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POLICY

PROGRAMME IMPLEMENTATION

Focal Point for Short-Term Advisory Services

Note by the Administrator

SUMMARY

At its thirty-second session in June 1985, the Governing Council in decision 85/13 authorized the Administrator to confer on a focal point within the headquarters of the United Nations Development Programme for a trial period of 24 months, beginning 1 July 1985, the task of utilizing the expertise and skills to be made available at the request of developing countries at highly concessional rates or at no cost from sources not normally tapped by multilateral programmes of technical co-operation. The decision further requested the Administrator to present a full evaluation of the activities of the focal point to its thirty-fourth session and a recommendation on whether to continue the focal point after the experimental period.

This report, submitted pursuant to this decision, recommends an extension of the experimental period for a further two and a half years, i.e. up to 31 December 1989. It is proposed that the six-month period 1 July-31 December 1987 be financed out of savings anticipated from the \$450,000 approved by the Council in decisions 85/13 and 86/30 and that the Council approve a further maximum amount of \$450,000 from the Special Programme Resources to finance the activities during 1988 and 1989. Further details of the financial implications of these proposals are provided in paragraph 9 and annex IV of this document.

I. PROGRAMME ADMINISTRATION AND IMPLEMENTATION

1. The focal point for Short-Term Advisory Services (STAS) is administered by the Assistant Administrator and Director of the Bureau for Special Activities. Its staffing comprises a senior consultant (part-time), an associate programme officer, and a general service staff member. A senior staff member with the Division for Global and Interregional Projects in Geneva assists the programme on a part-time basis without charge to the budget. Operational modalities for the focal point are set forth in its Terms of Reference, annex I.

2. As of 9 March 1987, a total of 86 requests from 36 countries and one regional body had been received. Eighteen requests either did not meet STAS criteria or were withdrawn; 23 assignments had been completed in 12 countries; a further 12 advisers had been accepted; nominations had been made in respect of 16 requests and candidates were being identified for the remaining 17. A breakdown is provided in annex II.

3. STAS has concluded arrangements with 21 co-operating organizations (i.e. federations of trade and industry, professional associations, non-governmental organizations, etc.) which assist in the identification and recruitment of qualified advisers from their respective memberships. These organizations co-operate without charge and represent small, medium and large enterprises and institutes in North America, Europe, Japan and some developing countries. A complete list of the STAS co-operating organizations is provided in annex III.

II. ASSESSMENT

4. STAS marks the beginning of a new dimension in UNDP technical assistance. Through STAS, expertise is provided directly to the enterprise level in the private, public and parastatal sectors. It has made available to developing countries a heretofore largely untapped pool of experts, most of whom are actively pursuing their careers. Most experts serve with the full support and backing of their firms. This provides potential for both longer-term enterprise-to-enterprise co-operation and the opportunity for developing linkages to broader markets. Advisers or their firms volunteer their services without remuneration. Through the efforts of co-operating organizations, highly qualified experts have been secured in only a few months' time.

5. With the help of STAS advisers, a joint venture identification mission was fielded to St. Kitts and Nevis in November 1986 and an investment promotion workshop held in the Bahamas in January 1987. These are expected to materialize later in increased export opportunities and investment for these countries. STAS has also established relationships with the African and Caribbean Project Development Facilities (APDF and CPDF). Both Facilities have agreed, where requested to do so by the beneficiaries, to review reports and feasibility studies from successfully-executed STAS advisory missions to determine the technical and commercial feasibility of proposed business ventures or expansions. The CPDF has

already expressed interest in four projects with which STAS has been involved: an ice cream venture in the Bahamas; furniture manufacturing in Dominica; a wind turbine project in Grenada; and shoe and apparel factories in St. Kitts.

6. Financing the international travel and per diem components of STAS assignments has been and continues to be a problem for many medium-scale and small entrepreneurs. These entrepreneurs often lack the resources to meet these expenses. The Administrator has therefore agreed to STAS umbrella projects financed from country IPFs or cost-sharing in the Bahamas, Dominica, Dominican Republic, El Salvador, Lesotho and the Philippines. Project proposals are being considered in Egypt, Kenya, Mauritania and Peru. Other countries, China and Malaysia, have agreed to finance STAS assignments through existing multisectoral projects.

