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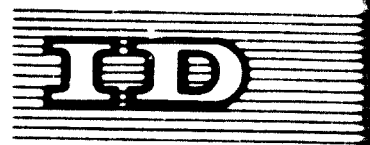
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## Industrial Development Board

Second Session

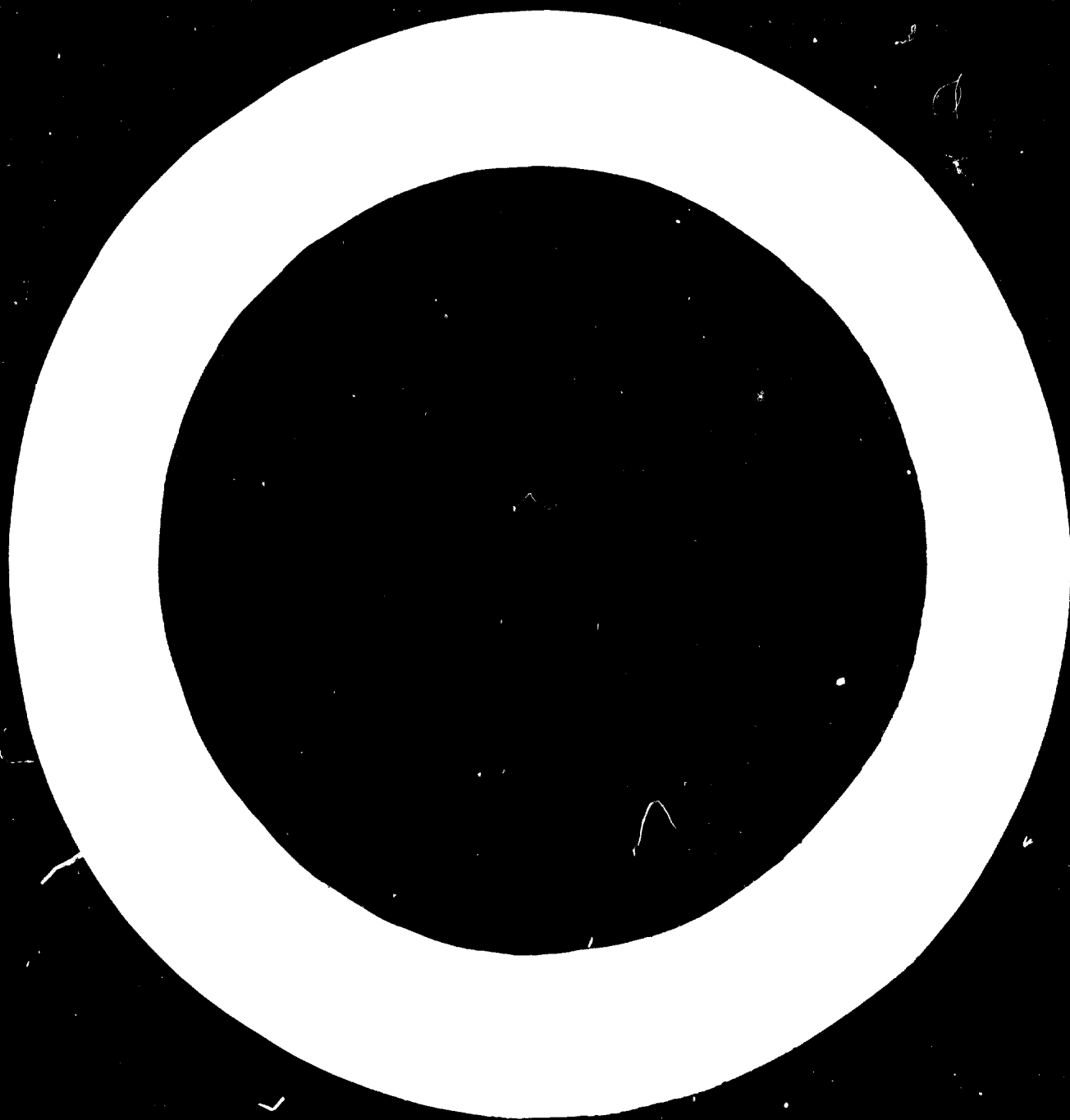
Vienna, 17 April - 14 May 1968

Agenda item 6

NOTE ON THE ANNUAL REVIEW OF THE FUTURE PROGRAMMES  
OF ACTIVITIES IN THE FIELD OF INDUSTRIAL DEVELOPMENT  
OF THE UNITED NATIONS SYSTEM OF ORGANIZATION

