UNITED NATIONS
DEVELOPMENT
PROGRAMME

GOVERNING COUNCIL
INTERSESSIONAL COMMITTEE OF THE WHOLE
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Agenda item 5 (c)

OTHER MATTERS WHICH WOULD FACILITATE RESOURCE
MOBILIZATION AND STRENGTHEN THE EFFECTIVENESS
OF THE WORK OF THE GOVERNING COUNCIL

Measures to Promote a Better Understanding
Of the Role and Activities of UNDP and of
The Resource Needs of the Programme

Note by the Administrator

SUMMARY
The Administrator provides in this paper an overall analysis of
UNDP's efforts, and problems encountered, in projecting the
Programme's identity, explaining its complex roles, and gaining
due understanding of its achievements, in the international
community. Steps that could be taken to promote better under-
standing of the Programme are described, together with needed
improvements in methods of mobilizing financial resources and
in information capacity.

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INTRODUCTION

1. During the first session of the Committee, many members referred to the subject
matter of agenda item 5 (c) in preliminary terms, affirming their view that UNDP
does confront image problems, that there is need for more salesmanship, and that
more should be done to communicate the achievements as well as the resource needs
of the Programme. Other members cautioned about possible exaggeration of the
extent to which the recent decline in levels of contributions to UNDP should be
attributed to issues of publicity and external information. The Administrator
responded to various aspects of the discussion in a written note.[1]

2. This paper should be examined together with relevant parts of documents
prepared under agenda item 5 (a) and (b), since the quality and extent of
understanding of the role, activities and resource needs of the Programme,
certainly in decision-making and decision-influencing circles, is obviously
affected by the manner of its governance and of evaluation of its work.[2]

3. The promotion of such understanding did not receive significant attention in
establishing resolutions for the former Expanded Programme of Technical Assistance
(EPTA), the former Special Fund, UNDP, or the Programme's re-organization in the
Consensus of 1970.[3] The only reference to any such need was that in EPTA,
requesting (recipient) Governments were enjoined to agree "to give publicity to the
programme within their countries".[4]

4. Nor do members of the Governing Council down the years seem to have perceived
any serious problem as regards the quality or extent of outside understanding of
the role, activities and resource needs of the Programme. UNDP's external, public
information has not been substantively discussed by the Council since 1972.[5]

5. In marked contrast is the importance attached by Governments to the promotion
of understanding by and for many other organizations and programmes of the United
Nations development system, financed both voluntarily and by assessment . The major

specialized agencies have always had mandates to promote international awareness of problems and needs in their respective areas of competence; their external information activities are regularly reviewed by their governing bodies. The promotion of understanding of the needs of children, and of the role, activities and resource needs of the United Nations Children's Fund (UNICEF), is regarded in the UNICEF Executive Board as a significant undertaking and is periodically discussed in depth. In a charter resolution for the United Nations Fund for Population Activities (UNFPA), the Economic and Social Council stated as one of the Fund's four main aims and purposes, "to promote awareness, both in developed and developing countries, of the social, economic and environmental implications of national and international population problems."6/ Similar promotional mandates have been assigned to most other major United Nations voluntarily financed programmes, in various instances enabling resort to programme/project funds for such information work, which naturally leads to increased understanding of the institution's role, endeavours, and resource needs as well. The only comparable promotional mandate assigned to UNDP is for technical co-operation among developing countries (TCDC).7/

7. The anomalies are significant enough to merit some examination of their origins. The language of all establishing resolutions for UNDP and its predecessors is markedly matter-of-fact and technical, devoid of exhortation or terminology reflecting any collective sense of a need to mobilize public and governmental support either for technical co-operation or the multilateral instrumentality being established to provide it. The language, read in retrospect, reflects the prevailing benevolent attitude towards development assistance and towards United Nations multilateral co-operation. It seems based on a tacit understanding that UNDP would receive (as indeed the Programme did receive) substantial and increasing financial and policy support as the major multilateral machinery for grant development co-operation with developing countries.

8. The absence of references to a need to promote understanding of the importance of technical co-operation with developing countries suggests that in those earlier years such co-operation and assistance were well understood in the expanding international development community as the very foundation-laying process of economic and social development in the developing countries. Technical co-operation, too, was probably perceived as a technique rather than a substance or a sector needing promotion; and it may also have been assumed that the promotional roles and activities of the sectoral organizations of the system would automatically reinforce policy and financial support for UNDP. There may also have been an earlier assumption that, to the extent the Programme would need public information support, it could be provided by the United Nations Office, later Department, of Public Information.

9. In any event, it is evident that there is no cumulative record, along the unfolding history of UNDP, of particular intergovernmental attention to its need to promote better understanding of its role, activities and resource needs. The Administrator is, however, convinced that there is such need. The adequacy of UNDP external information is certainly not the sole factor in the Programme's declining

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levels of contribution. But as the present paper will demonstrate, UNDP stands at
major relative disadvantage in resources to secure the understanding which the
Committee has inscribed for discussion in its agenda. This is a severe handicap
for the organization of the United Nations system charged with mobilizing by far
the largest volume of voluntarily contributed grant assistance, in its very
character possessing the least visible and least self-explaining identity, and
constantly receiving sensitive new mandates requiring strong international support.

I. UNDP'S IDENTITY AND IMAGE

10. Examination of the present state of UNDP's identity in the world at large
requires some precision of meanings. Broadly speaking, an organization may have
three types or levels of identity and image:

* An alive and positive identity in the community, meaning that the
  organization is frequently in the public eye, its name instantly
  prompts supportive response, and people have at least limited images
  of what it does;

* A sleeping identity, in the sense that the organization is not often
  in the public eye, but when its name arises people basically
  understand what it is and what it does, and there is then a favourable
  response to it;

* A vague identity, meaning that the organization may not only seldom
  come into public notice but, even when it does, its name will have
  only vague connotations with uncertain imagery.

All three of these types of identity may apply to the same organization, in
different specific audiences.

Analysis of audiences

11.   While resources have never been available for any structured international
survey of the Programme's identity, the following are best estimates of this among
five types of audiences:

(a)   UNDP does not have instant public identity anywhere in the world. It is
doubtful that the average citizenry anywhere is in any sustained way conscious of
the existence of UNDP as UNDP. For the general public in most countries, the
Programme's existence, and its identity at any one moment of its visibility, is
probably contained within such larger concepts as "the United Nations" and "aid
through the United Nations", with the images being affected by current attitudes
towards "the United Nations";

(b)   UNDP seems to be quite well known as UNDP among media professionals of the
developing countries, and by at least the development-oriented media professionals
of a number of European countries. In the generality of media in industrialized
countries, the Programme as UNDP does not have a sustained identity. Its
individual identity has to be revived, as it were, per information effort, and as
often as not, editors reduce it to the "United Nations";

(c)   Among non-governmental organizations either closely following United
Nations system events and issues, or engaged in a sustained way in world
development questions, the Programme is certainly known; but its name and roles do
not stimulate primary attention compared with those of major sectoral United
Nations system organizations or the degree of attention given to international
financial institutions;

