

ENCLOSURE ATTACHED

نمایندگی سازمان ملل متحد

UNITED NATIONS



NATIONS UNIES

DEVELOPMENT

PRO COOPERATION

CABLES: UNDEVPRO TEHRAN

POSTAL ADDRESS

Office of Technical Cooperation  
Human Resources Section  
Asia and Mid/East Branch

TEL: 49281-9

۴۹۲۸۱-۹

JUN 28 1973

Mr. El-Tawil  
Mr. Van der Heide  
Galt  
JUN 28 1973  
- Action Control  
- Acknowledged  
- Action Required  
INITIALS: M.C.

Ref: 200/1

2 JUL 1973

Mr. Bartolo

24 June 1973

Dear Mr. El-Tawil,

TE 311/ IRAN

X Ref TE 322/ IRAN (170-16)

I had the visit on 12 June of H.E. Mr. Marashi, Deputy Minister of the Plan and Budget Organization in charge of the Center for Operational Evaluation of Government Departments, to enlist our assistance.

You will recall (see our letters No. 256 of 19 March 1972 and following) that we provided to that Center the services of Mr. Brodie last year. This was when the Center was attached to the Prime Minister's office. It has now been transferred to the PBO and has received a newer set of instructions. Mr. Marashi sent me afterwards a statement of goals, objectives and scope of work for the Center (see copy attached).

As you can see this is a most important element in the Government structure and I firmly believe we should do what we can to help. Mr. Marashi's request is for a return assignment by Mr. Brodie or someone like him for a more extended period.

Obviously such assistance ties in with our large-scale project on Public Service Reform but I think we should not insist upon providing our help through that project. There is in Iran serious difficulty in forcing inter-departmental activities. We do have a provision in our country programme for consultancies

Mr. B. El-Tawil  
Acting Director  
UNOTC  
New York

287

.../...





in "evaluation of development projects and programmes" (p. 36 of CP doc.) and I would be prepared to approve a small-scale one-year project (on a 50/50 cost sharing basis with 6 months financed by UNDP and 6 months by Government) so that we can respond to this urgent need. We would then make sure that proper coordination with Sir James Hardy's project on an informal basis is achieved.

Not having Mr. Brodie's report in our files I am not certain whether this suggestion ties in with his recommendations but I would like to have a quick reaction from you on this important question so that we respond promptly to the approach made to me.

Specifically:

- Could you please go along with a few months to one year assignment by an expert to assist the Center in organizing its procedures?
- Is Mr. Brodie available to take such an assignment and for how long?

Awaiting your prompt reply,

Yours sincerely,

Nessim Shallon  
Resident Representative in Iran





For NY

## *Plan and Budget Organization*

Center for Operational Evaluation  
of Government Departments

Date 18, June, 1973

No. 225 / E / 78

Copy

Dear Mr. Shallon

According to our meeting of June 12th 1973 I am happy to send you a copy of our Goals, objectives and scope of work.

Thanking you in advance.

Sincerely Yours

*B. Marashi*

B. Marashi

Deputy Minister of Plan and  
Budget Organization  
In Charge of the Center  
For Operational Evaluation  
Of Government Departments

Mr. Nassim Shallon  
Resident Representative in Iran  
United Nations  
12 km. Bandar Pahlavi  
Takhte Jamshid, Teheran





## *Plan and Budget Organization*

Center for Operational Evaluation  
of Government Departments

Main Goals, objectives, and scope  
of work for the Center for Opera-  
tional Evaluation of Government  
Departments

Date .....

No. ....

With the social and Economical growth which have been developed in all aspects of Iran it is worthwhile to evaluate the system of management and performances of the directors and the government officials in respect of implementation of programs, and activities of the ministries and government agencies and also to determine on productivity of their work in comparison with the service which is expected.

The main objective is to improve the current system of - Management, promote the efficiency standards of directors and managers and also establish changes in methods and techniques which have been used so far, and finally to improve the proper functioning and effectiveness of the employees.

Therefore through researches and studies we found out that the center can guide the high officials on the following areas.

(1)- Suggest the best and symplest system of work operation to each of the government officials who have different jobs and duties.

(2)- Mostly the responsible authorities are over-engaged with their daily routine work and thus forget to accomplish certain functions, therefore they should be reminded accordingly.

(3)- The attention of the responsible authorities should be drawn to duplication of work, interference and intermingling of the functional duties which would eventually result to more suspension and perplexity of the applicants and/or the public. This reminds and enables the authorities to take necessary steps and approach to remove the functional defects.





## *Plan and Budget Organization*

Center for Operational Evaluation  
of Government Departments

Date .....

No. ....

(4)- Recommendation for better system of management and best usage of available manpower which consists of the following areas.

- (A)- Formulating goal for ministries and government agencies.
- (B)- To reach the above goal formulating policies for government agencies.
- (C)- Recommendation of having program and allocation of budget for execution of the programs in respect of reaching the goal.
- (D)- Recommendation of having the suitable organization and selection of the right methods and establishment of the working condition in order to be able to secure implementation of the programmes.
- (E)- Increasing efficiency and productivity of the available manpower through securing on the job training program for them.
- (F)- Establishing system of control within the departments in order directors be able to know about the implementation of the methods and circulars which have been used, or circulated.
- (G)- And finally encouragement of the officials to think more about the modern technology and its application in managements.

(5)- Establishing a sort of movement in the organization in order directors feel more responsible and try to work effectively.

(6)- Sense of responsibility, dedication to duty consciousness and individual personality should be strengthened among the authorities and officials so they don't just consider themselves merely indifferent and undetermined factors having no role on the quality of the work performed. These qualities enable the officials to better realize their moral and administrative obligations towards





## *Plan and Budget Organization*

Center for Operational Evaluation  
of Government Departments

Date .....

No. ....

their services to the public and visiting parties.

(7)- Directors should be trained in such a way that for performance of their duties they should think more and for getting better result they should find the solutions.

(8)- Recognition of the qualified directors and introducing them for promotion.

(9)- The responsible authorities should be well oriented with all the governing principles and criteria of management through application of various types of questionnaires for each of the different levels of the agencies and organizations enabling them to fully utilize the manpower made available to them and for the maximum effectiveness of their achievements. Appropriate programs should be planned to remove and eliminate the obstacles and backwardness of the departments and functional defects due to shortage of qualified staff which has been resulted by the continued expansion of government agencies and the sudden movement originated from the Great Revolution of Iran.

(10)- Knowing about work operation, its advantage and - disadvantages by analysing the answers which have been given by the directors.

In view of the above objectives policy of the center is to evaluate three levels of high officials, Deputy Ministers, Director Generals, and Head Sections, and make the responsible authorities to think more about their duties and responsibilities,





## *Plan and Budget Organization*

Center for Operational Evaluation  
of Government Departments

Date .....

No. ....

consider the peculiar situations and put those on the jobs who have different attitudes and feelings about performing the duties and be sure those who can not fulfil the requirements of the jobs and expectencies of the people and also can <sup>not</sup> adopt themselves with the administrative reform should be either put on the training programs or take a necessary action.



ORIGINAL DIRECT



Dear Hossein,

As a follow-up of our discussions in Tehran, a Project Document which I had drafted in Tehran, is forwarded herewith for official submission to the UNDP office in Tehran. As you see, the initial assistance is suggested for 6 months with possibility of extension for another 6 months.

Meanwhile, I have spoken to Miss Wood. She will only be able to take missions of not more than 3-month duration at a time. She has already given me a tentative schedule for visiting Iran in two periods. She can start the first visit either in September or October 1973 for 3 months. The second visit can commence any time in Spring of 1974, provided that there will be a three-month gap between the end of the first visit and beginning of the second.

Knowing this, if you are interested in her consultancy, the first visit could commence in mid-September 1973. Alternatively, we can look for other candidates.

With best regards,

Yours sincerely,

Parvis S. Towfighi  
Technical Co-operation Branch  
Centre for Housing, Building & Planning.

M.E. Hossein Moadi  
Housing Organization  
Kh. Lalezar  
K. Mofakham  
Tehran  
Iran.



ORIGINAL DIRECT

RECORDS CONTROL *RP/ic*

Mr. R. K. Basu, Chief  
Section for Physical Resources,  
Asia and the Middle East Branch, OTC

22 JUN 1973

20 June 1973

Mr. Guy Gresford, Officer-in-Charge  
Resources and Transport Division

*TE341/IRAN*

A. Alagappan, Chief  
Water Resources Section

Water Resources Projects in Iran - Mission Report

Our Technical Adviser, Mr. R. Partl was authorized to visit Tehran to assist in drafting project documents for two forthcoming Water Resources Development projects listed in the Country Programme, Nos. 78, Plan and Budget Organization and 79, Ministry of Water and Power.  
..... Please find attached Mr. Partl's mission report including copy of draft project documents.

We would like to stress that the objectives and terms of reference of the projects are clearly within the scope of activities of our Section. We are therefore confident that the United Nations will be selected as executing agency for both projects in order to ensure proper co-ordination of parallel activities in the above-named government agencies.

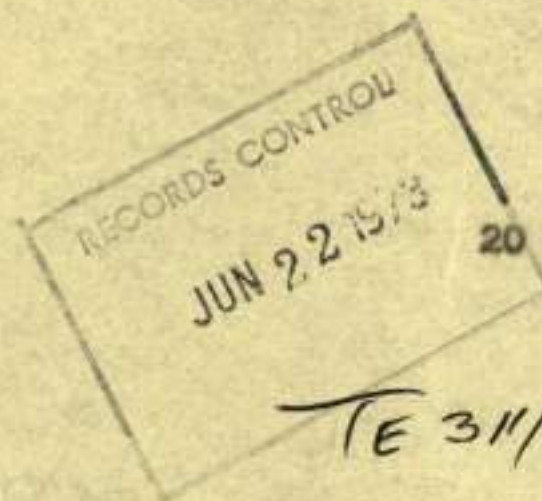
cc: Mr. I. Iversen, OTC  
Mr. T. Shrestha, OTC



ORIGINAL DIRECT

PST/vk

Mr. Romendra K. Basu  
Chief  
Physical Resources Projects Section  
Asia and Middle East, CTC



V. Kandaswamy, Chief  
Technical Co-operation Section  
(Asia, Europe and the Middle East) CHBP

IRA/72/019 - Submission of the Mission Report on "The Development of a Housing Management System in Iran" by Miss Elizabeth Wood

1. At the request of the Government of Iran, Miss Elizabeth Wood went to Iran as a short-term UN consultant on Housing Management. At the end of her mission she submitted her report and we are forwarding herewith 4 copies of this for submission to the Government of Iran along with the following observations and comments:
  2. The major recommendation of the Consultant is that the Government should designate immediately a governmental unit responsible for the direction and co-ordination of all the steps to be taken towards establishment of an effective housing management system. She has proposed that this responsibility should rest with the Housing Organization.
  3. The Consultant, in the context of the setting-up of a Housing Management Institute has suggested the formation of a Board of Directors representing the major implementing agencies, and the creation of a small professional staff.
  4. While we would like to emphasize the importance and soundness of these recommendations, we should not consider this as a prerequisite for provision of further UN technical assistance to the Housing Organization proposed by the expert. This view is based on the fact that it will take a longer period to achieve the objectives of "direction" and "co-ordination" through the establishment of a governmental unit representing different agencies under Housing Organization. In the meantime, we could proceed with provision of assistance to those activities aimed at achievement of the short-term objectives for which the Housing Organization has direct responsibilities.
  5. The report identifies three elements for the creation of a viable Housing Management System in Iran and has also suggested the type of outside assistance that is required to establish them. These three elements are:
    - A. Identification of Standards and Objectives
    - B. Creation of an Enforcement System
    - C. Establishment of Management Training Institute
- A. Standards and Objectives - to accomplish this task Miss Wood recommends a consultant to advise on the formulation of the objectives of housing management, and general and specific standards for the country.



