la science et la culture

place de Fontenoy, Paris-7^e

telephone : 566-57.57
 câbles : Unesco Paris
 télex : 27 602 Paris

référence : EP.8051/58/3119

- MARS 1970
- Administration
 - Culture
 - Bureau
 - Stewart
 -
 -
 - Div. Files
 - Op. Files

25 March 1970

Dear Shigenari,

Many thanks for your cable and the following two letters, as well as the revised version of your contribution to the Report and the photocopy on the microwaves network. I apologize for not writing before, but I was completely submerged by the Report which went down for reproduction two days ago. We hope to have it mimeographed for the beginning of next week for discussion the week after.

I would like to make some comments about the many questions you raise in your letters. Your references to the problems of paying rent to the PTT, charging the batteries and phasing the implementation of the project seem to indicate the need for further work, should the request be accepted. I think that the main purpose of our mission, to identify, justify and estimate the approximate cost of the television project, has been fulfilled. Regarding the implementation of the project, I would say that our Report does not support any particular timing, since its financial implications will exceed the country's capacity, whether the project is implemented in five years or in ten. The only thing the Report contains is a comparison of the recurrent expenditures in full operation, with the 1981 educational budget, in order to give an idea of the relative magnitude of the cost. It seems, however, certain that at least a five years phasing for the five year course is necessary.

Your reference to the personnel for programme production seems to suggest a reduction in technical assistance by recruiting more and more local staff. I think however, that the expansion of the television project to the whole primary education system will bring about many new problems which will probably require initially more technical assistance than at present exists. The ETV project will succeed only if the people who implement it are able. It does not seem reasonable to make such a large capital investment which is not complemented by the required number of experts to secure the success of the project.

We are not in a position to provide information regarding charging of batteries; Mr. Egly has not been in touch with us since we left Niger.

MAILED

../.

Mr. S. Futagami,
 Project Officer,
 I.B.R.D.,
 1818 H Street, N.W.
 Washington, D.C. 20433,
 U.S.A.

RECEIVED 1970 MAR 25 12:12

RECEIVED
 COMMUNICATIONS

COMMUNICATIONS
SECTION

U.S.V.
Washington, D.C. 20542
1815 H Street, N.W.
I.B.B.D.
Project Officer,
Mr. S. Edwards

1970 MAR 31 AM 11:15

RECEIVED

..V..

reference: Mr. Edgell has not been in touch with us since we left Niger.
We are not in a position to provide information regarding completion of

the project.
not contemplated by the required number of experts to secure the success of
It does not seem reasonable to make such a large salary investment which is
the EIA project will succeed only if the people who implement it are able.
Broadly available information would be most valuable to us at present experts.
more broadly available information would bring about what we hope would be
staff. I think however, that the expansion of the television project to the
largest a reduction in technical assistance by recruiting more and more local
local reference to the personnel for television production seems to

least a time scale budget for the time scale comes as necessary.
of the relative magnitude of the cost. It seems, however, certain that at
in total operation, with the total educational budget, in order to give an idea
only things the budget compares to a comparison of the relative expenditures
category, whether the project is implemented in time scale or in total. The
and budgetary things, since its financial implications will exceed the country's
the implementation of the project. I would say that only budget does not justify
approximate cost of the television project, was seen justified. Regarding
that the main purpose of our mission, to identify, justify and estimate the
indicate the need for further work, should the request be accepted. I think
certainly the reference and budgeting the implementation of the project seem to
in local letters. Local references to the programs of being sent to the EIA

I would like to make some comments about the main questions you raise

classification the week after.
also. We hope to make it understood for the beginning of next week for dis-
tributed approved by the budget which must come for reproduction two days
the information network. I apologize for not writing before, but I was com-
pleting the relative situation of local contribution to the budget and the protocol on
main things for local copy and the following two letters, as well as

Dear Sir,

reference: EP 8027/28/2778
telex: 21 002 Paris
cables: Unesco Paris
telephone: 206-2321
Place de Fontenoy, Paris-7e

- Mr. Edgell
- Mr. ...
- ...
- ...
- ...
- ...
- ...
- ...

22 March 1970



Organization des Nations Unies pour l'Education, la Science et la Culture
United Nations Educational, Scientific and Cultural Organization

UNESCO
Handwritten signature

Mr. Maillard's suggestion to grant one television set for two classrooms sounds economical, but I am sceptical about its feasibility.

Despite these reservations, we have included your latest cost estimates in the Report. I assume that the adjustments which will take place in the process of preparing the project will come within the usual limits of any identification mission estimates.

I thank you again for your cooperation and look forward to sending you the final version of the Report after discussion in the Division. My regards to all friends at the Bank.

Sincerely yours,



M. Dino Carelli
Project Officer
Educational Financing Division
Department of Planning and Financing
of Education

4/2

Mr. Ballantini

On April this got
delayed for a couple of days
at my desk. (D)

I presume you will
prefer a reply for

~~RS~~ RHD to sign
in RSM's absence.



UNESCO
*
united nations educational, scientific and cultural organization
organisation des nations unies pour l'éducation, la science et la culture

place de Fontenoy, Paris-7^e

The Director-General

reference : DG/1.3/8050/6/3109

24 March 1970

Dear Mr. McNamara,

I have been informed of the discussions held in Paris from 11 to 13 March 1970, between Mr. Ballantine and members of my staff concerning the establishment, under the Co-operative Programme, of six additional posts outside the Educational Financing Division.

The proposals formulated during these discussions as set out in the attached memorandum are acceptable to me, and I should be grateful if you would let me know whether they also meet with your agreement, so that I can proceed, as far as I am concerned, with their implementation.

With best personal regards,

Yours sincerely,

René Maheu

Mr. Robert S. McNamara
President
International Bank for Reconstruction
and Development
1818 H Street, N.W.
Washington D.C. 20433
(United States of America)

MAED
MAR 31 09:41

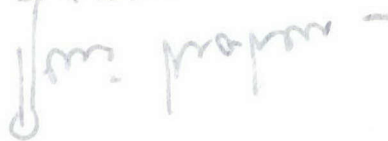
COMMUNICATIONS
SECTION

(United States of America)
Washington D.C. 20543
1818 H Street, N.W.
and Development
International Bank for Reconstruction
President
Mr. Robert S. McNamara

1970 MAR 31 AM 8:47

RECEIVED

Kenneth Mather



Yours sincerely,

With best personal regards,

concerned with their implementation.
with your agreement, so that I can proceed as far as I am
should be grateful if you would let me know whether they also
out in the attached memorandum are acceptable to me, and I
The proposals formulated during these discussions as set

Financing Division.
five programme of six additional posts outside the educational
of my staff concerning the establishment under the Co-operation
from 11 to 13 March 1970, between Mr. Battistini and members
I have been informed of the discussions held in Paris

Dear Mr. McNamara,

Reference: DG/J*3/8020/23702

24 March 1970

The Director-General

Place de Fontenay, Paris-7e



organisation des nations unies pour l'éducation, la science et la culture
united nations educational, scientific and cultural organization



23 March 1970

Memorandum on the Enlarged Co-operative Programme with
the World Bank

1. The Co-operative Programme between Unesco and IBRD/IDA will be enlarged as follows:
 - (a) In addition to functions designated in the existing Co-operative Programme Agreement, the Co-operative Programme will be extended to include the preparation of sector studies, country programme papers for the Education Sector and agreed services and studies relevant to particular aspects of educational development.
 - (b) To assist in the expanded programme of activities, Unesco and the Bank agree to the establishment of six new Co-operative Programme posts in Unesco, effective, for an initial period of two years. Three of these posts at P/5 level will be established in the Educational Planning and Administration Division (EPAD), and three posts at P/5 level in the Department of School and Higher Education (EDS). These units will provide for agreed activities in the Co-operative Programme six man-years of professional services per year.
 - (c) This extension of the Co-operative Programme Agreement will be governed in all other respects by the terms of the existing Agreement and related administrative agreements.
2. The working arrangements for the inclusion of EDS and EPAD personnel foreseen in para. 1 b above are set out in an Aide Memoire which is attached as Annex I to the present memorandum.

Aide Memoire on the Inclusion of EDS and EPAD Personnel
in the Unesco/IBRD Co-operative Programme

Agreement on Programme

1. All services to be performed under the Co-operative Programme by staff members of EDS and EPAD will be agreed in advance by Unesco and the Bank. They may be proposed by either Unesco or the Bank. Such agreement will normally be reached and subsequently reviewed during periodic review meetings of the programme. In reaching agreement the activity will be defined with respect to the country involved, the type of activity, the numbers and types of personnel required, their terms of reference and the timing and schedule of the activity. An estimate of the total man months (or weeks) required will be made and travel and other supporting services (when necessary) will be indicated.

2. Activities will normally be such as to require a substantial allocation of time (not less than one man-month). To ensure prompt completion and a high standard of performance, it is expected that staff members will be assigned to the activity on a full time and continuous basis to the fullest extent possible. Unesco will notify the Bank of any significant change in this expectation or in the forecast schedule for the activity.

Selection and assignment of personnel

3. Appointment of staff to fill the six posts established in EDS and EPAD will be made by Unesco.

4. To provide the agreed 72 man-months of service to the Co-operative Programme by EDS and EPAD each unit will consult with the Bank and thereafter designate a panel of 6 to 8 members of the unit for Co-operative Programme activities. Assignment of these staff members to agreed programme activities will thereafter be made by the Director of the Unit. Occupants of the six posts may or may not be designated as members of the panel. When necessary to accomplish an agreed activity within the Co-operative Programme, Unesco may propose additional personnel and with the agreement of the Bank assign them to the activity.

Accounting for Services

5. Agreed services by panel members for the Co-operative Programme will be chargeable against the commitment of 72 man-months. When services are provided by staff of EDS or EPAD, who are not on the panel, these will be chargeable to the commitment of 72 man-months. The cost of additional services not performed by members of EDS and EPAD when agreed as specified in para. 4 will be chargeable to the consultant budget of the Co-operative Programme joint account. Identifiable supervisory services by EDS and EPAD will be chargeable to the commitment of 72 man-months.

Communications

6. Communications concerned with normal operations of the Co-operative Programme will be through the Director of the Educational Financing Division.

MAR 30 REC'D

UNESCO



UNITED NATIONS EDUCATIONAL, SCIENTIFIC AND CULTURAL ORGANIZATION

REGIONAL OFFICE FOR EDUCATION IN ASIA

- G. L. ...
 Burt
 Stewart

 Div. Files
 Op. Files

P. O. BOX 1425
BANGKOK, THAILAND

REF: 18.2.3/2976/70

23 March 1970

Dear Sir, Mr. Calika,

We acknowledge with thanks receipt of the following publications:

Facts about the International Finance Corporation
as of December 31, 1969.

Facts about the World Bank and the International
Development Association

The Growing World; Economic Development and the
World Bank Group by Robert L. Heilbroner.

Guidelines for procurement under World Bank Loans and
IDA Credits

Statement of Development Credits-December 31,
World Bank Atlas

World Bank Group


The World Bank Group in Asia

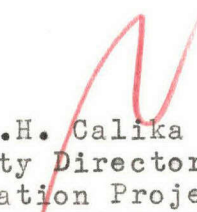
They were

It was duly added to the reference collection of the
Regional Office for Education in Asia.

Your cooperation in sending us this material is greatly
appreciated.

Yours sincerely,


 (Mrs.) Maria Lao Sunthara
 Programme Specialist/Documentation


 Mr. O. H. Calika
 Deputy Director
 Education Projects Department
 IBRD, 1818 H. Street
 Washington, D. C. 20433
 U. S. A.

COMMUNICATIONS SECTION

1970 MAR 30 AM 10:39
RECEIVED
BANKING DEPARTMENT
(1970) MAR 30 AM 10:39

1970 MAR 30 AM 10:39

RECEIVED

BANKING DEPARTMENT
(1970) MAR 30 AM 10:39

[Handwritten signature]

1970 MAR 30 AM 10:39

acknowledged.

Your cooperation in seeking us this material is greatly

Regional Office for Education in Asia.

