



**Governing Council
of the
United Nations
Development Programme**

Distr.
GENERAL

DP/1985/8
6 May 1985

ORIGINAL: ENGLISH

Thirty-second session
June 1985, New York
Item 4 (b) of the provisional agenda

POLICY

PROGRAMME IMPLEMENTATION

IMPLEMENTATION OF DECISIONS ADOPTED BY THE GOVERNING COUNCIL AT PREVIOUS SESSIONS

Measures to promote better understanding of the role and activities
of UNDP and of the resource needs of the Programme

Note by the Administrator

Summary

The Administrator considers in this note, as requested by the Governing Council in decision 84/7, specific proposals for the strengthening of the UNDP Division of Information (DOI) and its activities in light of previous Council discussions on the need to promote better understanding of UNDP's role, activities and resource needs. After weighing these proposals and taking into account existing budgetary constraints, the Administrator is recommending in chapter IV a modest increase in DOI capacities. The financial implications are incorporated in the proposed programme support and administrative services budget for the 1986-1987 biennium (DP/1985/57).

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INTRODUCTION

1. During its deliberations in 1982, 1983 and 1984 on measures to mobilize increased resources for UNDP on an increasingly predictable, continuous and assured basis, the Governing Council and its 1982-1983 Intersessional Committee of the Whole (ICW) devoted considerable time and concern to the question of UNDP's information activities and needs. The ICW agenda item, "Measures to promote better understanding of the role and activities of UNDP and of the resource needs of the Programme", was discussed on the basis of a brief conference room paper (1983/ICW/CRP.1) and a later detailed review paper (DP/1983/ICW/7) requested by the ICW.

2. The Governing Council, in decision 83/5, section III C, paragraph 1, recognized "...the need for strengthening of the efforts of the Administrator and his staff, Governments of both recipient and donor countries, and co-operating agencies within the United Nations system to disseminate selective and timely information about the United Nations Development Programme and its programmes, projects and achievements." In paragraph 2 of this section, the Council also agreed "...that the Administrator should explore and implement the action proposals made in his note ...(DP/1983/ICW/7) and report thereon to the Governing Council."

3. In response, the Administrator submitted to the thirty-first session of the Council a progress report (DP/1984/10) on his exploration and implementation of the action proposals approved in decision 83/5, designed to enhance the identity and image of UNDP and to extend the flow of information to key audiences about the role, activities, achievements and resource needs of the Programme. That paper reported that the UNDP Division of Information continued to operate under severe staff and other resource constraints, and that a number of initiatives approved by the Council in decision 83/5 had inevitably proved impossible to carry out (paragraph 66). The Administrator informed the Council, however, that in keeping with the present policies of containing the growth of administrative expenditure, no recommendations for increased staffing were being made (paragraph 71). He repeated his appreciation in the difficult circumstances of the special contributions of two Junior Professional Officers (JPOs), one each by the Governments of Italy and Sweden, and would welcome further contributions of JPOs or of any other appropriate kind (paragraph 72).

4. Following the discussion based upon DP/1984/10, the Governing Council adopted decision 84/7 which included, inter alia, the following:

"The Governing Council,

"Recognizing that the expanded support for the United Nations Development Programme and the growth in its resources are linked to knowledge and appreciation of the role and achievements of the Programme, particularly in donor countries,

"Considering that the United Nations Development Programme, with the largest volume of voluntary contributions to mobilize each year and the most difficult image to project, has one of the smallest

information budgets among the major funds and agencies of the United Nations system,

...

"2. Requests the Administrator to submit specific proposals, together with the budgetary implications, if any, for the strengthening of the Programme's Division of Information and its activities to the Governing Council at its thirty-second session."

5. The present note represents the Administrator's response to the Council's request.

I. HISTORY OF UNDP'S INFORMATION CAPACITY

A. Late start, growth, and subsequent reduction

6. Established as a discrete unit only in 1968, DOI may be characterized as a late comer on the information scene in the United Nations system. By contrast, the information arms of the United Nations, the major specialized agencies, and some voluntarily financed entities have been in existence for nearly 40 years and, accordingly, have built up their resources and activities over a considerably longer period than DOI. The Division, nonetheless, substantially increased its staff strength until 1975, only to be reduced in subsequent years until it was very nearly back to its 1970 level by 1985.

7. The reasons for this relatively late start may be briefly summarized. Neither of UNDP's predecessor organizations, the Expanded Programme of Technical Assistance (EPTA) and the Special Fund, had been assigned mandates to promote awareness of the importance of technical co-operation and pre-investment. The predecessor organizations were indeed expected to render account and report, but there was, perhaps, a more general assumption then that few special efforts were needed to explain United Nations technical co-operation and pre-investment activities to wider audiences than Governments through governing bodies. By contrast, older (and later some new) entities in the United Nations system were given explicit information mandates and roles to advance their organizations' goals, functions and programmes, which led to growing information arms.

8. There was also an expectation, during the earlier years of EPTA and the Special Fund, that the United Nations Office of Public Information would be able to provide such information support as these operational organs required.

9. In 1968, however, the Administrator reported to the UNDP Governing Council that special efforts were required to promote public awareness of the Programme not only to ensure its financial backing but also to increase understanding of the projects it supported. The growing needs for information activities led the Administrator to propose the establishment within his own office of a Development Support Information Service (DP/L.54, paras. 18 and 19). The Governing Council in 1968 approved the establishment of the Service with a total of eight professional and six General Service posts.

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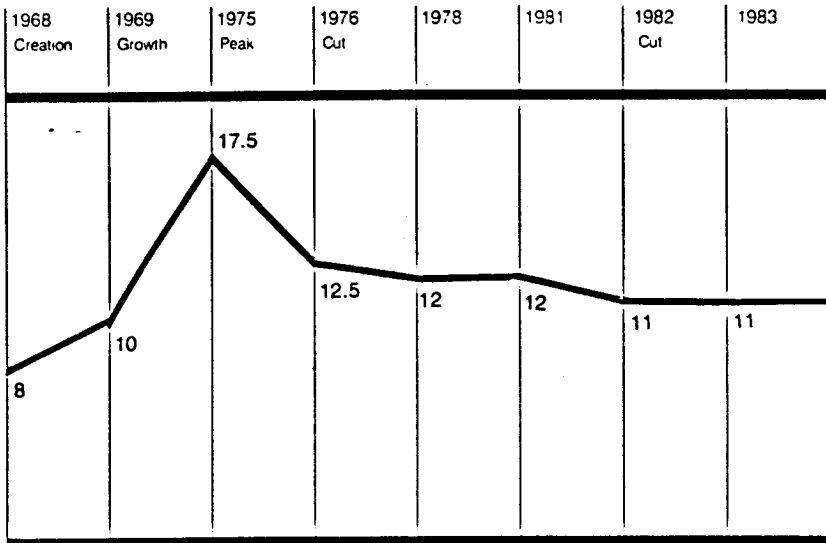
10. Within a year, the Development Support Information Service was receiving an ever-larger volume of requests for data and for collaboration in creating information programmes and producing information materials covering UNDP's work and that of the United Nations family in the larger context of development (DP/L.114, para. 30). The Governing Council authorized increases in staffing up to a total of 10 professional posts with 7 support posts.