B. Enforcement System (through creation of the Housing Management System or systems) - for this purpose she recommends a team of consultants (not to exceed 3) to analyze the methods currently used for setting such standards as are now required, and to develop recommendations on revisions or additions, such an analysis to include an examination of the legislation, administrative regulations or guides, criteria now used by approving agencies and contract documents. One important point that the report misses is the type of institutional arrangement, essential in the case of ownership flats for the maintenance and up-keep of common areas. Such an institutional arrangement should have a legal base and this is an aspect that the consultant under A and B should look into as a priority job.

C. Management Training Institute - the two sets of recommendations of the expert under different headings in the report are combined here under the general heading of Management Training Institute since both are concerned with the training aspects.

I. Development of Pilot Training Programmes

Under this heading the consultant distinguishes between the training programmes:

- (i) for persons already working in management (the detailed objectives of this training programme are described on P.25 of the report); and
- (ii) a series of seminars for the staff of the Housing Organization and other implementing agencies.

6. The Consultant specifically suggests that 3 consultants be secured to undertake the above tasks, one of whom should be able to speak Persian.

II. The Design of the Housing Management Training Institute

7. Miss Wood recommends that a team of consultants are required for this purpose as they have to cover aspects of financial management, maintenance, organizing and training low-income families who need assistance in adjusting to urban living. The Consultant has further recommended that the Government undertake a study to estimate the number and kinds of management jobs currently in existence in the housing market as well as those that will be opened up in the next 5 years. She considers such a study to be essential for the design of the curriculum and determination of the costs of the Institute.

8. This consultancy service is suggested in connexion with the suggested Government initiatives described in paragraph 3 above. On the basis of recent discussions between Mr. Towfighi and Mr. Moadi, member, Board of Directors of the Housing Organization in Iran we understand that neither resources of the Housing Organization nor the United Nations would allow at this time to undertake all the tasks recommended by the consultant. There are, at the same time, overlapping areas of functions and responsibilities assigned to the recommended consultants which can be performed by a single expert at the initial period of the project activities.

9. Of the above recommendations, the Housing Organization as one of the major implementing agencies of housing projects is particularly interested in



establishment of the Housing Management Training Institute. We also share this view of the Housing Organization and believe that it is a major prerequisite step for the management of the vast housing projects envisaged within the framework of the 5th National Development Plan.

10. For this purpose, we are suggesting an initial technical assistance of six-month duration of a consultant in Housing Management with the possibility of extension for additional six months.

11. The Country Programme for Iran, inspite of our previous recommendations, has not provided for this assistance, therefore, new ways have to be found to finance this project, either by shifting the funds already allocated to other projects or through Funds-in-Trust or cost sharing arrangement.

12. A copy of the Project Document prepared by Mr. Towfighi in Iran and finalized in New York is herewith attached for submission to the UNDP office in Tehran. A copy of this PRODOC has already been sent to Mr. Moadi of the Housing Organization. In this connexion, we would like to make reference to Mr. Shallon's letter of 26 May 1973 to Mr. El-Tawil mentioning the possibility of using the 10 m/m of consultancy provided under the allocated reserve funds to sector 7030 (Housing, Building and Planning) for the purpose of financing follow-up mission in Housing Management. We believe that the number of potential projects to be financed by this reserve fund far exceeds the available 10 m/m and serious thought should be given for the possibility of expanding this fund by either of the two alternatives suggested above.



UNITED NATIONS DEVELOPMENT PROGRAMME

Project of the Government of

IRAN

Title: Development of a Housing Management System

Number: IRA/72/019

Duration: 6 months

Sector: Social Security and other social services

Sub-sector: Housing, building and physical planning

Government Co-operating Agency: Ministry of Development and Housing

Executing Agency: United Nations

Date of Submission:

Starting Date: 15 September 1973

Government Contribution:

UNDP Contribution: \$16500

Approved: \_\_\_\_\_

Date: \_\_\_\_\_



## I. BACKGROUND AND SUPPORTING INFORMATION

### A. Justification for the Project

1. In November of 1972 a United Nations consultant, upon request of the Government of Iran assisted the Housing Organization, a specialized agency of the Ministry of Development and Housing, in arranging a Housing Management seminar for Iranian officials. She also advised the Housing Organization on the follow-up action required for establishment of a Housing Management System. The Consultant submitted her report recognizing 3 areas for further assistance: (i) Standards and Objectives, (ii) Enforcement System, (iii) Management Training Institute. To accomplish these tasks, the Consultant recommended individual as well as teams of consultants to assist the Housing Organization in the future.

2. The Housing Organization is considering the immediate establishment of the Housing Management Training Institute. The Housing Organization also hopes that through the initial assistance of an advisor it will be able to cover other areas which have been recommended by the consultant, and if necessary come up with request for additional assistance.

### B. Institutional Framework

3. The Ministry of Development and Housing (Housing Organization) will act as the principal Government counterpart agency for this project.

### C. Provisions for Government Follow-Up

4. On the basis of recommendations previously made by the United Nations Consultant and on the basis of findings and recommendations of the new advisory assistance, the Government would determine the requirements for follow-up action.

### D. Other Related Activities

5. There is no on-going related activity sponsored by the United Nations at the present, but it is suggested that a Land Data Processing System be established in the Housing Organization with the assistance of the United Nations.

### E. Future UNDP Assistance

6. At the present, the Housing Organization is considering that a six-month extension of the same advisory services, provided by this project, may be required for completion of the tasks described below, but this will be explored further and determined after completion of this project.

## II. OBJECTIVES OF THE PROJECT

### A. Long Range Objectives

1. To assist in improving the housing management practices in Iran.



B. Immediate Objectives

2. To advise the Government on determination of standards and objectives and also creation of the Housing Management System, including the necessary legal base for this system.
3. To provide advice on establishing of a Housing Management Training Institute.
4. To assist in drafting the statute of such a Housing Management Training Institute.
5. To assist in drafting of the curriculum for the Institute.
6. To undertake teaching and training.

III. WORK PLAN

A. Project Activities

1. A short-term UN consultant specialist in Housing Management Systems will undertake this assignment to achieve the objectives described in Section II A and B above.
2. The Consultant in collaboration with the Iranian counterpart will make recommendations for follow-up action in the final report of the project.

B. Description of UNDP and Government Inputs

3. The UNDP and the Government will provide the consultant, described in the attached budget sheet.
4. The Government contribution should be determined at the later date. It will however include assignment of a full-time counterpart senior staff to work with the consultant during the project period.



PROJECT BUDGET COVERING UNDP CONTRIBUTION

(In US Dollars)

Country: Iran

Project No: IRA/72/019

Title: Development of a Housing Management System

10. PROJECT PERSONNEL

11. Experts

11-01. Expert in Housing Management Systems

19. Component Total

50. MISCELLANEOUS

53. Sundry

59. Component Total

99. GRAND TOTAL

TOTAL		1973	
m/m	\$	m/m	\$
1/6	15000	1/6	15000
1/6	15000	1/6	15000
	15000		1500
	1500		1500
	16500		16500



نمائندگی سازمان ملل متحد



UNITED NATIONS

DEVELOPMENT PROGRAMME

CABLES: UNDEVPRO TEHRAN

POSTAL ADDRESS: BOX 1555

TEL: 49281-9

Ref.: 200/1

NATIONS UNIES

Mr. Shallon

21/6

ACTION

TO: MR. EL-TAWIL (2 PM)

Mr. Van der Meer

Mr. B. A. El-Tawil

13 June 1973

INITIALS

13 June 1973

1 - Action Completed

1 - Acknowledged

1 - No Action Required

Dear Mr. El-Tawil,

Assistance to the National Geographical  
Organisation of Iran

1. The NGO wishes to receive assistance for a minimum period of two weeks to prepare a state map on a scale of 1:25,000.
2. For this purpose, the Government requests the services of a regional or interregional adviser and, if no such adviser should be available, an expert recruited from one of the three following Agencies:
  - the Cartographic Division, United Nations Economic and Social Council, New York;
  - the Institute for Aerial Topography and Land Sciences in the Netherlands (I.T.C.);
  - the Secretariat of International Photogrammetric Society in Paris.
3. If no regional or interregional adviser can be sent to Iran, the NGO is prepared to meet the cost of a mission by an expert.
4. It would be reasonable to foresee a one-month mission, since at least two weeks should be spent by the adviser in Iran itself.
5. Your cabled advice regarding this request will be welcome.

Yours sincerely,

*Nessim Shallon*

Nessim Shallon  
Resident Representative in Iran

Mr. B. A. El-Tawil,  
Deputy Director for Planning and Evaluation,  
Department of Economic and Social Affairs,  
United Nations, New York.

205

6/363



UNITED NATIONS



DEVELOPMENT PROGRAMME

CABLES: UNDEVPRO TEHRAN

POSTAL ADDRESS: BOX 1555

TEL: 49281-9

نماینده سازمان ملل متحد

برنامه عمران

ACTION

TO:	Mr. El-Tawil
1	Mr. El-Tawil
2	Mr. Van der Meer
3	Mr. Shrestha

INITIALS: *Shrestha*

☐ - Action Completed  
☐ - Acknowledged  
☒ - No Action Required

NATIONS UNIES

TE 311/IRAN

26 May 1973

Ref: PRO.300.CP

Dear Mr. El-Tawil,

Thank you for your letter of 9 May containing your comments on the final version of the UNDP Country Programme. I wish to put you up-to-date on a few points:

- (a) Geology and Mining We expect Mr. Makowiecki and/or Mr. Robertson to visit Iran soon and review with us and the Government the new assistance included in the Country Programme. I am sending you a cable today enquiring about the timing of the visit. In the meantime, however, as you will see from a separate letter to you dated 26 May, the Geological Survey Institute did not request the extension of Miss Luke's contract, because of financial difficulties.
- (b) Water Resources Mr. Partl has just completed his mission and will be reporting to you on its outcome.
- (c) Housing, Building and Planning
1. Building & Housing Research Centre In view of certain organizational problems that have to be resolved within the government administration, the project document for full operations will not be ready before June and the

Mr. B. El-Tawil  
Acting Director  
Office of Technical Co-operation  
United Nations  
New York

cc Mrs. Albuquerque  
Mr. Basu  
R+T  
Hony  
Saidou





project is not expected to start before October 1973.