It was duly added to the reference collection of the

UNESCO

UNESCO

UNESCO

UNESCO

Statement of Development Committee - December 1969

Statement of Development Committee - December 1969

Statement of Development Committee - December 1969

Statement of Development Committee - December 1969

Statement of Development Committee - December 1969

Statement of Development Committee - December 1969

Statement of Development Committee - December 1969

Statement of Development Committee - December 1969

Participants:

We acknowledge with thanks receipt of the following:

DESAI MR. M. S. CHITRA

22 MARCH 1970

1970 MAR 30 AM 10:39

- Mr. [Name]
- Mr. [Name]
- Mr. [Name]
- Mr. [Name]
- Mr. [Name]
- Mr. [Name]

UNESCO, THAI BANGKOK
P.O. BOX 1452

REGIONAL OFFICE FOR EDUCATION IN ASIA

UNITED NATIONS EDUCATIONAL, SCIENTIFIC AND CULTURAL ORGANIZATION



MAR 30 1970

UNESCO

Book of Two

OUTGOING WIRE

TO:	(1)	(2)
	ROY SINGH	Moller
	UNESCO	UNESCO
	BANGKOK	PARIS

DATE: MARCH 23, 1970

CLASS OF SERVICE: ~~NET~~ FULL RCA

COUNTRY:	THAILAND	FRANCE
----------	----------	--------

TEXT:
Cable No.: AS FAR AS BANK CONCERNED NO EXTENSION OF UNESCO CONTRACT NECESSARY IN ORDER TO PERMIT DROS TO PARTICIPATE IN PREPARATION MISSION SINCE BANK PROPOSES TO PAY HIS SALARY COMMA TRAVEL AND ALLOWANCES AS A CONSULTANT STOP HE WOULD NOT BE REGARDED AS COMING UNDER BANK UNESCO COOPERATIVE PROGRAM STOP APPRECIATE THIS MAY POSSIBLY STILL REQUIRE CONSULTATION WITH DUTCH GOVERNMENT STOP PLEASE INFORM DROS THAT I AM INSTRUCTING AMERICAN EXPRESS ISSUE TICKET LEAVE BANGKOK APRIL FIRST FOR WASHINGTON BRIEFING PRIOR TO RETURN TO THAILAND WITH MISSION ABOUT APRIL SEVENTH STOP RESERVATION MADE ROGER SMITH HOTEL

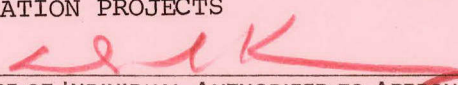
CALIKA
INTBAFRAD

NOT TO BE TRANSMITTED

AUTHORIZED BY:

NAME O. H. CALIKA

DEPT. EDUCATION PROJECTS

SIGNATURE 
(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)

REFERENCE: RHSFennell:mc


CLEARANCES AND COPY DISTRIBUTION:

Messrs. Burt
Personnel Department

For Use By Communications Section

ORIGINAL (File Copy)

(IMPORTANT: See Secretaries Guide for preparing form)

Checked for Dispatch: 

REFERENCE: BUREAU LETTER NO. 100

SIGNATURE OF INDIVIDUAL AUTHORIZED TO REPRESENT THE ASSOCIATION

NAME: CONSUMERS BUREAU

NAME: O. H. CURRY

AUTHORIZED BY:

MAR 23 7 42 PM 1970

COMMUNICATIONS SECTION

BEHAVIOR DEPARTMENT

TELEVISION AND COMMUNICATIONS SECTION

NOT TO BE RETURNED

INTERVIEWED
CURRY

STATE REPRESENTATION MADE UNDER NAME OF THE
 FEDERAL BUREAU OF INVESTIGATION AND THE NATIONAL ASSOCIATION
 OF CONSUMERS BUREAUS. THE ABOVE NAMED INDIVIDUAL IS NOT
 A MEMBER OF THE ASSOCIATION AND IS NOT AUTHORIZED TO
 REPRESENT THE ASSOCIATION IN ANY MANNER. THE ASSOCIATION
 DOES NOT HAVE ANY RECORDS OF THE ABOVE NAMED INDIVIDUAL
 AND DOES NOT KNOW OF ANY OTHER INDIVIDUALS WHOSE NAMES
 ARE LISTED AS BEING ASSOCIATED WITH THE ASSOCIATION.
 THE ASSOCIATION DOES NOT HAVE ANY RECORDS OF THE ABOVE
 NAMED INDIVIDUAL AND DOES NOT KNOW OF ANY OTHER INDIVIDUALS
 WHOSE NAMES ARE LISTED AS BEING ASSOCIATED WITH THE
 ASSOCIATION.

DATE OF TEXT

COPY TO:

FEDERAL BUREAU OF INVESTIGATION

WASHINGTON, D.C.

FOR THE ASSOCIATION
OF CONSUMERS BUREAUS
(T)

BY
O. H. CURRY
(S)

CLASS OF

DATE: MARCH 23, 1970

BOOK OF TWO

ONGOING FILE

March 23, 1970

Mr. W. van Vliet
Director
Educational Financing Division
Unesco
Place de Fontenoy
Paris 7e, France

Dear Van:

At our recent meeting in Paris we reviewed, as provided in the Cooperative Agreement, the composition of the additional four posts in the Educational Financing Division which are tentatively provided for in Unesco's biennial Programme and Budget for 1971-1972. Looking back at the list for additional specialists which we agreed upon, it has seemed to me that we have overlooked one of the most urgent needs of the Division, namely, to strengthen the supervisory activity.

The number and complexity of activities in the Cooperative Program and the number of staff have been growing at a very rapid rate. As with us in the Bank's Education Projects, this has imposed a much greater burden of supervisory activity. As you know, in the Education Projects Department, for a total of 40 men we now have a Director, a Deputy Director, an Administrative Officer, two Division Chiefs and two Deputy Division Chiefs. We do not find this supervisory group to be in any way excessive. In fact, with the constant influx of new and inexperienced personnel, we need all the supervisory capability we can muster.

It might be noted also that problems of coordination under the new arrangements of the Cooperative Program will further increase the burden of management in the Division.

For this reason, I would like to suggest that in order to maintain the high standard of quality in the Cooperative Program, the most urgent need in allocating additional personnel would be at the supervisory level, and I would suggest that you might consider the addition of two assistants or deputies for yourself under whatever arrangements Unesco may deem appropriate.

May I also say that for its part, subject to annual budget approval, the Bank would be willing to support the cost of these additional posts.

Sincerely yours,



Duncan S. Ballantine
Director
Education Projects Department

UNESCO

HEADQUARTERS:
WASHINGTON D. C. 20433

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

CABLE ADDRESS-INTBAFRAD

INTERNATIONAL DEVELOPMENT ASSOCIATION

CABLE ADDRESS-INDEVAS



EUROPEAN OFFICE:
4, AVENUE D'IEÑA
PARIS (16^E) - FRANCE
TELEPHONE: KLEBER 25-10

Personal
By Hand

DECLASSIFIED

March 23, 1970

MAY 11 2023

WBG ARCHIVES

Dear Dick:

I enclose a photocopy of a memorandum to me from Peter Chatenay, dated March 20. Unfortunately, I received the memorandum after Arthur Karasz had left for his vacation.

Over the weekend, I have been thinking what to do about this matter. My first intention was to send on the memorandum to Arthur at his holiday address in California. However, the news in the paper today of the postal strike in the States makes me think that it would be best to write to you. We shall try and get our mail to Washington carried by the hand of some staff member passing through.

The point of the memorandum is that, I understand from both Peter Chatenay and Fritz Steuber, Mr. Maheu is very upset that he did not know of Mr. McNamara's visit to Paris, etc. It may be that it would be a tactful thing for Mr. McNamara now to write Mr. Maheu.

Anyway, I feel I should draw your attention to this matter. In case you would like to speak to Arthur and have not got his address in California, it is:-

c/o Mrs. Fruzsina Marsh
82 D Escondido Village
Stanford, California, 94305
Tel. 415 326 37 92.

With best regards,

Yours sincerely,

Encl.

G. C. Wishart

Mr. Richard H. Demuth, Director
Development Services Department
I. B. R. D.
Washington, D.C.

See P.S. over


./.

P.S. I have shown this letter to both Peter Chatenay and Fritz Steuber. Fritz has rightly pointed out that UNESCO did not think of the European Office of the World Bank as a possible recipient of an invitation to the opening of the new UNESCO building. Perhaps an invitation was sent direct to the Bank in Washington?

A handwritten signature in dark ink, appearing to be 'JW' or similar initials, with a horizontal line underneath.

OFFICE MEMORANDUM

TO : Mr. Wishart

FROM : L. Peter Chatenay 

SUBJECT : Director General of UNESCO

DATE : March 20, 1970

1. Mr. Bolla, Chef de Cabinet of Mr. Maheu called me at home on March 16 (Monday) evening. Mr. Maheu, who was going to receive M. Pompidou for the opening of the new UNESCO building on the Tuesday, wanted to invite Mr. McNamara for lunch, alone, on this Tuesday. I replied, having checked with Mr. Karasz, that the President regretfully had to decline.

2. I now hear from the best sources that Mr. Maheu is rather put off about having been left in the dark until the last minute about Mr. MacNamara's visit to Paris.

3. Perhaps you could take up this aspect of things with Head Office, at least to the extent of making it known that the Director General of UNESCO would be happy to be informed, when appropriate, about the President's visits to Paris.

March 19, 1970

Mr. William J. Platt
Director
Department of Planning and
Financing of Education
Unesco
Place de Fontenoy
Paris 7e, France

Dear Bill:

First, may I thank you and your colleagues for the very cordial reception you gave me last week in Paris. I will be in touch with you further about the draft statements we prepared as soon as we have had an opportunity to discuss them here in the Bank.

Under separate cover, I am sending you, as promised, 10 copies of Mr. McNamara's speech at the Columbia University Conference on the Pearson plan several weeks ago.

With cordial regards,

Sincerely yours,



Duncan S. Ballantine
Director
Education Projects Department

DSB:sfu

cc: Mrs. Bomstein

UNBS CO

CONFIDENTIAL

DECLASSIFIED

MAY 11 2023

March 19, 1970

WBG ARCHIVES

Mr. W. van Vliet
Director
Educational Financing Division
Department of Planning and
Financing of Education
Unesco
Place de Fontenoy
Paris 7e, France

Dear Van:

This will confirm the understanding reached during my visit last week in Paris that the Bank has no objection to the appointment of Mr. Roosens for an initial term to fill one of the vacant posts in technical education in the Educational Financing Division.

Sincerely yours,



Duncan S. Ballantine
Director
Education Projects Department

DSB:sfu



UNESCO-

united nations educational, scientific and cultural organization
organisation des nations unies pour l'éducation, la science et la culture

place de Fontenoy, 75 Paris-7^e

téléphone : 566-57.57
câbles : Unesco Paris
téléc : 27 602 Paris

référence : DST 6101/1

18 March, 1970

Dear Mr. Ballantine,

This will confirm my understanding of the conversation we had here in Paris in which you indicated an interest in the chapter on "Science and Technology Education" of the World Plan of Action for the Application of Science and Technology to Development and a desire to discuss it informally with me during a trip to the United States which I hope to undertake in early April.

A copy of the "provisional version" of this chapter is attached. It is provisional in several ways. First of all, some changes may still be made internally here in Unesco. Secondly, it will be discussed by ACAST (Advisory Committee on the Application of Science and Technology to Development) of ECOSOC at their forthcoming meeting in New York (1-10 April) and this may lead to substantial modifications because they are in charge of putting together all pieces of the World Plan of Action. Finally, much additional consultation will be necessary with other agencies directly involved in order to reflect more accurately their interests in various fields of education (FAO in agricultural education, ILO in technical and vocational training, WHO in medical and nursing education, etc.). Nevertheless, I hope you find the document interesting and I look forward to your reactions.

Regarding the timing of my trip, I suppose that it would be safest to try to plan on something early in the week of 13 April. Would you please indicate as soon as possible whether you would be available then? Also, in case I encounter conflicts in arranging other visits, would you indicate in a general way alternative possibilities during the period 1-17 April.

I look forward to seeing you in Washington soon.

Sincerely yours,

Harold A. Foecke

Harold A. Foecke
Director

Division of Science Teaching, SCT

Mr. D.S. Ballantine,
Director, Education Projects Department,
I.B.R.D.,
1818 H. Street, N.W. Washington, D.C. 20433.

Original to: Educ. Div.
Date: 3/20/70
Communications
Section



UNESCO -
 united nations educational, scientific and cultural organization
 organisation des nations unies pour l'éducation, la science et la culture

MAR 27 RECO

place de Fontenoy, Paris-7^e

téléphone : 566-57.57
 câbles : Unesco Paris
 télex : 27 602 Paris

référence : EP 8050/5/3098

- Bellamy
- Conica
- Eurt
- Stewart
-
-
- Dr. Fild
- Op. Fild

Xerox
 Copy

18 March 1970

for my
 waiting list
 pc
 3/27

Dear Ronald,

Following up my cable here are some more details in answer to your information request for budgeting purposes.

Manpower data

1. (a) Staff appointed since 12.9.68

A. Magnen	IBRD/Unesco	35	1.04.69
P. Ovadias	"	36	1.05.69
R. Aujame	"	02	1.06.69
S. Syrimis	"	38	8.07.69
J. Chesswas	"	37	1.08.69
R. Brain	"	41	28.11.69
M. Hervé	"	43	15.02.70
R. Harris	"	45	2.03.70
D. Argyropoulos	"	10	5.03.70
M. Botti	"	44	7.04.70
Y. Tencalla	"	42	May 1970

(b) Staff departed since September 1968

C. Ping Lee	IBRD/Unesco	09	retirement
H. Baritsch	"	23	resignation
M. Vasudevan	"	05	end contract

2. (a) Existing vacancies 15 March 1970

IBRD/Unesco	46	General education	likely E.O.D.
"	05	Economist	1 July 1970
"	09	Technical education	1 June 1970
"	23	" " (Roosens)	1 September 1970
"	33	Programme specialist (post description to be revised)	1 May 1970
			1 September 1970

.../

Mr. R.H.S. Fennell
 Administrative Officer,
 Education Projects Department,
 I.B.R.D.,
 1818 H. Street, N.W.,
 Washington D.C. 20433
 (U.S.A.)