11. As the Programme embarked on substantial growth following the Consensus of 1970 the Governing Council, over several sessions between 1971-1974, approved further increases in staff. By 1975, what was now the Division of Information comprised 16 line professional posts (including three regional information officers, one officer at Geneva and one post for the editor of the UNDP staff journal). The Council had also approved the establishment of an overall co-ordinating post of Director of External Relations and Information, in effect adding one half of a professional post to UNDP information capacity, for a total of 16 1/2. In mid-1975, the Administrator reallocated from within existing resources a second professional post to the Information Section in the Office for Europe at Geneva. Thus, by mid-1975, UNDP's line information strength (New York and Geneva) stood at 17 1/2 authorized professional posts, in addition to its support staff.

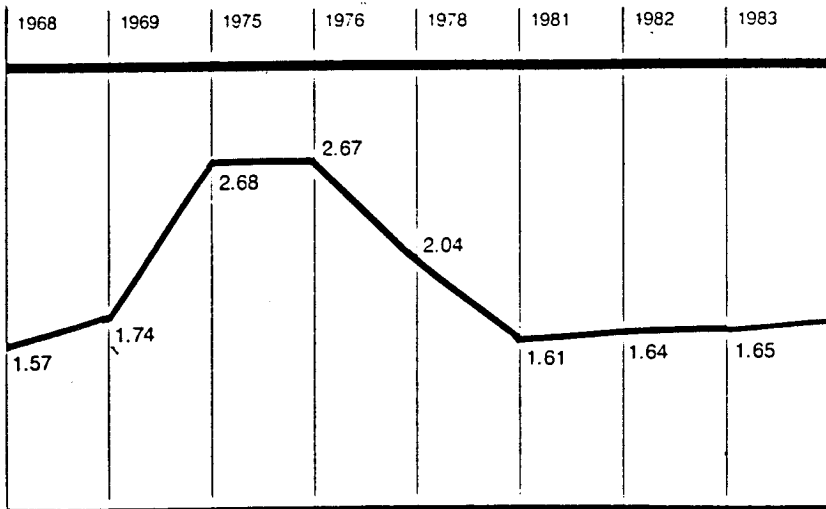
12. In the financial crisis that occurred that year, all vacant UNDP posts were first frozen and then eliminated. These included a number of the recently authorized additional DOI posts that were about to be filled, and two posts coincidentally vacant through transfer and resignation. In 1978, the Administrator restored one post from within existing resources and the Governing Council in 1981 approved a post for a regional information officer for Arab States consequent upon the establishment of the Regional Bureau for Arab States. But in the 1982 round of staff reductions, a further professional and three support posts were cut from DOI.

13. The effects of this erosion of information capacity may be judged simply from the posts that disappeared. The Division lost a full-time post to serve and report from Latin America and the Caribbean; the sole audio-visual professional post it had had; the only research post; the second post at Geneva; and a post authorized by the Governing Council to promote and backstop UNDP's pioneering work in development support communication. In addition, in 1984 DOI lost its post for production management, necessitating the relocation of the Executive Officer (with post) to avert a total shut down of production, in turn effectively halving the strength of the Directorate.

14. The net consequence is that, in 1985, the UNDP Division of Information has only 11 line professional posts (10 at New York, 1 at Geneva), or just one more than it had fully 15 years earlier, in 1970. The graphs below illustrate the evolution in numbers of line professional information posts, and in the information budget as a per cent of total UNDP programme support and administrative services budgets.



UNDP PROFESSIONAL
INFORMATION STAFF



UNDP INFORMATION
BUDGET AS PER CENT
OF TOTAL
PROGRAMME
SUPPORT/
ADMINISTRATIVE
SERVICES BUDGET

B. UNDP's comparative information disadvantages in 1985

15. The consequences of an already relatively small Division of Information being cut back in its line staff strength by 37 per cent during the past decade have been grave, and have affected every facet of UNDP external information and programme communication activities. The constraints experienced may be further illustrated, first by comparison with the historical pattern of demand for information upon the Programme itself.

1. Increased responsibilities and difficulties

16. The volume of demand for information on UNDP and the difficulty of communicating the Programme in 1985 to priority audiences bear little relation to 1970 when the Programme's information arm had almost exactly the same core staff capacity as it has today.

17. At that time, central resources mobilization targets were less than one fourth the optimum target of 1985; even less than one half the actually realized central resource levels in 1985. More significantly, 15 or so years ago the "aid climate" was vastly more favourable; not least towards multilateral channels; as evidence, the target of 9 per cent annual growth for the 1972-1976 cycle was met without serious difficulty. The phenomenon of disenchantment with the United Nations in some countries was also only just revealing itself, not yet negatively affecting the reception of information from United Nations sources to the extent that it does in 1985.

18. The "aid" scene was also much more simple than it was to become by the 1980s. UNDP's identity then was no easier to communicate (see DP/1983/ICW/7, paras. 10 - 27), but at least in 1970 it was one of a relatively few development co-operation instruments and channels seeking the attention and understanding of the same donor audiences. The proliferation by the end of the 1970s of long-term, multilateral, special-purpose funds and programmes was scarcely on the horizon in 1970. Direct agency trust-funding was also yet to come as another element of inevitable competition for the attention of the donor community.

19. Under the UNDP umbrella itself, the Programme's information arm in 1970 had little workload in support of associated funds and programmes compared with its workload on these in the mid-1980s with virtually the same line staff strength. There were, indeed, only the recently established United Nations Capital Development Fund (UNCDF) and a number of colonial peoples trust funds. Today in 1985, DOI is required to report on and periodically provide other information support to the Special Measures Fund for the Least Developed Countries (SMF/LDC); a now dynamic UNCDF; the Revolving Fund for Natural Resources Exploration (UNRFNRE); the United Nations Sudano-Sahelian Office (UNSO); the United Nations Financing System for Science and Technology for Development (UNFSSTD); the Energy Account; the United Nations Special Fund for Land-locked Developing Countries; various continuing colonial peoples or liberation movements funds; and indirect support to the United Nations Volunteers (UNV) which has a small information unit of its own. New information workload on various multilateral/bilateral collaborations has also increased in recent years, for example, with respect to UNDP participation in

the Arab Gulf Fund for United Nations Development Organizations (AGFUND). In 1985, additional workload for DOI begins with the Voluntary Fund for the United Nations Decade for Women; the new UNDP Trust Fund for Assistance to Refugees in Africa; and the UNDP Trust Fund to Combat Poverty and Hunger in Africa.

