Feasibility Study  
on  
Establishing a Documentation Centre  
for  
the United Nations Institute for Training and Research (UNITAR)  

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November 1984  
Revised, January 1985  

* The views expressed in this report are those of the author who was on loan as a consultant for the feasibility study. They do not necessarily reflect the views of the International Development Research Centre or the United Nations Institute for Training and Research.
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ACKNOWLEDGEMENTS

In a feasibility study of this nature, there are many people who contribute to its content. In particular, the author would like to acknowledge the valuable input given by Dr. Michel Doo Kingué, Executive Director of UNITAR and Under-Secretary General of the United Nations. As well, the author wishes to thank Martha Stone, Director of the Information Sciences Division of the International Development Research Centre (IDRC) for her input and critical comments which were invaluable. Ed Brandon also of the Information Sciences Division deserves particular mention for the information he provided on computer software packages.

A list of the people from whom the consultant received input is included as Appendix A. The author is very grateful for the assistance and expertise she received from everyone she consulted.
EXECUTIVE SUMMARY

To facilitate effective performance of its mandate, it is imperative that the United Nations Institute for Research and Training (UNITAR) establish a documentation centre dealing with UNITAR's areas of competence, in response to the needs of UNITAR's staff and the UNITAR community of users, particularly decision-makers within and outside the United Nations system who are engaged in the resolution of world economic, social, and political problems. This is the major conclusion of a feasibility study on the establishing of a documentation centre for UNITAR. The study was funded by the International Development Research Centre (IDRC) and was executed by Mrs. Sharon E. Henry, the Centre Librarian of IDRC. The final report was submitted in January 1985 to Dr. Michel Doo Kingué, Executive Director of UNITAR and Under-Secretary-General of the United Nations.

The terms of reference of the study included an examination of:

1] the information needs of UNITAR staff and the UNITAR community of users with specific reference as to how these needs can be met;

2] existing resources available both within and outside the UN system for meeting these needs, and the associated costs;

3] relationship of the documentation centre to the existing UNITAR Library and other libraries and organizations within and outside the UN system;

4] subject scope and type of material to be collected, emphasizing the creation of a unique resource presently not developed elsewhere;

5] organization of the material so as to make the best use of existing bibliographic standards, methodologies, and technologies to enable the centre to interact with like-minded centres, libraries, and information services;

6] services and products; and

7] resources required, including financial, human and physical.

In order to meet the requirements of the terms of reference, the consultant was briefed on the role and programme of UNITAR, studied the characteristics of existing and planned information systems within and outside the United Nations systems and held discussions with appropriate officials in UNITAR and other organizations within and outside the United Nations system. The willingness and cooperation of the UNITAR staff members and officials in other organizations contributed immeasurably to the completion of this study.
UNITAR, which was established in 1965, is "an autonomous institution within the framework of the United Nations for the purpose of enhancing the effectiveness of the United Nations in achieving the major objectives of the Organization, ... in particular the maintenance of peace and security and the promotion of economic and social development,"\(^1\) by performing certain functions in the fields of training and research.

The UNITAR brochure states that "the Institute provides training at various levels to persons, particularly from developing countries, for assignments with the United Nations, its specialized agencies or assignments in their national services that are connected with the work of the United Nations, the organizations related to it, or other institutions operating in related fields.

The Institute also conducts research and study related to the functions and objectives of the United Nations, giving appropriate priority to the requirements of the Secretary-General of the United Nations and of other United Nations organs and the specialized agencies."\(^2\) The Secretary-General of the United Nations has stressed that UNITAR's scope covers the study of practical problems of the UN and makes concrete research and training facilities available to the UN and the specialized agencies.

UNITAR is the only UN research and training institute designed to serve the world community as a whole. It has access to all the organizations of the international community which enables it to take a multi-disciplinary inter-agency approach. The governing body of UNITAR, the Board of Trustees, includes as ex officio members, the Secretary-General of the United Nations, the President of the United Nations General Assembly and the President of the United Nations Economic and Social Council. The Executive Director of UNITAR is a full member of the Administrative Committee on Co-ordination (ACC). The present incumbent is also an Under-Secretary-General of the United Nations.

In brief, there is no other United Nations institution with such an overall mandate.

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The two major components of UNITAR are the research and the training programmes. The research programme consists of four main areas:

1] research on United Nations institutional issues (e.g., how well the UN system is organized and to what extent it functions and operates effectively);

2] research on specific substantive issues of concern to the United Nations system in the fields of the maintenance of peace and security and the promotion of economic and social development, particularly in developing areas;

3] research on the future of the main developing regions of the world; and

4] research on energy and natural resources.

The research programme of UNITAR has been undergoing re-evaluation during the past year. The primary function of the programme was to conduct research on a broad range of interests within the parameters of the UNITAR mandate and the staff/consultants available. The emphasis in the future may be, however, more on the monitoring of research with UNITAR acting as a focal point or clearinghouse.

The training programme consists of three main components:

1] training for international cooperation and multilateral diplomacy;

2] training for economic and social development; and

3] research on training and training promotion.

There are three principles which guide the training programme and shape its direction:

a] UNITAR must play a catalytic role in promoting training and training-related activities;

b] UNITAR must aim to strengthen existing training institutions in developing countries in the field of training; and

c] UNITAR's training programme must, wherever possible, be carried out in cooperation with other training institutions within and outside the United Nations system.
UNITAR derives its financial resources from voluntary contributions made by governments, intergovernmental organizations, foundations and other non-governmental sources. This method of funding which does not guarantee a predictable and continued flow of resources to UNITAR has seriously impacted UNITAR programme development. A report on the long-term financing arrangements for UNITAR will be presented to the General Assembly during its 39th Session. It should be noted that there is no provision in UNITAR's current budget of $US2.2 - 2.3 million for a Documentation Centre. Special funds for the Centre would have to be obtained from additional sources.

UNITAR presently has a small library staffed on a part-time basis. The proposal is for the creation of a Documentation Centre to provide specialized services where the emphasis is on obtaining and re-packaging of information in response to the needs of users.

There are four major groups of users within UNITAR: the management, the research programme staff, the training programme staff and the regional offices of UNITAR in Geneva, Dakar and Bangkok. The information required by management is both current and historical, often on UN positions vis-a-vis a particular topic - always required quickly. Management of UNITAR must also respond to the information requirements of the Secretary-General of the UN. This often includes timely information and advice on the past, present and future role of the UN on a particular issue of world significance or assistance in the selection of an individual or institution expert in a particular subject.

The needs of the research staff and training staff are similar to those of management. The training programme also requires the most recent materials on the training of trainers, training techniques and related topics as well as studies on evaluation methods. The regional offices will require access to the information from the UN Regional Economic Commissions as well as other regional organizations and institutions.

None of the information needs previously identified can be met easily by the existing structure and resources of UNITAR. Failure to meet these needs impacts the ability of the staff to meet their short-term objectives and leads to failure in meeting long-term objectives. UNITAR is unable to play an effective leadership role unless its staff have easy and fast access to the most recent information and data in their fields. To ensure the effectiveness of the United Nations system which is the mandate of UNITAR, the Institute must have access to information concerning all the elements that affect the resolution of world economic, social and political problems.

**RECOMMENDATION 1: UNITAR Documentation Centre**

It is recommended that UNITAR establish a documentation centre at its New York office as soon as possible. The purpose of the Documentation Centre will be to ensure access to information about the effectiveness of the United Nations, particularly in the areas of expertise of UNITAR. This Documentation Centre should be administratively part of the Office of the Executive Director of UNITAR.
RECOMMENDATION 2: User Community

The services of the UNITAR Documentation Centre should be designed to serve and meet the information needs of its user communities: the staff and researchers of UNITAR and its programmes and projects, the Secretariat of the United Nations, the staff of the United Nations system, the staff of Permanent Missions, diplomats, decision and policy makers as well as researchers and scholars in Member States particularly those of the Third World.

RECOMMENDATION 3: Resources Available Within the United Nations System

In view of the vast range of information services already available in the United Nations system, it is recommended that the UNITAR Documentation Centre design its services, products and systems with due regard to avoiding duplication and strive to complement or supplement the other UN services as required. Choice of standards, bibliographic, technological, and methodological, as well as hardware and software, should take into account what is being used within the UN system.

There are many information units within the UN system with which the UNITAR Documentation Centre should cooperate but the following are the most important from the point of view of their collections, services and/or systems development.

In particular, UNITAR should work closely with ACCIS, the Advisory Committee for the Co-ordination of Information Systems, and play a strong, even a leading role in its committees and activities. In terms of collection, services and systems, the Dag Hammarskjöld Library (DHL) is the most important library with which the UNITAR Documentation Centre should cooperate. The United Nations Library in Geneva (UNOG) should be used as a valuable source of historical materials not available elsewhere. Also in Geneva, the International Labour Office (ILO) Library as well as individual libraries and clearinghouses within ILO offer a wide range of services which can be used as models for the services offered by the UNITAR Documentation Centre. The United Nations Educational, Scientific and Cultural Organization (Unesco) in Paris offers an interesting selection of data bases and services of value to the UNITAR Documentation Centre.

Within the UN system in New York, the UNITAR Documentation Centre should obtain access to the Development Information System (DIS) in the Office for Programme Planning and Co-ordination of the United Nations Department of International Economic and Social Affairs (UN/DIESA). DIS will also be a good source of bibliographic data from the Regional Economic Commissions of the UN. In the United Nations Development Programme (UNDP), the format and content of the Project Institutional Memory (PIM) in the Documentation and Statistics Office of the Bureau for Programme Policy and Evaluation and the Information Referral System (INRES) of the Special Unit for Technical Co-operation Among Developing Countries (TCDC) are of particular interest to the UNITAR Documentation Centre.
RECOMMENDATION 4: Resources Available Outside the United Nations System

In view of the substantial resources available in the New York area and elsewhere, it is recommended that the services, products, and systems of the UNITAR Documentation Centre be designed to maximize the use of these existing services, particularly in the area of on-line access to data bases.

For example, the World Bank and International Monetary Fund (IMF) have bibliographic data bases in their Joint Bank-Fund Library and in the Administrative Services Department (Integrated Bibliographic Information System - IBIS) as well as non-bibliographic data bases in the Economic Analysis and Systems Department and elsewhere in the Bank. These data bases will be of considerable interest to the UNITAR Documentation Centre.

Close cooperation between the UNITAR Documentation Centre and the Development Centre of the Organisation for Economic Co-operation and Development (OECD) should be a priority to ensure that there is no duplication of effort between the Development Centre's International Development Information Service and the services of the UNITAR Documentation Centre.

Given clearance from the respective organizations, direct on-line access to the data bases of FAO, ILO, Unesco, UNIDO, and USAID could be obtained for the UNITAR Documentation Centre via the International Development Research Centre (IDRC) in Ottawa. This would be an interim measure pending the mounting of these data bases in the UN in New York. Access could also be given to the five data bases that IDRC produces: IDRIS (Inter-agency Development Research Information System), ACRONYM (Acronyms relating to international development), SALUS (Low-cost rural health care and DEVSIS (Development literature produced in Canada) and BIBLIOL (Holdings of the IDRC Library).

The number of commercial data base services is enormous. The UNITAR Documentation Centre should subscribe initially to BRS (Bibliographic Retrieval Services) because it offers a range of data bases at the cheapest rates and because it complements the services to which the Dag Hammarskjöld Library already subscribes.

Consideration should be given to subscribing to statistical and factual data base services. In addition, the UNITAR Documentation Centre should play an active role in the Library associations and library co-operatives, particularly METRO, which includes more than 130 New York area-based libraries. The Documentation Centre should also make use of the information resources elsewhere in the United States and abroad.
RECOMMENDATION 5: Role

It is recommended that the role of the UNITAR Documentation Centre be fourfold:

1] to serve as the institutional memory of the United Nations in the areas of competency of UNITAR;

2] to provide UNITAR staff with the information they need for the satisfactory performance of their duties;

3] to provide advice and training to developing countries regarding the creation of information components in training programmes and institutions in UNITAR's areas of expertise; and

4] to serve as a catalytic medium between UNITAR and a select but highly specialized community of users -- decision makers within and outside the United Nations system.

In fulfilling this role, the UNITAR Documentation Centre must establish linkages and close working relationships with other information units both within and outside the United Nations system.

RECOMMENDATION 6: Role of the UNITAR Library

The present UNITAR Library could not function effectively without a massive infusion of resources to build, retain and organize a comprehensive collection. This would be duplication of existing resources in the New York area. Therefore, it is recommended that the facilities and collection of the UNITAR Library be modified to assume new direction as the basis for the UNITAR Documentation Centre. The emphasis should be on the re-packaging of information to meet users' needs instead of merely collecting information.