7. Evaluations of STAS assignments are conducted on a voluntary basis by the parties themselves. Evaluation forms which STAS asks the beneficiaries and advisers to complete at the end of their assignments solicit sufficient information to evaluate the effectiveness of the modality in the context of a given assignment without compromising the parties' rights to confidentiality in respect of the information exchanged or the results achieved. Feedback from beneficiaries indicates that candidates nominated are generally of high technical competence. Feedback from advisers reflects satisfaction with their assignments and the modality.

III. FINANCIAL MATTERS

8. In accordance with Council decision 85/13, paragraph 2 (h), the Special Programme Resources (SPR) in amounts of \$112,500 for 1985, \$225,000 for 1986, and \$112,500 for the first six months of 1987 were budgeted based on an annual rate of \$125,000 for salaries and \$100,000 for other expenses. Expenditures for the period 1 August 1985 to 31 December 1986 totalled \$195,433. Of this amount, \$37,360 was utilized to meet administrative costs, including rent, furniture, equipment, acquisition of a personal computer and promotional activities. The balance of \$158,073 was spent on salaries and travel over the same period. Expenditures have been considerably lower than budgetary allocations, partly because of the start-up of the programme. Expenditures for the six-month period 1 January 1987 through 30 June 1987 are projected at \$94,000. The estimated total cost of STAS for the two-year period ending 30 June 1987 therefore amounts to \$289,433, resulting in estimated savings of \$160,567 from the ceiling of \$450,000 approved by the Council for this purpose.

IV. CONCLUSIONS AND RECOMMENDATIONS

9. Considering that STAS is not only a new type of service, but that it also addresses itself to a large extent to the private sector which previously has had no reason to look to UNDP for assistance, the response during the trial period can be considered encouraging. New requests now average four to six per month. The focal point now has access to a body of expertise which it can call upon through

its co-operating organizations; this continues to expand. Experience of the trial period indicates a vast potential demand for the service; however, it will take time for large segments of private and parastatal companies and institutions in developing countries to learn about it and think of it as a possible tool for solving their problems. Promotional activities, including headquarters promotional missions, brochures and locally-organized media efforts therefore continue to be a major focus of programme implementation. Consequently, it is expected that the number of requests from the developing countries will grow at a rapid rate as the performance and potential of the programme become more widely known. Given the results produced by the programme over this period, the Administrator recommends an extension of the trial period to 31 December 1989. The costs of the programme for the six-month period 1 July to 31 December 1987 are estimated at approximately \$95,000. It is proposed that these costs be met from the estimated savings of \$160,567 referred to in paragraph 8 above. The additional savings expected as at 31 December 1987 would revert to the SPR. It is further proposed that an additional amount of \$450,000 be allocated from the SPR to finance the programme in 1988 and 1989 at an annual level not exceeding \$225,000. Annex IV provides details of actual and estimated expenditures for the period 1 July 1985 to 31 December 1987 and the proposed budgets for 1988 and 1989.

ANNEX I

Terms of Reference for the Establishment and Operation of the UNDP
Focal Point for Short-Term Advisory Services (STAS)

Background

1. The Governing Council of the United Nations Development Programme (UNDP), at its June 1985 session in decision 85/13, established a "Focal point for short-term advisory services" (STAS) for a two-year trial period to meet the increasing demand for short-term highly specialized advisory services in the productive, commercial and service sectors of developing countries. STAS is the result of a proposal for a Human Resources Facility initiated by the Prime Minister of Jamaica, the Rt. Hon. Edward P. G. Seaga. STAS serves as a clearing-house matching requests for specialized skills received from the productive, commercial and service sectors of developing countries with expertise from the private and parastatal sectors and other relatively untapped sources in developed and developing countries at minimal costs.
2. Under the STAS programme, the Government of a developing country or another such focal point specifically designated by the Government for STAS requests within that country, forwards requests for the services of a STAS adviser to the office of the UNDP Resident Representative responsible for that country. These requests, with terms of reference, outline the type of professional expertise required, the exact duties to be performed, the location and duration of the proposed assignment, the name, address and basic description of the structure and functions of the beneficiary on behalf of whom the request is made and to whom the adviser would be assigned.
3. The office of the UNDP Resident Representative forwards the request, where necessary with comments, to STAS. STAS evaluates the request to determine the co-operating organization which can provide candidates for the professional services requested and forwards the request.
4. Upon receipt of the request, the co-operating organization evaluates the terms of reference and advises UNDP within a reasonable period of time if it is prepared to undertake, on a voluntary basis and through its own means, a search for the adviser. The co-operating organization submits to STAS the curriculum vitae/personal profile of the suitable candidate(s) within 30 days of receipt of the request. The submission of the candidate's name(s) to STAS signifies that the individual(s) agree(s) in principle to undertake the assignment within the specified time frame.
5. STAS then transmits the candidate's name(s) to the beneficiary through the UNDP Resident Representative who in turn notifies STAS of the beneficiary's final selection. STAS notifies the co-operating organization, following which the beneficiary and the co-operating organization, company or adviser candidate, as appropriate, directly negotiate the particulars of the assignment. The individual terms and conditions under which a particular STAS adviser's services are provided