(d)   Among the majority of the world's legislators and their staffs, UNDP as
specifically UNDP is still insufficiently known. It certainly has an identity
among legislators who have committee or related responsibilities for foreign
affairs, development co-operation or, in developing countries, national development
planning or its equivalents. For most other legislators across the world, a
realistic estimate would be that UNDP's identity requires constant direct reminder,
although many are aware of the economic and social development roles of the United
Nations system in general, or of sectoral agencies in which they are interested;

(e)   Within the executive branches of Governments, the identity of UNDP ranges
from the very concrete and detailed within foreign services and development
co-operation or Planning/Co-ordination departments, with sound knowledge of the
Programme on a sustained basis among hundreds of permanent mission staff at various
centres of the United Nations system, outwards on a declining scale through
sectoral departments where, of course United Nations sectoral agencies are far
better known, and by larger numbers of officials;

(f)   UNDP does have some identity among other individuals and institutions
definable as influentials in decision-making processes concerning international
development co-operation and the relative aid shares through multilateral and
bilateral channels. With them, its image is for the greatest part positive, though
for some nowadays affected either by current questioning attitudes about the United
Nations or, in some countries' business communities, by issues of returned value
for contributions compared with bilateral aid. Its identity, however, is vague;
not very much is really known (or retained from information actually received)
about the Programme, except by institutes, research scholars, and specialists in
United Nations and development affairs.

An invisible organization?

12. Staff of UNDP, frustrated over lack of publicity and now major resource
shortfalls, sometimes question whether the Programme is an invisible organization,
at least in major donor countries. While this might be an exaggeration, it is
obvious to anyone concerned that in these countries UNDP is seldom if ever in the
public eye; seldom the subject of major media reportage or commentary (critical or
laudatory); and possesses only a pale identity in most parliaments compared, for
example, with the World Bank, the International Monetary Fund, major specialized
agencies, or highly identified voluntary programmes like UNICEF.

13. Until recently, the extreme narrowness of UNDP's public identity and
understanding was evidently not considered a serious problem in sustaining policy
and financial support, otherwise the Programme's committed and articulate
interlocutors in national governmental circles would have brought such concern into
the Governing Council before 1982. The Administrator has, however, become deeply
concerned because of UNDP's manifest vulnerability and disadvantage without strong
and constant identity in face of five increasingly powerful factors: the larger

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number of funds and humanitarian needs vying for support from the same constricted
aid resources; the rise of a certain impatience over aid as such; some political
disenchantment with the United Nations; the advent of public expenditure
austerities; and a trend away from multilateralism in official development
assistance.

14. To the extent that UNDP must "sell itself" in defence of its role and of the
developing countries' needs of its services, its task in face of these relatively
new forces is perhaps uniquely difficult for reasons inherent in the Programme
itself. Successive Administrators have consulted eminent public relations
specialists, each of whom has acknowledged these inherent handicaps. Some of these
handicaps should be clearly noted in order to examine feasible remedies.

UNDP's name

15. The identity of and support for any organization that cannot persistently
advertise itself and its products begins with the meanings conveyed in its name
And it is obvious that, beside United Nations funds and agencies carrying in their
very names such instantly explanatory and even emotive words as "children", "food"
"refugees", "health", "environment", "population", etc., the word "development" in
UNDP's name is not very powerful except in developing countries and in a few donor
countries that invest intensively in development education among their citizens.

16. The general, usually ill-informed, disenchantment with aid to the Third World
also takes its toll upon UNDP's information efforts, because the word "development"
prompts scepticism much more than sectoral names. Overall, whether among the
general public, or media editors choosing among Third World stories, or the average
legislator scanning the list of proposed multilateral contributions under pressure
to make cuts, the Programme's name is at best neutral. Consideration might be
given to changing the name, but only with due care over the inevitable loss of
identity and cost of establishing it anew.

The technicality of UNDP's roles

17. Inherent in what Governments wish UNDP in particular to be and to do in
international development co-operation is that its language contains many of the
least self-explanatory terms, save for specialists. Everyone, regardless of
occupation or educational level, can relate to a phrase like "protection of
children" or "attacking world hunger". But even the most adept translation and
explanation of "pre-investment planning", "human resource development", "multi
disciplinary development"..."co-ordination of operational activities", etc., will
not spark a fraction of the same response except within a limited group of official
and professional audiences.

18. UNDP experiences these difficulties daily in its external information efforts
For example, where relatively straightforward information about the work of
United Nations system organization in a single sector may overcome media and Non
Governmental Organizations views about bureaucracies, explication of UNDP's role
may provoke these very syndromes. When journalists do become interested in UNDP'
work and send in stories faithfully describing the tripartite character of
UNDP-supported project, in some 75 per cent of such cases the sub-editor sees r

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reason to print "all this alphabet soup" and either deletes UNDP's name while leaving that of the executing agency, or replaces both with "United Nations". In the ideals of the Charter, "United Nations" should suffice, but it does not for fund-raising for UNDP.

19. Co-ordination, by any description that must usually be brief in remote-despatched information materials, will strike positive chords of response only among those who already understand why it is needed; and scepticism about local bureaucratic co-ordinating committees does not help UNDP's efforts to explain co-ordinated multidisciplinary project design in development work. Yet again, amid frequent impatience in donor country audiences over any aid that does not tackle basic needs, UNDP's multisectoral responsibilities do not sound very dynamic.

Good news is not news

20. The word "development", whatever else may be perceived in it, is positive and does not readily arouse interest in many news media devoted to striking events. By comparison, UNDP's partner organizations are more likely to secure media attention because their names connote authority for continued dangers or problems in their sector, and through such entry onto a media editor's desk they can often achieve publication of what is being done, with their help, about the danger or problem. In a very real sense, UNDP is good news from the start, which does not often make news.

21. A heavily ironic illustration of these subtleties occurred at the time of the November 1982 Pledging Conference. Within the following 24 hours, more international media attention was given to the Programme all across the world than its best efforts had secured in many months, because the news making event was the drastically negative one of announced further cuts in programming flows to developing countries.

The relative invisibility of UNDP's product

22. It is yet again inherent in the nature of UNDP's work that much of what Governments and their peoples achieve in developing countries as a result of UNDP co-operation is far less tangible, photographable, or vividly describable, than the product of many other components of the United Nations development system or of bilateral co-operation, especially capital development.

23. For example, when UNDP-supported efforts to combat trypanosomiasis resulted in the historic breakthrough of cultivation of the disease in vitro, the science editor of an eminent newspaper was not excited. His reaction was "Come back to me when you have figures demonstrating how many people have been helped by this, and then I'll consider it".

24. In pre-investment planning, by its nature, UNDP's work disappears in the physical infrastructure, the actual use of natural resources, the resultant actual energy or industrial plant that rises. Governments announcing capital loan projects, and international and bilateral institutions announcing the financing of these projects, could do much more to acknowledge the foundation-laying work of UNDP in their press statements and other reports.