20. At the same time, the period between 1970 and 1985 has seen a growing number of special mandates assigned by the General Assembly to UNDP either alone or with other United Nations organizations. All of these require DOI reporting and other information support to one extent or another. These special mandates include the New International Economic Order; technical co-operation among developing countries (TCDC); new and renewable sources of energy; the Substantial New Programme of Action for the 1980s for the Least Developed Countries (with major information needs with respect to round-table conferences); women in development; the International Drinking Water Supply and Sanitation Decade (IDWSSD); the transport and communications decades; and IMPACT, the campaign against preventable disablement. Not one of these special information support and reporting responsibilities existed for DOI in 1970 when it had only one less line professional post than in 1985. Only for IDWSSD and for TCDC does the Division have short-term extrabudgetary staffing aggregating 28 1/2 professional work-months for 1985; and this does not, of course, meet the total planning, directing, production and distribution workload in DOI on even these two, of the many, special-mandate activities.

21. There have been other major changes in the character and volume of the Division's workload since 1970. In 1985, the difficulty of promoting greater understanding of the role, activities and resource needs of UNDP is not merely that the aid climate is far less favourable in resource mobilization terms, nor only that UNDP must advocate support for itself within a "bilateral versus multilateral" debate that scarcely existed in 1970. Attitudes towards development itself, especially in donor countries, have significantly hardened over the last decade, with far more questioning whether past and present approaches and techniques have worked, and a substantially more sceptical view of "government-led development" being expressed among influential non-governmental organizations (NGOs) in donor countries.

22. Another major accretion of information workload for DOI can be seen in the Division's recent production and distribution of Project Achievement Reports now covering nearly 1,000 projects supported by UNDP and its associated funds and programmes. In the early 1970s, the predominant demand from contributing Governments was for evidence of effective and efficient delivery; in the 1980s, the emphasis is rightly on quality and impact. It was considerably easier back in the early 1970s to inform the international development community that UNDP was successfully delivering requisite inputs to briefly described projects (basically, spending the funds contributed on time) than it is today - with virtually the same staff strength - to provide authentic information about the achievements of projects and their impact on development needs. Staff time devoted to project achievement and impact reporting is, inevitably with present limited capacity, staff time diverted from reaching important wider audiences with information and advocacy about, for example, the importance of technical co-operation, especially of human resources development; about UNDP's particular value in its enormous

multiplier effects; about the role of UNDP in promoting mutually beneficial North-South trade; and about the importance and special attributes of a strongly supported multilateral United Nations development co-operation system. The development debate in the mid-1980s requires UNDP attention to a vastly wider spectrum of questions and concerns than in the early 1970s. To confront these needs with the same basic staff capacity for information work as 15 years ago is to encounter, on a daily basis, frustrating inability to do more than barely scratch the surface.

2. Comparison within the system

23. It is important also, for several reasons, to measure UNDP's disadvantages in terms of its capacity for external information relative to other entities of the United Nations development system:

(a) It is a simple reality, in information terms, that the much larger number of distinct organizations, funds and programmes of the system must today compete for the attention of the same media and other key audiences (additional to the specialized professional constituencies some organizations have to reach);

(b) The very fact (as discussed in DP/1983/ICW/7, paras. 28-29) that UNDP does not enjoy the inherent support of any sectoral, professional or scientific constituency, especially in donor countries, also means that its information strength, relative to all those entities of the system that do have such constituencies, is an important factor;

(c) By definition as well, the information capacity of UNDP, whose very name lacks immediate self-explanation of role, and lacks any instant emotive or humanitarian appeal, is of greater importance in comparison with the capacities of those entities so much better endowed in these vital respects;

(d) It is equally self-evident that the importance of information for an entirely voluntarily funded United Nations enterprise lacking both special constituency support and a strongly communicative name is much greater than for those entities whose essential core financing, both for programmes and for information support, comes from assessed contributions.

24. In the light of these factors, the Governing Council, in its decision 84/7, considered that UNDP, with one of the most difficult information tasks to perform, had one of the smallest information budgets among the major funds and agencies of the United Nations system (see paragraph 4 above).

25. This relative weakness has several components. In terms of the level of authorized staff, according to available data over recent years, the UNDP Division of Information is about the same size as that of the International Labour Organisation; about one half that of the United Nations Environment Programme, the United Nations High Commissioner for Refugees, and the World Health Organization; one third that of the Food and Agriculture Organization of the United Nations; one fourth the core information strength of UNICEF (not counting its Greeting Card Operation staff); one fifth that of the United Nations Educational, Scientific and Cultural Organization; and one twentieth that of the United Nations.

26. UNDP's information capacity is even weaker than indicated by direct numerical comparisons with major specialized agencies. Each of the agencies possesses an external publications office in addition to its information unit; DOI by itself must handle the entire chain of work involved in producing and distributing publications for external audiences. Again, such voluntary funds as the United Nations Fund for Population Activities have been legislatively mandated to promote awareness of the importance of their fields of activity within development, and can therefore draw upon programme/project funds for information purposes; thus, they have additional advantages over UNDP which ceased to have a "fuller reporting" component in projects with the introduction of the indicative planning figure (IPF) system. UNICEF has additional information strength in its national committees in some 30 countries. In many instances, as well, other entities have programme budgets for liaison with NGOs in addition to their information budgets; DOI must itself attempt to handle the Programme's information activities designed for the NGO community, relying heavily on the Non-Governmental Liaison Service (NGLS) which it supports as an inter-agency activity of the Joint United Nations Information Committee (JUNIC) of the Administrative Committee on Co-ordination (ACC).

27. Finally, the distribution of responsibilities and workloads among organizational units in the major entities referred to above places UNDP at a still greater comparative information disadvantage:

(a) It happens that, traditionally, the responsibility of conceiving, compiling and drafting the statutory annual report of the Administrator is assigned to DOI; in other organizations this entire undertaking is normally handled by staff altogether outside the respective information units;

(b) In the majority of other entities, the conception of, research for and drafting of the statements of executive heads to governing bodies and other forums does not entail the staff of their information units; in UNDP it does;

(c) In addition, DOI is responsible for the conception, organization, editing, production and distribution of the Programme's internal staff journal; this is not the case in other entities compared;

(d) A further and important comparative disadvantage for DOI is that virtually all other entities compared possess considerable substantive research strength upon which their information staffs can draw. UNDP, by its nature, does not possess any significant installed research capacity; DOI lost its own single research post in the staff cuts of the past decade, and its staff must therefore carry out needed research largely by themselves. This inevitably reduces the Division's ability to produce some of the research-intensive types of information material which UNDP requires to strengthen its identity and image in the international community.

28. The Administrator wishes to emphasize that, in drawing the foregoing comparisons, no criticism of other agencies and funds is intended or should be inferred. Quite to the contrary, each organization has its own very substantial mandate and each needs to inform the international community and

its particular constituencies about the developmental or humanitarian challenge it deals with. Indeed, the case is very strong for an even greater investment in this crucial information component of world-wide multilateral co-operation. The comparisons are made, pursuant to the Governing Council's own observation about them, solely to indicate the palpable need to redress the weakness of UNDP in this area.

3. Sources of outside support

29. In light of the serious weakness in installed information capacity described above, the question remains as to what extent UNDP can obtain help from outside sources in meeting its information support needs. These might potentially include donor and recipient government information services, non-governmental entities, UNDP's agency partners and the United Nations Department of Public Information.

