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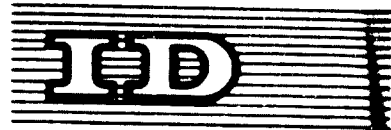
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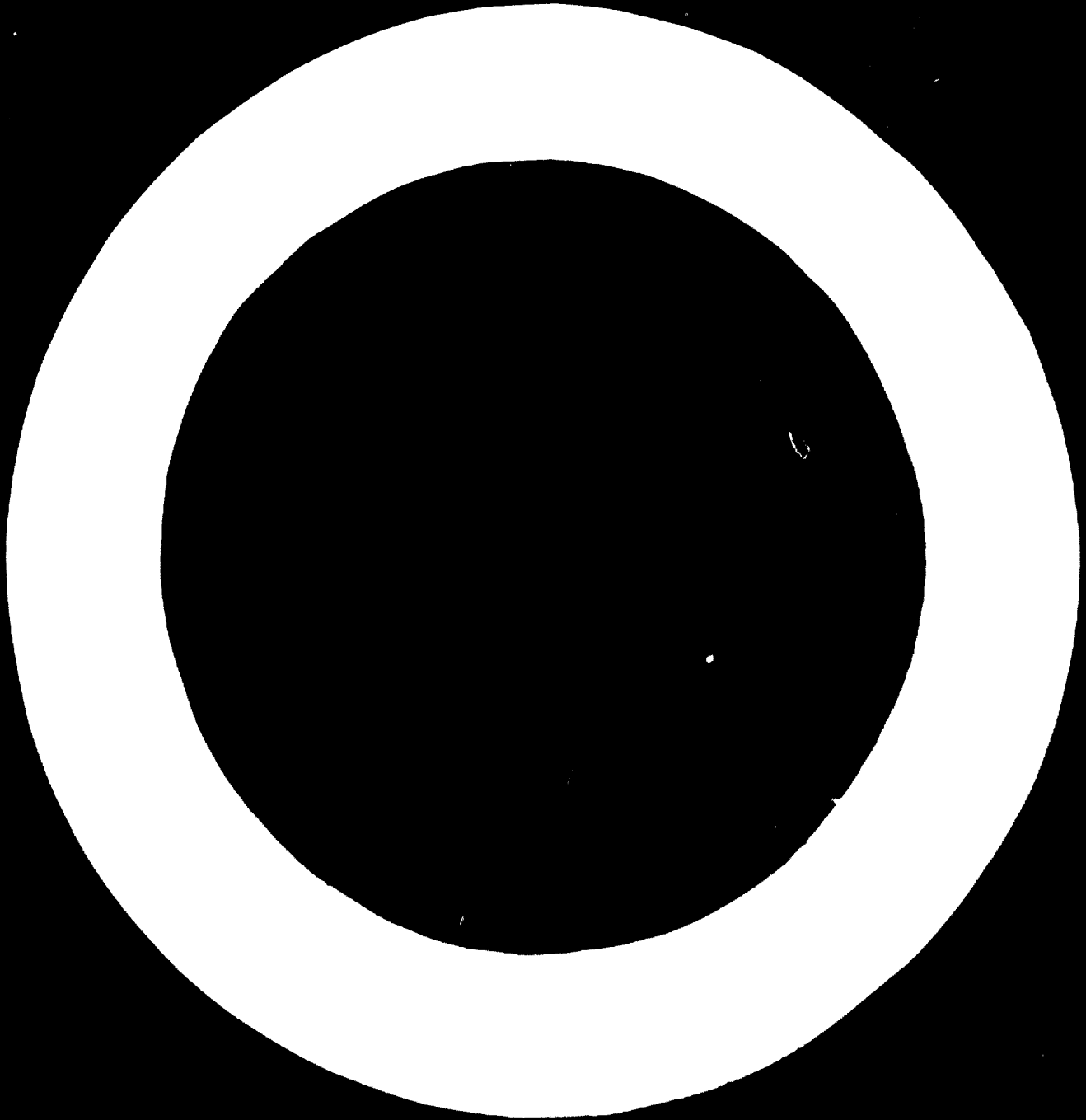
NOTE ON THE PREPARATION OF ANALYTICAL REPORTS^{1/}

1. A request for comprehensive reporting on the activities of the United Nations system of organizations in the field of industrial development was first made by ECOSOC under Resolution 1030(XXXVII) of 13 August 1964. The purpose was to ensure "effective co-ordination in the field of Industrial Development" and to avoid "unnecessary duplication of the work which is carried out by the United Nations family". As a result, a series of reports were submitted to the 5th Session of the Committee for Industrial Development by various organizations of the United Nations system describing the activities undertaken by each contributing agency in the field of industrial development.

2. The discussions that followed the examination of these reports led to a request addressed to the Secretary-General to prepare a single annual report, summarizing the work in this field of the United Nations system of organizations and to develop a framework for such reports (ECOSOC Res. D 1081 (XXXIX) of 30 July 1965). In compliance with this request, the First Consolidated Report was submitted to the Sixth Session of the Committee for Industrial Development (document E/C.5/125/Add.I, dated 20 April 1966).