1. The Industrial Development Board at its first session requested the Executive Director to "examine, in consultation with the executive heads of other organizations in the United Nations system, the possibility of including in the annual consolidated report an account of the future programmes of activities which these organizations propose to undertake in the field of industrial development and to submit a report to the Board at its next regular session" (A/6715/Rev.1, Chapter VIII para. 249). In compliance with this request, the Secretariat of UNIDO is submitting the present note which aims at defining a suitable solution to the problem of preparing a concise and meaningful picture of the future programmes of the United Nations system of organizations in the field of industrial development.

2. The preparation of an account of the future programme of activities in the field of industrial development aims at supplementing the information to be provided with the annual Consolidated Report and the Analytical Report. The annual Consolidated Report is conceived as a comprehensive list of industrial projects undertaken during the preceding year by the United Nations family of organizations. The Analytical Report is intended as a summary presentation of the major features of the activities described in the Consolidated Report and an analysis of these activities in terms of the distribution of expenditures



and projects by fields of activity, geographical areas and their nature (field activities, seminars and meetings, studies and research). The Analytical Report is particularly intended to draw the attention of the Industrial Development Board to gaps and areas of duplication.

3. The account of the future programmes of activities aims at providing a time dimension to the picture drawn by the other two reports, furnishing an over-all perspective of the future action. Such a forward look is essential for the attainment of effective co-ordination. The Report of the first session of the Industrial Development Board, in requesting the Executive Director to prepare an account of future programmes (A/6715/Rev.1, para. 240), specifically referred to General Assembly Resolution 2152(XVI) which assigned to UNIDO and to the Industrial Development Board the responsibility for reviewing and promoting the co-ordination of all activities of the United Nations system in the field of industrial development (para. 27 of the Resolution).

4. To fulfill adequately its objectives the Account of the Future Programmes should (a) be structured according to the framework adopted in the classification of projects in the Consolidated Report, so that the information supplied is comparable with that relating to the past programmes; and (b) provide a clear and concise picture of the major trends in the past programmes and the anticipated trends in the future programmes.

5. It is to be noted in this connexion that the documents describing the programmes of the agencies - which are generally the budgets and programmes of work of these agencies - do not always contain detailed information on operational activities to be financed under the various technical assistance programmes. Only in a few cases do the agencies' work programmes contain a list of envisaged field projects under the assumption of possible future financing. Thus there are generally two separate sources of data: (a) programmes of Headquarters activities financed under the agencies' budgets; and (b) programmes of operational activities financed under various technical assistance programmes.

6. While information related to programmes under (a) would be collected from the agencies, information on programmes under (b) would be most conveniently obtained directly from UNDP through an appropriate procedure to be elaborated with that body. As regards (b) an additional source of funds is represented by Funds-in-Trust programmes where projects are formulated by direct negotiations with Governments without channeling them through the UNDP.

7. An element to be considered in the analysis of the information on the agencies' programmes is the cycle of programming. Programmes financed under agencies' budgets are formulated periodically (annually, biennially etc.) and are therefore known at regular and predetermined intervals of time. On the other hand, programmes financed under UNDP/TA, according to the new procedure to be applied as of 1 January 1969, are subject to a system of continuous programming based on country targets approved by the Governing Council. This will make possible submission by Governments of requests for assistance as and when needed and will cover the full duration of the projects. In fact, a similar procedure is being followed even now for projects financed under UNDP, Special Fund component, and some other sources of funds (Revolving Funds, Funds-in-Trust and Special Industrial Services). This variety of situations introduces a certain complication in the problem of evaluating future programmes in the operational field.
8. As regards the programmes financed under agencies' budgets there is a notable diversity in the United Nations family of organizations as to frequency of programming, the period covered by the programmes and the time of year in which programmes are drafted and approved by the respective governing bodies. Information on these points has been supplied by the agencies and the Regional Commissions in reply to a questionnaire circulated by UNIDO on 12 October 1967 and is summarized in the table below. It can be seen that in most cases draft programmes are issued too late to permit an analysis of the various projects sufficiently in advance for submission to the Industrial Development Board session of the same year. There is also the difference in the periods covered by the programmes. Out of thirteen cases, six programmes are on an annual basis and seven on a biennial basis. With respect to the seven latter cases the periods covered do not coincide with the calendar years.
9. Given the situation described earlier as regards operational programmes, it is essential to enlist the co-operation of the UNDP in the collection and evaluation of these programmes. The experience of the UNDP can be of great value in this task.
10. In this connexion the Industrial Development Board may consider requesting the UNDP to undertake a survey of the operational activities developed in the past in the area of industrial development and to report to the Board the results of this survey, together with any suggestions of procedures and measures that would lead to better co-ordination of the agencies' activities in the field of industry.