MAR 27 1970
 MAR 27 1970

COMMUNICATIONS SECTION

(U.S.A.)
 Washington D.C. 20540
 1818 H. Street, N.W.
 I.B.U.D.
 Education Projects Department
 Administrative Officer
 Mr. E.H.S. Bennett

1970 MAR 27 PM 2:18

...

RECEIVED
 (board description for re)
 " 22 Professional association
 " 23 " " (Boards)
 " 08 Technical education
 " 02 Economic
 IBUD/Unesco 48 General education
 1 September 1960
 1 May 1960
 1 September 1960
 1 June 1960
 1 July 1960
 17 July 1960

S* (a) Existing vacancies 12 March 1960

M. Angeloni	"	02	and contract
H. Balfanz	"	22	resignation
C. Bueche	IBUD/Unesco	08	retirement

(p) Staff departed since September 1958

L. Lenczaj	"	45	May 1960
M. Boffi	"	44	1.04.60
D. Velyoboulov	"	10	2.02.60
K. Hertz	"	42	2.02.60
M. Heide	"	42	12.05.60
E. Blau	"	41	28.11.58
J. Quesada	"	21	1.08.58
G. Zylber	"	38	8.01.58
H. Vilsme	"	05	1.08.58
E. Olsch	"	28	1.02.58
A. Magen	IBUD/Unesco	32	1.04.58

I* (a) Staff appointed since 12.3.58

Members staff

Information received for preparing bibliography.
 Following are my cards here are some more details in answer to your

Dear Honors

reference EB 8020/2/2088

telex: 21 005 Paris
 cables: Unesco Paris
 telephone: 206-2121

Place de Fontenay, Paris-16

- Mr. Lenczaj
- Mr. Boffi
-
-
- Zylber
- Vilsme
- Olsch
- Magen

18 March 1960

Handwritten notes:
 Xerox
 for Mr. Lenczaj
 10/2/60



organisation des nations unies pour l'education, la science et la culture
 united nations educational, scientific and cultural organization

UNESCO

2. (b) 4 additional posts

1 March 1971

2 supervisory posts would at present not be additional but upgraded from existing posts

3. (a) Use of consultants actual in man-weeks FY 1969/70

16 consultants for 151 man-weeks

(b) For FY 1970/71

- Actual for 1 July to 31 December 1969 :

6 consultants for 40½ man-weeks

- For 1 January to 30 June 1970 :

estimated 5 consultants for 37 man-weeks

4. Additional non-professional staff required in FY 1971 and 1972 :

3 secretaries grade II

Mission data

<u>5. Estimated mission capacity</u>	<u>FY 1971</u>	<u>FY 1972</u>
Identification missions or sector studies	13	15
Project preparation missions	14	16
Reconnaissance	15	15
Supervision	4	6

6. Yes.

7. Yes. 16

8. Yes

9. (a), (b) : Yes.
 (c) : No. He would not be available
 (d) : Yes.

Cost data

10. Staff in FY 1970 (based on 2a)

Professional staff (1 D-1, 22 P5, 1 P4)	\$	537,200
Non-professional	\$	101,400
		<u>638,600</u>

.../

Staff in FY 1971

Professional staff (1 D-1, 26 P5, 1 P4)	\$	780,000
Non-professional	\$	<u>135,000</u>
		915,000

11. Estimate monthly salary for consultants

US\$1,400 + per diem

12. Estimate of travel cost for FY 1970

27 missions at average of \$8,000	=	\$	216,000
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Estimate for FY 1971

28 missions at average of \$8,000 (including some reconnaissance)	=	\$	224,000
--	---	----	---------

13. Travel and resettlement costs of professional and non-professional staff

FY 1970 : Professional staff	\$15,700	
Non-professional	<u>\$ 3,500</u>	
	\$19,200

FY 1971 : Professional staff	\$17,500	
Non-professional	<u>\$ 3,500</u>	
	\$21,000

14. Cost of printing

FY 1970	\$30,000
FY 1971	\$32,500

It has taken us a little longer than I expected last week because of the phase shift in our budget and accounting periods-we had to recalculate the figures to accord with your fiscal year.

With best regards,

Yours sincerely,



W. Moller
 Educational Financing Division
 Department of Planning and
 Financing of Education

UNESCO

INCOMING CABLE

DATE AND TIME OF CABLE: **MARCH 17, 1970 1530**

LOG NO.: **WU 31 / 17**

TO: **FENNELL INTBAFRAD**

FROM: **PARIS**

ROUTING

EDUCATION PROJECTS

ACTION COPY:

INFORMATION
COPY:

DECODED BY:

TEXT:

REYOUR 10 MARCH MANPOWER DATA 1 DETAILS MAILED, ITEM 2A IBRD/UNESCO 23
 MN 1 MAY 05 JUNE 46 JULY 09 AND 33 SEPTEMBER ITEM 2B ADDITIONAL 4 EOD 1
 MARCH 1971 ITEM 3A 16 FOR 151 MANWEEKS ITEM 3B 6 FOR 40.5 ACTUAL AND
 ESTIMATED REMAINDER 5 FOR 37 ITEM 4 THREE SECRETARIES GRADE 2 MISSION DATA
 ITEM 5 FY71 PIM 13 PPM 11; RECONNAISSANCE 15 SUPERVISION 4 FY72 PIM 15 PPM
 16 RECONNAISSANCE 15 SUPERVISION 6 ITEM 6 YES ITEM 7 YES 16 ITEM 8 YES ITEM
 9AB YES 9C NOT AVAILABLE COST DATA ITEM 10 FY70 ONE D1 22 P5 ONE P4 TOTAL
 537.200 NONPROFESSIONAL 101.400 DOLLARS FY 71 ONE D1 26 P5 ONE P4 ESTIMATED
 TOTAL 700.000/^{NON-}PROFESSIONAL 135.00 DOLLARS ITEM 11 WK PAY 14.00 PLUS PER DIEM
 ITEM 12 FY70 MISSIONS 216.000 DOLLARS FY71 224.000 DOLLARS ITEM 13 FY70
 PROFESSIONAL 15.700 NONPROFESSIONAL 3500 DOLLARS FY71 ESTIMATED PROFESSIONAL
 17.500 NONPROFESSIONAL 3500 ITEM 14 FY70 ACTUAL 30.000 FY71 ESTIMATE 32.500
 HOPE YOU FOLLOW GREETINGS.

MOLLER UNESCO 3898

jao

TYPED

MAR 17 4 06 PM 1970
COMMUNICATIONS
SECTION

MAR 17 1970

RECEIVED

TO: DIRECTOR, COMMUNICATIONS SECTION
FROM: SAC, [ILLEGIBLE]
SUBJECT: [ILLEGIBLE]

1221

1222

BUKID

MINISTRE DES COMMUNICATIONS

1223

1224

1225

1226

RECEIVED	DATE
FILED	BY
COMMUNICATIONS SECTION	

COMMUNICATIONS SECTION

March 16, 1970

Your ref. 18.2.3./2431/70

Mrs. Maria Lao Sunthara
Programme Specialist/Documentation
Unesco Regional Office for Education
in Asia
P.O. Box 1425
Sanam Sua Pa
Bangkok, Thailand

Dear Mrs. Sunthara:

In response to your letter of March 2, I am enclosing
the documents you requested, including lists of free and sale
publications. Please note that free publications may be
ordered directly from our Publications Office but sale
publications have to be ordered from the publishers.

Sincerely yours,



O.H. Calika
Deputy Director
Education Projects Department

Encls.

/sfu



UNESCO ✓
united nations educational, scientific and cultural organization
organisation des nations unies pour l'éducation, la science et la culture

Paris, 16 March 1970

place de Fontenoy, Paris-7^e

telephone : 566-57.57
cables : Unesco Paris
télex : 27 602 Paris

reference :

The enclosed documentation refers exclusively to the
Unesco "Minespol" Conference - Conference of Ministers of
the European Member States of Unesco responsible for
SCIENCE POLICY - to be held in PARIS, at UNESCO HEADQUARTERS,
from 22 - 27 June 1970.

Unesco would be grateful if you would ensure that this
documentation is drawn without delay to the attention of those
concerned.

Thank you
Science Policy Division

MAIL ADDRESSED
TO THE
PRESIDENT

3/25/70
m. Amato
Relations
Section

OFFICE MEMORANDUM

TO: Files

DATE: March 16, 1970

FROM: Arabinda Kundu *AK*SUBJECT: UNESCO Programme of Collection of Statistics on Science & Technology

The UNESCO Office of Statistics has formally inaugurated the above programme with a view to design and implement a world-wide uniform data collection system based on common standards and definitions. The details of the programme-history and background, methods of collecting science statistics, organization and classification of the data, and the development of a national questionnaire - are contained in the "Provisional guide to the collection of science statistics" (COM/DM/3) Paris, 31 Dec. 1968. Science statistics basically include statistical data at the national level of the scientific manpower and their deployment in various scientific and technological activities, and the expenditures for those activities.

UNESCO is interested to know of any plans that the Bank may have in the field of science statistics, and what our needs might be for these statistics in development planning. In view of this, Mr. S. Schor, Chief of the Division of Statistics on Science and Technology, UNESCO Office of Statistics, visited the Bank on March 10, 1970 to discuss the various aspects of their programme with interested Bank staff. Miss Vial and Messrs. Hultin, McPheeters, Gholl and myself attended the meeting with Mr. Schor.

Mr. Schor began by saying that their programme was at an early stage, and since the Bank might be a user of science statistics he would like to know if our needs would be met by the programme. He mentioned that although UNESCO seemed to have the mandate for collection of data in Education, Science and Culture, others (OECD, OAS, CMEA) were also trying to collect data in the field of science statistics. Now UNESCO was initiating a formal programme, whereby there would be responsible bodies in national governments who would provide the data according to accepted definitions in a standardised form. Two expert meetings held under the auspices of UNESCO recommended suitable questionnaire for this purpose and most of the countries agreed to it. Mr. Schor was in the process of establishing the collection system.

UNESCO visualized a two-stage collection process: 1) an annual inquiry regarding manpower, discipline and expenditure under broad categories, and 2) a biennial inquiry for the same information but in a much more comprehensive manner, and in addition some ad hoc inquiry on a topical problem (e.g., brain drain). Mr. Schor briefly described the annual questionnaire which contained basic aggregate information on stock of scientific manpower, and research and development expenditure. The biennial questionnaire had not been finalised yet.

March 16, 1970

Mr. Hultin mentioned that science statistics would be very useful in planning for education systems in the countries, although the data would have to be used in conjunction with broader manpower statistics. We raised the problems of consistency of data in the above context, and also the questions of scope and reliability of information.

Mr. Schor assured us that science statistics would conform to standards and that was why they were emphasizing establishing a suitable collection system from the very beginning. However, he conceded that it might take a while before all the countries could provide satisfactory data for all the items even for the simplified annual inquiry. UNESCO seemed to be determined to establish the system before ad hoc inquiries proliferate and produce non-standardised information which would be of little use while making unreasonable reporting demands on the countries.

Mr. Schor would welcome any suggestions from the Bank on the emphasis and usefulness of the detailed data on science statistics. We agreed that as soon as we receive copies of questionnaire and other relevant materials from UNESCO, Education Projects Department and the Statistical Services Division of the Economics Department would jointly prepare some comments from the user's point of view.

cc: Messrs. Kamarck
Stevenson
Hultin
McPheeters/Tiemann
Gholl
Miss. Vial/Levy
Mr. Demuth



UNESCO
united nations educational, scientific and cultural organization
organisation des nations unies pour l'éducation, la science et la culture

place de Fontenoy, Paris-7^e

téléphone : 566-57.57, 705-97.49, 705-99.48
câbles : Unesco Paris
télex : 27 602 Paris

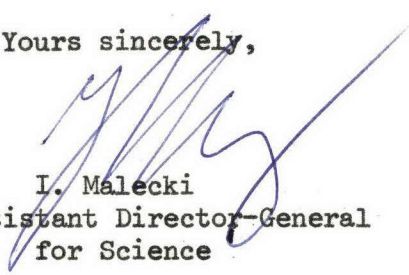
référence : **SP/801/2296**

10 March 1970

Dear Mr. McNamara,

Further to the letter addressed to you on 17 November 1969 by Mr. René Maheu (ref. DG/2.1/3695, copy enclosed), I have today the honour to send to you, under separate cover, a copy of the documentation prepared by Unesco for the Conference of Ministers of its European Member States responsible for Science Policy.

Yours sincerely,


I. Malecki
Acting Assistant Director-General
for Science

Mr. R. S. MCNAMARA
President
International Bank for
Reconstruction and Development
1818 H Street, N.W.
Washington, D.C. 20433
U.S.A.

*On 12/17/69 Ballantine suggested that
Stenker should attend if it can be
arranged.*



UNESCO
united nations educational, scientific and cultural organization
organisation des nations unies pour l'éducation, la science et la culture

Paris, 10 March 1970

place de Fontenoy, Paris-7^e

telephone : 566-57.57
cables : Unesco Paris
telex : 27 602 Paris

reference :

The enclosed documentation refers exclusively to the
Unesco "Minespol" Conference - Conference of Ministers of
the European Member States of Unesco responsible for
SCIENCE POLICY - to be held in PARIS, at UNESCO HEADQUARTERS,
from 22 - 27 June 1970.