25. In human resource development, here again the product in personnel trained, managerial and technical development institutions built up, is far less visible and impressive to a lay public than the results of numerous other development co-operation organizations. Amid some disenchantment with aid in many donor countries, any story that involves the reader in reaching into concepts like human resources, and multiplier effects in skills rather than money or concrete, health clinics or hydro-electric dams, will be less interesting.

Money size, or multiplier-effect

26. Yet again, an individual UNDP-supported activity seldom involves a large sum of money compared, for example, with announcements of capital development projects. Ironically, the relative smallness of UNDP's project budgets contains what should be an interesting and impressive characteristic of the Programme: that it generates enormous ultimate multiplier-effect both in the value of the human skills and institutions it helps develop and in the aggregate follow-up capital investment. But the world is no longer impressed by money amounts in hundred thousands, or even several million dollars. Thus, UNDP's multiplier-effect is yet another facet of its identity that is very difficult to promote into concrete media reports or, for that matter, conscious retention by decision-makers from reading UNDP information materials. A leading financial editor remarked not long ago to a UNDP official, "Of course your total annual income is still rather small, isn't it?" A billion dollars is a vital identity threshold today.

The importance of explanation

27. In all these inherent problems of perception of UNDP, one distinct need emerges, namely the special importance of explanation and dialogue in the Programme's external information effort. From its undramatic name, through the complexity of its roles and the relative invisibility of its product, and onwards into issues of multiplier-effect, the Programme requires an unusual amount of active articulation and discussion in order to establish and sustain its identity alongside organizations that lend far more readily to public identification.

II. UNDP'S NEED OF A CONSTITUENCY

28. Perhaps the most serious problem needing to be addressed is that the Programme needs more active local advocacy and support within decision-making and decision-influencing circles. For it will be readily apparent that UNDP does not enjoy the kind of natural constituency in countries which virtually all other organizations and programmes of the system enjoy in one degree or another.

29. There are natural sources of interest and support for food and agriculture, health, education, environment, population, labour and employment, industrialization, etc., among institutions, professional and scientific associations, business circles, and individual citizens of each country. Existence of these constituencies for sectoral and special purpose organizations of the system is actively reflected in their respective programmes of liaison with specialized non-governmental organizations. Whether in media or meetings, or in ongoing contacts with relevant ministries and parliamentary committees, a potential for advocacy, for elucidation of their roles and activities, and for policy and financial support exists within these national constituencies for most arms of the United Nations development system, except UNDP.

30. Although the principal focus of this paper is the major donor countries, it is important to note that even in developing countries UNDP presently lacks many of the means to draw upon its natural constituents which other organizations enjoy for theirs. If UNDP's natural constituents lie first and foremost in the professional community of development planners and co-ordinators, no budgetary provision presently exists to enable UNDP to help this vital profession to attend sessions of the Governing Council (or other relevant bodies), or to join together periodically with their opposite numbers in the official and extra-official development co-operation community in donor countries. Indeed, when it did prove possible to assemble a great many development planning and co-ordination authorities of developing countries at Buenos Aires for the United Nations Conference on Technical Co-operation among Developing Countries, many in attendance remarked that it was one of the rare, and for many the only, occasion when they had ever met each other.

31. For the above reasons and also precisely because so many facets of UNDP need considerable dialogue and elucidation within countries, the Administrator believes that a significant effort should be invested in trying to develop constituencies for the Programme, both in donor and developing countries.

The UNDP Development Study Programme

32. The Study Programme endorsed by the Governing Council in decision 81/30 has some such objectives and emergent functions, although at the widest dimension it seeks to stimulate support and understanding for international development co-operation as such. During 1982, five events took place under the programme's auspices - two workshops co-sponsored with universities and three major lectures, with a total participation of some 600 people.

33. To a varying degree per event, the participants were Government delegates; parliamentarians attending United Nations meetings; representatives of specialized agencies; secretariat staff; representatives of NGOs; professors and students of universities; media representatives; and members of boards of foundations and United Nations related associations. Participants came from virtually all member states of the United Nations and UNDP. Clearly, the Study Programme can contribute towards the building of constituencies for UNDP for a variety of means.

34. Before suggesting action towards these and other identified needs for the promotion of better understanding of the roles, activities and resource needs of the Programme, it is important to examine the quality of its argumentation presently available.

III. MARSHALLING THE ARGUMENT FOR UNDP

35. During the first session of the Committee, many members referred to the need for a wide variety of greater information about the roles, achievements and impact of UNDP. Some also urged improvement in the basic argumentation or rationale for UNDP. The Administrator shares the view that the argumentation that must be available for sustained support of the Programme needs improvement.

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36. At least three arguments need better documentation:

(a)   First, it is time to assemble new authentic research-based material on the function of technical co-operation in the actual experience of developing countries. Many questions are being asked about its function, the extent to which there has been adequate investment in such technical co-operation relative to capital, the issue of sequence and synchronization with capital. More than any other organization in the system, UNDP needs the very best, most authoritative assemblage of real experience in this, its key mandated field, on a multicountry basis far beyond project-by-project extrapolations.

(b)   Second, during the Committee's first session it was urged that UNDP needs to assemble the case for its role and strong financial support by tracing its work of helping to invigorate the trading capacities of developing countries and thus to generate a more dynamic world economy, including donor country economies. 7/

(c)   Third, is the entire issue of multidisciplinary design and co-ordination, including progressive experience from the Resident Co-ordinator function. While it is still early to make a solid assessment of the latter function, the Administrator will pay close attention to every feasible means of improving the information that is required to underpin this vital element of the rationale for the Programme, for use not only in published information but, again, for the process of dialogue earlier emphasized.

37. The above three areas of basic and larger-than-project argumentation, together with improved information on the impact and efficiency of the Programme, may be judged to meet the key needs for the substantive content of UNDP's external information flows. The Administrator would, however, welcome additional suggestions from the Committee.

38. With the foregoing background analysis of problems and needs, this paper will next summarize the Programme's present external information and fund raising efforts, and the resources existing and needed for such effort, and will then present proposals for improvement.

IV.   UNDP'S PRESENT EXTERNAL INFORMATION EFFORTS

39. The means by which a public, non-commercial organization seeks to promote understanding of its work and needs consist of statutory communication to and dialogue with its governors, communication with its various other audiences through the spoken word, organized distribution of prepared public information materials, and efforts to enlist media and NGOs to carry out their own analyses and

reports about the organization's work. As discussed earlier, ideally these various activities should converge with a certain constituency of especially interested and concerned individuals and institutions; these, in turn, would not only redisseminate the organization's outward information about itself, but serve as ongoing advocates, locally interpreting the work and needs of the organization and urging decision-making authorities to provide it with adequate policy and financial support.

Audience analysis

40. An analytical and planning diagram used by the UNDP Division of Information to specify the needs of priority audiences in relation to the Programme's external information activities, is reproduced on the following page. The construct of the diagram is not a target but a series of concentric circles of audiences which interact with each other, inwards and outwards. Around the diagram are summarized the main activities and materials of UNDP's external information flows, with lines from each to the audience of primary (solid line), secondary (dashes) or tertiary (dotted) focus for that activity or material.