30. In two preceding reports on this subject (DP/1983/ICW/7 and DP/1984/10), the Administrator analyzed the types of support that might emanate from these outside sources and described ongoing examples. In 1984, such support as was thus indicated has been sustained from each of these points, but there has been no significant accession of information activity for the Programme from any of them, nor are there signs that the Administrator could expect this in the foreseeable future.

(a) Donor Government support

31. Donor government information services inevitably have priority demand to account for bilateral development co-operation. Many donor government information services are also heavily committed in educating their citizenry about development. This effort may include educational information about UNDP, but it cannot make any very special case about the Programme alongside the many other multilateral and United Nations instrumentalities.

32. In DP/1984/10 (para. 72), the Administrator expressed his appreciation to the Governments of Italy and Sweden for their contributions of JPOs to the Information Section at Geneva, and he invited further such JPO contributions to DOI at New York and at Geneva. The Government of Finland's contribution of such a JPO beginning in late 1984 following the completion of the Swedish assignment is most appreciated, as is a second JPO, replacing the completed Italian assignment, offered by the Government of Denmark beginning in 1985. In summary, since 1975 five donor Governments have provided information JPOs, one at New York and four at Geneva.

(b) Recipient Government support

33. Recipient government information capacities are, not unexpectedly, heavily strained in the vast majority of developing countries. While they do commendably provide local and national information support to UNDP, there can be no reason to count upon any significant increased assistance from recipient Governments, especially when UNDP's predominant image and information problems lie in donor countries.

(c) Non-governmental support

34. As regards non-governmental information support of UNDP (i.e., from media and NGOs), it should be readily accepted that this can only be entirely voluntary in any country. Indeed, in a very real sense the extent to which private media and NGOs provide their audiences with information about UNDP depends largely on the ability of UNDP to reach out to them in the first place.

(d) Support by UNDP's agency partners

35. References to UNDP regularly emanate from its many smaller agency partners which rely to a great extent on the Programme for support for their technical co-operation activities. However, they have very limited information capacities. The major agencies are mandated by their governing bodies to provide globally balanced information on an ever-increasing number of topics, not exclusively on developing country needs or on such efforts as would legitimately engage reference to their partnerships with UNDP.

36. The Administrator has, however, continued to be concerned about instances where information output from agency partners that is directly based on UNDP-programmed and financed activities does not mention UNDP. More consistent acknowledgement of UNDP in major agencies' information efforts would certainly help highlight UNDP's role and presence; but this could not begin to compensate for the Programme's overall information deficit. For its part, DOI is under stern instruction always to acknowledge an agency's role.

(e) United Nations support

37. As earlier noted, one of the attributable causes of the late start in establishing a discrete information capacity for UNDP was the assumption to some degree that its predecessor organizations' information support needs would be adequately met by the United Nations Office (now Department) of Public Information. If that assumption were valid in the early years of EPTA and the Special Fund, it has long since ceased to be because Governments, through the General Assembly, have assigned priority mandates to the United Nations Department of Public Information (DPI) that give little weight to operational activities.

38. The Administrator and the Under-Secretary-General for Public Information are continuing the work of the UNDP/DPI Task Force to enhance all feasible forms of collaboration both at headquarters and country levels. The existing support of DPI (in a variety of ways described in DP/1983/ICW/7 and therefore not repeated here) continues to be valuable. In collaboration with the Office of the Director-General for Development and International Economic Co-operation, progress has been made by the Task Force in such areas as joint planning between resident co-ordinators and United Nations Information Centre Directors for United Nations Day and for the observance of the fortieth anniversary. But UNDP can no more expect, or count upon, significant application of DPI resources to meet the Programme's own particular information needs for identity and resource-mobilization than can such other voluntary funds and programmes as UNICEF or UNFPA.

39. In conclusion on this question, the Administrator finds in 1985 no grounds to alter the assessment on the extent of primary information support available from outside UNDP itself that was provided to the Governing Council

in 1971 in DP/L.203. In that report 14 years ago the Administrator concluded:

"72. There are certain areas where experience has proven that only a UNDP information service can provide the material and briefing services required to meet the Programme's specific needs ...

"73. A UNDP service alone can pull together the vast amount of diversified information available in headquarters files, from agencies, and through inter-sectoral field coverage, and use this information in the co-ordinated form necessary for providing an overall picture of what UNDP-supported field work contributes to development ...

"74. UNDP alone is able to lead, stimulate and co-ordinate information coverage by its field offices, thus supplying essential information to Government officials, local media, UNICs, and other key audiences and re-disseminators.

"75. UNDP alone can consolidate a wide variety of data relating to sub-contracts, expert recruitment, and investment possibilities and provide it to government development agencies, and others directly concerned, through the appropriate means.

"76. In short, when it comes to UNDP-assisted programmes, UNDP is the principal organization in a position to research, synthesize, co-ordinate and produce the needed range of information."

II. THE NATURE OF UNDP INFORMATION AND MEANS OF STRENGTHENING IT

40. Proposals to strengthen DOI and its activities, given in chapter III below, require some prior analysis of the evolving character of UNDP information requirements and flows, and of possible implications of these as to methods of financing a strengthened capacity.

A. Delivery versus impact; publicity versus reporting

41. As earlier noted, the expressed wishes of Governments about the kinds of information they need from the Programme have to some extent changed over the years. The emphasis in numerous Governing Council discussions (by no means only those directly addressing information) has in recent years been far less upon evidence of prompt expenditure and delivery, and far more on greater transparency and increased information about the quality and impact of the work of UNDP and its associated funds and programmes upon development needs and processes in developing countries.

42. The Administrator welcomes the emphasis, because it surely more thoroughly reflects the very purpose of development co-operation. He believes that the Programme has made a promising response to date in seeking to provide such information flows, both from DOI in terms of project-level achievement data and through strengthened evaluation activities. It involves, however, a qualitative shift in the character of information activity, and an even higher premium on adequate information capacity.

43. Information flows dealing with quality, achievement and development impact are inevitably less in the genre of publicity and far more of a reporting character. Such kinds of information may indeed give greater substance and value to the image and identity of the Programme and its associated funds where they are already established in circles that require such information. But impact information does not necessarily engender greater awareness in wider audiences of the Programme's existence, roles and resource needs or provide it with a greater degree of public visibility.

44. To cite but one reason for this ostensible paradox, in donor countries' information media, where the emphasis is on news (especially problem and crisis news) not on process, information about UNDP-supported achievements by developing countries does not get very far; it is all too often not regarded as news since it is good news (see DP/1983/ICW/7, paras. 10-27, for discussion of this syndrome). It is also inherently more difficult for UNDP to get its achievement information exposed through the media than, for example, for UNICEF, UNHCR or UNFPA. The needs against which UNDP-supported projects achieve results are not so easy to convey in dramatic terms as, for example, infant mortality, tides of destitute refugees or population pressure. UNDP achievements are also far less susceptible to such media-convenient aggregates as reductions in infant mortality, figures on mass child-immunization figures or declines in national fertility rates.