Mr. M. Pajevic, the Project Manager, has been reporting on the progress to you on a regular basis.

2. Legislation and Management for Urban Development We are pouncing to you in the near future a request for a six-week consultancy mission which would help finalize the project document.
3. Housing Management Although there is no specific provision in the Country Programme for a follow-up on Miss Woods' mission, there are 10 m/m of consultancy provided for the Ministry of Development and Housing (see list on p. 36). Miss Woods or another consultant could be brought back, using some of this provision, if the Government so wished.
4. Co-operative Housing in Urban Areas
5. Follow-up Study of National Housing Programmes and Related Facilities
6. Urban Land Data Bank

We will follow-up with the Government the submission of the project document, or these three projects, in due course.

(d) Social Development

1. Youth Policy and Programme We expect the visit of the UN Interregional Adviser, Mr. Bazinet, soon at which time we hope he will be able to define the actual requirements and prepare a draft project document.
2. Training and Demonstration for Rural Development We are passing your suggestion regarding the inclusion of a community development expert and a consultant in programme evaluation in the follow-up project of the currently on-going IRA/71/537 to the Senior Agricultural Adviser FAO Country Representative for FAO's comments and will get in touch with you as soon as these are received.

✓..





(e) Transport We will follow-up with the Government the submission of a draft project document for the Traffic and Transport Development project.

Yours sincerely,

A handwritten signature in dark ink, appearing to read 'Nessim Shallon', is written over the typed name.

Nessim Shallon  
Resident Representative in Iran



ORIGINAL DIRECT

Mr. Bahgat El-Tawil, Acting Director  
Office of Technical Co-operation

Mr. Norbert Falzon, Assistant Director  
Resources and Transport Division

Zdenek Lastovka, Chief  
Transport Section, RTD

21 May 1973

FE 311/IRAN

IRAN: Final Version of the Country Programme - OTC Comments

We have reviewed the copy of your comments on Iran's Country Programme, which were transmitted to the Resident Representative on 9 May 1973.

We have taken note of the two transport projects outlined on page 4 of your letter to Mr. Shallon.

With regard to the new project, "Comprehensive Regional Development Planning and Plan Implementation", we reiterate our offer to assist in the development of the physical infrastructure, and we would be glad to co-operate in the execution of this project from the start. Please see our memoranda of 19 January and 16 April 1973 for further details.



ORIGINAL DIRECT

cc. Miss Gray  
Mr. Sherif  
Mr. Odriljin  
Mr. B. El-Tawil, Acting Director  
Office of Technical Co-operation

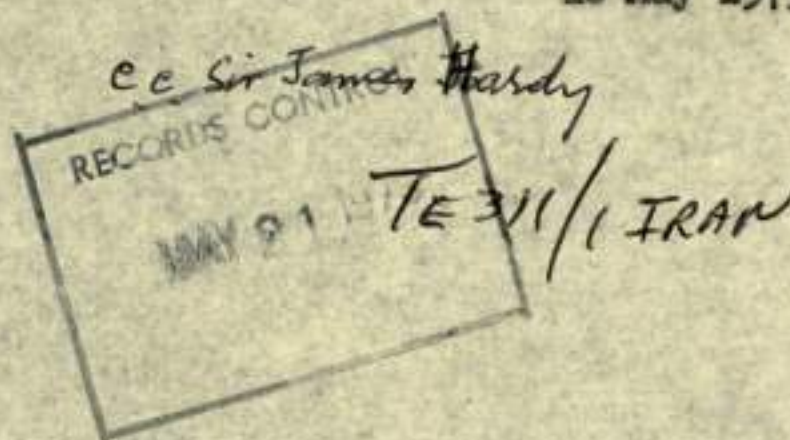
Clr'd. in draft by Messrs. Gilmer,  
Bentil and Salih

FM/dm

16 May 1973

Emil J. Sady, Deputy Director  
Public Administration Division

UNDP Country Programme for Iran



Please refer to your interoffice memoranda of 5, 10, and 27 April on the above subject.

We have carefully reviewed the UNDP documents DP/GC/IRA/R.1 and DP/GC/IRA/R/Recommendations, on the above subject and give below our comments.

Public Service Reform and Training Project (IRA/68/525): The country programme provides for continuation and a phase II of the project. The project document has been officially submitted to UNDP for approval at the next Governing Council session in June 1973. The document was prepared on the basis of the Report of the Review Mission which took place in July 1972 and whose recommendations were accepted by all concerned. We have no substantive comments on the UNDP documents mentioned above. We would, however, like to stress the necessity of obtaining UNDP approval for proceeding with recruitment action if not already received, to ensure smooth implementation of the project.

Comprehensive Regional Development Planning and Plan Implementation (40): This is a new project included in the country request. As the content of the project is of interest to more than one unit in the Secretariat, it would be desirable to arrange for close collaboration in its execution, both at the national level and in providing substantive support.

Management Development and Supervisory Training (Ongoing IRA/69/530 and New): This project, for which ILO is the Executing Agency, is designed "to expand the range and quality of consultancy services offered by the Industrial Management Institute of public and private undertakings and to improve and expand the programme of training for managers and supervisors" (page 80, italics provided). The Public Service Reform and Training Project is also concerned with consultancy and training programmes. In fact, one of the major elements in Phase II of the project is the establishment of a staff college. While the focus of the two projects is different, there is inevitably an area of common interest. To avoid any overlap or duplication of effort, it is necessary to ensure close co-ordination between the two projects at the country level.



UNITED NATIONS  
DEVELOPMENT PROGRAMME



866 UNITED NATIONS PLAZA  
NEW YORK, N.Y. 10017

PROGRAMME DES NATIONS UNIES  
POUR LE DEVELOPPEMENT

INTEROFFICE MEMORANDUM

TO:

Mr. Abdulrahim Abby Farah  
Commissioner for Technical Co-operation  
Office of Technical Co-operation

Date: 15 May 1973

IRA/73/014

FILE NO.: IRA/73/015

FROM:

Rajendra Coomaraswamy, Assistant Administrator &  
Director, Regional Bureau for Asia and the Far East

SENDER'S TELEPHONE EXTENSION: 3960

SUBJECT:

IRAN - Preparatory Assistance: Water Resources Department (Plan and Budget  
Organization) (IRA/73/014)

Ministry of Water and Power (IRA/73/015)

I refer to your memorandum of 11 April 1973 concerning the Government's request on the need for UN participation in the preliminary work for the above-mentioned field of activities. Further to the discussions which took place between Mr. Shrestha, Mr. Iverson and Mrs. Doliner, Area Officer for Iran, please find attached an approved Preparatory Assistance for the amount of \$2,000 to facilitate the participation of Mr. Partl, UN Technical Adviser in the preliminary work in the above-mentioned fields for a duration of three weeks. With a copy of this memorandum to the Resident Representative, we are also forwarding copies of the approved Preparatory Assistance Budget.

cc: Mr. Gold (marked)  
21-5-73



UNITED NATIONS DEVELOPMENT PROGRAMME

Request for Preparatory Assistance from the Government of  
IRAN

Project Title: Water Resources Department (Plan and Budget Organization)  
Number: IRA/73/014/A/01/01  
Duration of Pre-Project Activities: 3 weeks  
Starting Date for Pre-Project Activities: 30 April 1973  
Sector: Natural Resources  
Sub-sector: Water and power  
Government Cooperating Agency: Plan and Budget Organization  
Executing Agency: United Nations  
Date of Submission: 23 April 1973  
UNDP Contribution: \$2,000  
Government Contribution:

Approved: \_\_\_\_\_

(on behalf of UNDP)

Rajendra Coomaraswamy  
Assistant Administrator  
and

Director, Regional Bureau for Asia and the Far East

Date: \_\_\_\_\_

30 April 1973



Pre-Project Budget Covering UNDP Contribution ( US Dollars)

Country: Iran  
 Project: IRA/73/014/A/01/01  
 Title: Water Resources Department (Plan and Budget Organization)

		<u>Total</u>	<u>1973</u>
		\$	\$
50.	Miscellaneous		
53.	Sundry	2,000	2,000
59.	Component Total	2,000	2,000
99.	<u>GRAND TOTAL</u>	2,000	2,000



ORIGINAL DIRECT

RECORDS CONTROL

MAY 1 1973

Drafted: Shrestha/pl  
cc: UNDP  
Miss Albuquerque  
Mr. Basu  
All Substantive  
Divisions

TE311/IRAN

9 May 1973

Dear Mr. Shallon,

Please refer to your letter of 27 March 1973 forwarding to us a copy of the final version of Iran's Country Programme. As you have requested, we have reviewed the Country Programme from the standpoint of the implementation of the projects which are within our competence, and our observations are as follows:

Geology and Mining

The following are the projects in this field which fall within our responsibility:

- (a) Technical Support to the Geological Survey Institute. Two experts are already in the field. It is understood that two additional experts are included in the project to advise the Geological Survey Institute: an expert in technical report writing, and an expert geophysicist. With regard to the latter, we believe that the need of an economic geologist rather than a geophysicist is more urgent. We therefore suggest that this be reconsidered by the Government before further action is taken.
- (b) Department of Mines. We need further clarification with regard to the nature of expertise required, i.e. mining legislation or mines inspection or some other aspects of the Department's responsibility.
- (c) We also feel that serious consideration should be given either in the course of the annual reviews or in the next Country Programme exercise, to the urgent needs for assistance on the mineral exploration side of the Geological Survey Institute. These needs have been well defined by Mr. Stöcklin, a U.N. Adviser. We believe that the lack of experience among the Geological Survey Institute staff in planning, co-ordination and execution of exploration activities, can best be overcome by in-service training within a well-designed and suitable staff exploration project.

As you are aware, our Technical Adviser, Mr. Makowiecki, is visiting Iran sometime in June 1973 and he will discuss the above questions with you and the Iranian authorities and, if required, will assist in the formulation of project documents.

Mr. Nassim Shallon  
Resident Representative of the UNDP in Iran  
P.O. Box 1555  
Teheran, Iran



### Water Resources

The following projects in the Country Programme deal with water resources development:

- (1) [redacted] Watershed management, organization and co-ordination, apparently executed by FAO;
- (2) [redacted] Water Resources Department, Plan and Budget Organization, and [redacted]
- (3) [redacted] Ministry of Water and Power [redacted].