RECOMMENDATION 7: Scope of the Collection

It is recommended that the collection of the Documentation Centre should be very selective, of high quality with the emphasis on current material. Collection strengths should include evaluative, critical or analytic studies on the UN, material on training and trainers and evaluation techniques in UNITAR's areas of training excellence, biographical information about UN-related specialists, and information about international organizations and institutions, particularly those in UNITAR's areas of expertise.
RECOMMENDATION 8: Type of Material to be Collected

It is recommended that the UNITAR Documentation Centre develop a strong core reference collection in materials dealing with UNITAR, the UN and their interests. A small cross-section of key journals dealing with the United Nations, world affairs and training issues should be collected and assessed regularly to determine their continued usefulness. The Centre should continue to acquire UN documents and official publications. The general collection should be highly selective and contain material only in the subject scope of UN.

The UNITAR Documentation Centre should contain substantial information about organizations, specialists and training materials in the subject areas of interest to UNITAR. In addition, collection of "grey" literature or unpublished material will be an important source of information for UNITAR and the users of the Documentation Centre.

RECOMMENDATION 9: Organization of Material

It is recommended that for the organization of material, the UNITAR Documentation Centre should adopt standards which are in use elsewhere in the UN system and in particular, work as closely as possible with the Dag Hammarskjöld Library, using its standards wherever appropriate.

The most useful data bases or files which the UNITAR Documentation Centre should create are files on organizations, specialists and training materials in the subject areas of interest to UNITAR.

RECOMMENDATION 10: Services and Products

For the initial two years of operation, the Documentation Centre should offer a modest range of products which meet the most urgent needs of its users and which capitalize on the utilization and re-packaging of existing information resources within and outside the UN system. The most important service should be an in-depth reference service. Also included should be on-line searches of computerized data bases, current awareness profiles, selective dissemination of information, inter-library loans, institutional information, information on specialists, orientation and training, and liaison with its users and other information units.

The most important printed products should be a quarterly current awareness Bulletin, compilations and analyses of documents on a specific topic, and at a later stage, directories.
RECOMMENDATION 11: Resources Required

It is recommended that the budget for the first year of operation of the Documentation Centre be $US178,250 - 212,250 for the second, $US161,500 - 191,500. Two full-time staff are required, a qualified experienced librarian and an assistant. Contract staff equivalent to one person year are required for programming, systems analysis and to compile compendiums. The Documentation Centre could initially be established in the present quarters of the UNITAR Library but plans for expansion should be considered.

RECOMMENDATION 12: Evaluation and Monitoring

It is recommended that the UNITAR Documentation Centre engage in an on-going process of evaluating and monitoring its products and services to ensure that they are responsive to users' needs.
1. **INTRODUCTION**

1.1 **Background**

In January 1984, in response to a request for assistance from Dr. Michel Doo Kingué, Executive Director of the United Nations Institute for Training and Research (UNITAR) and Under-Secretary-General of the United Nations, the Information Sciences Division of the International Development Research Centre (IDRC) agreed to fund a feasibility study on the establishing of a documentation centre for UNITAR. Mrs. Sharon E. Henry, the Centre Librarian of IDRC was identified as the consultant. The duration of the study was to be sixty working days with a completion date of August 31, 1984. Due to unforeseen commitments and delays, the draft report was submitted in November 1984. In December 1984, the draft report was discussed with Dr. Doo Kingué and the senior staff of UNITAR. The revised report was submitted in January 1985.

1.2 **Terms of Reference**

The terms of reference of the study to examine the feasibility of UNITAR establishing a documentation centre in its area of competence, included an examination of the following:

1. information needs of the UNITAR Training, Research, and Management staff and the UNITAR community of users/decision-makers, within and outside the United Nations system who are engaged in the resolution of world economic, social, and political problems, with specific reference as to how these needs can be met;

2. existing resources available both within and outside the UN system for meeting these needs, and the associated costs;
3. relationship of the documentation centre to the existing UNITAR Library and other libraries and organizations within and outside the UN system;

4. subject scope and type of material to be collected, emphasizing the creation of a unique resource presently not developed elsewhere;

5. organization of the material so as to make the best use of existing bibliographic standards, methodologies, and technologies to enable the centre to interact with like-minded centres, libraries, and information services;

6. services and products with specific emphasis on the following:

a] development of a world-wide clearinghouse in the areas of competence of UNITAR,

b] current awareness services and inventories in the areas of training for international cooperation and multinational diplomacy, training for economic and social development, and research and promotion of training,

c] inventories of UNITAR trainees to provide the mechanisms for assessment of past training and responses to the need for future training,

d] inventories of experts in the research areas of UNITAR, and

e] inventories of training materials in the areas of specialization of UNITAR; and
7. profile of the resources required with specific reference to finances (short-term and long-term), capital equipment, and staffing.

1.3 Scope

In order to meet the requirements of the terms of reference, the consultant was briefed on the role and programme of UNITAR, studied the characteristics of existing and planned information systems within and outside the United Nations system and held discussions with appropriate officials in UNITAR and other organizations within and outside the United Nations system. On the recommendation of Dr. Doo Kingué, members of the permanent missions to the United Nations were not interviewed so as not to raise false expectations of proposed services.

The willingness and cooperation of the UNITAR staff members and officials in other organizations has contributed immeasurably to the completion of this study.

In making recommendations regarding the documentation centre, the consultant decided on a modular approach that could be implemented in phases as the resources of UNITAR increased. The recommendations have taken into consideration making full use of automated systems in a phased approach. Where necessary, it may be appropriate to create or utilize manual files instead. The creation of effective manual files and records can, in fact, form an excellent prerequisite to automation at a future date.
1.4 UNITAR Reorganization

The study was undertaken at a time of reorganization and restructuring within UNITAR. In view of UNITAR's serious financial difficulties, the impact of the consultant's study to determine the information needs of the UNITAR staff vis-à-vis their programme of work will depend to a large measure, on the amount of funding available. In addition, a decision on a proposed Communications Division for UNITAR had not been taken at the time of the feasibility study. If created, the Communications Division and UNITAR's expanded activities in the area of publications and their dissemination will directly affect the role and services of a UNITAR documentation centre.

1.5 Relationship to Changing Technology

At the onset of the study, the consultant was advised by the Executive Director of UNITAR that any equipment recommendations for the proposed documentation centre should be based on the IBM personal computer (PC). UNITAR already has an IBM/PC and will be acquiring an additional one.

1.6 Definitions

A library is usually defined in the traditional sense as "a collection of books and other literary material kept for reading, study and consultation" or "a place, building, room or rooms set
Apart for the keeping and use of a collection of books, etc.\footnote{A documentation centre is defined as "a place where publications are received, processed, preserved, summarized, abstracted and indexed; where bulletins relating to such material are prepared for distribution to those interested; where research is undertaken, bibliographies prepared, and copies or translations made".\footnote{Ray Prytherch, Harrod's Librarians Glossary of Terms Used in Librarianship, Documentation and the Book Crafts (Aldershot, Gower, 1984), p. 444.}} Documentation centre is defined as "a place where publications are received, processed, preserved, summarized, abstracted and indexed; where bulletins relating to such material are prepared for distribution to those interested; where research is undertaken, bibliographies prepared, and copies or translations made".\footnote{Ray Prytherch, Harrod's, pp. 248-249.}

In very recent times, the distinction between the functions of a documentation centre and of a special library in particular have tended to become blurred as special libraries have undertaken to make their services more responsive to users' needs and to develop new and innovative ways of meeting their needs. However, for the purpose of this study, the term "library", as it applies to UNITAR, will be used in the traditional sense and the term "documentation centre" will be used to denote a centre where the emphasis is placed on the obtaining and re-packaging of information in response to the needs of users.
2. **BACKGROUND**

2.1 **Mandate of UNITAR**

UNITAR was established in 1965 as "an autonomous institution within the framework of the United Nations for the purpose of enhancing the effectiveness of the United Nations in achieving the major objectives of the Organization,... in particular the maintenance of peace and security and the promotion of economic and social development,"³ by performing certain functions in the fields of training and research.

The UNITAR brochure states that "the Institute provides training at various levels to persons, particularly from developing countries, for assignments with the United Nations, its specialized agencies or assignments in their national services that are connected with the work of the United Nations, the organizations related to it, or other institutions operating in related fields.

The Institute also conducts research and study related to the functions and objectives of the United Nations, giving appropriate priority to the requirements of the Secretary-General of the United Nations and of other United Nations organs and the specialized agencies."⁴ The Secretary-General of the United

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Nations has stressed that UNITAR's scope covers the study of practical problems of the UN and makes concrete research and training facilities available to the UN and the specialized agencies.

UNITAR is the only UN research and training institute designed to serve the world community as a whole. In the 1979 audit of UNITAR by the Joint Inspection Unit (JIU) of the United Nations, it was stated that "UNITAR enjoys a privileged position by having direct access to all the organizations of the international community, which enables it to take a multi-disciplinary inter-agency approach. Being an autonomous organization, having the possibility of enlisting outside talent and with the potential to be a focal point in an international research and training network, UNITAR stands in a unique position and can play a leading intellectual role in drawing the attention of the UN system and governments to the problems faced by the organizations and possible alternative solutions and courses of action, as well as to possible improvements in the functioning of the system itself."

UNITAR's special position is further emphasized by the fact that its governing body, the Board of Trustees, includes as ex officio members, the Secretary-General of the United Nations, the President of the United Nations General Assembly and the President of the United Nations Economic and Social Council. Furthermore, the Executive Director of UNITAR is a full member of the Administrative Committee on Co-ordination (ACC), which is chaired by the Secretary-General of the United Nations and where matters of concern to the United Nations system are discussed by the Executive Heads of all the major organizations of the United Nations system. In addition, the present Executive Director of UNITAR is also an Under-Secretary-General of the United Nations.

In brief, there is no other United Nations institution with such an overall mandate. Therefore, there is no duplication between the UNITAR mandate and functions and those of any other United Nations unit or training and research institute.

2.2 Programme of UNITAR

2.2.1 Introduction

The programme of UNITAR has undergone substantial revisions during the past two years with the appointment of the new Executive Director in January 1982 and his commitment to achieve a balanced budget. This has meant major cutbacks in some programmes, including the two main components of UNITAR which are the research and the training programmes.

2.2.2 Research Programme

As outlined in UNITAR's Work Programme for 1984-85\textsuperscript{6} and its publication, The Real Face of UNITAR\textsuperscript{7}, the research programme consists of four major areas:

1) research on United Nations institutional issues (e.g., how well the UN system is organized and to what extent it functions and operates effectively);


2] research on specific substantive issues of concern to the United Nations system in the fields of the maintenance of peace and security and the promotion of economic and social development, particularly in developing areas;

3] research on the future of the main developing regions of the world; and

4] research on energy and natural resources.

In the research on United Nations institutional issues, the programme includes research on the image of the United Nations, on the analysis of the United Nations negotiating techniques and practices, and on the promotion of respect for international law. A significant component of the programme is major research on "The United Nations by the Year 2000". It includes two studies commemorating the fortieth anniversary of the UN, "The United Nations and the Eradication of Poverty", and "The United Nations and the Maintenance of International Peace and Security: A Retrospective and Prospective View".

The programme of research on specific substantive issues of concern to the United Nations system in the fields of maintenance of peace and security and the promotion of economic and social development includes a wide variety of topics such as development and North-South trade, role of women in development, financial issues of the New International Economic Order, transfer of technology in developing countries, status and problems of small states and territories, etc. A new part of this programme will
include annual meetings of high level experts on the state of knowledge concerning specific issues. The first meeting which will be held in 1985 will deal with "The Impact of the Information Revolution on Third World Countries". These meetings will be held in cooperation with the International Federation of Institutes for Advanced Studies (IFIAS) and, as the topic warrants, other UN and non-UN institutions.

The research programme on the future of the main developing regions of the world includes a programme on strategies for the future of Africa (based in Dakar, Senegal) and one on strategies for the future of Asia (to be based in Bangkok, Thailand). Research programmes on strategies for the future of the Caribbean and strategies for the future of Latin America are planned for 1985 and subsequent years.

UNITAR has had a substantial programme on energy and natural resources since the mid-1970's and has sponsored numerous conferences and meetings as well as funded and conducted research in this area. In 1981, the joint UNITAR/UNDP Information Centre for Heavy Crude and Tar Sands was established using funds from oil companies in developed and developing countries. The Centre has its own computerized data base, maintains computer links with other centres, organizes conferences, issues a publication, Heavy Oiler and carries out annual surveys of heavy crude and tar sands resources, reserves and production.
In 1984, UNITAR established in Rome, an International Centre on Small Energy Resources to help Third World countries develop the energy resources they need, particularly for rural development. A similar organization, an International Centre on Small Scale Mining, is at the planning stage.

2.2.3 Training Programme

The training programme of UNITAR, as stated in its Work Programme and other documents, consists of three main components:

1) training for international cooperation and multilateral diplomacy;

2) training for economic and social development; and

3) research on training and training promotion.

There are three principles which guide the programme and shape its direction:

a) UNITAR must play a catalytic role in promoting training and training-related activities;

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8 UNITAR. Draft Work Programme for 1984-85, pp. 4-18.