41. UNDP's total external information effort is obviously a composite of numerous staff and units and offices, not only of the Division of Information. The Administrator directs the total effort and the Divisions of Information and External Relations are located in his Office and report directly to him. In as decentralized and operational an organization as UNDP, however, the external information functions of UNDP Resident Representatives are left largely to their own local decision and discretion. The Administrator does, however, issue periodic requests to Resident Representatives, and exercises oversight of the aggregate external information effort across the world, from all UNDP offices as well as headquarters.

The spoken word

42. As regards external information by the spoken word and dialogue, the Administrator, the Deputy Administrator, and a range of UNDP headquarters officers visit the capitals and Governments of participating countries every year. In 1982, for example, the Administrator has visited over 20 countries, several more than once; has held discussions with ten Heads of State and over 70 Cabinet Ministers; and has met with some 140 Members of Foreign Relations and Development Committees of Parliaments. In addition to visits by headquarters officials or briefings at headquarters, resident representatives routinely carry out external information work, both in their countries of assignment and during their consultation missions at headquarters of United Nations system agencies. However, there exists potential for more explanation and dialogue by staff of the kind earlier analyzed, and this will be described in the next chapter dealing with improvements.

Printed materials

43. As regards printed information materials, a listing with numbers of copies printed and languages used is in the annex to this paper; each publication's audiences can be identified in the diagram on page 11.
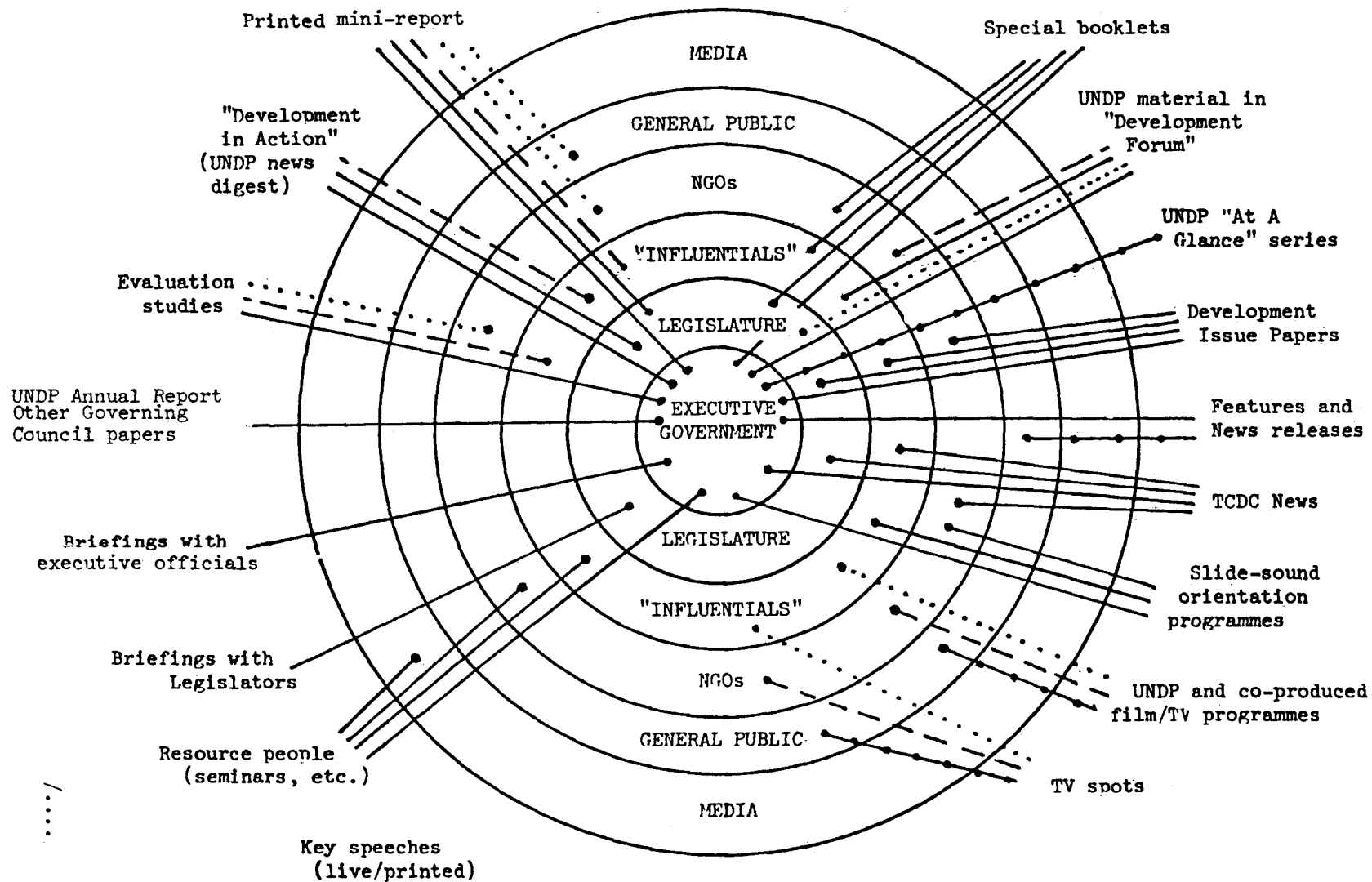
44. For direct mailings, a new computerized system was designed between 1976 and 1978, on three fundamentals of communication: choose your audience don't overload your audience; and don't send everyone everything. Using codings for up to 33 possible professional categories, up to 39 subject interests, and for

UNDP information instruments:

UNDP information instruments:

Printed mini-report

Special booklets

"Development in Action" (UNDP news digest)

UNDP material in "Development Forum"

UNDP "At A Glance" series

Evaluation studies

Development Issue Papers

UNDP Annual Report Other Governing Council papers

Features and News releases

TCDC News

Briefings with executive officials

Slide-sound orientation programmes

Briefings with Legislators

UNDP and co-produced film/TV programmes

Resource people (seminars, etc.)

TV spots

Key speeches (live/printed)

MEDIA
GENERAL PUBLIC
NGOs
"INFLUENTIALS"
LEGISLATURE
EXECUTIVE GOVERNMENT
LEGISLATURE
"INFLUENTIALS"
NGOs
GENERAL PUBLIC
MEDIA

Primary focus: _____ Secondary focus: _ _ _ _ Tertiary focus:........ Multiple focus: _•_•_

language preference, geographical location, and list source, addresses of individuals and institutions have been progressively stored from a base of 4,000 to a total of over 18,000 by 1982. Of course, this total represents many more readers among institutional recipients. The computer system provides list counts, needed print-outs, and then actual mailing labels or directly addressed envelopes. It is now being equipped with access and retrieval for the European Office at Geneva to enable direct mailings from there as well. In addition, of course, materials are distributed in bulk for local redistribution through UNDP offices, United Nations Information Centres, and non-governmental organizations, bringing the total to about 500,000 copies a year.