45. These ironies have an important bearing on the issue of needed information capacity in UNDP and, it is suggested, on possible new modalities for providing that capacity. As noted earlier, assembling and communicating achievement information is more staff-intensive than producing general institutional publicity or reporting facts on delivery and expenditures. With unchanged staff capacity, assembling achievement information means less activity in straightforward publicity and less capacity available to try to overcome UNDP's inherent difficulties in securing such broader public notice in donor countries. DOI has been confronted by these challenges, not with unchanged staff capacity but with drastically shrinking staff. At the same time that the DOI workload has increased, programme staff at the country level, who must provide DOI with most of the raw data for achievement information, has been reduced.

46. Thus, at least a part of the need expressed by Governments in recent years is more accurately described as a need not for greater "publicity", but for strengthened reporting on programmes and projects and, through this, on the overall value and effectiveness of UNDP. The Administrator accordingly suggests that consideration should be given to the concept of information components in programmes and projects, which may have a bearing on the means for strengthening DOI and information activities.

47. In ideal circumstances, it could be argued that every UNDP-supported project of or above a certain size should have an information component and a related budget line for this kind of reporting about it (as well as the present technical reports line in project budgets). Such project components would aggregate modest funds for external information flows. Alternatively, country programmes might include information components. The Administrator recognizes, however, that amid severe constraints in actual availability of national indicative planning figures (IPFs), such a process would be difficult to approve.

48. For such reporting needs, and as stated in DP/1984/10 (para 72), the Administrator would welcome further contributions by interested donor Governments of JPOs for information work on assignment to selected UNDP country offices, or to UNDP at New York or Geneva.

B. Extrabudgetary reimbursement of the Division of Information

49. Based on budgetary and other reports by the Administrator, the Governing Council has approved the application of the principle of reimbursement to UNDP core servicing units for the costs of their work on behalf of associated non-core funds and programmes. The Administrator has extended that discipline and its formulas to include DOI, on the grounds that the Division does produce, both routinely and for special needs, information on the functions, achievements and resource needs of UNDP's associated funds and programmes.

50. A 1984 workload survey showed that DOI activities for information support of these units included: such regular functions as editing and processing of Project Achievement Reports for inclusion in the master sets by country and region; research and writing of texts on extrabudgetary programmes within senior officials' speeches; annual reports and articles for external publication; and the development of major multi-media programmes (booklets/pamphlets/kits, slide-sound programmes, press conferences) for major external information initiatives. These information activities on behalf of non-core programmes have drawn on the full range of DOI capabilities and staff for conceptualization and planning, researching and writing, editing and translation, design and layout, production and distribution, administration and finance. Over recent years this work has included, to one extent or another, information support for all the associated funds and programmes and special mandates listed in paragraphs 19 and 20 above.

51. The Administrator accordingly sees a prima facie case for strengthening DOI through use of the established mechanism for extrabudgetary reimbursement. He has therefore studied what provisions could be made for this purpose in the non-core sections of his 1986-1987 budget estimates, based on proposals set out in paragraphs 88, 89, 92 and 93 below and on consultation with the associated funds and programmes concerned.

III. NEEDED ADDITIONAL ACTIVITY AND RESOURCES

A. Overview

52. In response to the Governing Council's request for the Administrator to set out steps which could be taken to strengthen the capacities of the Division of Information, a full review was undertaken and a number of proposals for addressing unmet needs were examined. These proposals are listed and described below, including the inputs that would be required to carry them out. After weighing these proposals and taking into account current budgetary constraints, the Administrator in chapter IV presents his recommendations, with financial implications, for some of these plans to be approved by the Governing Council for a modest strengthening of DOI capacities.

53. Virtually all organizations' information units have workloads that consist of an internally planned work programme to advance the organization's public image and its objectives, and a "responsive" workload derived from entirely external demand. If the externally generated, unplannable workload significantly increases, but the information staff and other capacity does not, then to a greater extent than for many other units what has to be reduced is the internally planned work programme. If the information capacity is actually reduced while the external demand continuously increases, the only consequence can be severe reduction, even cessation, of some planned activities.

54. This syndrome is especially intense in information work for such a public enterprise as UNDP because the external workload can very seldom simply be rejected on grounds of insufficient capacity. Unlike project programming which might simply be delayed when there is insufficient staffing for it, information work has externally imposed timetables that often do not allow an overloaded staff to re-phase the work. For example, prestigious external events where the Administrator of UNDP is invited to speak will be lost opportunities when there is not the DOI capacity to prepare necessary material, and when the events can obviously not be postponed for UNDP's sake.

B. Reduced activities and unmet needs

55. The history of the shrinking DOI in the last decade has reflected this syndrome. The reduced activities and unmet needs described hereunder are among the more strategic, plannable and staff-intensive information underpinnings of the Programme. They are not by any means merely useful extras whose loss would have only marginal consequences; and not one falls within the externally-demanded, responsive component of workload, which has had to be sustained at their cost. In each instance, there is consideration of the steps that should be taken to address the unmet needs which the Administrator has weighed in arriving at his recommendations for strengthening DOI as spelled out in chapter IV below.

1. Marshalling argumentation about UNDP

56. As noted in DP/1983/ICW/7 (paras. 36-37), only very limited progress has been possible on assembling material that could be described as the very foundations of the argument for UNDP and technical co-operation beyond year-to-year operational reporting. Such needed material comprises:

(a) Assessment of the function and impact of technical co-operation and human resource building in the development process;

(b) The historical contribution of UNDP and its predecessor organizations to development and a more dynamic world economy; and

(c) The function of co-ordination and holistic design in development planning.

57. It will readily be appreciated that this work requires considerable research and persistent application of staff and/or consultancy time before

the results can be brought to bear in information activities and publications for external information and training/orientation purposes. It is precisely one whole category of activity and need that has continued to be neglected as a result of constantly increasing external demand and simultaneous shrinking of staff capacity.

58. The Administrator has urged that this neglect should not continue. In late 1984, therefore, he decided that, to the extent that such work would also contribute to programme development, he would use his existing authority to draw on Special Programme Resources for a limited-duration project of research and publication on the function and contribution of human resources development to the advancement of developing countries.

59. The project is enabling the preparation of a special book about human resources development; the book is to be completed early in 1986. The project will also produce a detailed plan for regular UNDP reporting on human resources development, its role in the development process in developing countries, and continuing needs in this vital component of the process.

60. The book will be one contribution towards meeting the need for strengthened argumentation about the role of technical co-operation in development, which was one of the action proposals the Governing Council encouraged the Administration to explore in decision 83/5, section III C. As for other contributions, work on country case histories has not been able to begin owing to shortages of staff and other resources, but an action plan for these histories is contained in paragraph 62 below. As to strengthened information on UNDP's roles in multidisciplinary design and co-ordination, available secretariat resources have been concentrated on the analytical documentation on co-ordination requested by the Governing Council for the high level debate at its thirty-second session; the data and insights thus gained will be assessed later in 1985 for subsequent DOI treatment in various formats, possibly including an issue on the subject in the "UNDP at a Glance" series.