9 UNITAR. The Real Face of UNITAR, pp. 10-13.
UNITAR must aim to strengthen existing training institutions in developing countries in the field of training; and

c] UNITAR's training programme must, wherever possible, be carried out in cooperation with other training institutions within and outside the United Nations system.

The main purpose of the UNITAR training programme for international co-operation and multilateral diplomacy is to "assist Member States to participate more effectively in the system of international co-operation, in particular within the context of the United Nations, and to provide them with updated knowledge and skills necessary to do so. Specifically, it aims at diplomats and other government officials involved in the conduct of foreign relations and concentrates on issues, processes and techniques of international co-operation and multilateral diplomacy."¹⁰

This portion of the programme will concentrate on "1) training in multilateral diplomacy for members of Permanent Missions to the United Nations; 2) training for other government officials involved in international

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co-operation; 3) training in response to ad hoc requests by individual Member States in the area of international co-operation and multilateral diplomacy; 4) training advisory assistance to diplomatic training institutions in developing countries and 5) training for United Nations system officials and field experts.\textsuperscript{11}

The main purpose of the UNITAR training programme for economic and social development is to "contribute to the United Nations effort to provide a set of critical knowledge and skills to decision-makers of Third World countries so that they may enhance their effectiveness in the planning and management of national development. It is also geared to facilitating the interaction between governmental and non-governmental organizations from developed and developing countries with a view to ensuring more effective training programmes in the Third World. The programme primarily aims at fostering the ability of Third World countries to design, organize and evaluate their own training... The focus... will be on the organization of training of trainers and institution development activities."\textsuperscript{12}

\textsuperscript{11} UNITAR. Draft Work Programme for 1984-85, p. 6.

\textsuperscript{12} UNITAR. Draft Work Programme for 1984-85, p. 12.
The components of this portion of the programme are: 1) training for development managers; 2) training in the modernization of public administration in African countries; 3) training in the management of public enterprises (state-owned and parastatal); and 4) training for finance management. In cooperation with the Dutch government, UNITAR is establishing in the Netherlands, a Centre for the Training of International Experts.

The third component of UNITAR's training programme, the research on training and training promotion has as its focus to "strengthen the UNITAR role and standing as the training arm of the United Nations, and to improve the overall quality of the Institute's programme." It includes "the preparation of guidelines for training administration and evaluation, training needs assessment of Member States in the UNITAR fields of competence; the preparation and publication of handbooks and manuals for the practitioner of international cooperation and diplomacy; the development and publication of a Resource Guide to diplomatic training institutions; the development of curricula for training institutions in the field of economic and social development as well as the development of advice to the organizations of the United Nations system on the quality and impact of their training programmes for economic and social development, including the organization of pilot joint training projects that may pave the way to new approaches and new techniques in training."

13 UNITAR. The New Face of UNITAR, p. 12.

14 UNITAR. The Real Face of UNITAR, p. 12.
2.3 Future Directions

UNITAR's future directions include an ambitious and revised programme of publications, the focal point of which will be a scholarly journal, *Review on World Issues*. Also included is the development of technical cooperation among developing countries (TCDC) in the fields of training and research in close collaboration with other United Nations institutions, particularly the United Nations Development Programme (UNDP) which has overall responsibility for TCDC within the United Nations system.

2.4 UNITAR's Budget

UNITAR derives its financial resources from voluntary contributions made by governments, intergovernmental organizations, foundations and other non-governmental sources. The resources consist of 1) General Fund resources and 2) Special Purpose Grants. The General Fund resources represent the regular budget of UNITAR which finances the UNITAR Secretariat and most of its activities in training for international co-operation and multilateral diplomacy and in the field of research on the United Nations. Governments pledge money to the General Fund during the United Nations Pledging Conference for Development Activities, held in New York every November. Contributions, can, however, be made at any time.
This method of funding does not guarantee a predictable and continued flow of resources to UNITAR. Therefore, a report on long-term financing arrangements for UNITAR will be presented to the General Assembly during its 39th Session. The UNITAR Board of Trustees is recommending consideration of three funding options:15

a) the setting up of a Reserve Fund of 15 million US dollars through grants or soft loans or a combination of these two measures; or

b) the adoption of a replenishment system under which a target amount to be revised periodically is subscribed to by all on a large group of contributors; or

c) the establishment of an Endowment Fund of at least 50 million US dollars through a combination of an advanced payment by Member States of ten-year contributions and the granting of soft loans to UNITAR.

The Board's preference is for the third option.

"Special Purpose Grants (or extra-budgetary resources) are used for the funding of specific programmes and projects, particularly activities in the field of assistance to Third World countries (training for economic and social development, research on the future of the main developing regions of the world, research on energy and natural resources, etc.)".16
UNITAR's budget estimates for 1984 based on the General Fund were set at US $1.6 million, $2.2 million and $3.2 million. The figure of $1.6 million was based on "the minimum level of assured income... The budget of $2.2 million was based a more optimistic projection of income... The budget of $3.2 million corresponded to the programme that the Board of Trustees and the Executive Director considered to be indispensable for the revitalization of the Institute."17

At its March 1984 meeting, the UNITAR's Board of Trustees approved the proposed budget of US $2.2 - 2.3 million on the understanding that its actual level will depend on resources available. With this budget, the Institute will not have to terminate any of its activities but it will be able to undertake only a reduced programme of research.

It should be noted that there is no provision in this budget for a documentation centre. Funding for such a centre would have to come from a Special Purpose Grant or from some other form of extra funding.

3. **UNITAR's LIBRARY**

UNITAR's Library consists of some 7,000 to 8,000 printed titles (monographs), 200,000 documents and about 60 periodical titles. The languages of the collection are predominately English and some French. The Library also acts as a depository for all UNITAR publications.

The printed titles are arranged by the Universal Decimal Classification (UDC) scheme with an in-house Cutter number. The cataloguing rules are based on those used at the Dag Hammarskjöld Library (DHL) in the 1970's. Subject headings are partly in-house and partly from DHL. Separate author, title and subject cards (i.e., not unit cards) are typed for each monograph and serial title. There is about a year's backlog of cataloguing and space for housing new material is limited. Serial holdings are also recorded in a visible file on KARDEX. The UN documents are arranged according to the scheme used in DHL which is based on the issuing body and UN document number.

Biographical files on individuals of interest to UNITAR, including staff, are arranged alphabetically by person. There is also a press release collection, a file of UNITAR projects, and a collection of original drafts and documents from UNITAR.

An informal record of loans is retained. The Library is staffed on a part-time basis and is locked when the librarian is not there.

The staff and researchers of UNITAR are the main clientele of the Library. Material not available from the Library can usually be borrowed from DHL, the Ford Foundation, Council of International Relations, Institute for International Education, Columbia University or other libraries within the New York area.

The collection reflects the past interests of UNITAR and includes an excellent UN documents collection which is used regularly.
4. INFORMATION NEEDS OF UNITAR

4.1 UNITAR Management

The management of UNITAR consists of the Office of the Executive Director which handles External Relations, Finance and Administration, and Publications. Of particular importance are the needs of the Executive Director himself in his relationships within the United Nations system and in dealing with prospective donors. The information required is both current and historical, often on UN positions vis-à-vis a particular topic -- always required quickly. He also requires basic historical and analytical information about UNITAR and its programmes. The present systems of record-keeping, file organization and information handling are not adequate to cope with the Executive Director's requirements for information. At best, responses require massive input of staff time to manually prepare statistics etc; at worst, the response is simply not available. Sample questions include such topics as "what has the UN done on youth? on women? relative to Africa? What is the status of negotiations on ...? to How many delegates from... has UNITAR trained? What are UNITAR's trainees doing now?"

In addition, the Executive Director must respond to the information requirements the Secretary-General places on UNITAR. This often includes timely information and advice on the past, present and future role of the UN on a particular issue of world significance, or assistance in the selection of an individual or institution expert in a particular subject.
If UNITAR pursues its planned programme of publications, there will be further demands for current research level information on topics of interest to the UN and requirements for finding out who is the best person to write on a particular topic. The emphasis would be on world problems, institutional responses to those problems, and on development trends in particular. Expansion of the UNITAR publications programme would require access to marketing information and studies to determine how best to distribute the publications.

4.2 Research Programme

The research programme of UNITAR has been undergoing re-evaluation during the past year. The primary function of the programme was to conduct research on a broad range of interests within the parameters of the UNITAR mandate and the staff/consultants available. The focus of the research is constantly changing. The emphasis for the future, however, may be more on the monitoring of research with UNITAR acting as a focal point or clearinghouse.

The needs of the research programme, whether it monitors research or actually does research will be focussed on the most up-to-date information and bibliographical references about a particular topic and the need to know who is the most appropriate consultant for a particular topic. Many of the issues require comprehensive information on the UN's stand on a particular issue. Both hard data and bibliographic data are required. Access to econometric models may be needed. For research on the future of the main developing regions of the world, access to the data from the UN Regional Economic Commissions may be required.
4.3 Training Programme

The training programme requires up-to-date citations and articles on the topics of their training courses since they provide the participants with a collection of readings. In addition, they require the most recent materials on the training of trainers, training techniques and related topics, as well as studies on evaluation methods.

Basic information on the course participants is required for all courses for follow-up and to assess effectiveness. Information about instructors and lecturers, including those already used by UNITAR and possible candidates to act as future resource people, is urgently required. Background and up-to-date information about research and training institutes and their courses in fields relative to UNITAR's interests, needs to be developed and maintained. This particular type of information could be used by the other sections of UNITAR.

4.4 Regional Offices

UNITAR maintains a Liaison Office in Geneva which "represents the Executive Director and organizes training programmes in close cooperation with the Europe-based United Nations agencies."18 In addition, the "Directors of the research programme on the future of the main developing regions of the world are based in the regions concerned, where each of them organizes a network of research institutions and scholars participating in these programmes."19

18 UNITAR. The Real Face of UNITAR, p. 17.

19 UNITAR. The Real Face of UNITAR, p. 17.
The information needs of the Regional Offices of UNITAR are similar to those of the New York office particularly with respect to the requirement for timely information about the UN system. Being based outside of New York makes obtaining that information more difficult and more important. In addition, the offices in the developing regions such as the one in Dakar (for Africa) and in Bangkok (for Asia), will probably require access to the information from the UN Regional Economic Commissions as well as other regional organizations and institutions.

4.5 Summary

None of the information needs previously identified can be met easily by the existing structure and resources of UNITAR. Failure to meet these needs impacts the ability of the staff to meet their short-term objectives and leads to failure in meeting long-term objectives. UNITAR is unable to play an effective leadership role unless its staff have easy and fast access to the most recent information and data in their fields. To ensure the effectiveness of the United Nations system which is the mandate of UNITAR, the Institute must have access to information concerning all the elements that affect the resolution of world economic, social and political problems.

RECOMMENDATION 1: UNITAR Documentation Centre

It is recommended that UNITAR establish a documentation centre at its New York office as soon as possible. The purpose of the Documentation Centre will be to ensure access to information about the effectiveness of the United Nations, particularly in the areas of expertise of UNITAR. This Documentation Centre should be administratively part of the Office of the Executive Director of UNITAR.
5. **USER COMMUNITY**

5.1 **UNITAR**

The staff, researchers, consultants, and students in UNITAR courses will be the most important users of the UNITAR Documentation Centre. All members of this group are highly skilled specialists from a variety of disciplines and located in several places. The design of services must also include the needs of the UNITAR offices outside of New York.

5.2 **United Nations System**

UNITAR's programme is focussed on a highly specialized group of users -- in particular, decision-makers in the national and international arenas, currently engaged in the resolution of world economic, social and political problems. This user group will include first of all, the Secretariat, the General Assembly and its committees, the Security Council, the Economic and Social Council, the Trusteeship Council, the International Court of Justice and other agencies and programmes of UN itself. This category of users will also be served by the Dag Hammarskjöld Library, the UN Library in Geneva, and other specialized libraries in the UN system. However, there will be no duplication of effort because the mandate of UNITAR is so specialized and services from the UNITAR Documentation Centre will be structured around this mandate. Furthermore, the Documentation Centre will not be offering traditional library-type services. The services of the UNITAR Documentation Centre will complement and supplement existing services in the UN system.
5.3 Other User Communities

The first category of users outside the UN system is represented by the staff of the Permanent Missions to the United Nations in both New York and Geneva. This group is a major target of the UNITAR training programme and should therefore, be served by the UNITAR Documentation Centre.

Another group of users is the diplomatic staff of the Member States, particularly those in the Third World. This includes all levels of professional diplomats from the junior to most senior. Senior policy makers in Member States are also possible users of the UNITAR Documentation Centre.

Researchers and scholars dealing with international affairs, international development, diplomacy, etc. will also form a significant user community. Many members of the user community as well, will come from developing countries.