Special approaches

45. The Division of Information constantly seeks new or adjusted ways to try to overcome some of the special problems of identity and perception confronting the Programme, as earlier analyzed. These include the following:

(a)   Because the Programme is so vast and all-encompassing, every effort is made to highlight activities that given audiences can grasp and will find interesting; for example, the recent special booklet on global and interregional programmes, "No Boundaries";

(b)   UNDP must be communicated in relation to current development issues or newly emphasized needs that are attracting high interest. Thus, special efforts are made to demonstrate UNDP's role in the topics of United Nations Conferences like those on New and Renewable Energy and Least Developed Countries, through kits of materials for media and NGOs. These, and other backgrounding materials like the ongoing series of Development Issue Papers, are in much demand;

(c)   While press releases and conferences announcing new projects are often effective in developing countries, their relative small dollar value and other difficulties make them of little effect among net donor country media. The Division of Information therefore tries instead to interest such media in a development issue or theme as such, and to provide them with background services through which UNDP's role and activities may be perceived.

(d)   Few media in net donor countries will accept finished articles from UNDP. Thus, the Division of Information provides very modest travel assistance and UNDP offices' logistical help and advice to media staff or free-lance writers and broadcasters interested in visiting developing countries and reporting on development progress and problems. Often arranged jointly with other United Nations system organizations and national development co-operation authorities, these media visits (between 60 and 100 a year) entail no prior commitment to write about UNDP and UNDP does not ask to see the articles before publication. Similar seed-funding is done with film and TV organizations, with results for UNDP ranging from no more than honourable mention in the end-credits, to full reportage on a UNDP-supported project;

(e)   Among audiences inundated with institution-promoting materials and facing growing information overload, UNDP materials are kept as slender as possible. The public version of the Administrator's Annual Report was deliberately reduced in

size some years ago to make it more readily absorbable by busy legislators and others in decision-making and -influencing circles. For more economical distribution of basic information about the Programme the first of a series of brochures under the rubric "UNDP At A Glance" has been issued.

Periodicals

46. With so limited a budget (about $1 million a year for all design, printing, translation, distribution, etc.) to try to meet world-wide information-support needs, the Division of Information cannot publish a significant UNDP periodical journal. As a result:

(a)   UNDP relies on, and is a major supporter of, the United Nations system periodical Development Forum which carries articles about UNDP-supported activities to its provenly important readership in the international development community (65,000 copies each month, but total readership very much larger than this);

(b)   The Division of Information publishes approximately quarterly a low-cost digest of news from management and projects, Development In Action. It is designed especially for government executive and legislative branches, and has recently been redesigned to restrict its size for busy readers;

(c)   In response to the United Nations Conference on TCDC and the special mandates to UNDP in the Buenos Aires Plan of Action, the Division has also published since 1979 a quarterly TCDC News digest whose circulation has increased from 13,000 to 25,000 copies entirely on individual request. It should be noted, however, that the Division of Information has had to absorb this entire extra workload from existing staff.

Resident Representatives

47. Resident Representatives normally publish country booklets that describe the role and activities of the United Nations development system in individual developing countries. This has proven more difficult to describe in recent years amid the uncertainties over the size and content of country programme. A number of Resident Representatives also prepare and distribute a periodical newsletter in low cost form, and United Nations Information Centres in developing countries include information from UNDP in their news digests.

Non-governmental organizations

48. The non-governmental community is of very great importance to UNDP, but because of severely limited staff the Division of Information must largely rely upon, and consequently provides substantial support to, the interagency financed Non-Governmental Liaison Services (NGLS) at New York (for North America and Japan) and Geneva (for Europe and Australia and New Zealand). These very dynamic services provide recurring opportunities for the ventilation of development issues affecting UNDP and for speaking engagements or resource person participation by UNDP staff at non-governmental venues. Because of the earlier discussed special importance of dialogue and constituency-building, much more needs to be done to enlist the active support of the non-governmental community.

United Nations information assistance

49. The United Nations Department of Public Information (DPI) provides a number of valuable services to UNDP. At New York and Geneva it provides daily press coverage for Governing Council meetings, and press release and press conference facilities. UNDP-related photographs are stored in DPI's photo library. From time to time, the Department produces a film about aspects of development co-operation of close interest to UNDP, as for example a recent film documentary on TCDC. United Nations Radio also carries UNDP-related features or interviews, when possible.

50. The DPI Division of Economic and Social Information is naturally a special focus of collaboration with UNDP's Division of Information in a wide range of mutually supportive endeavours.

51. United Nations Information Centres offer UNDP materials in their libraries, assist with distribution, and often facilitate media contacts for senior UNDP officials, and are helpful in donor countries where UNDP has no office, in providing feedback on media references to the Programme.

V. FUND RAISING AND INFORMATION RESOURCES

Financial resource mobilization by UNDP

52. In view of the serious erosion of UNDP's mandated resources growth targets, the Administrator convened an interdepartmental task force at the end of 1981 to conduct a complete review of the Programme's financial resource mobilization procedures and needs. The conclusions reached, which the Administrator has accepted, were that, for the 1980s, the Administrator's responsibility in this matter must be more systematically supported.

53. The Administrator has accordingly established a Resource Mobilization system which will assure a more continuous and more comprehensive research and data base for country-by-country and overall trends analysis; permit country-by-country forward-planned resource mobilization programmes each year; and thus also yield more systematic advance guidance to the Division of Information to enable more closely attuned information support efforts for these programmes. A small Resource Moblization Unit has been established in the Executive Office of the Administrator.[9]

UNDP's Division of Information

54. The relatively late establishment of a proper Division of Information in UNDP, only in 1968, can be perceived as a reflection of the better times that then prevailed. Its initial professional staff strength was 8 posts. (UNDP's fund raising responsibilities then exceeded $180 million a year.) The Governing Council, however, recognizing a correlation between the intended steep further increase in Programme resources and public accountability and information support, approved additions in the early 1970s. By 1975, the Division had an authorized strength of 17 professional posts. In the ensuing financial crisis, however, that

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strength was cut back to 10 professional posts by early 1977 and although restored to 12 posts by 1981, in the staff reductions approved by the Council in 1982, the Division of Information was to be cut back to 11 professionals with 11 support staff.

55. While no formula can prove a given correlation between information staff strength in a voluntarily financed intergovernmental organization, and levels of contributions targetted or received, some indications can be adduced. First, for its share of responsibility in mobilizing a target of level of contributions of the order of $1,000 million a year in the most difficult climate in UNDP's history and with a far more complex Programme to explain and account for, the Division of Information currently has only the line staff capacity that it had in better times when the contributions level was less than $350 million and the Programme was much less complex.

56. Second, even allowing that every organization in the United Nations development system has its own mandates, distinctive information needs, and differing structures (e.g. regional offices requiring information staff), a comparison among major organizations shows that the Division of Information of UNDP, which has vastly larger resource mobilization responsibilities, is now nearly the smallest. Moreover, for historical reasons the UNDP division's small staff have responsibilities not encumbering other divisions and not directly serving public information needs; and where most other major organizations have separate units for liaison with NGOs, UNDP does not.