61. The Administrator believes that at least modest resources should be provided for further research and assembly of this needed material, enabling the Programme to equip its published and spoken information efforts with authentic argumentation on the function of technical co-operation and human resources development, and the function of co-ordination and holistic design. Such material has utility not only for external information but for enhanced programme development, and the training and orientation of personnel both within the UNDP network (including project staff) and within governmental and other institutions in developing countries. The Administrator therefore considered what staff and short-term consultancy resources should be allocated to this work.

62. Specifically, the work could be organized and co-ordinated by the senior editor in DOI (to be replaced in present annual report and speech-writing duties by an additional officer). Commencing in 1986, the senior editor would be responsible for assembling a widely distributed yearly publication and information kit on human resources development, together with arranging and co-ordinating, the research, writing and editing of UNDP

"country histories" and of case studies on the function of co-ordination and holistic design. The editor will be advised and assisted in particular by the Bureau for Programme Policy and Evaluation. A Special Programme Resources project budget would provide for short-term consultancies for research by university or other qualified persons in developing countries, and for publication and dissemination of resulting materials.

63. The financial implications of this activity for the administrative and programme support budget would include: the costs of regularizing the current post funded by the book project described in paragraphs 58-59 to replace the senior editor's previous functions on the annual report and speeches; one General Service post for secretarial support; and the costs of the yearly publication and information kit on human resources development.

2. Measures to build up UNDP's constituency

64. Strengthened efforts to build up UNDP's constituency is another need that has both external information and programme development benefits in certain respects that will be noted hereunder. The needed work comprises:

(a) Feasible means of UNDP taking leadership to enhance regular communication and consultation among professionals in development planning and co-ordination (DP/1984/10, para. 38); and

(b) Expanding DOI's outreach to institutions and individuals in the international development community by enhanced and increased selective distribution of its information materials (DP/1983/ICW/7, para. 74).

(a) Periodical for development professionals

65. In respect of the first need, the Administrator learned in 1984 that a quarterly journal, which has been distributed to development planners and administrators in developing countries for some 20 years, would cease unless some appropriate entity like UNDP could take over its publication, which its editors have indeed suggested. The journal has been a compilation of articles, abstracts of monographs, and other material dealing with experience and trends in development design and economic, social, environmental and technological trends. This material is selected and reproduced from a wide range of international professional and technical journals to which planners, administrators and trainers in developing countries cannot have access either by subscription or in libraries due to the costs. The quarterly compendium has thus been an invaluable source of intellectual and development design nourishment, and of concrete practical ideas and information which should not be lost to these development practitioners, many of whom are also UNDP's own professional constituency and practising collaborators in developing countries.

66. The Administrator explored how UNDP might demonstrate leadership and support for this crucial professional cadre by taking over the publication of the journal, but with some important additional benefits. Both the line staff and UNDP-funded project staff in the Programme's network are also in need of constant enrichment and cross-fertilization from the accumulating experience within that network itself, not least from the lessons and indicated improvements in design and technique resulting from UNDP's improved evaluation

activities. If UNDP assumed publication responsibility for this journal, it could expand its readership to include UNDP line and project staff, and add in such cross-fertilization material, which at the same time would be of obvious benefit to national development planners, administrators and trainers.

(b) Development professionals association and UNDP awards

67. At the same time, the Administrator examined ways for UNDP to take leadership in promoting the status of the development planning and administration professions. At present there are only very limited means for these professions to achieve proper international recognition, mutual reinforcement and enhancement of the standards of their critically important work. Accordingly, the Administrator considered a proposal for UNDP to help promote the creation and initially assist the operations of an international development professionals association. Under this proposal:

(a) The association would be open to all professionals in the field in all countries, with a differential scale of membership fee as between members from industrialized and from developing countries;

(b) The proposed UNDP-published journal (paras. 65-66 above) would become the association's vehicle for its promotion and membership information, generating an at least partial defraying of the publication costs to UNDP through a subscription fee for association members from industrialized countries;

(c) The Administrator would establish an informal but representative international advisory body to advise and assist in three areas: the creation of the association; the contents of a regular section of the journal which would be available to it in each issue; and the establishment of a programme of annual UNDP Awards in Development Planning, Administration and Training to be granted jointly with the new association.

68. According to the proposal, production of the journal would require two professional editorial staff posts and one secretary, as well as translation, printing and distribution costs amounting to \$211,000 per year, under the programme support and administrative services budget.

69. The organization of the association and awards scheme would mean adding one clerical post. Funds for annual awards in the form of fellowship grants to principal winners (e.g., for use in study tours to selected development institutions), and silver United Nations medals to a second range of winners, would amount to \$20,275, perhaps to be financed from Special Programme Resources.

(c) Expanded distribution of information

70. DOI cannot achieve adequate pinpointed expansion of its mailing lists, and sustained larger distribution operations to important individuals and institutions world-wide in its potential constituency, because of staff constraints. One of the General Service posts eliminated from the Division in the 1982 staff reductions was for precisely this work. The Administrator therefore has considered restoring this post.

71. In addition, proposals were made to install a micro-computer in DOI, one of whose terminals will be devoted to audience analysis, distribution planning, and address entry/selection for expanded materials distribution.

72. To permit the reaching of selected additional audiences, resulting from both intentional accession of new addresses and normal new demand that arises, print runs of some already published materials would need to increase. The combination of these factors, plus inflation in printing costs minus normal pruning of address lists, would require an increase in the DOI external printing budget.

3. Country-tailored information and resource mobilization

73. Since the presentation of DP/1984/10, further progress has been made in producing country-tailored information about UNDP in support of its resource needs and directing it especially to key audiences in donor countries. New booklets about UNDP and the participation of specific countries in the Programme were published in 1984 in Belgium, Italy and Norway, and an update of the Denmark booklet was issued. For 1985, new country booklets are planned for publication in Australia, the Federal Republic of Germany, Finland, France, Japan and New Zealand. The special Peters map brochure has been published in 22 country/NGO-related versions, in 10 languages. Two portable exhibitions were produced and widely used in 1984: the first was on the twin issues of hunger and drought in Africa; the second, "Investing in People", was a general presentation of UNDP which included focus on Nepal as an example. The experimental feature service in the Federal Republic of Germany has continued to supply monthly topical feature articles and news on development activities, with a positive response, and is now also being made available to selected German-language media in neighbouring countries. In addition, country booklets in many developing countries will be issued in 1985-1986.

74. A limit, however, has been reached on this vital component of DOI efforts, with a number of strategic activities that cannot be undertaken without some restored staff capacity, as described hereunder.

75. While DOI at headquarters is responsible for overall world-wide information efforts and for country-tailored work in the United States, Canada, Japan, Australia and New Zealand, the Information Section in Geneva has an enormous workload to serve all those countries of Europe which provide over 70 per cent of UNDP's financial resources. Even in 1975, when there were fewer significant donors among European countries than today, and their parliamentary, executive branch and NGO officials were less active on development issues, the Administrator had augmented the Information Section by reassigning a second professional post to it from within existing resources. But that post was eliminated in the ensuing crisis before it could be filled.