and received are subject to the separate agreement of the parties concerned. As the beneficiary need not necessarily be the Government itself, and in many cases will not be, the notification of candidates, the selection of one and the negotiation of the terms of the assignment will either be to and by the Government or the beneficiary as agreed to by the Government or the focal point designated by it. The STAS adviser shall not be regarded as a "staff member" under the Staff Regulations of the United Nations, or an "official" for the purpose of the Convention on the Privileges and Immunities of the United Nations.

Responsibilities of STAS Adviser's Employer

6. Under the STAS programme, a participating adviser's employer agrees to continue to meet the adviser's salary and related emoluments (health, hospitalization, disability and life insurance, pension contributions, etc.) under the normal contractual relationship in all respects during the course of his/her assignment. The adviser and/or his/her employer may wish to subscribe supplementary insurance from commercial underwriters. Where necessary, STAS can suggest the names of such insurers.

Responsibilities of STAS Beneficiary

7. The adviser's round-trip economy class airticket from his/her home country by the most direct route to the country of assignment, together with lodging, subsistence and incidental expenses is the responsibility of the beneficiary. A Daily Subsistence Allowance (DSA) in local currency may be paid by the beneficiary to the adviser to cover the latter expenses. The conversion of any excess DSA into any other currency at the end of the assignment cannot be guaranteed. Transport to and from work for the duration of the adviser's work-related stay is also the responsibility of the beneficiary. The beneficiary is responsible for paying an excess baggage allowance to cover the adviser's work-related equipment. In those circumstances where the beneficiary institution is unable to meet all or part of the costs from its own resources, the UNDP may, at the request of the Government, allocate the funds necessary to meet all or part of these costs from the IPF. IPF funds allocated for this purpose shall be paid as reimbursement only for expenditures authorized by the Government and then only upon production of evidence of such authorized payments. This allocation of funds shall, in no way, prejudice the legal status of the STAS adviser as set forth in paragraphs 5, 6 and 8 herein.

Role of UNDP

8. UNDP assumes no responsibility for the competence of the candidate selected and further assumes no financial responsibility for the implementation of STAS assignments, including the selection, evaluation and posting of the adviser. UNDP administers STAS through its Bureau for Special Activities. STAS acts only as a clearing-house for the processing of requests. The office of the UNDP Resident Representative facilitates the clearance of the adviser(s) by the host Government and assists with visas and other local arrangements to ensure that the assignment goes as smoothly as possible. The co-operating organization assists UNDP in this regard by encouraging the timely submission to STAS of information such as the adviser's name(s), passport details, contact address(es).

Role of Co-operating Organization

9. The co-operating organization, within the means available to it for such purposes, endeavours to perform the tasks outlined in paragraph 4 above and to support the purposes of STAS by publicizing STAS objectives and activities among its membership. The co-operating organization is prepared to share its general experience in developing countries with STAS so as to improve the STAS handling of requests for assistance.

10. The relationship between UNDP and the co-operating organization shall be in accordance with the UNDP Guidelines on Relations with External Institutions (attached) which are incorporated by reference as part of the Terms of Reference.

Duration of STAS Assignments

11. Assignments usually vary in length from two weeks to three months. No United Nations identification is issued to the adviser. The adviser is asked to prepare, preferably jointly with his/her recipient counterpart, a brief mission report, including any conclusions or recommendations, and submit it to the beneficiary and STAS. Copies of such reports are, with the approval of the beneficiary, to be made available to the co-operating organization so it can assist STAS in its periodic evaluations of assignments involving the co-operating organization.