Unesco would be grateful if you would ensure that this
documentation is drawn without delay to the attention of those
concerned.

Thank you
Science Policy Division

MAIL ADDRESSED
TO THE
PRESIDENT

Origin: dm - Denmark
Date: 3/26/70
Section

✓ UNESCO
cc - Education

March 10, 1970

Mr. Dino Carelli
Educational Financing Division
U n e s c o
Place de Fontenoy
Paris 7e, France

Dear Mr. Carelli:

During the past week I have been trying to make our estimates of ETV costs as realistic as possible. I discussed the technical possibilities with the staff of the Public Utilities Department of the Bank, and made some inquiries by telephone to a few firms in New York. I have found so far that:

1) The possibilities of using common towers for TV transmitters and micro-wave relays are definite, and every effort should be made to unify and synchronize the two projects. But the estimation of the rent which the Ministry of Education is expected to pay to the Office of Posts and Telecommunications will be affected by many factors, such as channels to be used, broadcasting hours, branch lines, ways of maintenance, that it is still difficult to calculate the amount. It is regrettable, considering that the rent constitutes one of the major portions of the recurrent cost but we should wait for another detailed technical survey.

2) The costs for the transportation and installation of equipment seem more expensive than my original calculations. The manufacturers do not like to include these expenses in the initial costs because the heavier import taxes are levied on more expensive items.

3) Otherwise, our estimates of equipments seem acceptable for the moment, except that I did not obtain precise data on how they charge the batteries. I wrote to Mr. Egly of TV Scolaire asking him to provide the necessary information, but I will appreciate if you can kindly let me know something about it. Many people advise me that batteries are too expensive in comparison with simple generators. I myself put the same question whenever I visited the station and TV schools in Niger, where everyone preferred batteries because of simpler maintenance.

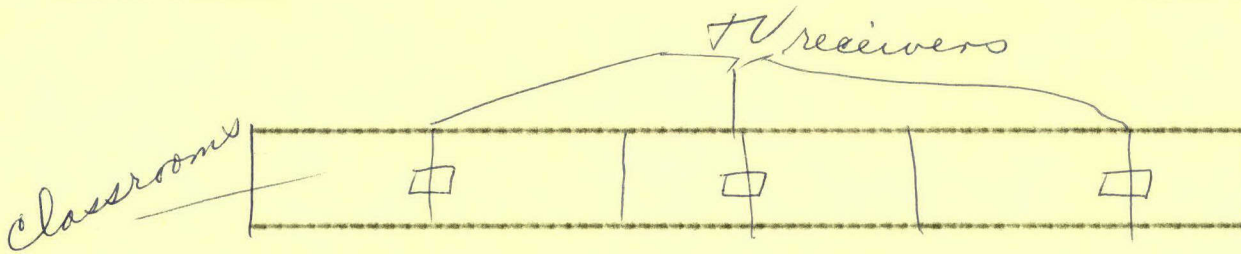
As I mentioned in my previous letter, I feel that there may be possibilities of savings in recurrent costs by recruiting more local people for production staff. This is why I asked Mr. Egry so often about the prospects of the training of local personnel. Though Mr. Egry was too cautious to be optimistic, and though it is clear that daily program production, both for engineering and programming, requires intelligence of a high level, some of the work which is now done by the French team will be shifted to qualified local staff if on-the-job training is efficiently done. How do you feel about the possibilities?

Meanwhile, Mr. Maillard has suggested a way of allocating TV receivers in classrooms: one receiver can be shared by two classrooms as follows:

Mr. D. Carelli

- 2 -

March 10, 1970



He said this could be applied to each of the schools which have six classrooms. In this case, the TV receiver will be placed on a turning table. I think that if acoustic interference is overcome this method will be practical. We will be able to save two receivers and one set of batteries for one school.

Taking those possibilities into consideration, I will try to produce another tentative cost estimation for the ETV project and send it to you at once. Your comments will be very much appreciated.

Yours sincerely,

Shigenari Futagami

SF:lm

cc: Messrs. Maillard, Burt, Donnelly, van Dijk



COPY FOR INFORMATION

UNESCO
Central File 3

united nations educational, scientific and cultural organization
organisation des nations unies pour l'éducation, la science et la culture

MAR 12 RECD

place de Fontenoy, Paris-7^e

telephone : 566-57.57
cables : Unesco Paris
telex : 27 602 Paris

reference : ED 8051/44/3078

COPIE

6 March 1970

W. Files
 Op. Files

Sir,

This is to confirm my cable of 2 March saying that we would be prepared to send a mission to assist your Government in the preparation of a Loan Request for educational development to be submitted to the IBRD/IDA.

It is my understanding that your Government and the IBRD/IDA have agreed that the Request should include the following projects:

- Establishment of the Educational Development Centre which will include a Teacher Training College, curriculum development unit, school publications unit and teaching aids and equipment centre.
- Extension and improvement of secondary technical schools in Mogadiscio and Hargeisa.
- Establishment of a new Vocational Training Centre in Mogadiscio.
- Extension and improvement of the Clerical Training Centre at Hargeisa.
- Provision of libraries, laboratories and facilities for teaching practical subjects for the secondary schools.

There is one important point with regard to the last project, I would ask that your Secretariat choose the secondary schools which are to be provided with laboratories and facilities.

In order to ensure that the Request is formulated in accordance with the Government's views it is essential that a Working Party should be appointed which would be responsible for the preparation of the Request. This Working Party should preferably include a full-time, high level co-ordinator and competent specialists in each appropriate educational branch. The Unesco Mission would assist the Working Party in the detailed formulation of the projects listed above.

.../...

Dr. Hassan Alli MIRREH
Secretary of State for Education
MOGADISCIO
Somalia

COMMUNICATIONS
SECTION

1970 MAR 12 AM 8:11

RECEIVED

... I enclose a list of requirements for the work of the Mission, which confirms the verbal message that Mr. Kluchnikov gave to the Head of the Planning Unit, Mr. Abdinur, in the course of his visit last January. It would be advantageous if your Secretariat could begin work on the list of requirements before the arrival of the Mission.

In view of the content of the proposed projects the Mission will consist of Messrs. R. Aujame, architect; L. Costa, technical educator; L. Emerson, general educator; B. Kluchnikov, economist and mission leader, and Mrs. L. Rongère, mission secretary. The exact arrival dates of members of the Mission will be cabled.

With regard to the Mission, the Government undertakes to apply to Unesco and to its officials and experts, including consultants, the provisions of the Convention of the Privileges and Immunities of the Specialized Agencies, and of Annex IV thereof, it being understood, in particular, that no restriction shall be imposed upon the entry into, sojourn in and departure from the territory of Somalia of any person instructed by Unesco to carry out a task relating to the Mission and this without distinction of nationality.

I should like to draw your attention to the fact that the sending of this Mission involves no commitment on the part of the IBRD/IDA to finance all or any of the project items included in the Loan Request.

Please accept, Sir, the assurances of my highest consideration.

William J. Platt
Director
Department of Planning and
Financing of Education

List of Requirements for the Somalia Project
Preparation Mission

I. Personnel

(a) Working Party

- party leader and co-ordinator;
- specialist in secondary education;
- specialist in curriculum development;
- specialist in technical education;
- economist;
- schools' architect

(b) Clerical

- two English-speaking secretaries, supplemented by a further two at a peak period;
- two people capable of technical drawing, for the purpose of drawing up charts and graphs;
- duplicating machine operators.

II. Office space and equipment

- three rooms;
- long-carriage typewriters;
- duplicating machines;
- adequate carbon and typing paper;
- stencils (400), and correcting fluid.

III. Transport

- two cars will be needed for the purpose of visiting schools, both in the North and South of the country.



united nations educational, scientific and cultural organization
 organisation des nations unies pour l'éducation, la science et la culture

place de Fontenoy, 75 Paris-7^e

téléphone : 566-57.57
 câbles : Unesco Paris
 télex : 27 602 Paris

référence : SCE/HYD/572/55/302

For information only - not an official
 notification

M. Kappel

5 March 1970

Subject: Resolutions of the Mid-Decade Conference

Dear Sir,

I have the honour of sending you herewith a set of resolutions which were adopted by the International Conference on the Practical and Scientific Results of the International Hydrological Decade and on International Co-operation in Hydrology. The final report of this Conference is being printed, and will be sent to you in the near future.

If you have any suggestion concerning the implementation of these resolutions which you deem necessary to be examined by the Co-ordinating Council at its Sixth Session (July 6-11, 1970), I should appreciate it if you would forward them to the Secretariat before April 1, 1970.

Yours faithfully,

J. A. da Costa

José A. da Costa
 Secretary,
 Co-ordinating Council, IHD

Bye 5/22/70

To: All National Committees for the IHD.

MAR 27 1970

SPECIAL PROJECTS DEPARTMENT CORRESPONDENCE

EAST PAKISTAN Division

SPECIAL PROJECTS DEPARTMENT

Answered by _____

DIRECTOR'S OFFICE

Date. _____

COMMUNICATIONS
SECTION

1970 MAR 27 AM 11:40

RECEIVED

RESOLUTIONS ADOPTED BY THE MID-DECADE CONFERENCE (8-16 DECEMBER 1969)

I FUTURE PROGRAMME OF THE INTERNATIONAL HYDROLOGICAL DECADE

A. Co-ordinating Council

- Res. 1 (7.17)⁺ Increase in membership
Res. 2 (7.14) Review of Council working groups
Res. 3 (7.24) Responsibilities of International Organizations in
the Decade programme

B. Priorities - general

- Res. 4 (6.5) General recommendation on future programme of the IHD
Res. 5 (7.30) Project priorities for future programme of the IHD
Res. 6 (7.36) Priority projects and Unesco's hydrology publications
programme

C. Priorities - projects

1. Basic data collection

- Res. 7 (7.1) Classification of Decade stations

2. Research

- Res. 8 (6.4.2.1) Influence of Man on the hydrological cycle
Res. 9 (7.15) Land phases of the hydrological cycle
Res. 10 (7.8) Standardization - intercomparison of instruments

3. Exchange of Information, publications, maps and symposia

- Res. 11 (7.25) Symposia
Res. 12 (7.16) Data exchange
Res. 13 (7.29) Soft-ware library
Res. 14 (7.34) Use of artificial satellites
Res. 15 (7.12) Publications
Res. 16 (7.22) Maps and publications
Res. 17 (6.1.1) Catalogue of IHD research projects
Res. 18 (7.21) Hydrogeological map of the African Arid Zone

4. Education and Training

- Res. 19 (7.9) IHD fellowships

⁺ The number in brackets is the provisional number used at the Mid-Decade Conference

Res. 20 (7.3) Audio-visual aids

5. Regional co-operation

- Res. 21 (7.23) Regional priorities
- Res. 22 (7.6) Bilateral co-operation
- Res. 23 (7.19) Establishment of regional working groups
- Res. 24 (7.18) Investigation of the Mediterranean coastal zone
- Res. 25 (7.13) Snow and ice investigations
- Res. 26 (7.33) Basic networks, relevant services, and regional training
- Res. 27 (7.35) Conference on African hydrology

6. Assistance to developing countries

- Res. 28 (7.5) Assistance to developing countries
- Res. 29 (7.27) Assistance to developing countries

II LONG-TERM PROGRAMME IN HYDROLOGY

- Res. 30 (8.9) Long-term programme in the field of hydrology
- Res. 31 (8.11) Procedure or machinery for co-operation
- Res. 32 (8.10) Establishment of permanent national committees

UNITED NATIONS EDUCATIONAL,
SCIENTIFIC AND CULTURAL ORGANIZATION

INTERNATIONAL HYDROLOGICAL DECADE

INTERNATIONAL CONFERENCE ON THE PRACTICAL AND SCIENTIFIC
RESULTS OF THE INTERNATIONAL HYDROLOGICAL DECADE AND ON
INTERNATIONAL CO-OPERATION IN HYDROLOGY

Unesco House, Paris, 8-16 December 1969

RESOLUTIONS ADOPTED BY THE MID-DECADE CONFERENCE

I FUTURE PROGRAMME OF THE INTERNATIONAL HYDROLOGICAL DECADE (1970-1974)

RESOLUTION 1

CO-ORDINATING COUNCIL

The Mid-Decade Conference,

Recognizing the increasing importance of a knowledge of water resources in all countries for which purpose better facilities should be provided for their representation in the ordering of the activities of the International Hydrological Decade;

Bearing in mind Article 4.2 of the Statutes of the Co-ordinating Council which states that it may make full use of the facilities offered by the arrangements between Unesco and the other intergovernmental organizations mentioned under Article 7 - paragraph 2;

Considering that the Council may also consult on scientific questions all appropriate international non-governmental organizations with which Unesco maintains official relations (Article 4.3);

Believing that it would be highly advantageous to bring in the efforts of international governmental and non-governmental organizations whose activities include major aspects of the hydrological cycle and the use of water resources;

Recognizing that the Co-ordinating Council is the competent body for directing the International Hydrological Decade;

Concurring with the wish expressed by Member States that more countries should be represented on the Co-ordinating Council, by increasing its membership;

Appreciating the need to increase the number of members of the Bureau of the Council;

- (a) Recommends that the General Conference of Unesco modify, at its 16th session, Articles 2 and 6 of the Statutes of the Co-ordinating Council, defined by Resolution 2.222 adopted by the General Conference at its 13th session, in order to increase the number of members of the Co-ordinating Council and of its Bureau, taking into account the necessity of keeping to the principles expressed in Article 2, paragraph 1, of the Statutes of the Co-ordinating Council.