76. The Administrator believes that current needs call for strengthening the Section by two additional professional posts, enabling these two and the existing Information Chief to work in an efficient division of labour following both geographical/linguistic (e.g. Anglophone, Dutch/Flemish, Francophone, Italian, German, Nordic) and functional lines (press,

audio-visual). Two new General Service posts would be needed to support the added staff and the expanded speakers service proposed in paragraphs 80-83 below.

77. Workload in careful planning of information activities and preparation of material tailored for support of the resource mobilization efforts of the Administrator has greatly increased in the last 10 years. This is specialized work, requiring the full-time attention of specifically assigned staff. To illustrate the extreme deficiency in DOI strength at headquarters for researching and drafting speeches, messages and related policy texts alone, the average annual volume of such texts is almost exactly that of the World Bank, which provides three full-time professional speech writers for the purpose; to handle a comparable workload in DOI, there has been only 60 per cent of the time of one professional (who also compiles the Administrator's annual report) plus the overtime of the Division Director, who has had to absorb the excess speech drafting workload for many years.

78. The Administrator is convinced that this serious deficiency must be alleviated, even if not made equivalent to World Bank staff (who can resort to the Bank's well-known research capacities, while UNDP speech drafters have no remotely comparable support).

79. The Administrator accordingly sees the need to provide for one additional professional post for information support of resource mobilization, with one additional administrative-level, multilingual General Service post. The officer would be responsible for:

(a) Supervision of the preparation of all speeches and related texts, as well as the drafting of a portion of them;

(b) Responses to demand for argumentation, data and assembled special materials about UNDP from legislatures, news media and NGOs;

(c) Country-tailored support materials, including specific material for use in connection with visits by senior officials; and

(d) Supervision of the operations of an expanded speakers service, as spelled out below.

80. In DP/1983/ICW/7 (para. 27), the Administrator stated that "in all the 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. ... 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." The Administrator further pointed out that, for this special kind of communication effort, "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", but that "organizing such a service of speakers, briefers and resource persons is exacting".

81. The operation of an expanded speakers service comprised of staff who were already travelling across donor countries (on consultation, leave, or reassignment) was first planned in DOI in early 1975 as part of the expanded work which the Governing Council's recently approved increase in the Division's staff resources at that time would make feasible. It had been recognized that while such an operation did not need to entail many DOI staff, it had to be run free of interruption or diversion. Errors or failures in promised delivery of properly briefed resource persons, and of supporting materials for audience use, would seriously damage UNDP's reputation. Once set in motion the service would generate expectations of continuity that had to be met. It would not be a simple matter to: (a) prepare a forward calendar of suitable development venues in all donor countries; (b) match the subject-focus of each with a UNDP staff member suitable as to language and articulateness, place of work and development experience, and coincidence of pre-planned travel; and (c) then to arrange the diversion itinerary, provide special briefing and hand-out materials, organize corollary interviews and meetings taking advantage of the visit, and secure follow-up evaluation.

82. The drastic reduction in DOI staff that occurred soon after the plan was first detailed in 1975 compelled its shelving; since then, it has remained impossible to launch. Yet the need for such information use of selected staff - briefly per venue but in total constituting a very significant deployment each year for explanation and dialogue - is if anything even greater today.

83. The new post for information support of resource mobilization would co-ordinate and supervise the work. At New York, the multilingual General Service administrative post also identified above would service the headquarters and North America/Japan/Australia/New Zealand aspects; and at Geneva, the strengthened team of three professionals in the Information Section, assisted by one additional multilingual administrative secretary, would handle service operations in Europe. Budget provisions would also be needed for costs of travel diversion, enabling up to 30 such venues to be reached annually, and for reimbursement to the Non-Governmental Liaison Services at New York and Geneva to research and regularly produce updated descriptions and evaluations of forthcoming NGO development venues in their respective regions.

84. As discussed in paragraph 48 above, contributing donor Governments may wish to strengthen UNDP information work by nominating JPOs for deployment in and from selected UNDP offices in developing countries.

4. Multi-purpose production services

85. Early in 1984, the last professional post among those cut as a result of the 1982 staff reductions took effect in DOI. On the retirement of the incumbent, the post of Chief of Publications was eliminated. No deputy post having ever been established, there had to be either a virtual cessation in the production of information materials about UNDP, or some further drastic internal reorganization. In that necessary reorganization, the Division's Executive Officer and Deputy to the Director, having the necessary qualifications, was reassigned (with post) to become Chief of Editorial and Production Services. Since the Executive Officer's responsibilities had

included those of chief editor in the Division, tasks which he could not meet along with his new overall production management workload, the Editor of the staff journal, UNDP News, was reassigned to division-wide editorial services. In turn, the General Service level editorial assistant of the staff journal was charged with full responsibility for its production, which the incumbent has carried out to satisfactory professional-level standards.

86. As amply validated in the annexes to DP/1983/ICW/7 and DP/1984/10, the Administrator is satisfied that the small number of editorial and production staff in DOI have sustained an admirable volume of quality publications, and that there is no slack in this minimal capacity. The introduction in recent years of state-of-the-art computerized typesetting has helped its operations, and two word-processing terminals have helped to contain labour requirements. Provision in the budget estimates for the 1986-1987 biennium for additional word-processing equipment for DOI would help to limit newly arising secretarial support needs.

87. The application to DOI of authorized principles of extrabudgetary reimbursement to central-services units, as discussed in paragraphs 49-51 above, is justified and would limit the additional editorial and production staff chargeable to the programme support and administrative services budget. An irreducible minimum of increased staff capacity under both budget headings, however, is necessary to provide editorial and production capacity for handling workload resulting from the strategic initiatives proposed above.

(a) Special projects

88. As discussed in paragraphs 49-51 above, DOI faces considerable workload for information support of UNDP's associated funds and programmes. Yet amid all competing work pressures, it has been impossible to devote concentrated attention to these needs on a regular and continuing basis, let alone to conceive and execute specially planned initiatives and to ensure full integration of information on these funds and programmes on all appropriate occasions. There is considerable unmet demand for such information support and its related resource mobilization efforts, which DOI's present resources are well overstretched in trying to meet; in the opening months of 1985 alone, DOI was at different stages of work on major publications for no fewer than five special funds and programmes.

89. The Administrator has considered ways to give focus, direction and continuity to such DOI efforts required by special funds and programmes, including research, writing and editing, and also to relieve other DOI staff for regular functions. This could be accomplished by one special projects officer (L-3) and one secretary/typesetter, both to be financed by reimbursement from non-core funds, with costs for special initiatives to be met case-by-case, as before, from the resources of the associated funds and programmes themselves.

90. At the same time, under existing arrangements for use of programme funds, the Administrator proposes to continue the provision of fixed-term staff for information support of two UNDP special mandates as previously approved by the Governing Council: technical co-operation among developing countries (TCDC), and the International Drinking Water Supply and Sanitation

Decade (IDWSSD). The work of the fixed-term staff has been instrumental in attracting the interest of wide audiences to the challenges, the possibilities and the achievements of work in progress under both mandates, as well as in assisting in networking and exchange of experience among many concerned participants in developing and developed countries.