Our Technical Adviser, Mr. Partl, is now visiting Teheran in connexion with two of the above projects to assist the Government in preparing project documents as well as to assess the overall scope for U.N. assistance in this field. I may also mention that we had some preliminary discussion on this with Mr. Vessal, Deputy Minister in the Ministry of Water and Power, and with Mr. Jermar, FAO Water Resources Planner in Teheran, and as a result feel that a multi-disciplinary approach would enhance the effectiveness of U.N. assistance.

### Housing, Building and Planning

The following projects have been included in the Country Programme in this field:

- (a) Building and Housing Research Centre. As you know, the preparatory phase of this project is now under implementation with the assistance of two U.N. experts and is expected to be completed soon so that the project can start on full-scale from July 1973. Suggestions for possible missions in order to finalise the Prodoc will be made later, depending on the progress made in the preparatory phase.
- (b) Legislation and Management of Urban Development. The draft project document for this project has already been prepared but we feel that it is rather diffused and inadequate. Our expert, Mr. Towfighi, who is now in Iran, will look into this and we expect to suggest further action on his return.
- (c) Co-operative Housing in Urban Areas.
- (d) Follow-up Study of National Housing Programmes and Related Facilities.
- (e) Urban Land Data Bank. As you know, with regard to the Urban Land Data Bank, preliminary work has been done by our short-term consultant, Mr. Porter. We do not see any need of preliminary action with regard to the above projects.



The other projects which we had proposed in our comments on the Country Programme but have not been included are:

- (1) Simulation Model for Evaluation of National Urban Growth Strategies;
- (2) Information Systems for Urban Development Planning;
- (3) Establishment of Cadastral Systems for Urban Land, and
- (4) Housing Management.

We understand that the M.I.T. team has just completed its second short-term mission with regard to the Simulation Model project and that the possibilities of providing for ten man-months consultancy services are being explored. On housing management, the U.N. has already provided short-term consultancy services and the report will be available shortly for submission to the Government. We suggest some kind of provision to be made for follow-up of this assistance.

#### Regional Planning

We have already forwarded to you our comments on the Regional Development Planning and Plan Implementation project. A draft project document for research and training component of this project has also been received and is now under review. In this connexion, we have already cabled you agreeing with Mr. Kondracki's visit to Headquarters. Further action in this regard will follow our discussions with Mr. Kondracki.

#### Social Development

The Country Programme includes the following projects in this field:

- (1) Youth Policy and Programme. We assume that the budget allocation for projects related to the co-ordination and development of youth policy and programme is for fellowships. If this is so, the figure is probably adequate. On the basis of the visits made by our Youth Adviser we would support further development of technical assistance in this field.
- (2) Social Welfare Planning Adviser. This mission is scheduled for completion by early 1974. It is likely that someone in the Ministry of Social Affairs will be sufficiently well trained to carry out the social welfare proposals by that time.
- (3) Training and Demonstration for Rural Development. This is a new phase of an on-going project (IRA/71/537) which will be completed in 1974. We believe that this project can be strengthened considerably by the addition of a social component to the study on "producers classes". Also, the training and demonstration projects would be of considerable value. We



are prepared to assist in the preparation of the project document and to work out the approximate number of man-months that should be allocated for a community development expert and a consultant in programme evaluation.

#### Transport

The following transport projects have been included in the Country Programme:

- (1) Traffic and Transport Development for all Municipalities. As we have indicated earlier, the services of the transport planner may require follow-up assistance, depending on the expert's recommendation.
- (2) Iranian State Railways.

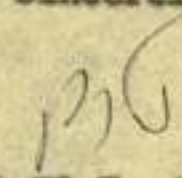
#### Environment

With regard to projects in the field of environment, we would like to reiterate our comments that we made in our previous correspondence (our letter of 25 January 1973).

As you must have noted, we have not made mention, in the above list, of projects which are on-going like Public Service Reform, Narcotic Drugs, etc., or on which comments have been forwarded to you separately as in the case of the Statistical Centre. This letter, therefore, should be considered as supplementing our other correspondence regarding implementation of projects.

I would also like to mention here that we will be glad to extend our fullest co-operation to the execution of other projects if our assistance is needed in any way.

Yours sincerely,

  
Bahgat El-Tavil  
Acting Director  
Office of Technical Co-operation



ORIGINAL DIRECT

RECORDS CONTROL

MAY 9 - 1973

8 May 1973

BR/mf

Mr. Bahgat El-Tawil, Deputy Director  
Asia and Middle East Branch, OTC

cc: Mr. Shrestha  
Mr. Howard  
Section Chiefs  
Mrs. Wallis

Bernard Russell, Assistant Director  
Centre for Social Development and Humanitarian Affairs

UNDP Country Programme for Iran

TE 311/1 IRAN

This is in response to your memorandum of 5 April on the above subject. We have the following comments:

1. Youth Policy and Programme (p. 103) - There is an allocation for projects related to the co-ordination and development of youth policy and programme. We assume that the budget allocation is for fellowships. If this is so, the figure is probably adequate. On the basis of the visits made by our Youth Adviser we would support further development of technical assistance in this field.

2. Social Welfare Planning Adviser (p. 106) - This mission is scheduled for completion by early 1974. It is likely that someone in the Ministry of Social Affairs will be sufficiently well trained to carry out the social welfare proposals by that time.

3. Training and Demonstration for Rural Development (p. 52) - This is a new phase of an on-going project (IRA/71/537) which will be completed in 1974. The activities of the new phase will include study of the new agricultural producers classes, organizing staff training for personnel in co-operatives and farm corporations, and field demonstrations to show how co-ordination can lead to increased agricultural production. The executing agency is FAO and a total of 184 man-months of expert services is requested.

We believe this project can be strengthened considerably by the addition of a social component to the study on "producers classes". Also, the training and demonstration projects would be enhanced by the addition of a community development component. We would strongly recommend that an evaluation of both the training and demonstration projects would be of considerable value. We are prepared to assist in the preparation of the project document and to work out the approximate number of man-months that should be allocated for a community development expert and a consultant in programme evaluation.

4. Comprehensive Regional Development Planning - This is a new project which includes extensive activities in research, training, planning



and implementation. It requires 448 man-months of expert services and 180 man-months of fellowships and \$40,000 equipment and 180 m/m administrative support.

We have been extensively involved in the development of this project during 1972, and we are planning to continue our technical support to it. The final draft of phase I - in-service training programme for regional planning officers - has already been received from the Resident Representative, and our comments have been sent to OTC in a memorandum of ..... 18 April 1973, a copy of which is attached for your ready reference.



Mr. Bahgat A. El-Tawil, Deputy Director  
Asia and Middle East Branch  
Office of Technical Co-operation

cc: Mr. Howard  
Mr. Russell  
Mrs. Wilmington

Mr. George D. Howard, Acting Director  
Social Development Division

Gerald Wen, Chief  
Institutional Development and  
Popular Participation Section, SDD

DM/pc  
18 April 1973

IRAW: Comprehensive Regional Development Planning and  
Plan Implementation  
Phase I: In-Service Training Programme for Regional Planning  
Officers

Please see the Resident Representative's letter to you dated 8 April 1973 (with copy to me) forwarding the final draft of the Project Document for the above project. According to him, the formal submission of this Document is expected in a few days.

We have studied the Project Document carefully and find that the purposes and substance of the training programme are consistent with the objectives of the research and training programme in regional development which is being promoted by the United Nations in response to ECOSOC resolutions 1986 C (XXIX) and 1582 (L). The Social Development Division is ready therefore, to provide the substantive support and guidance to this Phase I of the larger project dealing with comprehensive regional development planning and plan implementation, based on the experiences and expertise we have acquired over the past years in developing and managing the United Nations Programme of Research and Training in Regional Development.

The purposes of the training programme appear to us to be quite sound, namely to provide the Directors, Deputy Directors and the Technical staff of the sixteen regional planning offices with short intensive courses on regional analysis and regional planning, programming and implementation. Much of the details of the training courses will have to be worked out by the group, both international and national persons, which will be assembled to carry out the pre-service activities. Some of these activities will be concurrent, some will be sequential, while still others can be initiated by us, for example, the teaching and research material available with the UN and the specialized agencies and the identification of international case material.

/....



The Government wants to start the project activities by 1 May 1973 following preparatory activities which will be started in April 1973. While this may appear to be unrealistic, it is an indication of the urgency that the Government attaches to this project, and we should be taking immediate action to organize the inputs expected from the United Nations. According to the Project Document, these inputs comprise:

- 1 Project Manager
- 1 Regional Social Development Planner
- 1 Regional Development Economist
- 1 Mathematical Geographer
- 1 Public Administration and Budget Expert
- 10 months of short-term lecturers
- 1 Senior Secretary
- 1 Administrative Assistant
- 1 Editing and Documentation Officer

The most urgent is the appointment of a Project Manager. The posts of regional social development planner, regional development economist, mathematical geographer and public administration and budget expert, could conceivably be sub-contracted to an academic institution. We have in mind three such institutions: The Institute of Social Studies in The Hague, The Economic Institute in Belgrade and The German Development Institute in Berlin. The short-term lecturers can be drawn from a number of institutions known to us including the UN Centre for Regional Development in Nagoya, Japan, and the Settlement Study Centre in Rehovot, Israel. In all probability the administrative support staff can be recruited locally or semi-locally, as mentioned in the Project Document.

We are looking forward to discussing these and other issues connected with this project, as soon as the formal submission is received.

According to Mr. Shallon, the suggestion that Mr. Kondracki be brought to Headquarters to discuss this project has received strong support from Mr. Farah and Miss Albuquerque. Although the project document is quite clear on the purposes of the project and its activities, we shall welcome a visit by Mr. Kondracki, particularly if he has other information that will assist us in mounting this project with the least possible delay.



Mr. Bernard Russell, Assistant Director  
Centre for Social Development and  
Humanitarian Affairs

Gerald Wen, Chief  
Institutional Development and  
Popular Participation Section, SDD

UNDP Country Programmes for Iran and Papua, New Guinea



Mr. Howard  
Mrs. Wilmington

Please refer to Mr. El-Tawil's memorandum of 5 April 1973 on the above subject.

Following is our comments on projects that are related to the activities of our Section:

a) Iran (DP/GC/IRA/R.1)

1. Training and Demonstration for Rural Development (page 52).

This will be a new phase of an ongoing project (IRA/71/537) which will phase out in 1974. The details of new phase, as provided in the draft country programme, show that there will be three sub-activities: study of the new agricultural producers classes; organizing pre-and inservice training of staff of co-operatives, farm corporations, etc.; field demonstrations to show how the package approach can lead to increased agricultural production. The executing agency of the project is FAO. A total of 184 man-months of expert services is requested for the new project.