RESOLUTION 2

REVIEW OF WORKING GROUPS

The Mid-Decade Conference,

Noting the wide range of activities that have been included in the programme during the first half of the Decade, the large number in which little progress has been made, and the amount of duplication which is nevertheless evident in the activities of various working groups;

- (a) Requests the Co-ordinating Council to:
- (i) review the working groups in existence and their terms of reference with a view to limiting this part of the programme to activities of high priority during the remainder of the Decade;
 - (ii) redefine the terms of reference of those working groups which are retained with a view to confining their attention to attainable objectives within specified time-limits;
 - (iii) terminate working groups when their restricted, defined objectives have been attained;
 - (iv) establish, if necessary, newly constituted working groups for specific tasks defined by the Co-ordinating Council from reports of consultants, working groups and symposia.

RESOLUTION 3

RESPONSIBILITIES OF INTERNATIONAL ORGANIZATION IN THE DECADE PROGRAMMES

The Mid-Decade Conference,

Noting the belief of a number of delegations to the IHD Mid-Decade Conference that a narrowing of the scope of the IHD programme would produce more positive achievement in the remainder of the Decade;

Realizing that many activities at present contained within the IHD programme fall within the activities of international governmental and non-governmental agencies, other than Unesco;

Believing that desirable objectives can be more readily attained if those agencies accepted primary responsibilities for appropriate parts of the IHD programme;

- (a) Requests the Co-ordinating Council of the IHD jointly with the associated organizations, to examine the components of the programme with a view to suggesting which organizations should have the primary responsibility for each item of the programme.

RESOLUTION 4

GENERAL RECOMMENDATION ON FUTURE PROGRAMME OF THE IHD

The Mid-Decade Conference,

Having received reports from Member States, international intergovernmental agencies, and international scientific organizations;

Observing the major development in hydrology that has occurred in many countries during the first half of the Decade;

- (a) Commends all international governmental and non-governmental organizations for the activities in hydrology which they have supported, and urges them to further develop their programmes in hydrology in the second half of the Decade;

Noting that in a number of developing countries it has not been possible to follow the incentives provided by IHD with adequate practical developments;

- (b) Requests the IHD Co-ordinating Council during the second half of the Decade to further develop those aspects of the programme which are likely to produce practical results especially in developing countries;
- (c) Encourages developing countries where water resources development has an important place in national development, to consult with the various agencies and seek assistance from UNDP and other sources to achieve these developments;
- (d) Expresses satisfaction with the extent to which regional co-operation is proceeding and requests the Co-ordinating Council to further emphasize these activities, and the regional activities of Unesco during the next half of the Decade;

Recognizing that many countries lack adequate numbers of trained professional and sub-professional staff;

- (e) Stresses the importance of developing training facilities especially in developing areas;
- (f) Expresses its thanks to Unesco for initiating the IHD Decade programme and urges it to take note of the recommendations of the Conference and to develop the second half of the Decade programme accordingly, seeking means of achieving full co-operation on a basis of equality, from all appropriate intergovernmental agencies, and inviting further assistance of the various international scientific organizations concerned with hydrology;

Expressing appreciation and recognition to all national governmental and non-governmental organizations, and especially to WMO, FAO, WHO, IAEA, UN and its Economic Commissions, ICSU and its associated organizations - particularly to the IASH - for their participation in the past five years;

Welcoming the expressions of readiness of these organizations to continue and strengthen their support of the IHD activities in their respective fields in the remaining years of the IHD;

- (g) Requests Unesco, the Co-ordinating Council, and all the international agencies and organizations associated with it, during the remainder of the Decade, to bear these expressions of willingness to co-operate in mind in planning the programme, so that each organization will bear the responsibilities for which it is established and best fitted.

RESOLUTION 5

PROJECT PRIORITIES FOR FUTURE PROGRAMME OF THE IHD

The Mid-Decade Conference,

Having considered the progress achieved during the first half of the IHD both on the national level in many countries and on the international level;

Realizing the great importance of water problems in the developing countries which are becoming increasingly more acute, and that the gap between the developing and the developed countries in the field of hydrology is widening;

Considering that certain hydrological activities are needed before any superstructure in the field of hydrology and water resources development is established;

Considering that in developing countries the supply of clean water for domestic use and of water for food production is of growing importance;

- (a) Recommends to the Co-ordinating Council that during the second half of the IHD priority be given to activities benefiting developing countries;
- (b) Recommends to Member States that appropriate priority be given in developing countries to the allocation of funds to projects destined to evaluate the national and regional water resources;
- (c) Recommends to Unesco and other interested international organizations, that Educational and training programmes and also those relating to symposia and guidebooks should be continued, bearing in mind the priority given to the evaluation of water resources;

- (d) Recommends to international organizations that educational programmes be carried out as much as possible in the developing countries with experts recruited from these countries;
- (e) Recommends further to Member States which have not yet done so to:
 - (i) establish a hydrological service or any other appropriate machinery for collecting and processing of data;
 - (ii) establish an observation network destined to supply the information needed for the evaluation of water resources, and
 - (iii) prepare national or regional water balances destined to serve as a basis for development of water resources.

RESOLUTION 6

PRIORITY PROJECTS AND UNESCO'S HYDROLOGY PUBLICATIONS PROGRAMME

The Mid-Decade Conference,

Considering that, due to differences in the nature, needs and possibilities of hydrological work, the national IHD programmes are necessarily diversified;

Considering that, on the international level, this diversity of projects easily leads to a situation where the most important projects do not receive the proper attention and support;

Considering the importance of establishing effective means of exchange of information and the necessity of accelerating the IHD publication programme;

- (a) Recommends to the Co-ordinating Council that a priority of projects be established, giving special priority to projects related to the development of networks, water balance studies and methods of measurement, instrumentation and network planning, and in particular to the Guide on Research on Representative and Experimental Basins;
- (b) Requests the Director-General to make available sufficient funds for the Unesco IHD publication programme and to investigate the possibilities of enlisting Member States in order to obtain financial, editorial, and other contributions.

RESOLUTION 7

CLASSIFICATION OF DECADE STATIONS

The Mid-Decade Conference,

Considering that different criteria have been applied in the selection and designation of Decade stations on different parameters and in different countries, Decade stations thus being of different kinds;

- (i) National stations, regional stations: networks established to give a fairly good national or regional coverage or to give a broad appraisal of the national water resources;
- (ii) Regime stations: selected to represent the hydrological regime of typical regions from a global point of view;
- (iii) World Water Balance stations;
- (iv) Special stations: selected or established for some specific IHD project.

Considering that, when using data from Decade stations published for international exchange, information on the criteria on which the selection of the different Decade stations has been based, is of great value as crude information on the intended degree of representativity;

(a) Recommends to the Co-ordinating Council:

- (i) that classification of Decade stations according to the criteria applied in the selection and designation of Decade stations be introduced noting that such stations can be included in several categories;
- (ii) that the principles of this classification be analyzed by the Working Group on World Water Balance and/or by a consultant.

RESOLUTION 8

INFLUENCE OF MAN ON THE HYDROLOGICAL CYCLE

The Mid-Decade Conference,

Recognizing the importance of hydrological processes to the relationship between man and his environment, particularly due to the transporting role of water in nature, including the biosphere;

Mindful of the various projects for studying the problems of human environment, in particular Unesco's programmes "Man and his Environment", "Man and the Biosphere" and the United Nations' programme "Human Environment";

Noting with satisfaction that Unesco is preparing a programme on "Man and the Biosphere" and that the United Nations is planning an international conference on "Human Environment" in 1972;

- (a) Recommends to Member States that due attention should be paid to the exchange and movement of water and its dissolved and suspended constituents when treating problems on changes in the environment including the biomass;
- (b) Invites the Director-General to emphasize the importance of hydrological processes in the planning of the scientific programmes on Human Environment and on the Biosphere;
- (c) Recommends to the Director-General to ensure that efforts not be duplicated between these programmes and the hydrological programme.

RESOLUTION 9

LAND PHASES OF THE HYDROLOGICAL CYCLE

The Mid-Decade Conference,

Recognizing that additional knowledge of the land phases of the hydrological cycle is essential in the immediate future for practical purposes of assessment and management of water resources in all countries;

Being aware that the IHD programme is limited to a further five years;

Noting that there will be an opportunity to examine the long-term aspects of the World Water Balance at the symposium to be held in Reading in 1970;

- (a) Requests the Co-ordinating Council, during the remaining years of the Decade, to:
 - (i) give priority to those scientific activities including the exchange of information which are likely to facilitate and accelerate the assessment and understanding of the land phases of the hydrological cycle in a wide range of environments;
 - (ii) promote the establishment of representative basin programmes sampling the major hydrological environments in each country for the purpose of identifying those parameters and interactions which are most significant in each type of environment;
 - (iii) take practical account of the contributions that an understanding of processes and interactions derived from representative basin studies can make towards the prediction of the behaviour and estimation of the quantity of water in areas where available data are inadequate.

RESOLUTION 10

STANDARDIZATION - INTERCOMPARISONS OF INSTRUMENTS

The Mid-Decade Conference,

Considering that the developing countries should endorse any project for increasing the standardization and comparison of instruments and techniques which facilitate better use and application of available data;

Considering that the participation of the developing countries in the activities of the International Hydrological Decade has obliged them to invest considerable sums in equipment and instruments for the collection of basic data, and that those countries are generally importers of equipment and instruments manufactured by the developed countries;

Considering that, in many cases, the performance of imported instruments and equipment proves unsatisfactory in the hydrometeorological conditions of the importing country;

- (a) Recommends that the Co-ordinating Council and the international organizations taking part in the IHD examine the possibility of adopting a programme of co-operation whereby the IHD National Committees of the developing countries, should they so request, would be furnished with instruments and equipment to be tested in the hydrometeorological conditions of their respective territories, on the understanding that the National Committee would transmit a report on the performance of such equipment to the Co-ordinating Council.

RESOLUTION 11

SYMPOSIA

The Mid-Decade Conference,

Recognizing that the needs and opportunities for advancement of different aspects of the Decade programme can be disclosed most effectively by open discussions on important topics amongst engineers and scientists;

Noting that carefully arranged symposia provide such opportunities;

Being aware that publications resulting from symposia may obviate the need for working groups;

- (a) Requests the Co-ordinating Council during the remaining years of the Decade to:
- (i) review the present programme so far as it is known for holding symposia including, in due course, the programme after 1974;
 - (ii) consider needs and practicabilities of holding symposia on other topics;

- (iii) consider how the holding of symposia may modify the need for different working groups;
- (iv) make arrangements beforehand, when planning symposia, for prompt publication of the Proceedings.

RESOLUTION 12

DATA EXCHANGE

The Mid- Decade Conference,

Recognizing that the access to data from other areas is of extreme value to many hydrological research projects and other activities;

Being aware of the impossibility of arranging for an exchange of all data, and further that the need for data by individual research workers will be on a selective basis;

- (a) Invites the Co-ordinating Council for the IHD to examine ways of developing machinery whereby information about kinds of data available in different countries, and the sources from which data could be obtained by any interested country can be provided upon request.

RESOLUTION 13

SOFT-WARE LIBRARY

The Mid-Decade Conference,

Considering that the programme of exchanges of information, symposia and publications represents one of the five main components of the Decade programme;

Considering the special importance of such exchanges for the developing countries;

Considering that the dissemination of all information concerning hydrology to all the developing countries constitutes the major contribution of the Decade to those countries;

Considering the present development of automatic processing facilities for hydrological studies and the need to draw on them;

- (a) Recommends the Director-General to take the necessary measures:
 - (i) to arrange for a compilation of the sources of hydrological computer programmes in use;
 - (ii) to obtain from the various countries, for this purpose, not only lists of the programmes drawn up by them, but also details of such programmes, and

- (iii) to ensure the preservation of such lists and addresses by Unesco in a library of hydrological programmes, so that advice can be given to countries on request about programmes in existence and where they can be obtained.

RESOLUTION 14

USE OF ARTIFICIAL SATELLITES

The Mid-Decade Conference,

Considering that the meteorological research and observations carried out by the great powers through artificial satellites can lead to great advances in hydrological forecasting;

Considering that the dissemination of the information acquired through these investigations forms part of the IHD programme;

Having regard to the great interest and advantages that may result therefrom for the development of hydrometeorological science;

- (a) Recommends that the Member States which are advanced in the use of artificial satellites should share the results of their research with the developing countries.