5.4 Summary

The primary user communities of the UNITAR Documentation Centre will be the staff of UNITAR and its projects and programmes, and members of the UN, particularly in New York. Included in the primary user community are the regional offices of UNITAR. The secondary user community will consist of users outside the UN system -- the staff of the Permanent Missions, diplomatic staff and senior decision makers of Member States and scholars and researchers interested in examining the performance of the UN.
The user community of the UNITAR Documentation Centre will be highly specialized but at the same time, quite broad. Because UNITAR is the only organization dealing with the performance and programmes of the UN as a whole, it serves as a focal point for information about the UN. At the same time, this makes a clear definition of the user community difficult because the subject matter could be anything of interest to the UN. This can be contrasted, for example, with the user community of other UN agency libraries and documentation centres such as the World Health Organization (WHO) - all health; and the United Nations Children's Fund (UNICEF) - children. This lack of a clearly defined user community will impact the type of services offered by the UNITAR Documentation Centre.

RECOMMENDATION 2: User Community

The services of the UNITAR Documentation Centre should be designed to serve and meet the information needs of its user communities: the staff and researchers of UNITAR and its programmes and projects, the Secretariat of the United Nations, the staff of the United Nations system, the staff of Permanent Missions, diplomats, decision and policy makers as well as researchers and scholars in Member States particularly those of the Third World.
6. **RESOURCES AVAILABLE**

6.1 **Within the United Nations System**

The Joint Inspection Unit (JIU) in its 1984 report on "Co-operation Between and Management of Libraries of the United Nations System" identified seventy-eight libraries in the UN system although they estimated that the real number was closer to one hundred. Twenty-four percent of these libraries have a staff of one; forty-six percent have a staff of two to five people; eighteen percent, six to twenty people; eleven percent, twenty-one to fifty-nine people and one library with a staff of over one hundred positions.\(^20\)

JIU found these libraries "have not yet developed the dynamic information services role and network that they should be providing... The libraries are basically quite small, dispersed and fragmented... Leadership within most of the individual libraries has often been rather traditional and custodial... Division heads and others responsible for library services (including governing bodies) have too often taken the libraries for granted; they do not demand continuous and critical examination and improvement of library operations... The international "information revolution" of the past years has not yet really reached many of the libraries."\(^21\)

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\(^{21}\) Joint Inspection Unit. *Cooperation* ..., pp. 2-3.
The content and recommendations of the JIU report on libraries were carefully considered by the consultant. The JIU report will go to the Thirty-ninth Session of the General Assembly, Fifth Committee (Administrative and Budgetary Questions) for discussion and examination. The major points in the JIU report highlighted the need for cooperative activities, the creation of an inter-library panel, and increased use of new technology.

Keeping these recommendations in mind, the consultant visited the major libraries and documentation centres within the UN system which, because of subject matter or services, would impact the design of the UNITAR Documentation Centre.

6.1.1 ACCIS

The Advisory Committee for the Co-ordination of Information Systems (ACCIS) was established in 1983 by the Administrative Committee on Co-ordination in response to a resolution of the Economic and Social Council of the United Nations. The purpose of ACCIS is to "facilitate access by Member States to UN information; and to promote the improvement of the information infrastructure within the UN system. ACCIS activities help to ensure the more efficient operation of planned or existing UN information systems and services by enhancing the capacity of the UN system to collect, store, retrieve and disseminate information". The membership of ACCIS consists of all organizations of the UN system. Each organization designates a "focal point which is responsible for..."

publicizing ACCIS activities and involving the organization in relevant ACCIS projects. UNITAR is the only UN agency which has not yet designated a focal point for ACCIS activities.

ACCIS maintains a data base of UN information systems and published in 1984 a directory of these systems which will be a useful tool for the UNITAR Documentation Centre. ACCIS has three technical panels on: computer-based communication services, register for development activities, and access to UN databases. UNITAR should be represented on all of these panels and should work closely with ACCIS. Because of its unique inter-disciplinary mandate to provide information about the performance of the UN system as a whole, UNITAR should play a strong, even leading role in the activities of ACCIS. The head of the UNITAR Documentation Centre would be the appropriate focal point for ACCIS activities.

6.1.2 Dag Hammarskjöld Library (DHL), New York

The Dag Hammarskjöld Library (DHL) in New York is the largest in the UN system. In terms of collection, services, and systems, it is the most important library with which the UNITAR Documentation Centre should cooperate.

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23 Advisory Committee for the Co-ordination of Information Systems. ACCIS..., p. [2].

The primary function of DHL is "to enable the delegations, Secretariat, and other official groups of the organization to obtain with the greatest possible speed, convenience and economy, the Library materials and information needed in execution of their duties."25

The Library has an archival collection of UN documents and publications which includes all records and documents of the "General Assembly and its Committee, the Security Council, the Economic and Social Council, the Trusteeship Council, the International Court of Justice, and the other agencies and programs in reporting to the General Assembly."26 This collection is backed by an on-going microfiche project of all the documents.

The general collection reflects the broad scope of the interests of the United Nations. "The Library concentrates its efforts on the speedy acquisitions of available, useful, current materials in germane fields which include such general areas as political science, international relations, disarmament, international and national law, outer space, energy, economics, transport, and communications as well as scores of other subject fields related to the multiplicity of items on the agenda of the General Assembly."27 The collection includes


26 Orlov, Vladimir, "Serving ...", 642.

27 Orlov, Vladimir, "Serving ...", 642.
"400,000 books, 70,000 maps, several hundred thousand documents, more than 100,000 microfiches and a unique selection of periodicals, newspapers and gazettes from around the world. Annual additions by purchase or gift and exchange consist of about 13,000 books, 110,000 issues of newspapers and periodicals, 110,000 government documents, 130,000 United Nations documents and publications and about 1,300 maps."28

To provide access to its collection, the Library has developed UNBIS, the United Nations Bibliographic Information System. This on-line bibliographic and factual system is operated in co-operation with the Electronic Data Processing and Information Systems Division (EDPISD) of the United Nations. The system is "designed to achieve comprehensive bibliographic control of information and reference services on the activities and actions of the United Nations"29

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UNBIS became functional in 1979 and "uses an IBM 3081 [mainframe] computer for processing and a number of software packages, including Infodata, Inc.'s INQUIRE and IBM's Dialogue and Script/VS and is interfaced with the Wang Word Processing System to produce special outputs. In 1983, the system underwent revision, using international standards and codes as the basis, and has unofficially become known as UNBIS II." In 1980, the card catalogue was officially closed and is now available on COM (Computer-Output-Microform) fiche.

UNBIS consists of several files. The bibliographic files are the External Materials File (CATFILE), the United Nations Documents File (DOCFILE), and the Index to Proceedings File (ITP) of the proceedings and documentation of the United Nations General Assembly, Security Council, Economic and Social Council and Trusteeship Council. The factual files consist of the Index to Speeches File (ITS) and the General Assembly Voting Record File (VOTEREC). The textural file is the Resolutions File (RESFILE) containing the full text of General Assembly and Security Council resolutions. The authority files are the Thesaurus File (THESAU) and the Name Authority File (AUTHFILE). Support files include Series Symbol File (SERSYM) and the Agenda Item File (AGENDA). Records created at the United Nations Library in Geneva are entered on-line into the file in New York. Sample tapes have been exchanged and processed between DHL and ESCAP (Economic and Social Commission for Asia and the Pacific) in Bangkok.
UNBIS is used to produce a wide variety of printed products to facilitate bibliographic access to UN documents. In addition, any UN department having a terminal linked to New York Computing Centre of the United Nations can have access to UNBIS.

The Library uses the Anglo-American Cataloguing Rules, 2nd edition (AACR2), Unesco's Common Communication Format and certain codes based on the standards of the International Organization for Standardization (ISO). DHL has developed its own subject access tool, the UNBIS Thesaurus. Plans are underway to integrate this with the new edition of the Macrothesaurus for Information Processing in the Field of Economic and Social Development which is scheduled for publication early in 1985.

Users' services at DHL include searches on UNBIS, NEXIS (a commercial service providing access to full-text information from newspapers, news and business magazines, newsletters, wire services, and other sources) and most recently, DIALOG. Some SDI (selective dissemination of information) profiles have been started. Over 55,000 readers' queries are answered each year. Library materials circulate and current issues of serials are routed to requestors throughout the UN. Bibliographies are compiled and produced on an ad hoc basis.

30 Dag Hammarskjöld Library, UNBIS ..., p. 1.

It is clear that DHL has a comprehensive collection with systematic coverage and access through its automated systems. Because most of these systems date from 1983, however, there still exists problems of access to earlier UN materials. The reference staff of the Library are overworked and would not be able to provide specialized services to UNITAR clientele, although requests for on-line searches could be made. All services, choice of bibliographic standards, and system plans for the UNITAR Documentation Centre should be developed to complement and make maximum use of the Dag Hammarskjöld Library.

6.1.3 United Nations Library (UNOG), Geneva

The United Nations Library in Geneva (UNOG) appears "to have fallen considerably behind the level of modern services provided to users by other large libraries in the system"\(^{32}\) according to the JIU report. The collection of UNOG is a very rich one, historically speaking, and includes many original manuscripts and correspondence relating to peace, etc. There are more than one million volumes in the collection including over 14,000 periodical titles.

\(^{32}\) Joint Inspection Unit. *Cooperation* ..., p. 32.
The bibliographic standards in use at UNOG are the same as those used by DHL except that UNOG has just begun to switch from Library of Congress subject headings to the UNBIS Thesaurus.

UNOG manually produces a monthly bibliography in two parts, Part I: Books, official documents, serials and Part II: Selected articles as well as a weekly bibliography.

The UNITAR Documentation Centre should rely on the United Nations Library in Geneva for historical materials. As well, the UNOG bibliographies will provide a valuable source of information not provided elsewhere.

6.1.4 International Labour Office (ILO), Geneva

The International Labour Office (ILO) Library in Geneva is of interest to UNITAR in terms of collection, services, and systems development. The ILO Library, specializing in the social sciences, provides "international coverage of all areas of ILO competence including industrial relations, employment, social security, vocational training, conditions of work, labour legislation and labour-related aspects of economics, social development, rural development and technological change."\(^{33}\)

collection, an historical one, consists of over one million books, reports, and documents and about 8,000 current periodical titles.\textsuperscript{34}

References to about 25\% of the Library's collection are contained in the data base, LABORDOC, which is mounted on MINISIS, a software package developed by the International Development Research Centre (IDRC) to run on the Hewlett-Packard 3000 series of mini-computers. LABORDOC can be searched by outside users through the Systems Development Corporation (ORBIT) in California, Télésystemes in France and through several not-for-profit institutions in Africa, America and Asia.

The Library provides a full range of users services. Of special interest to UNITAR is the Infoquick service, a hanging file collection of pamphlets, brochures and articles of ephemeral (five years) interest arranged by subject. Also of interest are the country files containing confidential reports from international organizations and other material of interest to users preparing to travel to that country.

Within the ILO, there are several highly specialized libraries, documentation centres/clearinghouses of interest to the UNITAR Documentation Centre. However, since these centres use MINISIS, their systems development cannot be used by UNITAR. The products of the ILO Clearinghouse on Conditions of Work are particularly useful from the point of view of methodology but not

\textsuperscript{34} International Labour Office. \textit{Services} ..., p. 2.
necessarily content. These products include *Conditions of Work: A Cumulative Digest* which consists of fact sheets on different topics of current interest, research in progress, forthcoming meetings and bibliographies on selected topics. The information for the *Digest* is collected through a network of institutions interested in working conditions. The Clearinghouse has also produced a world directory of these institutions.

6.1.5 United Nations Educational, Scientific and Cultural Organization (Unesco), Paris

The products and services of several units within Unesco are of interest to the UNITAR Documentation Centre. All non-numeric data bases in Unesco are mounted on a large IBM mainframe using CDS/ISIS (Computerized Documentation System/Integrated Set of Information Systems). There are twenty-three data bases on the system. Of interest to UNITAR from a subject point of view is the CDS data base of Unesco documents, monographs and periodical articles and Unesco Library acquisitions. The Library uses its own Unesco Thesaurus and UDC.

Also of possible interest is DARE, a data base of social science research, advanced training institutions, professional societies and groups; social science data and information services. The ENERGY data base (International Directory of New and Renewable Energy Information Sources and Research Centres) may also be of interest.

Under the sponsorship of the General Information Programme (PGI) a micro-computer software package for bibliographic applications, "IV + V", is being developed in Austria. This package is designed to be transportable to different makes of micros and should be operational by mid-1985.
Depending on the starting date for the UNITAR Documentation Centre and the results of the testing and evaluation of IV + V, this is a software package which may be of interest to UNITAR.

6.1.6 United Nations Department of International Economic and Social Affairs (UN/DIESA)

The UNITAR Documentation Centre needs to develop a close working relationship with and awareness of the activities of all of the units within DIESA, and in particular with the Information Systems Unit (ISU) within the Office for Programme Planning and Co-ordination. ISU has developed a Development Information System (DIS) which is a computerized data base of references to unpublished material written by or for the United Nations in the field of economic and social development. The aim of DIS is "to provide rapid access to the studies, mission reports and project reports generated by the United Nations Department of International Economic and Social Affairs, the Department of Technical Co-operation for Development, and the United Nations Centre for Human Settlements, so that the information contained therein can be re-used effectively by member Governments, United Nations officials and other institutions active in the field of economic and social development."35

Data from the Regional Economic Commissions of the UN is also being merged into the data base as part of a pilot project which is likely to continue, provided appropriate funding is available. On-line information retrieval from the data base is made possible by MINISIS, the software package used by ISU which has its own HP3000. Printed or microfiche copy of the documents cited are made available, subject to clearance restrictions from the issuing agency.