57. In respect of the major responsibilities of the Division of Information in the measures by UNDP recommended hereunder to promote better understanding of the Programme, while some of these may be achieved within existing resources, it is clear that to achieve any significant portion of them will require additional resources.10/

VI. MEASURES TO IMPROVE UNDERSTANDING OF UNDP

58. Based on the analyses in foregoing sections of this paper, and on numerous factors which it necessarily subsumes, the Administrator is able to describe a number of specific steps that can be taken to try to secure better understanding of the role, activities and resource needs of the Programme. These measures are suggested within the framework of the following observations about priorities:

(a)   While the effort to obtain greater visibility for the Programme in important media, especially those in donor countries, should be intensified, resources should not be concentrated on an attempt to secure some large-scale public following for UNDP in those countries. Attractive though this ideal may be, it seems evident that UNDP would only begin to enjoy such following as ·part of a major change in the broad public perception of the economic and social role and value of the United

Nations multilateral system as a whole. While UNDP keenly supports efforts towards that end, especially in very active participation in the Joint United Nations Information Committee (JUNIC) of the Administrative Committee on Co-ordination, this wider goal is not achievable by UNDP itself;

(b)   UNDP's information efforts through prepared materials should be expanded. In such expansion, new and more cogent argumentation for technical co-operation, UNDP's roles, and the efficiency and effectiveness of the Programme, should be presented in order to have an impact on the changed attitudinal climates of the 1980s. There should be the maximum feasible tailoring of information to the needs of individual net donor countries, combined with much more interlocution and dialogue within countries, by UNDP staff and by locally enlisted new constituents for UNDP, because the Programme simply does need more interpersonal and person-to-group explaining than virtually any other component of the United Nations development system.

59. The Administrator urges, however, that it is inherent in the purposes and roles of UNDP in particular, as established by Governments, that the responsibility for promoting better understanding of the Programme rests also with Governments themselves, as some Committee members argued in the first session. No other organization in the United Nations system has been vested, by Governments, with so many uniquely intergovernmental tasks, which by their nature (like seeking cohesion and co-ordination) do not have easy points of reference and receptivity in the extra-governmental world. No other programme in the system rests so heavily on so extensive a social contract among Governments as does UNDP through its five-year forward IPF system, with its unique combination of moral commitment to targets on which developing countries make deep and difficult forward planning allocations, yet the fulfilment of which by net donor countries remains to date voluntary.

60. UNDP's many uniquely intergovernmental tasks also engage another dimension of responsibility in the promotion of understanding of its roles, activities and resource needs: namely the responsibility of Governments to support the effective public demonstration of UNDP's roles through common, uniformly legislated policies through the other governing bodies of the system. Governments must speak with one voice throughout the international machinery for economic and social development which they themselves have created. No other organism of that machinery stands to lose, and already presently loses, as much understanding of its role, activities and resource needs as UNDP if Governments fail in this responsibility.

61. From these overall observations, the Administrator can identify a number of measures to promote the better understanding of the Programme which this agenda item addresses.

Country-tailored information and resource-mobilization efforts

62. The Division of Information launched in 1982 an intensive effort to enlist the help of an appropriate institution or non-governmental organization in each net-donor country to publish a substantial booklet about UNDP in the country's language(s). Seeking to answer criticisms or overcome attitudinal barriers and deficiencies of information in the country, each country booklet would be written

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and published independently by the institution, and given widespread distribution in decision-making and decision-influencing circles. The Danish United Nations Association published the first booklet in mid-1982.

63. Assuming provision of the requisite resources, the Division of Information will also launch an expanded programme of offering the participation of UNDP staff in development-related seminars, symposia, briefings, and other venues especially in donor countries, while such staff are already travelling from UNDP offices and projects on consultation missions, home leaves, or reassignment. UNDP possesses exceptionally valuable information resources in its staff because they can speak from the scene of action, they can explain UNDP's complex roles and activities in cogent and non-theoretical terms, and they can do so from all across the Third World. Organizing such a service of speakers, briefers and resource persons is exacting, but the Administrator is convinced this can be a major and economical contribution to the dialogue about UNDP earlier discussed.

64. As a fresh attempt to determine whether donor country media might accept prepared stories about UNDP activities if prepared within the country by people /ith close media contacts and in the national language, the Division of Information will support a small-scale features service of this kind in one country in 1983.

65. Working from improved forward planning by the new Resource Mobilization system described earlier in this paper, the Administrator's Office will direct, in consultation with each Government, a more intensified process of information, briefings and similar services for decision-making circles in connection with contributions to the Programme.

66. Resident Representatives and their staff have important potential for active external information, not only within their country of assignment but reaching local donor country embassies, aid missions, and other internationally influential visitors. In 1983, DOI will therefore provide them with a new handbook on their external information roles, with practical advice thereon. They will be actively engaged, as required, in the intensified efforts outlined above under the new Resource Mobilization system.

Expanded international information materials

67. Subject to availability of resources, the Division of Information will publish, beginning in 1983:

(a)   The first several short brochures under the series title "UNDP At A Glance", describing different aspects of the Programme's work in various sectors, and answering key questions about policy, organization and funding. These brochures will be published in large quantities and in as many major languages as possible, for both mailings and distribution at conferences and seminars where UNDP speakers will be placed;

(b)   Fresh special "Notes for Speaking about UNDP", covering overall policy, factual data and typical audience questions, to prepare and assist staff participating in expanded public speaking activities;

(c)   A new booklet about the global and interregional programme major thrusts in areas of high interest in the development community;

(d)   The first booklets about UNDP's work in regions (e.g. UNDP in Africa) which can help obtain greater visibility among audiences with region-specific interest;

(e)   Work on the completion of a new basic film about the Programme will reach final production stage in 1983.

68. In addition to this direct publishing, the Division, in 1983, will launch the following activities, subject to available resources:

(a)   The Division will resume experimenting with selective special press announcements about what ought to be regarded as significant UNDP achievements or new projects, while continuing its background information and provision of raw information about such events to media;

(b)   In collaboration with the Bureau for Programme Policy and Evaluation, efforts will be intensified to secure reviews of evaluation reports and other substantive UNDP studies in international and national development-related journals and academic periodicals in order to heighten UNDP's visibility in such readership circles;

(c)   The Administrator will especially encourage and, to the extent consistent with their responsibilities, assist UNDP staff to write and have published significant analytical and other monographs in the same range of journals;

(d)   Every effort will be made to interest a well-known author, and publisher, to prepare and publish on an independent basis a comprehensive book about the Programme, its roles, achievements and resource needs.

Marshalling argumentation about UNDP

69. The Administrator will seek the necessary resources to initiate, on an urgent basis in 1983, the research required into the role and impact of technical co-operation in developing countries, as urged in paragraph 36(a) above.

70. The necessary resources will also be sought to assemble a selected number of illustrative UNDP country histories to meet the important need of argumentation described in paragraph 36(b) above.

71. In addition to the use of the country programming process, descriptive case histories will be extrapolated from experience possessed by UNDP staff about difficulties encountered when separate sectoral projects have not been provided with multisectoral reinforcement, and how such cohesive reinforcement has been successfully assured (see paragraph 36(c) above).