RESOLUTION 15

PUBLICATIONS

The Mid-Decade Conference,

Taking into account the importance of knowledge concerning the hydrology of unsaturated zones, on the one hand, because of its effect on water balance and, on the other, because increased knowledge will lead to economical management of water resources in relation to agricultural productivity;

Considering the repercussions of such greater productivity in increasing primary products for food consumption;

Accepting that an increase in food supplies can also be brought about by the use of the fresh water mass;

- (a) Requests the Co-ordinating Council to study the necessity, means and appropriate procedure for, preparing instructional guides on the following subjects:
- (i) the hydrology of unsaturated zones, and
 - (ii) the physics, chemistry and biology of fresh water, both flowing water and that contained in natural or artificial reservoirs, in relation to flora and fauna.

RESOLUTION 16

MAPS AND PUBLICATIONS

The Mid-Decade Conference,

Considering that many developing countries participating in the IHD find it difficult to undertake many of the programmes recommended by the Co-ordinating Council;

- (a) Recommends that Member States implement the following basic activities as far as possible in the next five years of the Decade:
- (i) Preparation of the following hydrological maps in a standard format:
 - 1. Geo-morphological maps showing rivers, lakes (natural and man-made) and boundaries of all major river basins.
 - 2. Monthly or seasonal hydro-meteorological maps (precipitation) mean maximum and minimum temperatures, wind speeds, humidity etc.) and evaporation (if available).
 - 3. Monthly means and maxima of river-gauge and river-discharge data and of lake levels.
 - 4. Maps showing forests, cultivated areas (irrigated and non-irrigated), uncultivated, arid or semi-arid areas and areas covered by snow.
 - 5. Maps showing areas in which the existence of ground-water has been established.
 - (ii) Preparation of yearbooks on meteorological and hydrometric data with annual summaries of abnormal hydrological events such as floods, storm waves and tidal waves, droughts and unseasonal rains;
- (b) Invites Member States to give all necessary assistance to the National Committee for the IHD to accomplish these tasks.

RESOLUTION 17

CATALOGUE OF IHD RESEARCH PROJECTS

The Mid-Decade Conference,

Recognizing the need for wide dissemination of information on current IHD research projects;

Recognizing that such information is available in systematized form only in a small number of Member States;

Considering the practical and economical difficulties involved in the preparation of research project catalogues for all Member States;

- (a) Suggests that Unesco with the aid of the IHD Working Group on Exchange of Information make a proposal for the lay-out of a model catalogue of research projects;
- (b) Encourages Member States to publish national or regional research project catalogues along the lines to be proposed.

RESOLUTION 18

HYDROGEOLOGICAL MAP OF THE AFRICAN ARID ZONE

The Mid-Decade Conference,

Considering that work on the hydrogeological map of Europe, after preliminary studies lasting no less than eight years, is now under way and will take at least twelve years to complete;

Considering the proposal, submitted jointly by the International Association of Hydrogeologists and the International Commission of the Geological Map of the World, to contribute to the project for the hydrogeological mapping of the arid zones by preparing, as a model, the Hydrogeological Map of the African arid zone north of the equator;

Recognizing the interest of this proposal and the justification for it, in that:

- (i) the African arid zone north of the equator is the largest arid zone in the world;
- (ii) good topographical and geological maps of this zone on the scale of 1/500,000 already exist;
- (iii) a considerable body of hydrogeological data regarding this zone is already available.

- (a) Recommends that the Co-ordinating Council, in consultation with the International Association of Hydrogeologists and the International Commission of the Geological Map of the World, consider the possibility of establishing a project on the Hydrogeological Map of the African arid zone north of the equator, with the possibility of extending the hydrogeological map to the whole of the African continent at a later stage;
- (b) Recommends to the Council that the project be developed in close liaison with the other similar projects concerning the major deserts of the globe, such as those of North America, Brazil and Australia;
- (c) Recommends that Unesco and the Member States concerned give their support to this activity.

RESOLUTION 19

IHD FELLOWSHIPS

The Mid-Decade Conference,

Considering that the courses in hydrology provided under the auspices of Unesco constitute an effective means of developing hydrology, and that the developing countries have undoubtedly been their main beneficiaries;

Considering that it is desirable to ensure that the fellowships awarded for courses under the auspices of Unesco shall be fully in keeping with the spirit of assistance to developing countries, by guaranteeing that the specialists work in their respective countries;

- (a) Recommends to Member States to give priority in awarding fellowships for international courses to candidates proposed by National Committees for the IHD;
- (b) Recommends to Member States to associate more closely their National Committees for the IHD in policies for international training of specialists, particularly when submitting candidates for scholarships abroad;
- (c) Expresses the wish that specialists trained in this way contribute to the national development.

RESOLUTION 20

AUDIO-VISUAL AIDS

The Mid-Decade Conference,

Considering how useful audio-visual aids can be in spreading knowledge and understanding of the necessary procedures for obtaining basic hydrological information and to supplement what has already been achieved;

- (a) Requests the Director-General:
- (i) to diffuse information about audio-visual aids in the developing countries through commissions of specially trained people to exhibit materials and installations in teaching centres and hydrological institutions, and to demonstrate the use of equipment and instruments for measuring, transmitting information and processing basic data;
 - (ii) to obtain the authorization of the producers, or to pay the royalties, for the dissemination and reproduction of films which can promote knowledge of hydrological procedures;
 - (iii) to continue to communicate lists of available audio-visual aids to National Committees;
 - (iv) to provide for the necessary appropriations in the Regular Programme of Unesco;
- (b) Requests the Co-ordinating Council to develop such activities.

RESOLUTION 21

REGIONAL PRIORITIES

The Mid-Decade Conference,

Considering that hydrological regimes are different in different countries of the world;

- (a) Recommends that the Director-General invite the UN Regional Economic Commissions, the UN Economic and social office in Beirut and the UNDP to give due consideration to:
- (i) rapid exchange of information and data among the countries of the region;
 - (ii) mutual assistance for instruments, equipment and techniques and for personnel;
 - (iii) organization of a Regional Institute for post-graduate and other forms of advanced training in hydrology and associated disciplines;
 - (iv) organization of seminars and meetings.

RESOLUTION 22

BILATERAL CO-OPERATION

The Mid-Decade Conference,

Considering the close relations developed between National Committees during the first five years of the Decade and reflected in the advance of hydrology, which is the product, basically of the exchange of information and experiences and of the award of numerous fellowships;

- (a) Recommends that Member States encourage the conclusion of bilateral agreements between National Committees for projects and activities related to the International Hydrological Decade.

RESOLUTION 23

ESTABLISHMENT OF REGIONAL WORKING GROUPS

The Mid-Decade Conference,

Noting the comments on the past activities of the International Hydrological Decade,

- (a) Recommends to Member States that:
- (i) Governments and appropriate government bodies of developing countries be better informed about the work and aims of the IHD;
 - (ii) applied research conducive to practical short-term results in the near future should be undertaken in the framework of the IHD programme;
 - (iii) regional working groups of the International Hydrological Decade be set up to cover natural geographical areas.
- (b) Invites the international governmental organizations to provide assistance to Member States in the form of scientific and technical equipment, in order that work may be successfully carried out within the framework of the IHD.

RESOLUTION 24

INVESTIGATION OF THE MEDITERRANEAN COASTAL ZONE

The Mid-Decade Conference,

Recalling Resolution 2.332 of the fifteenth session of the General Conference in which the Director-General was authorized to convene an International Conference on the Practical and Scientific Results of the IHD and to consider the needs and possibilities for a long-term programme of action;

Noting the opportunity given to each governmental delegate to propose new additional projects as IHD activities for the next half of the Decade;

- (a) Welcomes the proposal for a co-operative investigation, in the framework of the Working Group on Carbonate Rocks, of the coastal and sub-marine springs by the Mediterranean countries, regarding the origin, the discharge measurements and the possibilities for their exploitation for agricultural, industrial and urban consumption;
- (b) Invites all Member States concerned to give their full support to this activity.

RESOLUTION 25

SNOW AND ICE INVESTIGATIONS

The Mid-Decade Conference,

Considering that glaciological studies should be strengthened and further knowledge acquired about the differences in regional parameters;

Believing that studies and research in connection with the morphology of rivers that are subject to freezing should be strengthened;

Recalling the need to increase the number of specialists in snow and ice problems;

- (a) Recommends to the Director-General that Unesco, in collaboration with the IASH and the IAHR consider the organization of regional seminars on snow and ice in regions with continental glaciers and ice fields;
- (b) Invites the UNDP to support such seminars.

RESOLUTION 26

BASIC NETWORKS, RELEVANT SERVICES AND REGIONAL TRAINING

The Mid-Decade Conference,

Noting that progress in implementation of IHD programmes in developing countries has generally been slower than desired;

Appreciating that this is due to shortages of financial, material and personnel resources;

Recognizing that the aims and objectives of the IHD will not be achieved without the establishment of basic networks;

Considering the proposals of the International Mid-Decade Conference to the effect that technical assistance to the developing countries be increased and intensified;

- (a) Recommends that all possible assistance be given by United Nations Organizations and other international governmental and non-governmental organizations as well as developed countries for the establishment of such networks and relevant services and for the preparation of inventories of both surface and ground waters so that these developing countries may have a better basis for the evaluation of their water resources and the planning of their rational use;
- (b) Recommends that, for greater efficiency, Unesco draw up a schedule of regional courses for the hydrological training of technicians and of engineers, to be organized in countries with similar climatological and hydrological conditions;
- (c) Further recommends the Regional Economic Commissions of the United Nations give consideration to the establishment of regional services.

RESOLUTION 27

CONFERENCE ON AFRICAN HYDROLOGY

The Mid-Decade Conference,

Recalling the first Inter-African Conference on Hydrology which was held in Nairobi in 1961 under the auspices of the Commission for Technical Co-operation in Africa South of the Sahara (CCTA);

Considering the need to stimulate regional co-operation and exchange of information on African hydrological problems;

Considering the urgent necessity of defining concrete action to bridge the outstanding gaps in hydrology in the African Member States and throughout the African Continent;

- (a) Recommends to the Economic Commission for Africa that:
 - (i) a second conference on African hydrology be organized in co-operation with Unesco and other intergovernmental organizations, to examine in detail the outstanding scientific problems which arise with regard to hydrology in Africa, and to seek solutions for them;
 - (ii) working groups formed in the course of the conference be entrusted with the task of determining appropriate means to be applied in solving these problems.

RESOLUTION 28

ASSISTANCE TO DEVELOPING COUNTRIES

The Mid-Decade Conference,

Considering that the successful implementation of the International Hydrological Decade programmes requires the highest possible degree of participation by specialists in the various disciplines from the developing countries;

Considering that the exchange of information and experience on various events constitutes one of the effective means for the advancement of hydrological science and technology in the developing countries;

Considering the economic difficulties encountered by certain developing countries wishing to send their specialists to international meetings;

- (a) Recommends to Unesco and other international organizations that increased funds, budgetary or extra-budgetary, assigned to finance the participation by specialists from developing countries in the sessions of the various working groups, of experts, symposia, seminars and round tables that are to take place as part of the activities of the Decade;
- (b) Requests the Director-General to consider the matter and bring it to the attention of the General conference at its 16th session.

RESOLUTION 29

ASSISTANCE TO DEVELOPING COUNTRIES

The Mid-Decade Conference,

Conscious of the fact that each country must ultimately be responsible for initiating and implementing the development of its own hydrological activities;

Recognizing that many countries will require expert advice and financial aid from UNDP or other sources for this purpose;

Realizing that such aid will not have full or permanent effect unless it is directed through sound scientific and technological infrastructures of the country requesting it;

Realizing that many countries will require assistance to develop these structures according to their own specific problems and objectives;

- (a) Recommends that Unesco allocates a greater proportion of its available resources to its regional establishments in order to provide for more frequent contacts with each country to:
 - (i) facilitate the provision of sound advice on the development of the appropriate infrastructures;

- (ii) assist countries in the formulation of requests for aid for this purpose;
 - (iii) develop opportunities within each region for training hydrologists and technicians;
 - (iv) become more familiar with the specific needs of countries with respect to assistance from experts and to arrange visits of experts with knowledge of the regional environment, and, if possible, originating from the region, as well as the appropriate scientific and technical competence;
 - (v) conduct seminars on subjects identified by national or regional committees as being of prime importance to regional development;
 - (vi) assist in the development of machinery to facilitate the exchange of information within and from outside the region;
- (b) Recommends that Unesco co-operates closely with the Regional Economic Commissions of the United Nations in the regional activities listed above.