(b) Editor, UNDP News

91. To regularize the assignment of the General Service editorial assistant to full professional-level responsibility for conceiving, assembling, editing and managing the production of six issues annually of the highly valued internal staff journal, UNDP News (see paragraph 85 above), the reclassification of that post to professional level would be required. This reclassification (from G-5/X to P-2) has small financial implications, but is essential as a matter of principle. The Governing Council itself recognized that the function of editor of the staff journal was a professional responsibility in approving the original establishment of the post at the P-3 level (cf. DP/61, para. 209, B. ii), and the incumbent has been promoted to professional level on the recommendation of the 1985 Appointment and Promotion Board. The incumbent also serves as Photo Editor.

(c) Other editorial and production services

92. The entire process from research and writing to distribution of information materials is highly labour-intensive, especially for publications involving complex development topics. The full production effort includes word processing, technical clearance, editing, typesetting, proofreading, translation, selection and sizing of photographs, preparation of art work, design/layout/paste-up, printing/binding, distribution planning and execution, responsive distribution, and occasional updating and reissuance. For some of these functions, DOI needs strengthening, particularly to handle more regular production functions in support of associated funds and programmes, including the Voluntary Fund for the United Nations Decade for Women as from 1985, and for materials resulting from new efforts to marshal stronger argumentation about UNDP (see paras. 56-63 above).

93. The provision of a microcomputer would have several applications, e.g. distribution planning (see paragraph 71 above), tracking of multiple steps in the editorial and production chain for numerous publications, budget planning and control, etc. In addition, provision of word-processing equipment for DOI writers would enable the staff requirements to be reduced somewhat, since this would eliminate several internal steps involved in arriving at approved texts. However, to meet the increasing publications workload, coupled with closer attention to their appearance, would require freeing one existing General Service typesetter/production assistant for more work on graphics, design, layout and paste-up, to be replaced by one additional secretary/typesetter.

IV. RECOMMENDATIONS

94. The Administrator has weighed all the proposals for strengthening UNDP information activities, as set out in chapter III above in response to the initiative by the Governing Council in its decision 84/7, and finds substantial merit in all of them. He is convinced that for UNDP to ignore the growing complexity of development issues in which the Programme is involved and the changed environment for development aid and information would surely risk defaulting on the frequently expressed expectations of developed and developing countries alike regarding both increased transparency and identified resource needs. Accordingly, the Administrator believes it is essential to enhance the capacity and actions of DOI in some closer proportion to the changed types and volume of demand placed upon it.

95. The proposals which have been put forth for consideration fully acknowledge, and would go some distance toward meeting, the basic gap between needed support, knowledge and appreciation of the Programme's role and activities and the comparatively limited information resources at its command. However, the Administrator also has to contend with several overall constraints of which the Governing Council is aware, including some that have arisen since its decision 84/7 on information. First, there is the standing commitment to contain in all possible ways the level of the programme support and administrative services budget and to conserve the maximum financial resources for direct assistance to developing countries. Second, there is the recently arising priority requirement to strengthen UNDP capacities to respond to the deep crises which are severely affecting many countries of Africa, as discussed in DP/1985/16. The Governing Council naturally would wish the Administrator to give full weight to these policy requisites in his consideration of any other proposals with new financial implications.

96. Accordingly, and after balancing these varying requirements, the Administrator is recommending some modest increase in the capacities of DOI. These recommendations have been selected from the action proposals which the Governing Council, in its decision 83/5, III. C, agreed that the Administrator should explore and implement and which have been further detailed in the present note.

97. First, some of the added capacity would require funding under the UNDP core budget. Every effort has been made to restrain this amount as much as possible, including only those essential basic new operations whose solidity, continuity, efficiency and Programme-wide service depend on financing from core resources under the biennial budget. Accordingly, the 1986-1987 biennial budget estimates for DOI reflect an increase of \$856,100 (gross) at 1984-1985 prices attributable to the proposals in the present note. (In addition, as shown in table 2/4 of DP/1985/57, an increase of \$62,800 arises from inflation and other cost charges.)

(a) At New York, the recommended additions from core resources consist of two new professional posts (information support for resource mobilization, see paragraphs 73-83 above; and a new senior editor post, see paragraphs 56-63 above), with related support staff and operations costs; and one post reclassified from G-5 to professional level (see paragraphs 86 and 91);

(b) At Geneva, one professional post and a related support staff post are recommended.

98. Second, at the same time the Administrator sees the need to continue information on support programmes for TCDC and IDWSSD, as discussed in paragraph 90 above. These programmes were approved by Governing Council decision 83/15 on the use of Special Programme Resources for the period ending 31 December 1985. His assessment is that effective work has been carried out and productive results achieved in these programmes which constitute vital underpinnings of these two special mandates for UNDP-led services to developing countries. The Administrator is now recommending continued funding of information support services for TCDC and IDWSSD in the year 1986 only, on the assumption that the Governing Council may wish first to make its overall decision on Special Programme Resources for 1987 and after. If this were agreed, the Administrator would present recommendations to the thirty-third Session of the Council for continued funding of the TCDC and IDWSSD information programmes after 31 December 1986, based on an evaluation of them. On this basis, the Administrator's recommendations for 1986 are as follows:

(a) TCDC information support entails one editor/information officer post and the costs of producing information materials. The main regular output is the magazine Co-operation South (previously named TCDC News). The total financial implications for this continuing work in 1986, chargeable to Special Programme Resources, are estimated at \$150,000;

(b) IDWSSD information support currently involves two professionals and one support post and related operations costs, including publication of the newsletter Decade Watch and other information materials and support for national NGO programmes in developing countries. The total financial implications for this continuing work in 1986, chargeable to Special Programme Resources, are estimated at \$319,200.

99. Third, the Administrator fully recognizes that the information needs of UNDP-associated funds and programmes call for DOI to be enabled to provide more sustained response and support. He also sees that the present ad hoc arrangements for such support draw on existing DOI resources which should be concentrated more fully on core Programme requirements. These arrangements, however, do not ensure an essential minimum level of services to UNDP-associated funds and programmes to be attained, and the advantages that could be gained by a planned effort and by cost-effective sharing of information services within the UNDP "umbrella" are lost. He is therefore applying the principles of extrabudgetary reimbursement to central-services units for work undertaken by DOI, by arranging that certain of these funds provide within their budgets to share in the estimated annual costs of a DOI special projects officer to give priority attention to their information needs, as discussed in paragraphs 88-89 above; and that these and other extrabudgetary sources drawing on DOI services provide full reimbursement on a case-by-case basis, including operations costs as before but also a share of relevant staff-costs shares. In this way, funds are available to establish one L-2 post for a DOI special projects officer. The total financial implications are estimated at \$55,000 per year in 1986-1987.

100. Finally, the Administrator sees scope and potential for interested donor Governments very productively to supplement UNDP information capacity through the assignment of JPOs for project achievement reporting (para 48 above) and other key roles in the total strategy discussed in the present note.