ISU uses the OECD *Macrothesaurus*, and the *Unisist Reference Manual for Machine-Readable Bibliographic Description*. ISU has played a leading role in the development of common indexing tools in the UN family and will publish the third edition of the *Macrothesaurus*, work with DHL toward the compilation of a common UN thesaurus, and work with ACCIS to merge a number of UN data bases relating to development.

The data base of ISU is one that the UNITAR Documentation Centre should access, either directly or through ISU. The data from the Regional Economic Commissions will be of particular interest for provision of services to the regional offices of UNITAR.

6.1.7 *United Nations Development Programme (UNDP)*

Within UNDP, there are two units in particular, which are of special interest to the UNITAR Documentation Centre, the Project Institutional Memory (PIM) in the Documentation and Statistics Office of the Bureau for Programme Policy and Evaluation, and the Information Referral System (INRES) of the Special Unit for Technical Co-operation Among Developing Countries (TCDC).
The PIM data base consists of information about 22,000 technical cooperation projects of UNDP. The system is run at the New York Computing Service of the United Nations (NYCS) using a modified version of UNBIS. Both the format and the content of the records should be of interest to UNITAR.

The INRES data bank was developed in 1982 to update UNDP's Directory of Services for International Co-operation Among Developing Countries. Records contain multi-sectoral information on the capacities of institutions in developing countries in 1] education and training 2] research and technological development 3] consultancy and expert services and 4] scientific and technical information services. Questionnaires are completed by institutions in developing countries. The system is mounted on the IBM main frame at NYCS. The record structure and content of the data base could be useful to UNITAR.

The system is in the midst of a massive update which will increase the data base from 950 questionnaires to over 2,000. This will generate about 50,000 - 65,000 entries. Access to the system either directly or through the INRES Unit could be very useful to UNITAR. In addition, the record structure of the data base is well worth careful examination to establish at the beginning, common elements to facilitate future cooperation.
6.1.8 United Nations Centre for Science and Technology for Development

There are two activities of the United Nations Centre for Science and Technology for Development that are of interest to UNITAR. The first is a proposed data base of about 800 - 1000 records taken from an analysis of the over 4,500 current UNDP-funded projects to select those that contribute to the scientific and technological capacity-building of developing countries. To obtain the records, data elements will be obtained from the UN/DIESA Programme Data Base and the UNDP/PIM data base. The Centre has an IBM/PC. Thus, the subject matter, data elements, methods of data collection and software are of interest to UNITAR.

Another project of the Centre that may be of peripheral interest to UNITAR from the point of view of methodology and subject matter, is a recent study on the establishment of a global scientific and technology information network.

6.1.9 United Nations Centre on Transnational Corporations (UNCTC)

The United Nations Centre on Transnational Corporations (UNCTC) has its own library which collects all material pertaining to transnational corporations. DHL does their purchasing, cataloguing, classification, and lists their holdings in the DHL data base. UNCTC receives printouts of its holdings, arranged by main entry and title, personal author, corporate author, and subject. They are
planning to acquire an IBM/PC to facilitate on-line searching and mount their own data bases, which in addition to the library holdings includes a data base of transnational companies. The UNCTC Library subscribes to a wide variety of on-line data base services including DIALOG, SDC, Dow-Jones, and Dunn and Bradstreet. The Library also maintains vertical files of subject-related materials, country files and a large collection of corporate annual reports. The services and holdings of the Library will be of interest to the UNITAR Documentation Centre.

6.1.10 United Nations Department for Disarmament Affairs

The United Nations Department for Disarmament Affairs has a Documentation Centre in New York which will be a useful contact for the UNITAR Documentation Centre. The clientele consists of the Secretariat, both in New York and Geneva, members who do research on disarmament as well as members of the Legal Office, the Security Council and journalists, researchers and academics. The Documentation Centre is in the process of developing an authoritative data base on UN activities in disarmament.

The products of the Documentation Centre include a checklist of UN documents on disarmament (not to be confused with the Disarmament Checklist which is published in Geneva), indexes to UN debates and resolutions on disarmament, a file of conference or meetings on disarmament, an international disarmament agreement file, and an event pertaining to disarmament file. They are using a departmental list of specialized subject headings. Copies of all of the documents in their data bases are maintained in their reference library. They are working with the NYCS to develop their systems.
6.1.11 United Nations Children's Fund (UNICEF)

UNICEF is also a useful contact for the UNITAR Documentation Centre. UNICEF is using WANG/PC's in their library and WANG word processing equipment to create their own data base in one of the programme areas. Control Data's DEVELOP system is being used to create the data base. The Library has purchased Data-trek for their cataloguing, acquisitions and serials.

6.1.12 United Nations Department of Conference Services
Translation Division

Within the Translation Division, the Documentation, Reference and Terminology Section maintains a small Library which specializes in dictionaries, glossaries, encyclopaedias, and general reference sources which would be of use to the translators particularly those doing English, French or Spanish translation. The Library's collection of about 600 items is catalogued and classified by DHL. The Library is a good example of the level of services and products one can produce within the UN system with a one-person library/documentation centre.

6.1.13 United Nations Department of Administration and Management

Within the United Nations Department of Administrative Management, the New York Computing Services (NYCS) forms part of the Electronic Data Processing and Information Systems Division (EDPISD). EDPISD is working closely with about 35 users in the United Nations in New York. Their
programme of work for the next two years could not handle any additional ad hoc requests. However, EDPISD is willing to work with any contract programming staff that an individual organization in the UN wishes to hire.

For example, UNITAR's IBM/PC in the Administration Unit is hardwired to the NYCS mainframe so that UNITAR can use the automated management and accounts system of the UN to facilitate its personnel and financial management. UNITAR hired a programmer to develop the internal system but the programmer has had the advice of the NYCS as required.

In establishing systems for its Documentation Centre, UNITAR should work closely with EDPISD and keep them up-to-date of developments and plans. Because EDPISD has an overall view of what is happening in data processing in the United Nations, their advice and knowledge of other similar users will be very valuable. Although UNITAR will be using an IBM/PC, serious consideration should be given to the transfer of a UNITAR database to equipment at EDPISD on occasional basis for special outputs or in a network capacity for other users.

6.1.14 Summary

Within the United Nations system, there is a substantial wealth of information and range of services and products. For the most part, they are highly specialized. In addition, they represent a complete spectrum of levels of technology and diversity in types and uses of standards.
RECOMMENDATION 3: Resources Available Within the United Nations System

In view of the vast range of information services already available in the United Nations system, it is recommended that the UNITAR Documentation Centre design its services, products and systems with due regard to avoiding duplication and strive to complement or supplement the other UN services as required. Choice of standards, bibliographic, technological, and methodological, as well as hardware and software, should take into account what is being used within the UN system.

There are many information units within the UN system with which the UNITAR Documentation Centre should cooperate but the following are the most important from the point of view of their collections, services and/or systems development.

In particular, UNITAR should work closely with ACCIS, the Advisory Committee for the Co-ordination of Information Systems, and play a strong, even a leading role in its committees and activities. In terms of collection, services and systems, the Dag Hammarskjöld Library (DHL) is the most important library with which the UNITAR Documentation Centre should cooperate. The United Nations Library in Geneva (UNOG) should be used as a valuable source of historical materials not available elsewhere. Also in Geneva, the International Labour Office (ILO) Library as well as individual libraries and clearinghouses within ILO offer a wide range of services which can be used as models for the services offered by the UNITAR Documentation Centre. The United Nations Educational, Scientific and Cultural Organization (Unesco) in Paris offers an interesting selection of data bases and services of value to the UNITAR Documentation Centre.
Within the UN system in New York, the UNITAR Documentation Centre should obtain access to the Development Information System (DIS) in the Office for Programme Planning and Co-ordination of the United Nations Department of International Economic and Social Affairs (UN/DIESA). DIS will also be a good source of bibliographic data from the Regional Economic Commissions of the UN. In the United Nations Development Programme (UNDP), the format and content of the Project Institutional Memory (PIM) in the Documentation and Statistics Office of the Bureau for Programme Policy and Evaluation and the Information Referral System (INRES) of the Special Unit for Technical Co-operation Among Developing Countries (TCDC) are of particular interest to the UNITAR Documentation Centre.

Also of interest to the UNITAR Documentation Centre will be the information-related activities of the United Nations Centre for Science and Technology for Development, the United Nations Centre on Transnational Corporations, the United Nations Department for Disarmament Affairs and the United Nations Children's Fund (UNICEF).

In establishing systems for its Documentation Centre, UNITAR should work closely with the New York Computing Services (NYCS) in the Electronic Data Processing and Information Systems Division (EDPISD) of the United Nations Department of Administration and Management.

6.2 Outside the United Nations System

The resources available outside the UN system are endless. Only a few have been selected to illustrate the types of resources on which the UNITAR Documentation Centre could draw.
6.2.1 World Bank and International Monetary Fund (IMF),
Washington, D.C.

As one of the chief collaborators in the training programme of UNITAR, it is natural that the resources of the World Bank and IMF would be of major interest to UNITAR. The World Bank and IMF have a Joint Bank-Fund Library which offers services to both organizations although there are several smaller library documentation units scattered throughout both organizations.

The Joint Bank-Fund Library has two data bases mounted on MINISIS, a data base of the Library's holdings and a bibliography data base which is an index to periodical articles and research papers. The Library uses the Anglo-American Cataloguing Rules, 2nd edition and the Library of Congress (LC) classification. The collection is arranged geographically using the Bank's list of countries, then sub-divided by LC number. As they automate, the Library is re-classifying from Dewey Decimal classification to LC. Since both data bases contain information not readily available elsewhere, the UNITAR Documentation Centre should consider getting access to them.

The Administrative Services Department of the World Bank has developed an Integrated Bibliographic Information System (IBIS) which is a computerized system designed to provide staff with rapid access to internal Bank documents. Each record contains a citation of the document which includes title, country, region, date, loan/credit number, report type, security classification sector(s) and subsector(s), language, report number,
personal author and keywords. Most entries for documents after 1966 include an abstract of 150-300 words. All the documents cited have been microfilmed. The system which currently contains over 12,000 documents uses the MINISIS software.

Although the system is restricted to internal use, UNITAR may be able to obtain access. Copies of many of the documents are available at UN/DIESA/ISU and the Reference Unit of UNDP in New York. The system is an excellent example of internal control over project documentation.

Elsewhere within the Bank, there are units which have developed processed data (i.e. non-bibliographic data) such as in the Economic Analysis and Systems Department.

This type of data base may also be of interest to UNITAR. The UNITAR Documentation Centre should make itself aware of all of the sources of information available at the World Bank and IMF and draw upon them as appropriate.

6.2.2 Organisation for Economic Co-operation and Development (OECD)

The Development Centre of the Organisation for Economic Co-operation and Development has several activities which are of interest to UNITAR. The first of these is the International Development Information Service of which the Development Centre acts as the focal point for the collection, analysis and processing of data on research and training in the field of economic and social
development."\textsuperscript{36} The service consists of five regional associations who together are known as the ICCDA (Inter-Regional Co-ordinating Committee of Development Associations) whose individual members are the Association of Development Research and Training Institutes of Asia and the Pacific (ADIPA), the Association of Arab Institutes and Centres for Economic and Social Research (AICARDES), the Latin American Social Science Council (CLACSO), the Council for the Development of Economic and Social Research in Asia (CODESRIA) and the European Association of Development Research and Training Institutes (EADI). From this network, two data bases have been created, one about research and training institutes and another about on-going research institutes. Directories containing information from the data bases have been published and are updated.

The Liaison Centre also has a data base of information on non-governmental organizations in OECD member countries who are active in development education which is the education of public opinion in OECD member countries in Third World development problems, and development aid which is financial, material, technical or personnel assistance in Third World countries.\textsuperscript{37} A directory from this data base was published in 1981.


\textsuperscript{37} OECD Development Centre, \textit{Liaison} ..., p. 1.
On request, the Liaison Centre will do selective subject searches of its data bases. The descriptors are from the OECD Macrothesaurus. The Liaison Centre has recently commissioned an evaluation of its data bases, directories, and its International Development Information Service to determine what modifications, if any, are necessary to make the system work more effectively.

Both the OECD Development Centre and the UNITAR Documentation Centre will be interested in similar types of information although it is not the same information. The UNITAR Documentation Centre must ensure, however, that the distinction between the information-gathering activities of the two organizations is very clear. Although there is, in fact, no duplication of effort, there must also not appear to be any duplication of effort or conflict of interest to prospective users or contributors of information.