We believe that the Social Development Division can contribute considerably to the above project: UN technical assistance could be provided to strengthen the social aspects of the study on the "producers classes"; the training and demonstration sub-activities should include community development components combined with evaluation procedures in both of which the Social Development Division has now a considerable expertise. We, therefore, suggest that the project document should be prepared in co-operation with UN-SDD, and an appropriate portion of the man-months requested should be devoted to the services of a community development expert and consultant in research and evaluation.

2. Comprehensive Regional Development Planning and Plan Implementation.

This is a new project which, according to the detailed description provided in the draft country programme, includes extensive activities in research,



training, planning and implementation. It requires 448 man-months of expert services and 180 man-months of fellowships and \$40,000 equipment and 180 m/m administrative support.

..... The Social Development Division has been extensively involved in the development of this project during 1972, and we are planning to continue our technical support to it. The final draft of phase I - inservice training programme for regional planning officers - has already been received by Social Development Division from the Resident Representative, and our comments have been sent to OTC in our memorandum of 18 April 1973, a copy of which is attached for your ready reference.

b) Papua, New Guinea - Country Programme Proposals

1. Co-operative Training College (para. 27).

This is an ongoing UNDP/ILO project which will be terminated in March 1974. In 1972, a demonstration co-operative farm was also initiated at the College. An Evaluation Mission will be requested to assess the achievements of the project and to orientate the training programme towards the objectives of rural vitalization. It is not clear whether the present UNDP/ILO assistance will continue beyond April 1974.

Considering the long-term objective of the training programme -- rural revitalization --, we suggest that (a) elements of popular participation and community development as well as evaluation should be incorporated in the future training programmes and (b) the proposed evaluation mission should include the services of a community development training and evaluation expert in order to help consideration of (a) suggested above. Our section has already accumulated considerable experience in the above two fields and we would be glad to participate in the formulation of the terms of reference of the evaluation team and carry out respective tasks.

2. Regional Development (future possible projects for UNDP assistance).

The object of this project would be to draw up an integrated development plan incorporating land use for agricultural, pastoral and forest uses. We believe that a regional development of this nature should take into account the social and cultural conditions in the rural areas as well as the interaction between the urban and rural sectors of the economy. Should the Government decide to develop this project, we would be glad to participate in its formulation and implementation.



3. Community Development Training Center (future possible projects for UNDP assistance).

We reiterate our comments on this future project as already included in OTC's letter of 1 February 1973 to Mr. G. Bauman, Resident Representative for Australia and New Zealand. Should the Government decide to develop this project, we would be glad to assist in preparing the related project document and providing assistance for project implementation.



MAY 8 - 1973

→ TIE 311/1 IRAN  
x-Ref: SO 144 (43)

24 April 1973

VIA POUCH

Dear Mr. Shallon,

IRAN - Housing Policy and Programming

Reference is made to Mr. Radovic's letter dated 28 September 1972.

You will recall that, in September 1972, the Iranian Ministry of Development and Housing asked, through your office, for Centre for Housing, Building and Planning's comments on a housing model developed by the Economic Policy Research Associates Inc. of Cambridge, Massachusetts, under a Special Service Agreement with the UN/CHBP.

..... While submitting the Centre's comments for review of the Government, a letter was sent to the consultants to provide us with new proposals including the cost estimate for undertaking the suggested model-building exercise to be transmitted to the Government of Iran for further consideration. A copy of this letter is attached herewith.

..... The reply of Prof. Eckaus of the Economic Policy Research Associates Inc. (copy attached) has chosen a different approach to the problem rather than following exactly the alternatives suggested by the Centre.

..... You will note that Prof. Eckaus has proposed to undertake a mission to Iran which in our belief would be of an exploratory nature. This approach may prove to be as useful as the procedure suggested by the Centre. and I attach a copy of a draft job description prepared by the Centre.

If you agree, I should be grateful if you would take up the matter with the Ministry of Development and Housing for review and appropriate action.

Yours sincerely,

*B. J.*Bahgat El-Tawil  
Acting Director

Office of Technical Co-operation

Mr. Nessim Shallon  
UNDP Resident Representative  
P.O. Box 1555  
Teheran, Iran



### JOB DESCRIPTION

POST TITLE: Adviser on construction of Housing Models

DURATION: Two weeks

DATE REQUIRED: June 1973

DUTIES: The Adviser under the Ministry of Development and Housing and/or the Plan Organization would assist the Government in exploring the possibility of development of an inter-sectoral model including a highly disaggregated housing sector, and is expected to perform the following:

- (a) survey of existing data and computational facilities;
- (b) determining the type and characteristics of the model that can be built for the housing sector and the inter-sectoral model;
- (c) defining the type and extent of required data; and
- (d) preparing the cost-estimate for developing such a model

The Advisor is expected to submit a comprehensive report on all aspects mentioned in a, b, c and d to the UN Headquarters.



ORIGINAL DIRECT

/mch  
cl: Mr. Schoenkopf

for. Cleared for [initials]  
24 April 1973

Mr. William Goodkind, Director  
Departmental Administration and Finance Office, ESA  
Attention: Mr. S. Gold, Chief, Financial Section, DAPO  
Mr. Bahgat A. El-Tawil, Deputy Director  
Asia and Middle East Branch, OTC

TE 304/1 IRAN

MAY 7 - 1973

Wilhelm Iversen, Acting Chief  
Physical Resources Projects Section  
Asia and Middle East Branch, OTC

Travel Request - Mr. R. Partl

1. It would be appreciated if a travel authorization could be issued covering the below-mentioned official travel:

Traveller

Name : Mr. Rudolf Partl Grade: Level 5  
Functional Title: Technical Adviser  
Division : Resources and Transport Division  
Room: 2300 Ext: 2837

Itinerary

New York - Teheran - New York

Departure date: 30 April 1973  
Duration : three (3) weeks

Estimated costs of travel: airfare \$ 1154.  
daily subsistence allowance 483.  
(3 weeks) \$ 1637; (to be  
charged to accounts IRA 73/014  
and IRA 73/015)

2. Purpose of Travel

At the request of the Government of Iran, through the Resident Representative in cables no. DP58 of 5 April 1973 and of 23 April 1973 (copies attached), OTC has recommended that Mr. Partl assist the Government in preparing Project Documents for projects No. 78 - Water Resources Department (Plan and Budget Organization) and No. 79 - Ministry of Water and Power, both projects in the Draft Country Programme for Iran.

The Resources and Transport Division's memorandum dated 6 April 1973 refers. (copy attached)

3. I would be grateful if you would arrange for the daily subsistence allowance to be paid to Mr. Partl in Teheran accordingly, through the Resident Representative in Iran.

cc: Mr. Barnea (Mr. Fano) Mr. Partl Mr. Kaba Mr. Shrestha Mr. Gold



Mr. B. El-Tawil, Acting Director  
Office of Technical Co-operation

Mr. Norbert Falzon, Assistant Director  
Resources and Transport Division

Enzo Fano, Associate Chief  
Water Resources Section, RTD

Country Programme for Iran



20 April 1973

TE 311/1 IRAN

Please refer to your memo of 5 April and find below our comments on the list of UNDP projects in the Country Programme of Iran. The following projects deal with water resources development:

- 05.(12) - Watershed management, organization and co-ordination, apparently executed by FAO;
- 50.(78) - Water Resources Department, Plan and Budget Organization (code 5030/1), and
- 50.(79) - Ministry of Water and Power (code 5030/2).

All these projects deal with matters for which the United Nations has substantive responsibility. We understand that the UN has been selected as executing agency for the two new projects 50.(78) and (79), and from Mr. Shallon's cable of 6 April it appears that we are expected to undertake a mission assignment both to prepare project documents for the two projects, and to assess the over-all scope for UN assistance within the country in the field of water resources development.

We had some preliminary discussions on these matters with Mr. H. Vessal, Deputy Minister in the Ministry of Water and Power, and with Mr. Jermar, FAO Water Resources Planner in Tehran, and feel that a multi-disciplinary approach would enhance the effectiveness of UNDP assistance. .... As we pointed out in our memo of 21 August 1972 to Mr. Dubey (copy attached for your convenience), the Country Programme presents a unique opportunity for the country to more systematically plan for the use of its water resources. This requires an equally fully co-ordinated UNDP assistance programme if duplication and possibly controversial recommendations are to be avoided.

Our Technical Adviser, Mr. R. Partl, is scheduled to go to Tehran in order to participate in the project formulation and fact-finding mission already referred to.



ORIGINAL DIRECTOR  
Mr. Bahgat El-Tawil, Deputy Director  
Asia and the Middle East Branch, OTC

Joseph Barnea, Director  
Resources and Transport Division, ESA

Howard Brand, Chief  
Geology and Mining Section, RTD

IRAN: Country Programme

LZM/ae

19 April 1973

TE 311/1 IRAN



..... 1. The Geology and Mining Section's comments on the programme were submitted by our memorandum dated 13 April 1973, copy attached.

2. The projects falling within the sphere of competence of the Geology and Mining Section are:

- a) Old projects: No. 57: Technical Support to the Geological Survey Institute. Two experts en poste, no action needed.
- b) New projects: No. 57: It is understood that the Government request refers to two additional experts to advise the GSI: an expert in technical report writing and an expert geophysicist. As for the latter post, we believe that a more urgent need is for an economic geologist rather than a geophysicist. In our memorandum of 13 April 1973 a recommendation was made that this be re-considered by the Government before any action is taken.

No. 58: Department of Mines. One expert is sought, but there is no indication whether he is to advise on mining legislation, or on mines inspection, or on some other aspects of the Department's responsibilities. No action can be taken until this has been clarified.

3. These points can be discussed, and the project documents drafted, by our Technical Adviser, Mr. Makowiecki, who is due to visit PDR Yemen and Qatar in May-June 1973 and could conveniently stop over in Teheran for a few days on his return journey.

..... 4. It is strongly recommended that serious consideration be given during annual reviews and before the formulation of the next Country Programme, to the urgent needs for assistance on the mineral exploration side of the Geological Survey Institute. These needs are well defined in the progress report (July-December 1972) by Mr. Stöcklin, the adviser assigned to the GSI. His views were given substantive support by our memorandum dated 26 January 1973, addressed to Mr. Radovic. I attach a copy for easy reference. Briefly, it is believed that the lack of experience among the GSI staff in planning, co-ordination and execution of exploration activities can best be overcome by in-service training within a well designed and suitably staffed exploration project carried out with the assistance of the United Nations.

cc: Mr. N. Falzon, RTD



ORIGINAL DIRECT

Mr. Bahgat El-Tawil, Deputy Director  
Asia and Middle East Branch, OTC

Mr. N. Falzon, Assistant Director in Charge  
Co-ordination of Operations  
Resources and Transport Division, ESA  
N. Adib, Senior Economic Affairs Officer  
Resources and Transport Division, ESA

UNDP Country Programmes for Iran.

