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PROGRAMME IMPLEMENTATION

ANNUAL REPORT OF THE ADMINISTRATOR FOR 1984

Human resources development

Note by the Administrator

1. The purpose of this paper is to bring the Governing Council up to date on developments regarding the issue of human resources development since this subject was discussed at the Council's thirty-first session.
2. It will be recalled that at that session the Administrator drew attention to the crucial role of human resources building which had not received adequate attention in the development process at the national and international levels. He proposed to the Council that it consider and recommend to the General Assembly at its thirty-ninth session the convening in early 1987 of a world conference on human resources development to examine all of the relevant aspects of the subject in a multi-disciplinary manner. A number of members of the Council expressed support for this proposal and a draft decision endorsing it was presented to the Council. A consensus was not reached in the Council, however, because of the lack of time. In the light of this, the Administrator informed the Council that he sensed that it would not be inappropriate for him to pursue the objectives and course of action outlined in his proposal and emphasized his intention to consult closely with representatives of all Council members.
3. Following consultations with Member States, the Administrator concluded that in view of the several other new initiatives UNDP was presently embarking upon, he would not pursue his proposal for a global conference at the

thirty-ninth session of the General Assembly. Instead, he decided to first initiate a process of consultations, in-depth study and research in order to launch a world-wide campaign of reflection and action to strengthen the role of the human factor in development. In pursuit of this objective, the Administrator established on 1 November 1984 a Human Resources Task Force within UNDP to advise him on the practical measures required for the initiation and implementation of such a process. The Task Force was mandated to consider various approaches, such as the possibility of convening regional workshops or seminars, and will co-operate with Governments, United Nations system organizations, the scientific community, non-governmental organizations and the private sector in mobilizing the necessary support for its activities.

4. On 21 November 1984, the Administrator informed the Second Committee of the General Assembly of his intention to assemble a group of eminent experts to explore the full extent of a comprehensive process to make the global community aware of the importance of the human dimension in development and to advise on the practicable and operational approaches necessary for addressing the issue. To this end, the Administrator proposes to convene in early September 1985 a small international workshop of eminent experts, both practitioners and academicians, from relevant disciplines and varied cultural and regional milieux, to advise him on the subject and to develop in more detail the operational concepts and issues related to human resources development.

5. More specifically, the purpose of the workshop would be to: (a) review and reassess the role of human resources in the development process; (b) analyze the internal and external factors affecting human resources development; (c) explore new approaches and means of promoting human resources development; and (d) recommend ways in which technical co-operation, particularly in the building of human resources for which it has a special responsibility, can be strengthened for the benefit of the development process as a whole. This should be done by taking into account the work of various relevant disciplines of the social sciences and diverse cultural and historical backgrounds, as well as by bringing together eminent theoretical minds and practitioners with a wealth of experience. The workshop would thus be composed of about 20 participants from all major regions of the world who would represent among themselves the whole gamut of the social sciences and of development experience.

6. On the basis of the findings of the workshop's participants in clarifying issues, in more precisely identifying problems and opportunities and in setting forth recommendations, the Administrator intends to launch a major effort to promote the development of human resources, in particular through technical co-operation to enhance the quality and quantity of human capital inputs in the development process. The overall aim of the workshop is thus to help make the development process more effective by strengthening the role of human resources in that process.

7. Future action might be initiated at regional and national levels. Regional and subregional workshops or round-table meetings, involving respected scientific and other institutions in the developing world, might be

convened which would include the participation of those authorities that bear the main responsibility for the formulation and implementation of programmes for human resources development. Both regional as well as national policy-making bodies and institutions should take an interest in such deliberations. Preparatory work might involve commissioning in-depth studies to analyze the human resources issues as they relate to particular regions or subregions and country case studies to examine why some countries, through building the necessary human resources, have succeeded in their development efforts and others have not. Such an approach could also facilitate discussions at national levels where the recommendations emerging from these meetings could eventually become part of the policy-making and legislative processes and assume a more operational character. In this process, the relevant United Nations system organizations and other intergovernmental bodies should also be involved according to their mandates and overall interest in human resources issues.