In its evaluation, the Development Centre has asked for an examination of the centralized vs decentralized (i.e. through the five regional associations) method of collecting information. Many individuals have expressed concern about the "response burden" of numerous questionnaires from different organizations. INRES officials are also concerned about this. UNITAR will have to determine how it can best get the information it needs from the individuals and organizations with which it deals. Careful searching of existing data bases may assist UNITAR in identification of sources of information, with extensive questionnaire distribution as a last resort.
6.2.3 International Development Research Centre (IDRC)

The Library of the International Development Research Centre has several data bases which may be of interest to the UNITAR Documentation Centre. In addition to its own data base, the Library makes available on-line free-of-charge, to researchers across Canada, IDRC's four in-house data bases as well as five received from other agencies:

- **IDRIS**: Inter-agency Development Research Information System, a co-operative management information data base of project information from IDRC, the Swedish Agency for Research Co-operation with Developing Countries (SAREC), the German Appropriate Technology Exchange (GATE), the International Foundation for Science (IFS), the U.S. Board on Science and Technology for International Development (BOSTID) and the Netherlands Universities Foundation for International Cooperation (NUFFIC);

- **ACRONYM**: Acronyms relating to international development;

- **SALUS**: Low-cost rural health care;

- **DEVSIS**: Development literature produced in Canada;
UNITAR could have access to the five IDRC-produced data bases at any time but would have to apply to each of the other organizations for permission to access their data bases through IDRC. This permission has been granted to other similar organizations so that the request is merely a formality and not likely to be denied. Access via IDRC to the UN data bases would of course, be a temporary measure, pending the mounting of these data bases somewhere in the UN in New York.

6.2.4 Commercial Data Base Services

The number of commercial data base services available is enormous and is continually growing. The three largest bibliographical services are DIALOG (Lockheed Dialog Information Retrieval Services, Palo Alto, California), BRS (Bibliographic Retrieval Services, Latham, N.Y.) and ORBIT (System Development Corporation Information Services, Santa Maria, California). The majority of the data bases UNITAR is likely to want to search, can be found on both DIALOG and BRS, the latter being marginally
cheaper particularly if a group rate can be negotiated. For most data base services, there is no fee for having access (i.e. subscribing to them); the charges occur only when they are used. However, one must take into consideration the amount of time it takes for a searcher to become skilled in the use of a particular system and the limitations on the number of systems in which one can become an effective searcher.

Therefore, it seems logical that UNITAR subscribe to as many bibliographical data bases as possible, keeping in mind to what services other UN agencies in New York have access. The first choice should be BRS because it is cheaper, and because DHL does not already subscribe to it, some sharing of occasional searches may be possible.

Use of the commercial bibliographical data base services will enable the UNITAR Documentation Centre to keep their users up-to-date on what is happening in a given field, identify the specialists who are writing in a particular area, and determine comprehensively what has been written on a certain topic.

In addition to the bibliographical data base services, there are also statistical data base services and factual services. An example of the latter is NEXIS which includes a wide variety of newspapers, magazines on current events, technology, etc.
With the exception of NEXIS, the initial demand for textual and qualitative data bases at UNITAR is not likely to be substantial. However, the UNITAR Documentation Centre should not underestimate the value of statistical or numerical data and should be prepared as the need arises, to assist the users in obtaining them.

6.2.5 Other Libraries and Services

The fact that UNITAR is based in New York with its wealth of resources at the university, public, and special library levels, impacts the size of the collection and type of services required by UNITAR's Documentation Centre. Many of these libraries have joined in METRO, a library co-operative of over 130 New York area-based libraries. The benefits of joining METRO include participating in and organizing seminars, attending those of interest at reduced rates, provision of on-site privileges in member libraries, free photocopying of up to 20 pages, inter-library loan co-operation, and free pick-up and delivery among members.

The UNITAR Documentation Centre should play an active role in library associations such as the Special Libraries Association (SLA) and the New York chapter of the Association of International Libraries which is a professional organization created to promote co-operation among international libraries and to represent them within the International Federation of Library Associations and Organizations (IFLA).
In addition to the resources of New York libraries, the UNITAR Documentation Centre should make use of the information resources elsewhere in the United States and abroad.

6.2.6 Summary

Information services available in the New York area and elsewhere offer substantial resources on which the UNITAR Documentation Centre can draw. The use of on-line services in particular, both from commercial and non-commercial sources should be explored.

RECOMMENDATION 4: Resources Available Outside the United Nations System

In view of the substantial resources available in the New York area and elsewhere, it is recommended that the services, products, and systems of the UNITAR Documentation Centre be designed to maximize the use of these existing services, particularly in the area of on-line access to data bases.

For example, the World Bank and International Monetary Fund (IMF) have bibliographic data bases in their Joint Bank-Fund Library and in the Administrative Services Department (Integrated Bibliographic Information System - IBIS) as well as non-bibliographic data bases in the Economic Analysis and Systems Department and elsewhere in the Bank. These data bases will be of considerable interest to the UNITAR Documentation Centre.
Close cooperation between the UNITAR Documentation Centre and the Development Centre of the Organisation for Economic Co-operation and Development (OECD) should be a priority to ensure that there is no duplication of effort between the Development Centre's International Development Information Service and the services of the UNITAR Documentation Centre.

Given clearance from the respective organizations, direct on-line access to the data bases of FAO, ILO, Unesco, UNIDO, and USAID could be obtained for the UNITAR Documentation Centre via the International Development Research Centre (IDRC) in Ottawa. This would be an interim measure pending the mounting of these data bases in the UN in New York. Access could also be given to the five data bases that IDRC produces: IDRIS (Inter-agency Development Research Information System), ACRONYM (Acronyms relating to international development), SALUS (Low-cost rural health care and DEVSIS (Development literature produced in Canada) and BIBLIOL (Holdings of the IDRC Library).

The number of commercial data base services is enormous. The UNITAR Documentation Centre should subscribe initially to BRS (Bibliographic Retrieval Services) because it offers a range of data bases at the cheapest rates and because it complements the services to which the Dag Hammarskjöld Library already subscribes.

Consideration should be given to subscribing to statistical and factual data base services. In addition, the UNITAR Documentation Centre should play an active role in the Library associations and library co-operatives, particularly METRO, which includes more than 130 New York area-based libraries. The Documentation Centre should also make use of the information resources elsewhere in the United States and abroad.
7. **ROLE OF THE UNITAR DOCUMENTATION CENTRE**

The purpose of the UNITAR Documentation Centre will be to ensure access to information about the effectiveness of the United Nations, particularly in the areas of expertise of UNITAR. Within this purpose, the Documentation Centre should have four basic roles:

1. to serve as the institutional memory of the United Nations in the areas of competency of UNITAR, utilizing the various information systems and sources already in existence in the United Nations;

2. to provide UNITAR staff with the information they need for the satisfactory performance of their duties.

3. to serve as a catalytic medium between UNITAR and a small but highly specialized community of users - particularly decision makers, within and outside the United Nations system - currently engaged in the resolution of today's economic, social and political problems; and

4. to provide advice and training to developing countries regarding the creation of information components in training programmes and institutes in UNITAR's areas of expertise, particularly international relations and diplomacy.

In filling these four basic roles, the UNITAR Documentation Centre should seek to provide the best possible cost-effective information services support to the programme of UNITAR and its other users by engaging in inter-library co-operative activities and increasing use of new technologies. The Documentation Centre must establish "effective linkages with the worldwide network of national libraries, the
international library system, and the computerized international information system". The Centre should play an active role in ACCIS and a strong role in any other coordinating effort on committee such as the "inter-library panel" suggested by the JIU. The Centre should undertake to establish informal links and close working relationships with the other information units within the United Nations system, particularly the Dag Hammarskjöld Library.

RECOMMENDATION 5: Role

It is recommended that the role of the UNITAR Documentation Centre be fourfold:

1) to serve as the institutional memory of the United Nations in the areas of competency of UNITAR;

2) to provide UNITAR staff with the information they need for the satisfactory performance of their duties;

3) to provide advice and training to developing countries regarding the creation of information components in training programmes and institutions in UNITAR's areas of expertise; and

4) to serve as a catalytic medium between UNITAR and a select but highly specialized community of users -- decision makers within and outside the United Nations system.

In fulfilling this role, the UNITAR Documentation Centre must establish linkages and close working relationships with other information units both within and outside the United Nations system.

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38 Joint Inspection Unit, Cooperation..., p. 30.
B. ROLE OF THE UNITAR LIBRARY

The present situation of the UNITAR Library and its collection should be modified so that it can assume new direction as the UNITAR Documentation Centre. Referring to the distinction between a library and a documentation centre made by Pauline Atherton, a library "collects, catalogues, shelves (or stacks) and lends primary sources of scientific and technical information in the form of books, periodicals, maps, etc. It renders accessible its collections and the pertaining catalogues to its users, who are usually expected to locate the specific information needed, or which they think they need with their own initiative. Secondary sources, such as abstracting journals, indexes, bibliographies are collected and made accessible for this purpose".39 The present UNITAR Library could not function effectively without a massive infusion of resources to build, retain and organize a comprehensive collection. Furthermore, this would be a duplication of existing resources in the New York area.

A documentation centre, on the other hand, "scrutinizes and evaluates primary or secondary sources of scientific and technical information which includes commercial and trade publications and documents usually neglected by libraries. The result of the documentation centre's retrieval is used either in answering very specific questions submitted by the research workers or scientists, or by less pin-pointed dissemination of specialized information in a highly processed form such as publication of indexes, abstracts, literature reports, etc. In its role as an agent digesting the primary sources of scientific and

technical information into a form, which is directly accessible for the user of the centre, a scientific and technical documentation centre provides even translations or reprographic facsimiles of the original literature".  

It is this emphasis on the re-packaging of information to meet users' needs which distinguishes a documentation centre from a traditional library. Nevertheless, both libraries and documentation centres have valuable roles to play in satisfying the requirements of users. However, because of the many excellent libraries within the UN system and in the New York area itself, it is a documentation centre which UNITAR should develop.

To assume a new role of documentation centre, several changes must be made to the UNITAR Library. First of all, the collection which is dated, must be weeded. It is likely that more than seventy-five percent of the monographs collection could be discarded. The existing UN documents collection and arrangement should be retained since it is frequently used. All of the serials need to be reviewed. The reference collection needs to be updated. When the collection has been weeded, the corresponding catalogue cards should be discarded. Cards for items which are retained should be kept on a temporary basis until a new arrangement is in place.

The overall philosophy and the scope of users' services will change as the Library becomes the Documentation Centre.

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40 Atherton, Pauline, Handbook..., p. 98.
RECOMMENDATION 6: Role of the UNITAR Library

The present UNITAR Library could not function effectively without a massive infusion of resources to build, retain and organize a comprehensive collection. This would be duplication of existing resources in the New York area. Therefore, it is recommended that the facilities and collection of the UNITAR Library be modified to assume new direction as the basis for the UNITAR Documentation Centre. The emphasis should be on the re-packaging of information to meet users' needs instead of merely collecting information.

9. SCOPE OF THE COLLECTION

The size of the collection of the UNITAR Documentation Centre should be small. It should be very selective, of high quality and current. The collection should complement not duplicate the existing collections in the New York area and in particular within the UN system.

The most important collection development area should be on evaluative, critical, or analytic studies on the United Nations. The Documentation Centre should attempt a comprehensive collection of this material including both published and unpublished material from within and outside the United Nations system.

A second area in which the Centre should aim for a comprehensive collection should be material on the training of trainers and evaluation techniques in UNITAR's areas of excellence vis-à-vis training.

The third strength of the collection should be in biographical information about specialists in the topics with which UNITAR and the UN deals so that experts and prospective consultants can be identified quickly.
The fourth area of strength should be on information about international organizations and institutions, particularly those in UNITAR's areas of expertise.

Because of the changing nature of UNITAR's research programme, the Documentation Centre should not attempt to develop a strong permanent collection in the areas of research. Rather, the Centre should rely heavily on the resources of the other libraries in New York and elsewhere to meet the needs of the research programme. The effectiveness of this particular aspect of the collection policy should be monitored carefully and reviewed regularly.

RECOMMENDATION 7: Scope of the Collection

It is recommended that the collection of the Documentation Centre should be very selective, of high quality with the emphasis on current material. Collection strengths should include evaluative, critical or analytic studies on the UN, material on training and trainers and evaluation techniques in UNITAR's areas of training excellence, biographical information about UN-related specialists, and information about international organizations and institutions, particularly those in UNITAR's areas of expertise.
10. **TYPE OF MATERIAL TO BE COLLECTED**

10.1 **Reference Material**

The focal point of the UNITAR Documentation Centre will be its reference collection which should be very strong in materials dealing with UNITAR, the UN and their interests. It should include annuals, statistical yearbooks, directories, subject bibliographies, bibliographical directories, dictionaries (both language and subject specialities), catalogues of publications, etc. In short, it should be a solid core reference collection to answer questions quickly.