II LONG TERM PROGRAMME IN THE FIELD OF HYDROLOGY

RESOLUTION 30

PREPARATION OF PROGRAMME

The Mid-Decade Conference,

Having considered:

- (i) that economic and social development entail a considerable increase in the demand for water, and a continuous increase in the volume of waste products, resulting in the depletion and increasingly rapid pollution of natural water resources;
- (ii) that hydrology constitutes an essential part of the studies of water problems;
- (iii) that the basic material for hydrological investigations is the same everywhere and the basic relationships in the water cycle call for studies on national, regional and world-wide scale and on a continuing basis;
- (iv) the results already obtained by the International Hydrological Decade in the field of scientific hydrology as well as the importance of the problems which are still to be solved;

Recognizing that the need for long-term international co-operation in hydrology was emphasized by the Conference;

- (a) Requests the Co-ordinating Council of the International Hydrological Decade to prepare, in co-operation with the international organizations concerned, a plan for a long-term programme of regional and world-wide co-operation in hydrology based on related documents and discussions of the International Conference on the Practical and Scientific Results of the IHD, taking the document "Suggested basic guidelines for an exchange of opinions on a long-term plan of action in the field of hydrology" (Annex IV) as a general basis to be distributed to all National Committees for the IHD for comments and submit the general outline of such a programme for adoption to the 17th session of the General Conference of Unesco in 1972;
- (b) Invites the Director-General of Unesco to request the Executive Heads of the organizations of the United Nations system which co-operate with the Council to assist the Council in the preparation of the programme and to make preparations for their own long-term hydrological programme in the fields of their responsibilities;
- (c) Invites the ~~Director-General~~ of Unesco to take all necessary measures in order to ensure the continuation and development after the end of the Decade, of the Unesco programme in the field of scientific hydrology and education and training, in co-operation with the international organizations concerned, especially with the United Nations system of organizations and the scientific unions, particularly ICSU family including IASH.

- (d) Requests the Director-General of Unesco, in co-operation with other international organizations, to convene in 1974 an intergovernmental meeting of experts in the field of hydrology to elaborate the details of implementation of the long-term programme for its launching from 1975 onward;

RESOLUTION 31

PROCEDURE OR MACHINERY FOR CO-OPERATION

The Mid-Decade Conference,

Having considered,

- (i) the good and fruitful international co-operation in the hydrological research initiated during the first part of the IHD period and need for intensification of such research on both national and international levels;
- (ii) the increasing complexity of the international programmes dealing with various aspects of water resources which requires continuing hydrological research;
- (iii) the proposals of the Chairman of the Co-ordinating Council concerning future co-operation in the field of hydrology as set forth in Annex IV.

Recognizing

- (i) the need, beyond the present International Hydrological Decade, for a continuing intergovernmental forum for wide-range discussion of hydrology among governments, international governmental agencies and scientific organizations;
 - (ii) the necessity of effective permanent co-operation among international governmental and non-governmental organizations for the implementation of the long-term hydrological programme.
- (a) Recommends that the international, governmental, and non-governmental organizations should be asked to continue and intensify their activities in the field of hydrology, bearing responsibility for hydrological activities in their own specific fields.
- (b) Requests the Director-General, in consultation with the Co-ordinating Council of the International Hydrological Decade and in co-operation with the international, governmental and non-governmental organizations concerned and, if necessary, the United Nations administrative co-ordinating machinery, to consider and plan a procedure or machinery for future co-operation in the long-term hydrological programme, taking into account the need for close co-operation in the programme among the international, governmental, non-governmental, scientific organizations as well as the national hydrological committees;

- (c) Invites the Director-General to transmit to the executive heads of all concerned organizations of the United Nations system the proposals arising from the action mentioned in paragraph (b) for such action as they deem appropriate.

RESOLUTION 32

ESTABLISHMENT OF PERMANENT NATIONAL COMMITTEES

The Mid-Decade Conference,

Recognizing:

- (i) the need of an organizational system for the implementation of international collaboration in the field of hydrology;
 - (ii) the important rôle played by the national committees for IHD in this collaboration;
- (a) Recommends to Member States to maintain and improve their national hydrological committees as one of the essential parts of the future organizational system for collaboration in hydrological investigations at the national, regional and international levels.

✓ UNESCO
cc Translation

March 4, 1970

Mr. John E. Fobes
Assistant Director-General
for Administration
UNESCO
Place de Fontenoy
Paris 7^e, France

*With
Mr. Rasmussen*

Reference: ADG/ADM/575

Dear Mr. Fobes:

Mr. Ripman has asked me to reply to your letter of February 9, 1970, inviting the World Bank to participate in the Symposium on "the recruitment standards of the linguistic services of the international organizations" to be held at UNESCO House from April 6 to 8, 1970.

We will be pleased to participate in this worthwhile Symposium and will be represented by our Chief, Language Services Division, Mr. S. Hartz Rasmussen, who you may know. Would you please direct all future correspondence to Mr. Rasmussen.

Thank you for the invitation.

Sincerely yours,

JRC

J. R. Crowley
Manager, Administrative Services

cc: Mr. Twining
Mr. Rasmussen

JRC:hm



✓ UNESCO
MAIL ADDRESSED TO THE PRESIDENT
united nations educational, scientific and cultural organization
organisation des nations unies pour l'éducation, la science et la culture

place de Fontenoy, 75 Paris-7^e

téléphone : 566-57.57
câbles : Unesco Paris
téléc : 27 602 Paris

référence : RIO/ORG/12.6/258

- 4 MARS 1970

Dear Mr. Hill,

In accordance with the procedure for handling reports of the Joint Inspection Unit, as revised last October by the Administrative Committee on Co-ordination, I have pleasure in sending herewith for transmission to the Chairman of the Committee for Programme and Co-ordination the preliminary observations of the Director-General concerning the Joint Inspection Report on selected ideas for improving field operations (JIU/REP/69/9).

Copies of this letter with the attachment are being sent to the members of the ACC for information and comment.

Yours sincerely,

Manuel Jimenez
Director
Relations with Member States and
International Organizations and Programmes

Mr. Martin Hill
Assistant Secretary-General
for Inter-Agency Affairs
United Nations
New York, N.Y., 10017
USA

Original to Mr. Demuth
Date: 3-11-70 Communications
Section

UNESCO

INCOMING CABLE

DATE AND TIME OF CABLE: **MARCH 3, 1970 2006**
LOG NO.: **RC 19/4**
TO: **CALIKA INTBAFRAD**
FROM: **PARIS**

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INFORMATION COPY:	
DECODED BY:	

TEXT:

**AIRMAILING TODAY TWO COPIES MY REPORT ON VISIT UNESCO PROGRAMMED
INSTRUCTION CENTRE BEIRUT**

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✓ UNESCO
cc Projects Dept -

Mr. D. S. Ballantine

March 3, 1970

Mats Hultin

Unesco Conferences and Seminars in 1970

I have studied the long list of Unesco conferences and meetings to be held in 1970 and feel that the following activities merit some attention by IBRD.

1. August 1970 in Yugoslavia. Student Participation in University Government (Unesco number ED 19).

University unrest will probably increase in the 1970's. One of the two main causes for unrest is the student body's feeling that insufficient attention has been paid to student participation in university government. If IBRD will increase its involvement in university financing, efficient university management would, of course, be expected in the Bank financed institutions and IBRD staff should have some appropriate knowledge of the issue.

2. September 1970 in France. European Seminar on Education Research (ED 48).

Of obvious interest if we want to keep abreast on recent development.

3. October 1970. Three expert meetings/workshops will take place on population and family planning education in schools (Bangkok, Dakar, Santiago de Chile) ED 61, 62, 63.

The EPD should be able to support the Bank's family planning policy by having appropriate knowledge on the place of population and family planning in the school curriculum.

4. 1970 (exact date not yet decided). Evaluation of Experimental Literacy Projects (Isfahan, Iran). ED 28.

Of obvious interest considering present state of affairs as regards functional literacy projects.

Mhultin/sp

cc: Messrs. Calika, Burt, Stewart.



✓ UNESCO -
cc - Int'l Inst. of Educational Planning

✓
united nations educational, scientific and cultural organization
organisation des nations unies pour l'éducation, la science et la culture

place de Fontenoy, Paris-7^e

The Director-General

reference: DG/1.3/8015/1/6544

2 March 1970

Dear Mr. McNamara,

... Under Article III, paragraph 1 (b), of the Statutes of the International Institute for Educational Planning, as revised in 1968 (copy enclosed), one member of the Institute's Governing Board is designated for a period of three years by the President of the International Bank for Reconstruction and Development.

The term of office of Mr. R.H. Demuth, the member of the Institute's Governing Board designated by the Bank, having now ended, I am writing to invite you to designate a member of the Governing Board for a further period of three years.

I have been asked by Sir Sydney Caine, Chairman of the Governing Board, to convey to you his feeling and that of his colleagues that, in view of the prominent role played by Mr. Demuth in the development of the Institute, it would be highly desirable to continue to benefit from his presence on the Board for a further period of three years.

With personal regards.

Yours sincerely,

René Maheu
René Maheu

Mr. R.S. McNAMARA,
President,
International Bank for
Reconstruction and Development,
1818 H. Street, N.W.
Washington D.C. 20433
(U.S.A.)

Original to: *Mr. McNamara*
Date: *3-6-70* Communications
Section

Stella - can you please help to get UNESCO then? ue

CABLE: UNESCO, BANGKOK



united nations educational, scientific and cultural organization
organisation des nations unies pour l'éducation, la science et la culture

REGIONAL OFFICE FOR EDUCATION IN ASIA
BUREAU REGIONAL POUR L'EDUCATION EN ASIE

P. O. BOX 1425
SANAM SUA PA
BANGKOK, THAILAND.

REF 18.2.3/2431/70

MAR 11 REC'D

2 March 1970

Dear Sir,

The Unesco Regional Office for Education in Asia is interested in obtaining the following publication(s):

- ✓ - Facts about the World Bank and IDA.
- ✓ - Guidelines for procurement under World Bank loans and IDA credits
- ✓ - This growing world...economic development and the World Bank Group.
- ✓ - Statement of Development credits (IDA)
- ✓ - World Bank Group at work.
- ✓ - World Bank Atlas: Population and per capita product.
- ✓ - The World Bank Group in Asia

- Ballantine
- ~~General~~
- East
- Stewart
-
-
- Div. Files
- Op. Files

- and any other recent documents which we may not be aware of including your latest list of publications.

We would appreciate your sending usone... copy/~~copies~~ (each) for inclusion in our documentation unit.

Should there be any charge incurred in the supply of the above-mentioned publication(s), please advise us before sending the document(s).

Kindly also refer to the reference number of this letter when sending the document(s).

Thank you in advance for your kind attention.

Yours sincerely,

Maria Lao Sunthara

(Mrs.) Maria Lao Sunthara
Programme Specialist/Documentation

The Director
Education Projects Department
IBRD
1818 H. Street, N.W.
Washington, D.C. 20433
U.S.A.

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5:31

ack 3/16/70

0000-502/P/88/87

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U.S.V.

1970 MAR 10 PM 2:31

Director of Education

UNESCO

Director of Education

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1970 MAR 10 PM 2:31

Documentary

Documentary

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U.S.V.

Thank you in advance for your kind attention.

the document(s).

Kindly also refer to the reference number of this letter when sending

documentation(s), please refer to the reference number of the document(s).

Should there be any other matters in the subject of the above-mentioned

for inclusion in our documentation unit.

We would appreciate your sending us of the (over)

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- The World Bank Group in Asia
- World Bank Group: Development and ...
- World Bank Group in Asia
- (A) ...
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In organizing the following publication(s):

The UNESCO Regional Office for Education in Asia is interested

best etc.

1970 MAR 10

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UNESCO REGIONAL OFFICE FOR EDUCATION IN ASIA



United Nations Educational, Scientific and Cultural Organization

Handwritten notes and signatures at the bottom right.



✓ UNESCO
see letter list - ff Ed - Planning

United Nations Educational, Scientific and Cultural Organization
Organisation des Nations Unies pour l'éducation, la science et la culture

place de Fontenoy, Paris-7^e

The Director-General

reference: DG/1.3/8015/1/6544

2 March 1970

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I have been asked by Sir Sydney Caine, Chairman of the Governing Board, to convey to you his feeling and that of his colleagues that, in view of the prominent role played by Mr. Demuth in the development of the Institute, it would be highly desirable to continue to benefit from his presence on the Board for a further period of three years.

With personal regards,

Yours sincerely,

René Maheu
René Maheu

Mr. R.S. McNAMARA,
President,
International Bank for
Reconstruction and Development,
1618 H. Street, N.W.
Washington D.C. 20433
(U.S.A.)

Original to: Mr. R.S. McNamara
Date: 3-6-70 Communications
Section

UNESCO

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PARIS

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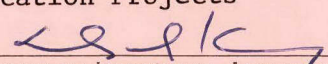
CALIKA

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AUTHORIZED BY:

NAME O. H. Calika


DEPT. Education Projects

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БЕСЧУДИС НІЭ АГІЕЛ БИЕСО БУСКУБЭД ИГІБҮСЛОН СЕМІБЕ БІЛЭЛЭ ЭЛОБ

ЭО БУТӨВІЛІНЭ СОНУУ СКУЛБЭЛГ ЛОН ВІӨВІТІ СОБА ОҮ АҮИ АГІЕЛ БІӨӨНӨ

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Op. Files

place de Fontenoy, Paris-7^e

MAR 09 REC'D

With the compliments of
the Department of Planning
and Financing of Education

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Mohr

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Stewart

Div. Files

W. van Vliet Op. Files

copy to Mr Brakel / Mr McMahon



organisation des nations unies
pour l'éducation, la science et la culture

place de Fontenoy, Paris-7^e

**Avec les compliments
du Département de la planification
et du financement de l'éducation**

UNESCO

Educational Financing Division

NEW MEDIA IN EDUCATION AND THEIR EFFECT ON UNIT COST

by

W. van Vliet

1. During my stay in the Lebanon (20-23 April), I visited the National Institute for Technical Training, where an experimental project in the use of new media was established four years ago by a Unesco team of experts. The purpose of this was to enquire to what extent programmed instruction was likely to lead to a reduction in the unit cost of education. The matter is of importance because it has become abundantly clear, as noted for example, at Williamsburgh and the International Conference on Educational Planning, that traditional ways of providing education are too costly. More and more developing countries are reaching the limit of their financial resources in efforts to educate their rising generation.