72. Installed new UNDP information systems will be used to assemble and distribute in the appropriate materials a more comprehensive description of UNDP's service roles for bilateral and other development co-operation agencies.

Measures to build up UNDP's constituency

73. The Administrator is investigating the possibility of UNDP sponsoring and organizing an international expert/professional conference of Development Planners and Co-ordinators to review accumulated experience in holistic development programme and project design, techniques of ensuring cross-sectoral reinforcement and forward requirement planning, and other multidisciplinary processes. The Administrator is also examining means of enhancing regular communication and consultation among professionals in this field.

74. The several new initiatives described above for more intensive country-tailored information and resource mobilization will help expand mailing lists of persons and institutions thus reached who can comprise larger constituencies for UNDP and technical co-operation in each participating country.

75. The UNDP Development Study Programme is expected to continue to make its important contribution to this objective. A number of seminars are in preparation for 1983/1984 in Austria, the Federal Republic of Germany, Romania, Turkey, and the United States of America as well as further lectures at United Nations Headquarters. A number of countries pledged financial resources or assistance in kind to activities under the Study Programme's auspices at the 1982 United Nations Pledging Conference.

76. In developing countries, resident representatives will be encouraged to enlist the more continuous and active support of appropriate non-governmental organizations, United Nations Associations, and relevant professional bodies in raising the profile of the Programme.

77. From time to time the idea of establishing National Committees for UNDP has been broached. The Administrator's overall assessment of this idea is that the evolution of such Committees, or their equivalents, should probably be a local national result of the building of the constituencies described above, rather than an artificially and universally prescribed prior objective. Supporters of UNDP within individual countries would, however, be in a better position to judge the value and viability of such Committees. The views of the Intersessional Committee of the Whole would be welcomed on this.

Information provided to Governments (executive)

78. The flow of information about achievements and impact of projects will be increased, by a special annex for the 1982 Annual Report, by continuing such coverage in the quarterly digest Development in Action, and by issuing several succinct project achievement reports each month.11/

79. The Division of Information will consult by questionnaire with the liaison offices of net donor Governments to try to improve on the distribution of information materials to other executive-branch officials beyond those recipients already included. (In developing countries, this is more easily achieved through UNDP's offices which carry out such distribution according to thoroughly prepared lists.)

80. More donor Governments might wish to secure their own periodic assessments of UNDP's work at the field level in developing countries, subject to the consent of their Governments, as was mentioned in the Administrator's observations on this agenda item during the Committee's first session.

Information provided to Governments (legislative)

81. The Division of Information is intensifying its efforts to ensure that all legislative representatives of Governments receive, in usable size and frequency, basic progress information from UNDP in printed form. For example, the shortened, reformatted UNDP news digest, Development in Action, is now being sent to parliamentarians as of issue number 5 (October - December 1982).

82. Visits to, and/or New York briefings of, members of key parliamentary committees by the Administrator and/or other senior officials of UNDP will be intensified to the maximum extent possible in relation to the wishes of such legislative members. In these important forms of communication, once again the Administrator relies heavily on the initiatives and advice of UNDP's executive branch liaison authorities at New York and in home capitals. An important expansion of such communication and dialogue with parliamentarians may be possible through the planned expanded Speakers Service described above.

83. Reference was also made during the Committee's first session to enabling donor country parliamentarians to visit the UNDP-supported projects of Governments of developing countries. The Administrator believes that this is a most important further means of providing donor parliaments with their own directly secured information about the role, activities and resource needs of the Programme, subject to the concurrence of the responsible Government authorities of developing countries.

Promotional roles of Governments themselves

84. The Administrator recognizes that the extent to which any participating Government may wish itself to undertake more active promotion of understanding of the role, activities and resource needs of UNDP, beyond its crucial role in the decision-making process for financial contribution and policy support, is within the sovereign prerogative of each Government. Some recommendations in this respect, however, may be of assistance.

85. Net donor Governments may wish to consider how they might support special reviews, perhaps under the aegis of appropriate development institutes and/or non-governmental organizations, to focus on the role, achievements, problems and resource needs of the United Nations development system in its operational activities. Such national symposia or other means of discussing these topics would automatically place UNDP within the total work of the system. Co-sponsorship with the UNDP Development Study Programme, as already planned with some Governments, might also be considered by others.

86. Net donor Governments whose Development Co-operation Agencies publish regular journals or newsletters might consider, as some have offered, more frequent exposure therein of the role, activities, and achievements of UNDP as their own intended centrepiece in multilateral technical co-operation.

87. In addition to duly acknowledging UNDP's preparatory role in bilateral loan projects as mentioned above, net donor Governments might consider ensuring that, when UNDP co-ordinating or catalytic services to a developing country or group of countries result in bilateral co-financing, these UNDP roles receive appropriate publicity and reporting to their parliaments.

88. Developing country Governments may consider whether their information services could do more to publicize co-operation with UNDP, and to bring UNDP's role to the attention of visiting journalists from donor countries.

89. Developing country Governments may also consider how they could better support UNDP by making their voices more effectively heard among UNDP's major donor communities as to the value they attach to the Programme and its many roles, and as to the importance of meeting Third Cycle resource targets on a more assured basis. This could be done both through embassies of donor countries, in the course of meetings of aid consortia, meetings of ministers of finance, and by special high-level representations in the capitals of major donor countries.

Participating and Executing Agencies

90. While cordial and effective working relationships exist between the UNDP Division of Information and the corresponding divisions of Participating and Executing Agencies, the Administrator is concerned over the number of instances, from project levels to internationally distributed press releases and booklets, where the role of UNDP is not acknowledged. Each such instance is an obvious loss of visibility for the Programme which, for its part, maintains strict instructions that the role of any executing agency is invariably to be acknowledged in UNDP-originated external information. A number of the agencies have far greater information power than UNDP, which makes their full reciprocal support the more vital, and the thousands of UNDP-financed project staff are themselves sources of information support.

91. As with the acknowledgement of UNDP preparatory roles in capital loan projects so with these agency acknowledgements the problem is not simple, and may originate in the dropping of a reference to the Programme in descriptions of a project long before the raw data reach an information division. UNDP is completing an intensive review of all aspects, prior to the appropriate interagency consultations to secure remedies.

United Nations Department of Public Information (DPI)

92. The Committee on Information of the General Assembly, in its 198 recommendations, has urged that the Department of Information and UNDP shoul co-operate more closely, both at headquarters and in the field, in order t concentrate their resources, avoid duplication, and effectively foster the proces of development. The Administrator welcomes the Committee's interest in suc co-operation, as also its interest in measures to promote greater understanding o and support for the achievements of the developing countries and the role of th United Nations development system.

93. A joint task force reporting directly to the Administrator and the Under Secretary-General for Public Information is currently examining all possibl measures to enhance collaboration, in the first instance between UNDP Residen Representatives and United Nations Information Centres (a number of which ar

directed by resident representatives). One important question is how to provide at least minimal information capacity for joint needs in UNDP offices where there is no United Nations Information Centre. United Nations Centres can make valuable contributions through increased local public information about the work of UNDP and the development system. All aspects of headquarters level collaboration will also be reviewed with United Nations-DPI during 1983.