12. Early termination of assignments may occur due to force majeure, civil strife, accident, illness or death. In such circumstances, UNDP, through the office of the Resident Representative, will assist in the repatriation or evacuation of STAS advisers, if necessary. It is understood that the costs of such repatriation or evacuation shall be the responsibility of the advisers' employer(s). The co-operating organization will exercise due caution not to recommend individuals in less than excellent health.

13. These Terms of Reference cover most situations which may arise. Nevertheless, both the co-operating organization and the UNDP agree to engage in friendly discussions to resolve any matters or differences not covered herein. The parties further agree to regularly consult each other on experience gained from STAS assignments and, as necessary, to formulate amendments to these Terms of Reference.

Guidelines Concerning the Relationship Between the United Nations
Development Programme and External Institutions a/

1. There are a number of resolutions of the United Nations General Assembly which emphasize the importance of facilitating development co-operation by making available additional technical and financial resources.
2. As one action in response to these resolutions, the Administrator has determined that there should be available, for general information and use, guidelines which establish the basic conditions which must be met by institutions and organizations external to the United Nations, including educational, industrial, labour, scientific, technical and trade institutions, organizations and associations, and similar organizations (hereinafter called co-operating organizations) to provide development inputs in collaboration with UNDP.
3. Any operational agreements concluded with individual co-operating organizations in respect of specific assistance activities will be subject to the following guidelines:
 - (a) Co-operating organizations must be non-profit and non-political. Membership may be composed of individuals or undertakings whatever their form of organization or ownership, and may be drawn from developed countries, developing countries, or both.
 - (b) For any proposed plan of assistance, a co-operating organization must satisfy the Administrator that its objective is to assist the country or countries concerned in achieving their economic and social goals and not to promote the particular interests of any members which may participate in activities carried out in collaboration with UNDP.
 - (c) The objectives of the organizations and the activities which they carry out must be, in the judgement of the Administrator, consonant with those of the Charter and objectives of the United Nations, including conventions of the International Labour Organisation.
 - (d) The Administrator must be satisfied that the membership of co-operating organizations is not subject to unreasonable or discriminatory conditions.
 - (e) The services of the co-operating organizations should be available either directly to the developing country, at the Government's direct request, or by request of the interested Government through the United Nations development system, with the decision as to which method should be used being left solely to the determination of the developing country concerned.
 - (f) In any project or programme of assistance, co-operating organizations will act only in agreement with an interested Government and in full harmony with its national priorities. Where appropriate and when requested by the Government concerned, co-operating organizations will utilize the UNDP country programme as a frame of reference. The agreed services provided and activities undertaken through the facilities of UNDP must be carried out in full accordance with UNDP standing policies and procedures.

(g) Services provided by co-operating organizations under these guidelines may be either at their own expense in the case of those organizations which are in a position to meet such expense, or through an appropriate allocation from the recipient country's indicative planning figure or through other UNDP resources, if necessary.

(h) Reports, recommendations or findings which co-operating organizations may prepare with regard to activities carried out with UNDP under these guidelines may not be published without the consent of the Government or Governments concerned and UNDP.

(i) Consultations shall take place as required between co-operating organizations and UNDP through their authorized representatives on aspects of activities carried out in collaboration with UNDP.

(j) The publications and other documents of co-operating organizations will show in suitable form that they are operated as independent, self-funded organizations with no linkages to UNDP other than those derived from any programmes or projects carried out pursuant to these guidelines.

(k) The general conditions required by UNDP for activities carried out by subcontractors (see UNDP/ADM/HQTRS/210/Add.1 of 22 October 1975) will apply to activities carried out by co-operating organizations under these guidelines unless otherwise agreed through specific arrangements.

Notes

a/ Adopted by the Governing Council in decision 79/19.