The Project in Programmed Instruction

2. The project was started in 1964 by a Unesco team comprising: Mr. A. Flandre, Chief Technical Adviser, Mr. J. Prieur, specialist in teaching aids, Mr. L. Thonon, specialist in science teaching, Mr. A. Hoyoux, specialist in educational psychology, in collaboration with Lebanese and French bilateral aid staff. Since the transfer of Mr. Flandre to Unesco Headquarters in Paris, Mr. J. Prieur is acting as Chief Technical Adviser to the project.
3. Programmed instruction courses have been prepared for the following subjects: trigonometry, technical drawing, English and workshop practice. These courses have been tested under the usual conditions (control group and experimental group) and the results have been satisfactory. A detailed description of the programmes and the test results is contained in a series of publications.*
4. As regards the financial aspects of the programme, the Unesco team in Beirut found :
- a) that for general subjects (science, mathematics, etc.) the teacher/pupil ratio may be reduced from 1:40 to 1:80, and for technical subjects from 1:15 to 1:30, without loss of efficiency;

* Liban, Direction de l'Enseignement Technique et Professionnel. Institut Pédagogique National. Enseignement Programmé. Beyrouth, 1966 .. /fasc.

b) that the time spent by students on a course can in certain cases be reduced by as much as 75 per cent (e.g. 18 hours for a typical English beginner's course instead of 45 hours by traditional methods), and still yield comparable test results.

5. It is easy to see that, if these results can be confirmed, the implication is a substantial reduction in the recurrent cost of education. Studies begun by the Educational Financing Division, with the help of planning experts and consultants, tend to show that the salaries of teachers represent 80 per cent or more of the total recurrent cost for education, so that savings in staff cost of 50 per cent would sharply reduce total recurrent expenditure. If, furthermore, the time spent by students can also be reduced, it is not unreasonable to assume that twice as many children could be educated at no increase in recurrent cost by using programmed instruction.

6. The question may be raised as to what extent these savings would be offset by increases resulting from the particular nature of programmed instruction. Thus, it might be argued that special training courses in programming are required for the teaching staff, that this would lengthen the overall period of training (pre-service or in-service) and that in the long run teachers with the additional qualifications would claim special remuneration.

7. According to the Beirut team, this argument rests on two fallacious assumptions. The first is that teachers are to retain their traditional central role in the education process. However, the emphasis in programmed instruction is precisely on self-study. The teacher does not teach; he has no lessons to prepare, nor does he normally correct the work of students; he is merely available for answering questions if students have any problems. The second fallacy is that teachers should be able to prepare programmes. This is hardly possible even if it were desirable; the preparation, the testing and the validation of programmes requires a team of highlevel personnel of different kinds having already obtained at least a University degree in their field of specialisation.

8. The other argument against programmed instruction based on cost analysis concerns the machinery of one kind or another, ranging from simple devices to computers, that are believed to be necessary. These "teaching machines" lead to a considerable increase in the unit cost as they have to be provided on a per student basis.

9. The most important innovation made by the Beirut team is probably their discovery that no machines are necessary at all for programmed instruction. After using a self-made device costing \$20 per unit, the team began to enquire into the purpose of the "machine". They found that its main purpose is to ensure that students have mastered one assignment before turning to the next. For example, the device originally used in Beirut prevented students from seeing the next printed card until the assignment on the previous card had been answered satisfactorily. In other words, the machine is essentially a control mechanism. With this in mind,

the Beirut experimenters argued that it should be possible to transfer this control to the students themselves, in accordance with their general theory. Indeed, if no teacher is needed to maintain discipline, then why use a machine to prevent the students from "cheating".

10. Accordingly, the machine was abolished and the students were told that they were perfectly free to "cheat" if they felt so inclined. For a few days afterwards most of the students actually raced through assignments, leaving many cards half-completed or trying to find the answers on the next card. However, they soon discovered that this led them nowhere. At present nearly all students work without machines, without teachers, and without any control except their self-discipline.

11. The Lebanese experience thus tends to show that recurrent cost per student can be reduced without loss in efficiency, and perhaps even with some advantage. Turning now to initial investment, the Beirut team reported that the preparation and testing of programmes for a 3-year course of 30 periods a week, corresponding for example to upper secondary education, may be estimated as follows :

- 3 internationally recruited specialists in programming for a period of 4/5 years,
- 6 assistant programmers for 5 years,
- 10 subject specialists for 5 years,
- basic documentation and supplies.

In the Lebanon this amounted to approximately \$1 million for initial outlay.

12. This initial investment will pay off provided that the number of students is sufficiently large. Thus, if the recurrent cost per student is \$200 per year when using traditional teaching methods, and \$100 per year using programmed instruction, and if the investment cost for programmed instruction is \$1 million, then the total cost will be the same for 10,000 students, whether programmed instruction is used or not (namely \$2 million), and the unit cost \$200. For any number lower than 10,000 students, programmed instruction would be more expensive, and for any number over 10,000 it would be less expensive. Thus, if 50,000 students are involved, the total cost with traditional methods would be 10 million dollars and using programmed instruction it would be 6 million dollars. For this number of students, the unit cost would decrease from \$200 to \$120. Graph 1 ... (attached) shows the unit cost (a) under traditional methods and (b) using programmed instruction, as a function of the number of students, under the conditions specified above. A more general treatment of the data is shown in Annex I to the present report.

Conclusion

13. Education is the largest industry in any country, but has not participated in the industrial revolution and is still highly labour intensive. From a financial view point, a reduction in recurrent cost is essential for further expansion and development, even if this involves a greater capital outlay. There is some evidence provided by a Unesco team in Beirut that programmed instruction may under certain conditions meet this requirement .

Note on the Unit Cost of Programmed Instruction

1. In general terms, the pattern is to determine under what conditions the use of programmed instruction leads to economies in the total cost of education. This problem may be approached in different ways since a number of variables are involved, including the number of students participating in the course, the recurrent cost per student under different conditions (traditional teaching or programmed instruction) and the cost of programming. The present note discusses two specific questions :

- (a) if it is decided in advance that a certain specified number of students will participate in programmed instruction courses, what are the conditions for achieving economies?
- (b) if the unit cost and the initial cost of programming are known, what is the minimum number of students that should participate in programmed instruction to make it a viable proposition?

2. Let the recurrent cost per student be u_t under traditional teaching methods and $p.u_t$ when using programmed instruction techniques. It should be noted that $p.u_t$ is not the real unit cost of programmed instruction, since the initial investment (I) required for the preparation, testing and validation of programmes must be incorporated. The real unit cost u_i of programmed instruction may be expressed as follows :

$$u_i = \frac{I + p.u_t \cdot N}{N} \text{ ----- (1)}$$

where N is the number of student years spent on the programme course. (If the programme is used for one year only, N is the same as the enrolment during that year, but normally a programme is used for several years, so that the number of students in a given year is a fraction of N.)

3. If programmed instruction is to lead to a reduction in real unit cost, then the following condition must be satisfied :

$$u_i = \frac{I + p.u_t \cdot N}{N} < u_t$$

Since N is positive, this may be written as :

$$I + p.u_t \cdot N < u_t \cdot N \quad \text{or :}$$

$$I < u_t \cdot N (1 - p) \text{ ----- (2)}$$

Because I and $u_t \cdot N$ are both positive, it follows that $(1 - p)$ must also be positive.

4. If the number of participants is decided in advance, and considering that u_t is known, this inequality may be written :

$$I < C \cdot q \quad \text{-----} \quad (3)$$

where $q = 1 - p$ and $C = N \cdot u_t$.

In other words, there exists a direct linear relation between I and q.

5. When the initial programming cost (I) is known and the reduction in recurrent cost q can be estimated, it is possible to determine the number of student years N required to justify the introduction of programmed instruction.

We have inequality (2) :

$$I < q \cdot u_t \cdot N$$

from which follows, since all values are positive :

$$N > \frac{I}{q \cdot u_t} \quad \text{-----} \quad (4)$$

In the Lebanese example, where $I = 1,000,000$, $q = .50$ and u_t is 200, we find that N must be larger than 10,000 (e.g. 2,000 students during 5 years).

6. In most cases, it is easy to estimate I and u_t and, therefore, the ratio $\frac{I}{u_t}$. If this ratio is regarded as a constant E, and if N and q are considered as variables, inequality (4) may be written as :

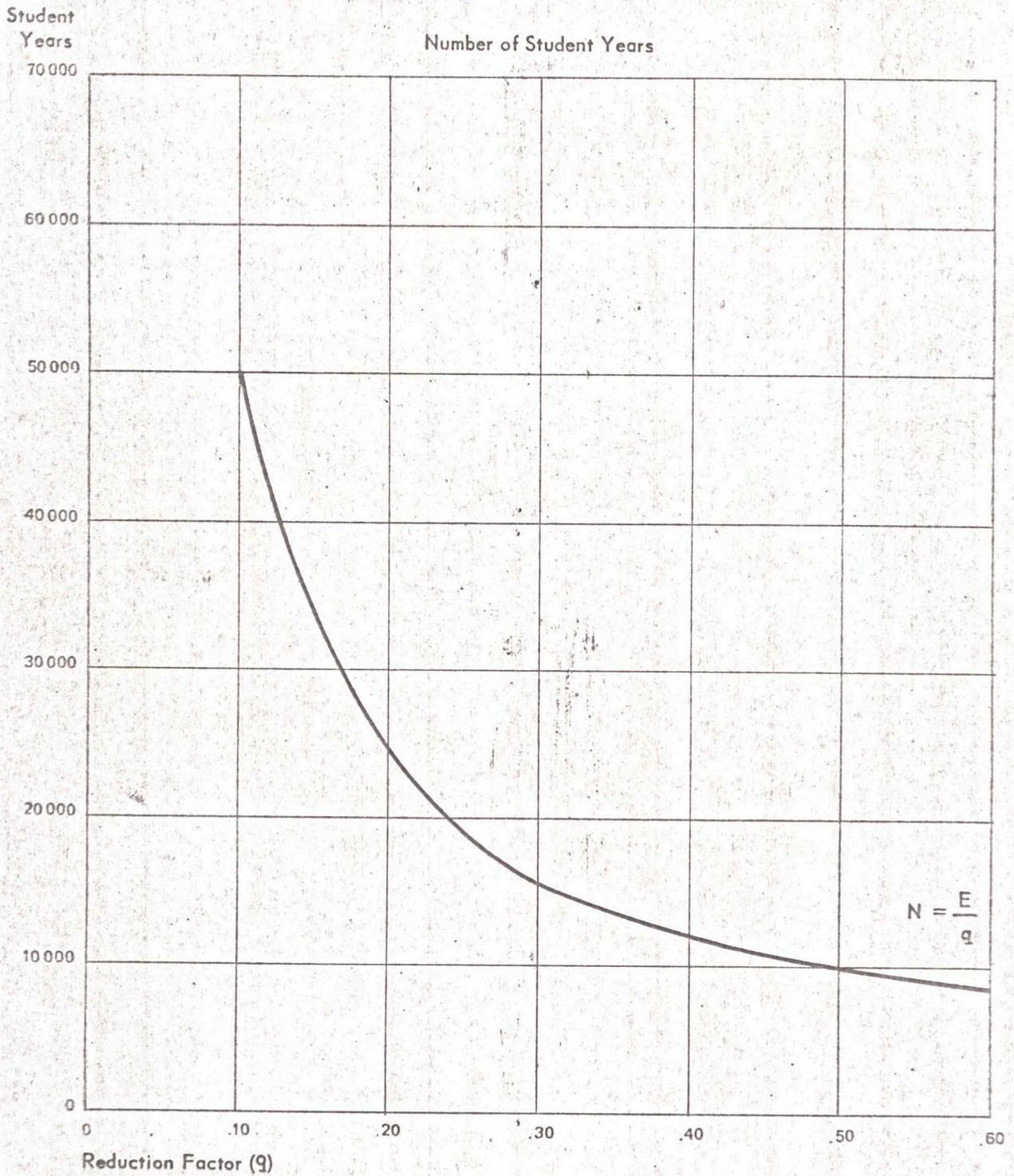
$$N > \frac{E}{q}$$

Inspection of graph 2 $N = \frac{E}{q}$ shows that, in order to achieve economies :

- (a) the number of participating students does not need to be unduly large;
- (b) that even a reduction of 25-30 per cent in recurrent cost may yield considerable savings.

Graph. 2.

REDUCTION FACTOR OF TRADITIONAL METHOD AND ITS RELATION TO



Graph. 2.

REDUCTION FACTOR OF TRADITIONAL METHOD AND ITS RELATION TO