The Administrative Committee on Co-ordination (ACC)

94. The Administrator attaches importance to the work of the Consultative Committee on Substantive Questions (Operations) of the ACC regarding problems of securing adequate international understanding of and support for the Operational Activities of the United Nations system. This is also of direct relevance to the point made in paragraph 61 (a) above. UNDP will provide all possible collaborative resources for the joint interagency public information effort about Operational Activities which is being examined by the ACC through its two relevant subsidiary bodies, Consultative Committee on Substantive Questions (Operations) and the Joint United Nations Information Committee (JUNIC).

VII. CONCLUSION

95. This review will indicate that UNDP confronts substantial, serious constraints, both inherent in the Programme's character and deriving from insufficient resources, in securing a better understanding of its role, activities and resource needs. No other organization in the United Nations development system confronts comparable constraints, or of course has so large a mandated responsibility for assured, increasing, voluntarily contributed financial resources for grant development co-operation with the developing countries.

96. The Administrator is, however, convinced that very considerable improvement in the understanding of the international community of the role, activities and resource needs of the Programme can be achieved if the proposals presented herein are implemented by all concerned.

Notes

1/   DP/1982/ICW/CRP.1, 14 September 1982.

2/   DP/1983/ICW/5,6 and 8.

3/   General Assembly resolution 2688 (XXV).

4/   Economic and Social Council resolution 222 (IX), Annex I, 15 August 1949.

5/   DP/L.203, December 1971.

6/   Economic and Social Council resolution 1763 (LIV), 18 May 1973, operative para. 1 (b).

7/   Recommendation 34 et seq., Buenos Aires Plan of Action, A/RES/33/134.

8/   See DP/1982/ICW/CRP.1, paras. 2-4. Part of this information would come from the research suggested in para. 36(a) above, but the undertaking of both these activities, even after any possible redeployment, could not come from existing resources.

9/   Resource distribution functions (e.g. IPF proposed calculations) have been relocated in the Planning and Co-ordination Office (PCO).

10/   The Administrator acknowledges with appreciation the special contributions of the Governments of Italy and Sweden in providing one Junior Professional Information Officer each to the Information Section at Geneva.

11/   See also DP/1983/ICW/6, para. 57, 65 (d).

1981 AND 1982 MATERIALS PRODUCTION

The following pages list materials produced by the UNDP Division of Information (DOI) for wide distribution in 1981 and in 1982, financed from the Division's regular budget resources. This production in four languages totalled 501,050 copies in 1981 and 391,550 to 15 November 1982:

NUMBER OF COPIES BY LANGUAGE

1981 output		1982 output	
Languages	Copies	Languages	Copies
Arabic	38 600	Arabic	31 150
English	331 950	English	246 350
French	99 950	French	61 850
Spanish	37 250	French/Eng.	5 000
Other	3 000	Spanish	22 000
		Other	25 000
	501 050		391 550

(Items range from 2 to 68 pages: total page units published reaches many millions each year. 1982 output reduction was due to budget uncertainties.)

In addition, DOI produced many other information outputs in limited copies for smaller distribution (e.g. speeches, the Administrator's Annual Report, project achievement sheets, etc.) and contributed ideas, content and/or financial support for multiple outputs produced by others outside of UNDP (radio programmes, film co-productions, magazine/newspaper articles, etc.).

Finally, in any given year, DOI produces varying amounts of materials for, and at the cost of, other UNDP or UNDP-related financing sources. In 1981, this totalled 241,600 copies of materials in four languages, and in 1981 up to November, 68,000 copies. Nearly one-half of these totals is for the International Drinking Water Supply and Sanitation Decade.

NUMBER OF COPIES PER LANGUAGE a/

PERIODICALS Development in Action (AEFS)	Copies	TCDC News b/	Copies
1981 (2 issues)	24 000	1981 (3 issues)	73 000
1982 (2 issues)	26 000	1982 (2 issues)	51 200
Mini-version of Annual Report (AEFSJ)		UNDP News (staff publication)	
		1981 (3 issues, E)	39 000
UNDP in 1980, World in 1990	83 000	1982 (5 issues, E)	65 000
1981 Promises to Keep (AEFSJ)	83,000		

a/ A=Arabic, E=English, F=French, S=Spanish, J=Japanese, G=German, C=Chinese.
b/ Printing costs partly funded from outside of DOI budget.

SERIES			BOOKLETS AND KITS	
International Co-operation Dossiers			1981: Energy kit	17 500
1981 - 6 LDCs (AEF)		27 500	cover and 17 items	
1982 - 1 regional, 2 sub-		9 100	1982: Information Materials	5 000
regional, LDCs (AEF)			Available Booklet (E/F)	
Development Issue Papers for '80s			Jojoba - kit cover, 6 items	5 000
1981: 3 new, 16 reprinted		41 700	(AEF)	
(AEFS)			Guide for NGO collaboration	3 500
1982: One new (AEFS)		8 000	(E)	
Women in Development			Global Interregional	550
1981: reprints (E)		3 800	Catalogue (E)	
UNDP At A Glance			FEATURES/RELEASES/FACT SHEETS	
1981: "Overview" (AEFS)		90 000	1981 Textual Material	33 700
1982: Updated "Overview"		115 000	1981 UNDP Flow Chart	80 600
(AEFSJGC)			1982 Textual Material	20 500

FILMS

1. "One and a Half Dreams", this UNDP basic film produced by UNDP/DOI in 1972, was still in demand in 1982 for group showings and telecast. A new basic film is planned in 1983/84.

A. Certified audiences in group showings, largely in the United States but also in the United Kingdom, France, Spain and Canada, reached a total of 1,066,719 viewers as of 31 October 1982.

B. Television. On the basis of verified showings in every state of the US, and applying an industry-wide formula for estimating actual viewers, DOI calculates the total audience reached as 30,001,400 people. It is also calculated that free verified TV time received in the US was worth $175,000.

2. "PUBLIC SERVICE" TV SPOTS

1. Two sets of four TV spots - one-minute filmed/animated announcements used during commercial breaks - were produced and released by UNDP/DOI during the 1970s. The first set was released repeatedly, in 1970, 1972 and 1974; the second set was distributed in 1979. Station response cards and approximately 8,000 letters from viewers show that the spots were telecast - and frequently repeated - in every US state, by all three networks, on several occasions during major attractions in "prime time", and must have reached a total audience of tens of millions. The spots were also used in a number of developing and major donor countries, sometimes on television but more often (in Denmark, for example) in audio-visual group presentations or educational materials on development co-operation.

2. In addition, UNDP/DOI has worked with VISNEWS in the late 1970s in producing two 3-minute TV "shorts" for use by the large number of TV stations around the world that telecast VISNEWS material. One short was on the first-ever geothermal power generation in Kenya, based on a UNDP-assisted project, the other on tse-tse fly control in Africa with UNDP/FAO assistance.

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