RECORDS CONTROL  
APR 18 1973

16 April 1973

TE 311/IRAN

1. This is with reference to your memorandum of 5 April 1973 and concerns only the environment projects proposed in the above country programme.
2. We should like to point out that our views and recommendations regarding the identification and formulation of projects in the field of the human environment through a technical assistance mission were indicated in our memorandum of ..... 11 January 1973 addressed to Mr. Andersen (copy attached).
3. It would be appreciated, therefore, if you could let us know the decision of the Government concerning our recommendations.



ORIGINAL DIRECT



Mr. Bahgat El-Tawil, Deputy Director  
Asia and Middle East Branch, OTC

16 April 1973

Mr. Norbert Falzon, Assistant Director  
Resources and Transport Division

TE 311/1 IRAN

H.K. Sang, Officer-in-Charge  
Transport Section

IRAN: Country and Intercountry Programming for the period 1973-1977

3 We have reviewed the list of projects for Iran, transmitted under your memorandum of 5 April 1973, and the UNDP Country and Intercountry Programmes for the period 1973-1977, transmitted under your memorandum of 10 April 1973.

Our comments in the field of transport, transmitted to OTC on 19 January 1973, still stand, and we will be happy to assist the Government as outlined in that memorandum.

Please note that the Integrated Development of the Caspian Sea Littoral Region has been renamed "Comprehensive Regional Development Planning and Plan Implementation (New)", page 61 of the programme. We renew our offer to participate in the execution of this project, as we have wide expertise in the development of physical infrastructure, which is the backbone to such projects.



ORIGINAL DIRECT



Mr. Bahgat El-Tawil, Deputy Director  
Asia and the Middle East Branch, OTC

13 April 1973

TE 311/1 IRAN

Joseph Barnea, Director  
Resources and Transport Division, ESA

Howard Brand, Chief  
Geology and Mining Section, RTD

Comments on the Iran Country Programme

1. We note that in the field of geology and mining provision is made for a limited continuation of the present support (two experts) to the Geological Survey Institute. The requested new assistance is for strengthening the technical reporting section and the geophysics department through appointment of two experts (26 m/m) and the Ministry of Mines (one expert for 24 months).

2. From our knowledge, supported by the observations made by the UN adviser to the Geology Department of GSI in his recent progress report, the urgent needs of the Mineral Resources Department will not be met by the proposed new project. If the UN assistance is to be so strictly limited, then the first priority should be given to an appointment of an economic geologist, rather than a geophysicist. It is the general approach to exploration problems and the co-ordination of geological, geophysical, geochemical and drilling activities that is demonstrably in need of strengthening. Only an economic geologist with suitable qualifications and experience could fill this role, and it is strongly recommended that the description of the post be reconsidered by the Government before any further steps are taken.

3. This is not to say that the services of an expert geophysicist, or for that matter the services of experts in other types of exploration techniques, are not required as well. In the view of the Substantive Division, the Geological Survey Institute is in need of assistance on a more ambitious scale than the present proposals would indicate.



ORIGINAL DIRECT

Drafted: Shrestha/pl  
Cleared: Mr. Gold  
cc: Mr. Gold, Mr. Iversen  
Mr. Barnes  
11 April 1973

Mr. Rajendra Coomaraswamy, Assistant Administrator  
and Director, Regional Bureau for Asia and the  
Far East, UNDP

Bahgat El-Tawil, Acting Director  
Office of Technical Co-operation

IRAN - Preparatory Assistance in respect of Water Resources Projects

Attached please find a copy of the cable received from the Resident Representative, Mr. Shallon, with regard to the abovementioned subject. As you will note, he has suggested a visit by our expert to Iran for two to four weeks to ascertain the role the U.N. can play with regard to the following two projects which have been included in the Country Programme:

1. Water Resources Department (Plan and Budget Organization) (No. 78)
2. Ministry of Water and Power (No. 79)

We have proposed to the Resident Representative a three-week mission by our Technical Adviser, Mr. Partl, around 25 April 1973, and have requested him to advise us if this is acceptable. It is assumed that Mr. Partl will assist the Government in the formulation of the project documents.

We have also discussed this matter with Mr. Mangun of your office. I would therefore appreciate receiving your approval of this mission. The cost is estimated to be \$2,000.



D. Johal/mg

Mr. Trailokya M. Shrestha



Darshan Johal

IRAN: Country and Inter-country Programme

- ..... 1. Please find attached 20 copies of the document entitled "Country and Inter-country Programming for Iran" which is scheduled to be presented to the 16th Session of the UNDP Governing Council. Kindly arrange for the circulation of these copies to the substantive divisions, etc., for their review and comments along the lines indicated in Mr. Andersen's memorandum dated 16 January 1973 (copy attached for easy reference) with respect to the country programmes of several countries which were submitted to the 15th Session of the Governing Council.
- ..... 2. I would appreciate receiving a copy of the consolidated comments when they are finalized.



2



have been identified but for which the co-operation of the United Nations may be required, (d) projects and technical assistance needs which can be more effectively carried out on the basis of a multi-disciplinary approach, and (e) suggestions for technical assistance which have not been included in the Country Programmes but which, on account of their importance in the context of the long-term development of the country, should be pursued during the course of the annual reviews and definitely before the formulation of the next Country Programme.

3. It may be necessary for us to take some urgent action and initiative for suggesting action to the Resident Representatives concerned on the basis of the above analysis. Our Area Sections would certainly be in touch with you, both in carrying out the analysis and in the initiation of advance or urgently-called-for action.

cc: Chiefs of Area Sections with copies of  
the relevant Country Programmes



ORIGINAL DIRECTOR

AA/MJ

Mr. El-Tawil, Acting Director  
Asia and Middle East Branch, OTC

6 April 1973

RECORDS CONTROL

13 APR 1973

TE 311/IRAN  
(MZA)

Joseph Barnea, Director  
Resources and Transport Division

Iran - Assistance in the Field of Water Resources Development

I refer to your memorandum of 3rd April 1973 attaching the garbled cable from the UNDP representative requesting the visit of a headquarter's staff member to assist in the preparation of a project document in the light of our comments to the country programme (as per your letter dated 25 January 1973) to the UNDP representative.

We would like to suggest that the person for this assignment should be our technical adviser, Mr. R. Partl, who is already scheduled to go to Gambia in mid May. Since the request from Iran speaks of a visit of from 2 - 4 weeks, we feel that if Mr. Partl were to leave around the 25th April for Teheran, he could remain in Iran for approximately 3 weeks prior to going to Gambia.

Should you agree with this proposal, we would ask you to inform the UNDP representative and to make the necessary travel arrangements for Mr. Partl.

c.c. Mr. A. Alagappan  
Mr. R. Partl  
Mr. Van Heerden  
Mr. Radovic



1- Mr Shresta  
2- Mr Basu  
FILE NO. TE 311/1 IRAN  
ACTION COMPLETED  
INITIALS  
RETURN TO  
REGISTRY  
FOOM 2074  
APR 1 5 45 PM '72

LTF

UNATIONS

NEWYORK =

60 ELTAWIL REYOURLET JANUARY TWENTYFIFTH INDICATING

INTEREST IN PROJECTS QUOTE WATER RESOURCES DEPARTMENT (PLAN AND

BUDGET ORGANISATION) UNQUOTE AND QUOTE ASSISTANCE TO MINISTRY

OF WATER AND POWER UNQUOTE STOP PRELIMINARY WORK FOR SECOND

PROJECT UNDERWAY HERE BY TWO FAO EXPERTS TO DRAFT PREPARATORY

PHASE PROJECT STOP =

P2 =

INVIEW YOUR INTEREST EYE SUGGEST YOU SEND ONE HEADQUARTERS OFFICIAL

TO ASCERTAIN ROLE UNATIONS CAN PLAY THIS ACTIVITY IN COMING YEARS

AND COVER PREPARATORY WORK FOR FIRST WORK FOR FIRST PROJECT STOP

SUGGEST DURATION MISSION TWO TO FOUR WEEKS STOP FOR BACKGROUND

INFORMATION PLEASE REFER SECTOR FIFTY PAGE FIVE AND =

P3/41 =

SIX DRAFT COUNTRY PROGRAMME SENT YOU DECEMBER 1972 COMMA PROJECTS

5030/1 AND 5030/2 OF INDIVIDUAL PROJECT SHEETS SENT YOU WITH OUR

CIRCULAR LETTER DECEMBER FIRST AND BACKGROUND INFORMATION PREPARED

BY FAO EXPERTS FOR SECOND PROJECT WHICH POUCHING TOMORROW =

spoke to Shresta  
he taking up with  
RTD. 4/4-73

SHALLON TEHERAN +

COL 60 1972 5030/1 5030/2

RTD (MR RAO)  
has copy already  
4/4-73

Mr. Ivers  
We definitely need  
participants on  
this. Please write  
Mr. Alapff  
if Mr. Dimock  
or any other can  
on mission can assist  
this visit.  
Orr  
GA

Please check if  
Dimock could  
assist on way  
back from Kuwait  
BV  
2002



Mr. Joseph Barnea, Director  
Resources and Transport Division

Bahgat El-Tawil, Deputy Director  
Asia and Middle East Branch, OTC

Iran - Assistance in the field of water resources development

..... We have received from the Resident Representative in Teheran the attached cable which is considerably garbled but refers to our letter of 25 January 1973 with which we transmitted our comments on Iran's Country Programme. You may recall that we had indicated interest in the execution of the two projects in the field of water resources. The Resident Representative has suggested that we send an expert for two to four weeks to define the role the U.N. can play in the execution of these projects.

We will send the background information on the projects as soon as it is received, but meanwhile we would appreciate receiving your views with regard to the Resident Representative's suggestion.

ORIGINAL DIRECT

RECORDS CONTROL  
APR 6 - 1973

Shrestha/pl

3 April 1973

TE 311/1 IRAN (WAB)



ENCLOSURE ATTACHED

نمائندگی سازمان ملل متحد

UNITED NATIONS



NATIONS UNIES

DEVELOPMENT PROGRAMME IN IRAN

CABLES: UNDEVPRO TEHRAN

POSTAL ADDRESS:

BOX 1555 TEL: 49281-9

تلفن ۴۹۲۸۱-۹

صندوق پستی ۱۵۵۵

Ref.: PRO 300/CP

APR 2 - 1973

27 March 1973

☒ - Action Completed  
☐ - Acknowledged  
☐ - No Action Required

INITIALS

Dear Stig,

TE311/IRAN

Iran - Country Programme 1973-1977

1. Early this month the final text of the document mentioned above was sent to our Headquarters for submission to and approval by the Governing Council this June. Since the five-year period of the programme includes 1973, project documents need to be prepared at the earliest possible date if the delivery of the new assistance is to adhere, to a reasonable degree, to the schedule foreseen in the Country Programme. The Country Programme Document will soon be officially circulated by UNDP Headquarters to members of the Governing Council and UN Agencies, but you will find enclosed herewith an advance copy which is sent to you so that your Agency may undertake the preparation of new projects - or new extensions of continuing projects - without delay. This advance text is subject to any changes that may be introduced by UNDP Headquarters.