Most of this material will have to be acquired; however, some of it already exists in various offices in UNITAR. It should be centralized in the Documentation Centre wherever possible.

10.2 **Serials**

The UNITAR Documentation Centre should obtain a small cross-section of key journals dealing with the United Nations, world affairs, and training issues. However, even journals which are received free of charge, should be assessed regularly to determine their continued usefulness.

Some of the journal titles that the Documentation Centre should obtain, will in fact, be duplicates of titles in other UN libraries (e.g. DHL). However, for speed and ease of access, this is a justifiable expense.
10.3 Official Publications

The UNITAR Documentation Centre should continue to maintain and acquire UN documents and official publications. Documents and official publications from other organizations such as the World Bank, OECD, member countries, etc., should be acquired on a selective basis only.

10.4 General Collection

The general collection of the UNITAR Documentation Centre should consist of highly selective books and papers (published and unpublished) relating to the subject scope of UNITAR and the UN.

10.5 UNITAR Publications

The UNITAR Documentation Centre should continue the Library's practice of retaining a copy of all UNITAR publications as well as the drafts of forthcoming publications until they are in print. Microfiche copies of all publications should be made. These should also be kept in the Library.

10.6 Information About Organizations

In addition to the published reference tools about organizations which will form part of the Reference Collection, the UNITAR Documentation Centre should collect brochures, annual reports, calendars, programme outlines, course descriptions, etc., about the organizations of interest to UNITAR and to the UN.
10.7 Information About Specialists

To supplement the printed directories or sources of experts, the UNITAR Documentation Centre should initially collect information about the specialists it uses or plans to use but also specialists of interest to the UN. The information should include biographical details as well as relevant studies, publications, etc.

10.8 "Grey" Literature

The UNITAR Documentation Centre should attempt to acquire "grey" literature or unpublished material not readily available elsewhere in the areas of interest of UNITAR and the UN on a whole. The "grey" literature is likely to be an important source for evaluative studies of the UN.

10.9 Training Materials

The UNITAR Documentation Centre should attempt to collect training materials or aids that would be useful in the courses and areas of expertise of UNITAR, in particular the teaching about the UN and diplomacy. This type of material includes articles, books and case studies, as well as maps, graphs, charts, etc.
RECOMMENDATION 8: Type of Material to be Collected

It is recommended that the UNITAR Documentation Centre develop a strong core reference collection in materials dealing with UNITAR, the UN and their interests. A small cross-section of key journals dealing with the United Nations, world affairs and training issues should be collected and assessed regularly to determine their continued usefulness. The Centre should continue to acquire UN documents and official publications. The general collection should be highly selective and contain material only in the subject scope of UN.

The UNITAR Documentation Centre should contain substantial information about organizations, specialists and training materials in the subject areas of interest to UNITAR. In addition, collection of "grey" literature or unpublished material will be an important source of information for UNITAR and the users of the Documentation Centre.

11. ORGANIZATION OF MATERIAL

11.1 Bibliographic Standards

Wherever possible the UNITAR Documentation Centre should adopt standards which are in use elsewhere in the UN system. This, however, offers a complete range of options. Because it will be relying heavily on DHL in particular, it is recommended that the UNITAR Documentation Centre use the Anglo-American Cataloguing Rules, 2nd edition, the UNBIS Thesaurus and as much of the Common Communications Format as applicable for material which is to be fully catalogued and classified. This material should be restricted to the reference material, serials, general collection, UNITAR publications, and grey literature. With the exception of the grey literature, cataloguing information should be available elsewhere for most of the material. The Documentation Centre should investigate the possibility and effectiveness of obtaining the information in machine-readable form.
For the other materials, the Anglo-American Cataloguing Rules are not appropriate. The Reference Manual for Machine-Readable Descriptions of Research Projects and Institutions published by Unesco is a useful guide but the Documentation Centre should examine what is required, what data elements have been used by similar systems, what the software can do, and develop its own methods.

The overall consideration in obtaining bibliographic control of the material in the UNITAR Documentation Centre should be to have a computerized data base listing everything that is in the Centre. Priority in terms of cataloguing, input etc., should be given to the material which is unique to UNITAR.

11.2 Serials

The back issues of the serials should be arranged alphabetically on shelves, ideally filed with the current issue which should be displayed. The serials should be listed in the data base with the capability of producing a serials list.

11.3 Official Publications

Official publications and documents of the UN should not be catalogued, classified or listed in the data base. UNBIS should be relied on for bibliographic control of this type of material. The material should be arranged by UN document number on the shelves.

11.4 UNITAR Publications

UNITAR publications should be kept separately by publication date or sequence number as applicable. In theory, UNBIS provides complete bibliographic control of this type of material but in practice, this has not been true of UNITAR publications. To
ensure that UNITAR publications are included in UNBIS, the UNITAR Documentation Centre should liaise with DHL regarding the cataloguing and classification of UNITAR documents and if appropriate, forward the information to DHL. The output in the past has been about ten publications per year so that this is not an onerous task. The mechanism whereby DHL and UNOG receives UNITAR publications should be investigated to ensure that all publications are received.

11.5 Information About Organizations

A central file of information about organizations should be created and maintained in the Documentation Centre. This file would incorporate in a central place the information that is scattered in files throughout UNITAR, particularly in individual offices. The file should be arranged alphabetically by institution/organization with country access forming part of the data base. It is the creation of a data base of this type of material that would be most useful to UNITAR.

11.6 Information About Specialists

Systematization of information about specialists should also be a priority for UNITAR. It should include former UNITAR course participants and resource people as well as other experts or potential consultants. The physical files should be kept in the Library in filing cabinets arranged alphabetically by individual. However, it is the data base and its access points which will be of most use to the users.

11.7 Training Materials

The training materials should be arranged in filing cabinets by subject. These materials should be carefully analyzed and recorded in a data base.
RECOMMENDATION 9: Organization of Material

It is recommended that for the organization of material, the UNITAR Documentation Centre should adopt standards which are in use elsewhere in the UN system and in particular, work as closely as possible with the Dag Hammarskjöld Library, using its standards wherever appropriate.

The most useful data bases or files which the UNITAR Documentation Centre should create are files on organizations, specialists and training materials in the subject areas of interest to UNITAR.

12. SERVICES AND PRODUCTS

12.1 Objectives

The range of services and products which the UNITAR Documentation Centre could offer is unlimited. In recommending the choice and priority of services and products, the consultant took the following into consideration: time frame, needs of the UNITAR staff, services of other UN information units, resources available, and appropriate technology.

The services and products should be phased in over a period of five years. Priority should be given to what can realistically be developed in the initial two years of the creation of the UNITAR Documentation Centre. Services and products which meet the most urgent needs of the UNITAR staff should be given priority. The services and products should be developed in close cooperation with other information units in the United Nations. These services and products should be designed to capitalize on the fact that UNITAR is creating a documentation centre not a library.
The JIU report stressed the problems of the one-person information units and their inability to provide adequate services. Therefore, there must be an appropriate balance as to what should be provided and what resources are likely to be available. In addition, maximum use should be made of the technology that is readily available.

12.2 Services

12.2.1 Reference Service

Response to in-depth reference questions is the most important aspect of service that the UNITAR Documentation Centre can provide. In the initial stages, this should be response driven only but at some point in the future, the service could be anticipatory.

A typical response to a question (e.g. the UN position on a particular issue) could include an analysis of the key elements of the question, resolutions, notes, proceedings, UN official publications, unpublished documents, research in progress, current positions, trade publications, journal articles on the topic, opinion outside the UN etc. The response would involve examination of material from the UNITAR Documentation Centre, from libraries within and outside the UN, accessing bibliographic and possibly non-bibliographic data bases, and contacting relevant officials to get the most up-to-date information. It is this type of response and analysis of information that a regular library is not equipped to do but at which a documentation centre excels. Furthermore as a UN agency, UNITAR can often obtain special cooperation from sources who would not supply information to a commercial or government agency.
The UNITAR Documentation Centre would serve as a corporate memory for what was/is the UN position on a particular issue and would draw information from all sources, non-print, data bases and personal contacts.

The intended audience for this type of in-depth service would be UNITAR staff, members of the Secretariat and UN agencies. Since the service should be free, it could be extended to members of Permanent Missions on a limited basis.

To determine on what topics this service should be launched, the Documentation Centre should refer to topics that are regularly dealt with in UNITAR training courses, issues which are of current interest to the General Assembly, forthcoming UN conferences, and topics which are the subject of UNITAR research. Topics linked to the fortieth anniversary of the UN would also be appropriate for the initial year of operation.

12.2.2 On-line Searches

The UNITAR Documentation Centre should undertake on-line searches of bibliographic and non-bibliographic data bases for all UNITAR courses, research projects, UNITAR regional offices and consultants. Initially, UNITAR should subscribe to BRS. Because an individual subscription to BRS is more expensive than a group rate, the Documentation Centre should attempt to become part of an existing group or assist in forming one within the UN.
As resources become available, the Documentation Centre should subscribe to all the on-line services, both commercial and non-commercial, which contain relevant data bases.

12.2.3 Current Awareness

The current awareness service of the UNITAR Documentation Centre should include the routing of table of contents pages of serials to UNITAR staff and consultants in New York and elsewhere as well as notification of new acquisitions by the Documentation Centre.

12.2.4 Selective Dissemination of Information (SDI)

Selective Dissemination of Information (SDI) refers to a current awareness service which keeps users informed of what new publications are available on a particular topic. In its simplest form, a user profile is designed and run against a particular data base, on a regular basis such as monthly. Commercial bibliographic data bases offer this service. The UNITAR Documentation Centre should have profiles developed and run against commercial data bases for each of the UNITAR training projects and research projects as well as for other key interests of UNITAR and the UN.

In addition, the UNITAR Documentation Centre should undertake to supplement this with regular selections from UN data bases and other non-commercial data bases and accessions lists from other appropriate libraries or organizations.
12.2.5 Inter-Library Loans

Because the collection of the UNITAR Documentation Centre will be small and highly selective, it will rely on the collections of other UN libraries and organizations, and libraries within the New York area. Occasionally, other major libraries such as the Library of Congress, major American universities, the British Lending Library, etc. may have to be consulted for inter-library loans.

The Documentation Centre should also be prepared to lend materials to other libraries. The services of inter-library loans should be provided for any UNITAR staff member or consultant, subject to the lending library's regulations (e.g. North American libraries may restrict loans to that continent only).

12.2.6 Institutional Information

The UNITAR Documentation Centre should strive to become a source of excellence regarding information on institutions in its areas of interest. Initially, this service will be of major interest to the training programme of UNITAR but as the collection expands, it will be of interest to other members of the UNITAR staff within and outside the UN.

In responding to questions regarding institutions, the UNITAR Documentation Centre should draw on the existing printed sources and data bases available particularly within the UN (e.g. INRES, Unesco, etc.) and OECD. No new major initiatives in obtaining information from institutions should be undertaken until the institutional files in UNITAR have been established and the gaps in informa-
tion determined. Within UNITAR, at the time of the study, a survey of United Nations Institutes for Training, Research and Planning was being designed, a census of institutes and centres in the field of training and public administration was underway and a census of UN-related research in European universities was being scheduled for the end of 1984.

The results of these information-gathering activities should be analyzed and incorporated into the Documentation Centre before attempting to obtain more information.

12.2.7 Specialist Information

The UNITAR Documentation Centre should attempt to become a source of information about experts in the field of interest to UNITAR and particularly in UN-related issues. The beginning of such an information service is in the records and information the UNITAR training and research programmes retain about their consultants and resource people. This should be expanded to include information on participants in UNITAR conferences, seminars and training causes.

Initially, this could be a manual file although it should be automated in the future. Agreement would have to be reached within UNITAR as to what type of information is required.

In responding to requests from users both within and outside UNITAR, the Documentation Centre would draw on its own files, the files of other UN agencies as appropriate, as well as printed directories and who's who.
12.2.8 Orientation and Training

In cooperation with the training programme of UNITAR, the Documentation Centre should develop two levels of orientation and training on the documentation of the UN system. For both levels, the Documentation Centre should act as the coordinator only, drawing on the specialists within the UN system as well as outside consultants.

The first level of orientation and training should be directed to the new delegates or members of Permanent Missions to demonstrate how the UN system and its documentation work. This can be incorporated as part of the regular briefing sessions that UNITAR already does.

The second level of orientation and training which could be developed within the training programme of UNITAR with the resources of the Documentation Centre, is an international symposium on international documentation in continuation of the 1972 and 1980 meetings which UNITAR co-sponsored with IFLA and AIL.

In addition, the Documentation Centre should play an active role in the provision of advice to developing countries regarding the creation of information units within training programmes and institutes which UNITAR is instrumental in establishing. For example, staff in the UNITAR Training Division are regularly providing advice on the creation of a programme in training for international relations and diplomacy for a particular country or region. Assessing the needs for information and creation of an information component in these programmes is a function which could be best handled by the UNITAR Documentation Centre, working closely with the UNITAR Training Division.
12.2.9 Liaison

Another service area which the UNITAR Documentation Centre must address is that of liaison with other information units within the UN and in the information community at large. As well, the Documentation Centre needs to establish contacts with its users on a regular basis to establish methods of obtaining feedback on the ways in which the Centre is meeting the needs of its users.