ANNEX II

Programme PerformanceA. Programme Status as of 9 March 1987

STAS assignments completed	23
STAS advisers accepted and scheduled to depart	12
STAS assignments under recruitment	17
STAS requests withdrawn or referred elsewhere	18
STAS nominations	16
Total number of STAS requests received	86

B. STAS Advisers: Countries of Assignment and Origin
(completed assignments)1. Countries of PlacementAfrica

Senegal (1)

Arab States

Algeria (2)

Egypt (2)

Asia and the Pacific

China (1)

Maldives (3)

Nepal (1)

Trust Territory of the Pacific (Palau) (2)

Latin America and the Caribbean

Antigua and Barbuda (1)

Bahamas (6)

Dominica (1)

Grenada (2)

St. Kitts and Nevis (1)

2. Countries of Origin

Belgium (1)

Denmark (3)

Federal Republic of Germany (1)

France (2)

Netherlands (2)

Sweden (5)

United States (9)

ANNEX III

STAS Co-operating Organizations

1. American Chemical Society (USA)
2. Echanges et Consultations Techniques Internationaux (France)
3. European Federation of National Maintenance Societies (Italy)
4. Federation of Austrian Industrialists (Austria)
5. Federation of Danish Industries (Denmark)
6. Federation of Norwegian Industries (Norway)
7. German Catholic Enterprises (FRG)
8. German Senior Expert Service (FRG)
9. Industry Council for Development (USA)
10. Institute of International Education (USA)
11. International Association of Crafts, Small and Medium-sized Enterprises (Switzerland)
12. International Chamber of Commerce (France)
13. International Design Assistance Commission (USA)
14. International Union for Public Transport (Belgium)
15. Netherlands Management Consultancy Programme (Netherlands)
16. Senior Expert Foundation (Sweden)
17. Senior Service (Sweden)
18. Swedish Federation of Trades, Industries and Family Enterprises (Sweden)
19. TCR Services (USA)
20. United Nations International Business Council (USA)
21. World Assembly of Small and Medium Enterprises (India)

Table 1. STAS List of Actual and Estimated Expenditures, 1 July 1985 to 31 December 1987

		<u>Proposed Budgets for 1988 and 1989</u>				
		<u>(in US Dollars)</u>				
		Actual Expenditures 1985	Actual Expenditures 1986	Estimated Expenditures 1987	Proposed Budget 1988	Proposed Budget 1989
10	Personnel					
	1101 Programme Officer		53 991	60 000	75 000	76 000
	1101 Consultants	40 725	7 335	12 000	25 000	25 000
	1300 Administrative Support	6 425	28 515	35 000	40 000	41 000
	1500 Travel (consultant)		7 704	10 000		
	1600 Travel (Prog. Off.)		13 378	20 000	33 000	33 000
19	Component total	47 150	110 923	137 000	173 000	175 000
40	Equipment					
41	Expendable		362	2 000	6 000	6 000
	4200 Non-Expendable	5 233	10 751	8 000	1 000	1 000
	4300 Premises	3 590	10 892	12 000	12 400	12 800
49	Component total	8 823	22 005	22 000	19 400	19 800
50	Miscellaneous			10 000	11 600	10 200
	5200 Report		1 870			
	5300 Sundry		4 662	20 000	21 000	20 000
59	Component total		6 532	30 000	32 600	30 200
99	Grand total	55 973	139 460	189 000	225 000	225 000

Table 2. 1988 Proposed Budget
(in US Dollars)

1101	Programme Officer, L-3		75 000
1161	Consultants		25 000
1300	Administrative Support, G-6		40 000
1602	Travel		33 000
41	Expendable Equipment		6 000
4200	Non-Expendable Equipment		1 000
4300	Premises		12 400
	Rent	7 400	
	Maintenance	3 700	
	Electricity	1 300	
	(calculations based on 1986 figures plus an inflation factor of approximately 3%)		
50	Miscellaneous (unallocated reserve for emergencies)		11 600
5300	Sundry (Telephone, Telex, Facsimile, Courier, promotional materials)		21 000
	Grand Total		225 000

Table 3. 1989 Proposed Budget
(in US Dollars)

1101	Programme Officer, L-3		76 000
1161	Consultants		25 000
1300	Administrative Support, G-6		41 000
1602	Travel		33 000
41	Expendable Equipment		6 000
4200	Non-Expendable Equipment		1 000
4300	Premises		12 800
	Rent	7 600	
	Maintenance	3 800	
	Electricity	1 400	
50	Miscellaneous (unallocated reserve for emergencies)		10 200
5300	Sundry (Telephone, Telex, Facsimile, Courier, promotional materials)		20 000
	Grand Total		225 000