3. The Second Consolidated Report, covering the year 1966, (document ID/B/3, dated 27 February 1967), was submitted to the first session of the Industrial Development Board held in New York from 10 April to 5 May 1967.

^{1/} Submitted to the Board as requested in paragraph 249(a) of the Report of the First Session of the Board (A/6715/Rev.1).



4. In reviewing the report, the Industrial Development Board requested the Executive Director of UNIDO to submit to its next session an updated report and suggested a number of improvements as to its contents and presentation. At the same time the Executive Director was requested to submit to the Board at its annual sessions an Analytical Report on the activities of the United Nations System in the field of Industrial Development, drawing attention specifically to gaps in action and areas of duplication. The latter report together with an account of the future programmes of activities which was requested by the Industrial Development Board at the same session, should "enable the Board to discharge its responsibility for the co-ordination of the activities of the United Nations system in the field of industrial development". (Document A/6715/Rev.1, paragraph 249) and serve as an instrument for the formulating of policies and guidelines for the activities in the field of industrial development. The Analytical Report should present a compact and meaningful picture of the over-all effort of the United Nations system, pointing out areas requiring more attention as well as others in which a better co-ordination of efforts should take place.

5. The Consolidated Report, being the basic source of information on the activities of the United Nations family in the field of industry, is clearly the key component of the documentation requested by the Board which was intended to assist it in its task of guidance and co-ordination.

Difficulties in the Preparation of the Third Consolidated Report

6. Difficulties of various kinds have been met in the preparation of the Third Consolidated Report. These can be summarized as follows:

- (a) Incomplete reporting on projects. According to the guidelines issued for the preparation of the Third Consolidated Report, information was requested on title, authority, description, duration, estimated cost and source of funds for each project. Furthermore, information was requested on the major changes and other developments in respect of projects started in 1966 and continued in 1967. This information has not always been supplied.
- (b) The deadlines established for the submissions of the various contributions have not been generally observed. There were in some cases considerable delays in the supply of material which not only impeded the preparation of the Analytical Report but also made it difficult to clear the drafts with the contributing agencies before publication.

- (c) The classification of the various projects has not always been indicated; however, the projects were not always defined with sufficient clarity to permit listing them under appropriate headings in the Consolidated Report.
- (d) No cross-references have been given to other areas directly or indirectly covered by projects having more than one area. The indication of the full range of areas covered by borderline projects is particularly relevant from the point of view of fully identifying gaps in, and duplications of activities.
- (e) In many cases, no information has been given on costs of staff requirements. A proper evaluation of the activities made by the United Nations system of organisations could be based only on complete data of expenditure or, alternatively, input of staff time. The mere indication of the number of projects could not be considered as a meaningful and valid indicator of the activities deployed.

Suggestions for Improvements of the Consolidated Report

7. Taking the above factors into consideration, the following suggestions for improvements are proposed:

- (a) Complete information should be provided for every project following the guidelines established for the preparation of the Consolidated Report, including estimated cost and an indication of relevant changes in continuing projects and programmes.
- (b) The material should be submitted sufficiently ahead of time to permit timely compilation of the Consolidated Report and analysis of the material.
- (c) The problem of classification is to be taken up with the various contributing agencies with a view to arriving at a uniform system of listing projects by categories of activities.

8. Given these improvements the Consolidated Report could be developed into a highly effective tool of evaluation and co-ordination of programmes and a point of departure for the preparation of a meaningful Analytical Report.

9. In spite of the various inadequacies noted above, the information contained in the Consolidated Report makes it possible - if one takes, in addition, account of information from other sources (e.g. discussions and consultations at the International Symposium in Athens) - to arrive at some tentative conclusions, particularly with respect to the problem of gaps and overlaps which is of special interest to the Board.

10. In the first place, it appears that there are certain areas of activities in which a more intensified effort is called for by UNIDO, acting either singly or in co-operation with the interested agencies. The following areas could be mentioned in a preliminary way: (a) industrial information (UNIDO); (b) standardization and quality control (UNIDO); (c) promotion of financing of industrial projects (UNIDO in co-operation with the regional development banks and other international financial institutions); and a number of industrial sectors such as (d) metallurgy and machine building (UNIDO); (e) building materials (UNIDO and ECE); and (f) agricultural inputs of industrial products such as fertilizers, insecticides and agricultural machinery (UNIDO and FAO).

11. In the second place, it is also possible to identify a number of areas of overlapping activities which call for clarification and agreements with the relevant specialised agencies as to allocation of responsibilities. Some of these areas might be noted here, such as: (a) food processing industries; (b) pulp and paper (UNIDO and FAO); (c) industrial management; (d) industrial training; and (e) small-scale industry (UNIDO and ILO).

12. It is expected that, as a result of the bilateral consultations with the agencies on co-ordination of activities that have been proceeding for some time (reference to which is made in the Report of UNIDO Activities for 1967 (ID/B/22)^{2/}) it will be possible to establish combined long-range programmes of action involving joint continuing activities with the agencies concerned in the areas referred to in para. 10 above, at the same time arriving at constructive and lasting solutions of the problems of co-ordination that arise in the case of the overlapping activities referred to in para. 11 above.

^{2/} See Introduction, paragraph 13.





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