Time characteristics of programming in the United Nations system of organizations

Specialised Agencies and Regional Commissions	Length of time <sup>a/</sup> covered by the programme	Period covered by the programme	Cases of long-term programming	Time of approval	p.y. - previous year s.y. - same year
1) ESA	1 year	1 calendar yr.	under study	May	p.y.
2) FAO	2 years	2 "	-	Oct/Nov.	p.y.
3) IAEA	2 years	2 "	6 yrs. (from 1968)	September	p.y.
4) ILO	1 year	1 "	under study	June	p.y.
5) UNCTAD	1 year	1 "	-	July	p.y.
6) UNESCO	2 years	2 "	-	October	p.y.
7) UNIDO	1 year	1 "	-	April	p.y.
8) WHO	1 year	1 "	-	May	p.y.
9) ECA	2 years	March to March	-	February	s.y.
10) ECAFE	2 years	April to April	-	Feb/March	s.y.
11) ECE	1 year	April to April	3 yrs. (for Section OI "General Projects")	April	s.y.
12) ECLA	2 years	May to May	-	May	p.y.
13) UNESOB	2 years	2 calendar yrs.	-	January	p.y.

<sup>a/</sup> The frequency of programming corresponds in most cases to the length of time covered by the programmes: ECAFE and UNESCO are the only exceptions where biennial programmes are reprogrammed annually.

11. It is expected that the recently established system of UNIDO field advisers would contribute considerably to better co-ordination of the programmes of technical assistance in industry. The field advisers, as a consequence of their close contacts with the Resident Representatives and Governments concerned in matters of programming of industrial projects, will be in a position to provide UNIDO with continuing and up-to-date information on proposed programmes in industry, thus providing a most effective medium of information on future programmes of the United Nations family of agencies.

12. As regards the agencies' Headquarters activities, for reasons described in the preceding paragraphs, it appears convenient to limit the collection of data related to Headquarters activities to broad indications as to anticipated major trends or shifts in emphasis in the future programmes as compared with previous years. Information of this nature which would identify the main directions of the anticipated developments of Headquarters activities of the agencies could be gathered through appropriate channels of information to be established with the agencies sufficiently ahead of the official approval of the programmes so as to make the reporting on the future programmes a meaningful exercise in terms of co-ordination.

13. It should also be pointed out that there is generally a certain degree of flexibility in the implementation of programmes so as to allow for introducing some adjustments in execution even after programmes have been approved by the relevant governing bodies, should such adjustments be recommended by the Industrial Development Board for purposes of better co-ordination of the agencies' activities.

14. Appropriate procedures will have to be established in consultation and co-operation with the agencies concerned in order for UNIDO to have at its disposal at appropriate time the necessary elements for reporting to the Board on this aspect of the programmes.

15. Finally, the attention of the Board is drawn to the possibilities of effective co-ordination of future programmes offered by the proposals under discussion at the present time between UNIDO and some of the Specialized Agencies, references to which is made in Document ID/B/27. Under these proposals it is envisaged that UNIDO would develop joint programmes of action with the interested Specialized Agency or Agencies in a certain number of areas of common interest.

Instances of such areas are agricultural inputs of industrial origin (fertilisers, insecticides and agricultural machinery) which would call for joint UNIDO and FAO programmes; small-scale industry and development of entrepreneurship in such industries; training and management development (UNIDO and ILO); promotion of export-oriented industries (UNIDO and UNCTADO); industrial standardization and research (UNIDO and UNESCO). Since such programmes would be generally of a long-term nature, involving continuing co-operation of UNIDO and the respective agency, the problem of review and co-ordination of such programmes on a periodic basis would present no difficulties.







**28. 9. 71**