2. Last December you received several copies of a draft Country Programme Document. It then contained project descriptions which in the final text attached appear in summary form. The more elaborate descriptions which you received in December are still valid, and will no doubt be of use to you in preparing the projects to which they relate.

Mr. Stig Anderson,  
Director,  
Office of Technical Cooperation,  
United Nations, New York.

BULK ENCLOSURE  
FILED SEPARATELY

BULK ENCLOSURE  
FILED SEPARATELY





3. The Country Programme Document does not contain any mention of the Executing Agent for any of the 106 projects listed therein. In the case of extension of current projects, this is not a problem since the Agent executing the current phase will, in normal circumstances, be entrusted with the implementation of the new phase. In respect of new projects, the position is generally clear with the exception of some projects to be implemented by two Agents, in association with each other, and of the cases where the Agent is yet to be determined. I would be grateful if you could send us promptly a list of those projects in the Country Programme which you consider within your competence and for which you propose to undertake preparatory work.

4. You will note that Iran's Proposal exceeds the IPF for the years 1973-1976 by \$ 899,100 (see paragraph 98). In view of this, in preparing project documents it is necessary to consider as a ceiling the amount of the IPF shown in the Country Programme against each project. However, in view of the special arrangements made in Iran for a sharing with the Government of the costs of projects, it might be possible for a project document to cover a costlier project than foreseen in the Country Programme if the Government Cooperating Agency is prepared to meet such cost increase in full.

5. Various new proposals for other projects or for major modifications to projects included in the Country Programme have been received from UN Agencies and government departments. It is proposed to keep these proposals in reserve and to review them between now and the time of the first annual review (mid 1974).

Yours sincerely,

Nessim Shallon

Resident Representative in Iran

cc: Mr. R. Coomaraswamy, Assistant Administrator and Director,  
Bureau for Asia and the Far East, UNDP, NY.



15  
PST/vk

RECEIVED CONTROL  
MAR 1

6 March 1973

TE 311/IRAW

Dear George,

As you know, your letter of 11 November 1972 was received here when I was away from Headquarters on home leave. I meant to write to you earlier than this, but then I felt that there was no point in writing before crystallization of PRODOCS for the projects in our Sector which are included in the Country Programme. We are now in receipt of the draft PRODOC you have prepared for "Training and Research in Comprehensive Regional Development Planning" project. Our first reaction is that the approach is sound, and we are examining the contents in detail and will forward our comments shortly to the CTC.

We have also had discussions with the Social Development Division and the CDPFP and it is quite clear that the substantive responsibility for the Caspian Sea Project will rest with the Centre. We would appreciate, as you have done in the past to lay the groundwork for finalization of the PRODOC for this project on which you could be assisted later on by a representative from CHEP.

I am sure you will explain to the officials in Plan Organization the need for fielding a multi-disciplinary team, as suggested by us, to draft the remaining PRODOCS.

With best wishes,

Yours sincerely,

V. Kandaswamy  
Chief

Technical Co-operation Section  
(Asia, Europe and the Middle East)  
Centre for Housing, Building and Planning

Mr. George Kondracki  
C/O United Nations Development Programme  
POB 1555  
Tehran  
Iran.



نمایندگی سازمان ملل متحد

UNITED NATIONS



NATIONS UNIES 1973

DEVELOPMENT PROGRAMME IN

CABLES: UNDEVPRO TEHRAN

POSTAL ADDRESS: BOX 1555

TEL: 49281-9

تلفن ۴۹۲۸۱-۹

TO: MR. ABBY FARAH  
1  
2 Mr. Shrestha  
3  
☐ - Action Completed  
☐ - Acknowledged  
☒ - No Action Required  
INITIALS: IR

TE 311/IRAN  
15 February 1973

Ref: PRO.300.CP

Dear Mr. Farah,

UNOTC's comments on the draft Country Programme  
Proposal for Iran

I wish to refer to Mr. Andersen's and Mr. El-Tawil's letters of 25 January and 1 February 1973 respectively.

In response to UNOTC's comments I wish to say that they will be taken into consideration during the project document preparations of these projects included in the Country Programme. With regard to others I would like to advise you on the action we propose to take or on their status.

Energy Development We and the Plan Organization have felt that this is an area in which the IBRD has been very deeply involved and we will not wish to now come into the picture, since our inputs in view of the fund limitations would have been very unsubstantial indeed. As it turned out, of course, IPF funds are fully committed in other sectors and it would have been impossible to accommodate even small amounts of assistance.

Tourism

Simulation Model for Evaluation of Urban Growth Strategies and  
Information system for Urban Development Planning and Establishment of  
Cadastral Systems  
Housing Management

In view of the IPF limitations the full project proposals could not be accommodated in the Country Programme but limited consultancy mission of short duration would be possible as funds become available.

././..

Mr. Abdulrahim Abby Farah  
Commissioner for Technical Co-operation  
Office of Technical Co-operation  
United Nations  
New York

cc All Divisions  
HR/PR-Sect.





Legislation & Management of Urban Development A six-weeks consultancy P.A. mission has been requested by the Ministry of Development and Housing but has not yet been endorsed by the Plan Organization. We expect this to be done soon and we will send you the request immediately upon receipt.

Water Resources In the final draft of the Country Programme the executing agency has been shown "to be determined". We will revert to this question when the Government will be prepared to discuss the details of implementation.

Statistics I would appreciate it if you would refer to the confidential IBRD Report 57/IRN of January 1973 (7 volumes entitled "Review of the Statistical System of Iran"). I hope the information contained therein is sufficient for you to provide us with more detailed comments and would appreciate your earliest advice thereon.

Yours sincerely,

*Nessim Shallen*  
Resident Representative in Iran



cc. W. Garces  
El Tawil  
S. Vassiliou  
R. Trusk

PST/vk

~~CONFIDENTIAL~~  
Mr. G. Wen, Chief  
Regional and Community Development Section  
Social Development Division

RECORDS CONTROL

12 February 1973

7 FEB 1973

V. Kandaswamy, Chief  
Technical Co-operation Branch  
(Asia, Europe and the Middle East) CHBP

TE 311/1 IRAN

Departmental Working Group for Regional Development

Please refer to your memorandum of 8 January 1973 to the CHBP on the above mentioned subject. We find from this memorandum that the project Comprehensive Regional Development Planning and Plan Implementation in Iran, which is included in the Country Programme of Iran is proposed to be discussed by the Departmental Working Group.

.... As already stated in our memorandum of 4 January 1973 to Mr. Dubey (copy attached), and as discussed with you and Mr. Weissmann on 17 January 1973 in the Centre, only one of the three components of this project is related to research and training in regional development, and therefore this project does not fall within the per-view of the working group which is concerned only with research and training aspects of regional development.

As we have already suggested, an inter-disciplinary team should be sent to Iran for drafting the Project Document for the "Integrated Plan for the Development of Caspian Region" which was erroneously listed as a component of the "Comprehensive Regional Development" project. We would therefore suggest that this item be deleted from the agenda for the meeting of the Working Group.



ORIGINAL DIRECT

RECORDS CONTROL

FEB 2 - 1973

Drafted: Shrestha/pc  
Cleared in draft: M. Dubey  
cc. Mr. Coomaraswamy  
Mr. Radovic  
Mr. Goldberg  
Mr. Barnea

TE 311/1 IRAN

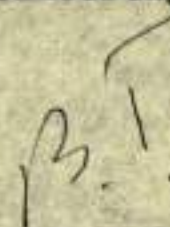
1 February 1973

Dear Mr. Shallon,

..... In continuation of our letter of 25 January 1973 with which we forwarded to you our comments on the draft Country Programme proposal for Iran, I attach herewith our comments on projects in the fields of statistics and energy development.

I hope it will still be possible to incorporate our suggestions in the Country Programme.

Yours sincerely,



Bahgat El-Tawil  
Acting Director  
Office of Technical Co-operation

Mr. Nessim Shallon  
Resident Representative of the United Nations  
Development Programme in Iran  
P.O. Box 1555  
Teheran, Iran



## IRAN - Comments on the Draft Country Programme (Continued)

### Statistics

In the field of statistics, the Country Programme includes a project for assisting the Statistical Centre of Iran providing over a five-year period expert services totalling 435 man-months (\$1,102,700). In principle, we agree that Iran needs large-scale assistance in the field of statistics. We cannot say at this stage, however, whether the magnitude of the project as indicated is appropriate. Not much detail has been provided in the draft Country Programme which would enable us to make meaningful comments of substance. We would, therefore, need to see the detailed proposal including information on the situation of the Statistical Centre of Iran with respect to staff and other resources as well as recommendations of an IBRD mission which took place in 1971. We would, however, be glad to assist the Government in working out the details of the project.

We would also like to point out that in the division of statistical work among the international agencies responsibility for providing guidance and assistance in the collection and compilation of statistics (excepting data on external debt) has been assigned to the U.N. and the Statistical Services of the Specialized Agencies. We have also had many years of extensive experience in providing guidance and technical advice and assistance. We would therefore be glad to assist the Government in executing this project in association with other agencies including the IBRD, as required.

### Energy Development

The development of energy resources - mainly oil and gas - in Iran, has served as a significant base for its overall national economic development during the recent past. In view of the considerable reliance of the country on receipts from oil and gas resources, and the need to diversify the base of economic development, the Government may wish to consider the establishment of a National Energy Institute with a view to strengthening its institutional framework relating to energy matters. Such an Institute may also serve a useful purpose for the training of Iranian nationals prior to their proceeding on fellowships related to energy resources development. Some of the important objectives of the proposed Institute may be as follows:

- a) Assist in the formulation of a medium and long-term national energy policy in the light of increasing national energy needs - oil, gas, electricity, etc. - and changing global patterns of energy supplies, reserves and pricing.
- b) Preparation of forecasts of national energy requirements by source and sector.
- c) Programming of energy resources utilization with a view to maximizing efficiency and also minimizing adverse environmental effects.



- d) Systematic compilation of national energy statistics.
- e) Studies relating to technological, economic and legal aspects of various sub-sectors of energy economy.
- f) Studies relating to prospects of rural electrification and their impact on socio-economic development, and training of personnel at various levels.

We believe that U.N. assistance of about six fellowships and 3 to 5 years of expert services, mainly in the fields of energy planning and programming, techno-economic energy forecasting and studies relating to interfuel substitution with a view to maximizing efficiency, would be required. If the Government is agreeable, provision may be made in the Country Programme accordingly.