12.3 Products

12.3.1 Current Awareness Bulletin

The key printed product from the UNITAR Documentation Centre should be a current awareness Bulletin. It should be published quarterly with the possibility of special supplementary issues as the need arises. The goal for the first year of operation should be two issues.

Each issue of the Bulletin should focus on a particular topic that is of current interest to UNITAR and the UN. The Bulletin could include a analysis of the key issues relating to the topic, the UN position and performance, basic sources of documents, key decisions, recent developments, research in progress, and forthcoming publications.
In addition to focussing on a particular topic, each issue should have sections on forthcoming international meetings of interest to UNITAR's users, research in progress at UNITAR and about the UN, new publications, and recent activities of UNITAR. An institutional profile section should be established, dealing initially with one of the United Nations Institutes of Training, Research and Planning.

The choice of topics for the Bulletin should be established in close collaboration with the training, research and communications programmes of UNITAR so that Bulletin complements and reinforces the activities of these programmes. A good source of topics for the Bulletin could also be the results of in-depth reference queries which the Documentation Centre has answered.

The target audience of the Bulletin should be the users of the Documentation Centre: staff and consultants of UNITAR, members of the Secretariat, high-level policy makers, government officials in Member States, and researchers interested in the UN. For the first two years, the Bulletin should be published in English only with consideration given to a tri-lingual edition (adding French and Spanish) at a later date. The Bulletin should be distributed free of charge for the first two years. Consideration of a subscription fee towards self-sufficiency should be re-evaluated after this initial period.
12.3.2  **Compilations/Compendiums**

The compilations of the UNITAR Library on documents relating to topics such as the new international economic order have been well received. The UNITAR Documentation Centre with the help of an outside consultant should plan to do one of these compilations each year and publish them as part of the UNITAR publications programme. The updating of the 1976 compilation on the new international economic order would be a good choice for the first one.

12.3.3  **Directories**

In the first two years of its existence, the Documentation Centre should not undertake any new initiatives in the area of publishing directories. It should, however, provide support and advice for the directories which the training and research programmes of UNITAR which are planning in the next year.

Because of the cost involved in publishing directories and the difficulty of maintaining their currency, many institutions are opting for providing on-line searches of the data bases used to create the directories. In the long term, the UNITAR Documentation Centre should evaluate this practice particularly vis-a-vis its institutional and specialist files to enable the widest group of users, particularly in developing counties, to have access to the information.
12.3.4 Summary

The products which the Documentation Centre could realistically produce in its initial two years are a current awareness bulletin, two compendiums, and assistance in producing directories already planned by UNITAR. The focus of the initial two years of operation will be on developing and finding sources of information and making use of what is already available. At the end of the two year period, the need to publish directories to fill in gaps left by other directories should be re-evaluated.

RECOMMENDATION 10: Services and Products

For the initial two years of operation, the Documentation Centre should offer a modest range of products which meet the most urgent needs of its users and which capitalize on the utilization and re-packaging of existing information resources within and outside the UN system. The most important service should be an in-depth reference service. Also included should be on-line searches of computerized data bases, current awareness profiles, selective dissemination of information, inter-library loans, institutional information, information on specialists, orientation and training, and liaison with its users and other information units.

The most important printed products should be a quarterly current awareness Bulletin, compilations and analyses of documents on a specific topic, and at a later stage, directories.
13. **RESOURCES REQUIRED**

13.1 **Human Resources**

The human resource requirement is the most important critical factor in determining the success of the UNITAR Documentation Centre. The position of the head of the Documentation Centre must be staffed by a fully qualified senior librarian with extensive reference and on-line searching experience. This person must be very knowledgeable about the UN system, how it works, and how to tap its sources of information. The person must be an "information hunter" and able to deal with senior officials who will be necessary to contact for information. In addition, the person needs some familiarity with automated systems to direct the design of the system used by UNITAR. The inter-personal skills of the individual must be excellent to facilitate obtaining information and working closely with other information units within and outside the UN system. The person must also be able to provide advice and training on UN documentation and on the creation of information units in developing countries in support of the training programmes and institutes recommended by UNITAR's Training Division. Therefore, this position should be at a P3 or P4 level.

The head of the Documentation Centre should be assisted by a support person who will be responsible for providing clerical, secretarial, and data input services as well as assisting with the production of the Bulletin. The level of this person should be at the G4 level.

In addition to these full-time staff members, there is a requirement for three consultants: one, a programmer, one, a systems analyst and the third, a documentalist to assist with the compendiums. These consultants will be the equivalent of one full-time person year.
Furthermore, the possibility of having an intern attached to the Documentation Centre should be investigated. UNITAR operates an Officer Attachment and Internship programme which enables interns to carry out research or be associated with training or administration within UNITAR. Interns are usually graduate students who work without pay for one to six months at UNITAR. An intern could provide valuable assistance in the setting up of the Documentation Centre's files on organizations and consultants as well as assist in the bibliographic research on a particular topic.

13.2 Equipment

The Documentation Centre can use the existing equipment in the UNITAR Library. Consideration should be given to providing new shelves for serials but if the Centre remains in the present facilities, this space is not sufficient for display shelves. At least six additional filing cabinets will be required to house the new files on organizations and consultants. This will likely increase to twelve by the end of the second year. The floor loading capacity of the building should be checked to assist in the placement of these filing cabinets and any additional shelving.

When the Documentation Centre obtains its IBM/PC, it should also ensure that it has a minimum of two 360K floppy disc drives with a minimum RAM requirement of 256K. A modem will be required to access other data bases. The NYCS does have dial-up access on an experimental basis. Until this becomes more readily available, the Documentation Centre should use the IBM/PC in the administration section of UNITAR to access the UN data bases in New York. This computer is hard-wired to the main frame of the NYCS.
The most significant equipment expenditure is the acquisition of a software package. Although micro-computers are inexpensive and available to anyone, the applications software has not kept up with the hardware.

The choice of suitable packages for the documentation is limited. Because new software is continuously being developed, the choice of software should be re-assessed when the actual decision is implemented to see what new developments have occurred even in a space of three or four months.

The software packages which seem most appropriate are data base management packages known as dBASEIII, EasyFiler, IV+V, and PC/INQUIRE. With the exception of IV+V which is free, all the packages are in the same price range. Each of the packages, however, has some significant drawbacks.

IV+V, which is being developed for Unesco will not be ready for general use until well into 1985. According to available information, it was not designed to be user friendly; it requires an experienced systems analyst and programmer to install and maintain it. Unless UNITAR was accepted as a pilot installation for which all expenses would be paid, UNITAR would not be able to obtain the resources to use the package on an on-going basis. The software itself is free, but the human resources required to use are substantial.

EasyFiler could probably best handle UNITAR's requirements but it is designed to do many functions including word processing and therefore does not do all of them well. It is completely menu-driven, with good tutorials. Therefore, it would not require extensive programmer and systems analyst intervention.
The software package, dBASE, now in version III, is the most well-known and widely used. It is not, however, user friendly and would require an experienced programmer to implement.

The package which looks the most attractive is the PC/INQUIRE, which is being developed by Infodata Systems Inc., for the IBM/PC. Infodata designed INQUIRE, the software for IBM mainframes which is used by NYCS. PC/INQUIRE is a relational database management system designed specifically for the IBM/PC. It has the capability of communicating with the IBM mainframe on an ad hoc basis. Files which are created on dBASE can be automatically converted to PC/INQUIRE according to the developers. PC/INQUIRE will not be available until March/April 1985. It should be seriously considered if a software package has not been acquired before then.

Although micro-computers such as the IBM/PC can be easily used as word processors, UNITAR should give serious consideration to acquiring word processing equipment which the Documentation Centre could access. The IBM/PC in the Documentation Centre will be heavily used as a computer and will not be readily available for word processing activities. In addition, word processing equipment is specifically designed to handle word processing best. The type of work that UNITAR does and the number of reports it generates necessitates the use of word processing equipment as soon as possible.

### 13.3 Physical Resources

The Library occupies about 500 square feet of space on the second floor of the UNITAR building. After the collection has been weeded, the Documentation Centre should be established in this space. It is likely that filing cabinets will be required immediately outside this room. The accommodation will be cramped. The office of the Head of the Documentation Centre would be outside the Centre.
At present, UNITAR has been renting its first floor to a commercial tenant. Before re-renting this space, UNITAR should give serious consideration to placing the Documentation Centre and the Communications/Publications programme on the first floor. This includes over 1900 square feet of which about 1000 or more could be used by the Documentation Centre. Only minor renovations would be required. Use of the first floor for the Documentation Centre and Publications would make UNITAR more accessible and visible to its users outside UNITAR. These factors should be weighed against the loss of real income the rental generates.
### 13.4 Financial Resources

The suggested budget for the UNITAR Documentation Centre for the first two years of operation is as follows:

<table>
<thead>
<tr>
<th>A. Human Resources</th>
<th>Year 1 ($US)</th>
<th>Year 2 ($US)</th>
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<tbody>
<tr>
<td>Head of Centre (P3-P4)</td>
<td>35,000-48,000</td>
<td>35,000-48,000</td>
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<tr>
<td>Assistant</td>
<td>25,000-38,000</td>
<td>25,000-38,000</td>
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<tr>
<td>Contract programmer (60 days at $350 - $450 per day, 40 in year 1; 20 in year 2)</td>
<td>14,000-18,000</td>
<td>7,000-9,000</td>
</tr>
<tr>
<td>Systems analyst (60 days at $350-$450 per day, 40 in year 1; 20 in year 2)</td>
<td>14,000-18,000</td>
<td>7,000-9,000</td>
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<tr>
<td>Consultant for compendiums ($10,000 each)</td>
<td>10,000</td>
<td>10,000</td>
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<tr>
<th>B. Equipment</th>
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<tr>
<td>Modem</td>
<td>500</td>
<td></td>
</tr>
<tr>
<td>Software</td>
<td>1,000</td>
<td></td>
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<tr>
<td>Filing cabinets, shelving</td>
<td>10,000</td>
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<tr>
<th>C. Computer Searches</th>
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<tbody>
<tr>
<td>150 first year; 300, second year at $25 average per search</td>
<td>3,750</td>
<td>7,500</td>
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<tr>
<th>D. Travel</th>
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<tr>
<td>10,000</td>
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<tr>
<th>E. Acquisitions</th>
<th></th>
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<tr>
<td>20,000</td>
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<tr>
<th>F. Printing and Reproduction</th>
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<tr>
<td>(includes photocopying and publication of Current Awareness Bulletin only 2 issues in first year, 4 in subsequent years)</td>
<td>35,000</td>
<td>45,000</td>
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<table>
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<tr>
<th>TOTAL</th>
<th>$US178,250 -</th>
<th>$US161,500 -</th>
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<tbody>
<tr>
<td></td>
<td>212,250</td>
<td>191,500</td>
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</table>
The estimated budget for the first year is $US178,250 - 212,250 for the second year $US161,500 - 191,500. This represents a modest beginning on which the Documentation Centre could build. In the third year, one could anticipate hiring an additional librarian and in the fourth year, an additional support person.

RECOMMENDATION 11: Resources Required

It is recommended that the budget for the first year of operation of the Documentation Centre be $US178,250 - 212,250 for the second, $US161,500 - 191,500. Two full-time staff are required, a qualified experienced librarian and an assistant. Contract staff equivalent to one person year are required for programming, systems analysis and to compile compendiums. The Documentation Centre could initially be established in the present quarters of the UNITAR Library but plans for expansion should be considered.

14. EVALUATION AND MONITORING

To ensure the responsiveness of the UNITAR Documentation Centre to the needs of its users, the Centre should engage in an on-going evaluation and monitoring of its services. The services should be evaluated in terms of usefulness, timeliness, and relevance of information selected.

RECOMMENDATION 12: Evaluation and Monitoring

It is recommended that the UNITAR Documentation Centre engage in an on-going process of evaluating and monitoring its products and services to ensure that they are responsive to users' needs.
15. **BIBLIOGRAPHY**


20. United Nations Institute for Training and Research. **Statute of the New York:**


23. United Nations Institute for Training and Research. **UNITAR; What It Is; What It Does; How It Works.** New York, UNITAR, 1984?

Appendix A: Input Received

The consultant is very pleased to acknowledge the input received from the following people:

Advisory Committee for the Co-ordination of Information Systems (ACCIS), Geneva

THOMPSON, George
WALKER, Celine

Clearinghouse on Conditions of Work, International Labour Office, Geneva

FALCIOLA, Kristine
STODDART, Linda

Dag Hammarskjöld Library, New York

BAZHEUOVA, M.
BOIVIN, Catherine
DAVIS, Carol
DUSOUPLIER, Nathalie
EINOLAS, Kaarina
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