1 February 1973



REC'D 31 JAN 1973 SAFE, OTC

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31/1

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PHNOMPENH 18/17 30 0937

RECORDS CONTROL  
FEB 8 - 1973

INCOMING	
ACTION	
TO	<i>Mr. Radovic</i> <i>Mr. Carasso</i>
FILE NO.	<i>TE 311/1</i>
<input checked="" type="checkbox"/> ACTION COMPLETED	
INITIALS	
RETURN TO REGISTRY ROOM 2074	

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LTF

UNATIONS

NEWYORK

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BY MISTAKE TO PHNOMPENH UNDEVPRO

1973 JAN 31 PM 5:55

UNITED NATIONS

CFM LTF UNATIONS NEWYORK 07 YOURCAB 10 SHALLON MISTAKE



ORIGINAL DIRECT

PST/vk

RECEIVED CONTROL  
FEB 8 - 1973

cc. A. Gaborowski  
E. Carlson  
D. Hanson  
H. Bell  
H. Carasso  
26 January 1973

Mr. I. Radovic,  
Officer-in-Charge  
Section for Asia and the Far East, OTC

Evner Ergun, Officer-in-Charge  
Technical Co-operation Section  
(Asia, Europe and the Middle East) CHBP

TE 311 / 1 IRAN

Iran - Housing Policy and Programming

In September 1972 the Iranian Ministry of Development and Housing through the office of the UNDP Resident Representative in Tehran asked for CHBP's comments on a housing model developed by the Economic Policy Research Associates Inc. of Cambridge, Massachusetts, under a Special Service Agreement with the UN/CHBP.

.... While submitting the Centre's comments for review of the Government, a letter was sent to the consultants to provide us with new proposals including the cost estimate for undertaking the suggested model-building exercise to be transmitted to the Government of Iran for further consideration. A copy of this letter is attached herewith.

.... Prof. Eckaus from the Economic Policy Research Associates Inc. in a self-explanatory letter (copy attached) has chosen a different approach to the problem rather than following exactly the alternatives suggested by the Centre.

Prof. Eckaus has proposed to undertake a mission to Iran which in our belief would be of an exploratory nature. This approach may prove to be as useful as the procedure suggested by the Centre.

Therefore, we would like to suggest that the content of this memorandum along with the attachments, including Prof. Eckaus' proposal and the Job Description drafted by the Centre, be forwarded to the UNDP Resident Representative in Iran to be submitted to the Ministry of Development and Housing for review and appropriate action.



JOB DESCRIPTION

POST TITLE: Adviser on construction of Housing Models

DURATION: Two weeks

DATE REQUIRED: June 1973

DUTIES: The Adviser under the Ministry of Development and Housing and/or the Plan Organization would assist the Government in exploring the possibility of development of an inter-sectoral model including a highly disaggregated housing sector, and is expected to perform the following:

- (a) survey of existing data and computational facilities;
- (b) determining the type and characteristics of the model that can be built for the housing sector and the inter-sectoral model;
- (c) defining the type and extent of required data; and
- (d) preparing the cost-estimate for developing such a model.

The Advisor is expected to submit a comprehensive report on all aspects mentioned in a, b, c and d to the UN Headquarters.



EC/MS

RECORD CONTROL

26 JAN 1973

25 January 1973

TE 311/1 IRAN

Dear Mr. Eckaus,

This is a delayed reply to your letter received earlier this month containing a proposal for the development of the methodology for a multisectoral planning model for the preparation of a national housing policy.

This proposal has been discussed by a group here at the Centre, and it was agreed that the proposal would be sent to Iran, to determine the Government's interest in including it within its Country Programme for technical assistance.

As soon as a reply is received, you will be notified as to possible further steps indicated for Economic Policy Research Associates, Inc.

Thank you for your reply and your continuing interest in this matter.

Sincerely yours,

Eric Carlson  
Chief, Housing Section  
Centre for Housing, Building and Planning

Prof. Richard S. Eckaus  
Economic Policy Research Associates, Inc.  
Box 346  
Prudential Center Station  
Boston, Mass. 02199



ORIGINAL DIRECT

RECORDS CONTROL

JAN 31 1973

SS/gc

25 January 1973

Mr. Stig Andersen, Director  
Office of Technical Co-operation

Mr. Norbert Falzon, Assistant Director  
Resources and Transport Division

Geoffrey R. Robson, Officer-in-Charge  
Energy Section, RTD

IRAN: Draft Country Programme

TE 311/1 IRAN

With reference to your memorandum of 7 December 1972, we have reviewed the energy component of the subject draft country programme document for Iran. In this regard we should like to suggest that our earlier proposals dated 15 February and 21 April 1972 may kindly be brought to the attention of the Resident Representative in Iran. We would therefore welcome any opportunities to further clarify the above mentioned proposals a copy of which is enclosed for ready reference.

....



ORIGINAL DIRECT

Drafted: Shrestha/pc  
Cleared in draft: Mr. Dubey  
Mr. El-Tawil  
cc. Mr. Coomaraswamy  
Mr. Radovic  
All Substantive Divisions

RECORDS CONTROL  
FEB 5 1973

TE 311/1 IRAN  
25 January 1973

Dear Mr. Shallon,

.....  
Thank you for the copies of the draft Country Programme proposal for Iran which you sent to us for our comments. We have carefully reviewed the draft and have formulated our comments which are attached.

We have been impressed by the comprehensiveness and coverage of the programme proposals relating to various sectors and by the work which has gone into the calculation of the requirements, both in financial and manpower terms. As you have also mentioned, the presentation of the draft Country Programme could be improved by some editing and consolidation of information provided in the annexes and we hope this will be taken care of in the final document. We also hope that the final presentation will include adequate information on the priorities and objectives of the Development Plan of Iran.

We have also been impressed by the cost-sharing scheme introduced in the draft Country Programme proposal, by means of which the Government intends to supplement the foreign exchange resources available to the Country Programme. This, we feel, should introduce a great deal of flexibility in the Programme and will provide more international expertise and supervision than the IPF would allow.

As you will note, we have made some suggestions mainly with regard to the programmes in the sectors of our concern. We trust that it will still be possible to incorporate some of them in the final document.

We believe Mr. Chandra Dias of Development Planning Advisory Services has already arrived in Teheran on his second mission to assist the Government in finalising the Country Programme. I trust you will have further useful discussions with him with regard to country programming in general and our suggestions in particular.

I also wish to state that if the Government so requests, we are prepared to assist in the formulation of projects in the areas of our competence. I would appreciate your keeping us informed of the Government's interest in this regard.

Finally, I would like to express our appreciation for the opportunity you have given to us to make our comments on the Country Programme.

Yours sincerely,

Stig Andersen  
Director

Office of Technical Co-operation

Mr. Nassim Shallon  
Resident Representative of the  
UNDP in Iran  
P.O. Box 1555  
Teheran, Iran



## IRAN - Comments on the Country Programme Proposal

Our comments and observations with regard to various sectoral proposals included in the draft Country Programme Proposal are as follows:

### Public Administration

It may be recalled that a joint UN/UNDP Mission visited Iran to review the Public Service Reform Project. While the proposed second phase of the project is based essentially on the recommendations of the Mission, some changes have been made in the draft Proposal. For example, the total external assistance requested by the State Organization for Administration and Employment Affairs (SOAE), has been reduced from \$1,047,500 to \$1,010,000. One of the training posts has been cut, as also a Project Administrative Officer. In addition, the inordinately large number of fellowship man-months has been reduced by about one-third and the Volunteers component has been eliminated altogether. Provided that there are no further cuts, and taking into account the possibilities envisaged below, it is considered that the second phase of the project, with some economies, will be able to achieve the principal objectives set for it in the Review Mission's report.

In the proposed programme for sectors it is noted that about \$400,000 has been set aside for short-term consultancies in fields deemed important, e.g. implementation of employment objectives of the Fifth Plan, evaluation of development projects and programmes, agricultural administration, social welfare services and computer programming. The Review Mission had strongly recommended a more sectoral approach during Phase II and project consultants have already lent their services to other Ministries and departments of the Iran Government outside the SOAE, in one or two cases without cost to the public administration project. If the Mission's recommendations are followed, this tendency will probably increase and, in appropriate cases, it may be possible to charge short-term consultancies by public administration experts doing sectoral work outside SOAE to the special allocation of \$400,000 which is to be set aside for this purpose.

The delay which has occurred in reaching agreement on the funds available to finance Iran's Country Programme will mean, taking into account the normal delays in recruiting new experts, that the bridging operations proposed by the Mission will no longer be feasible. Apart from the Project Manager and an Operations Research Adviser, Phase II will have to build itself up again almost de novo. This is regrettable, albeit now unavoidable, and it is to be hoped that the Project Manager's great experience and ingenuity, acquired on the job in Iran over the past few years, will prevent there being too much loss of momentum, particularly as far as the implementation of the position classification plan is concerned.

The tables indicate that there may be some small reduction in the Government's counterpart contribution during the first six months of 1973, but in view of the scope and scale of SOAE's operations, the effects of this may well be minimal.



### Water Resources

We are glad to find that, in the field of water resources, the suggestions we had made with regard to the strategy to be adopted for the development of water resources in the country have been fully taken into account and reflected in the Country Programme. We hope that this will help in putting adequate emphasis on developing a proper institutional setup by providing services of international experts of various disciplines to the Water Resources Department of the Plan Organization and to the Ministry of Water and Power. The two new projects which have been included in the programme should provide expertise in planning for multi-purpose development of water resources. We therefore fully support the inclusion of these projects in the Country Programme. We would also like to point out that the U.N. has had considerable experience in the handling of these projects in other countries and we would therefore be glad to assist the Government in the execution of these projects.

### Transport

We support the project concerning traffic and transport development for all municipalities under which the provision has been made for the services of a transport planner for one year and a fellowship for five months. We would, however, like to point out that this will have to be followed by further assistance for the technical implementation of recommendations and therefore provision should be made for this purpose in the Country Programme.

We also support the project for assistance to the Iranian State Railways to review its progress, management and organizational structures as well as its training programme in order to improve its operations and efficiency, particularly regarding freight transportation.

### Tourism

The Country Programme does not include provision for a tourism adviser's services for two man-years, the purpose of which was to assist and advise the tourism organization in the supervision of foreign consultants under contract. It may be recalled that this was included in the Catalogue of Project Proposals. Since this would be a continuation of earlier U.N. assistance in the field of tourism, we would suggest that this be included in the Country Programme proposal.

Attention is also drawn to the Interregional Tourism Study project which is now proposed as a separate project (under the common umbrella with two similar projects in Turkey and Pakistan) which would require provision for one tourism economist for two man-months.

### Regional Development Planning and Plan Implementation

We find the project which, in fact, consists of three separate projects related to regional development planning, highly oriented to a multi-disciplinary approach to regional planning and as such we fully recommend it. We, however, feel that many aspects of this project need further clarification. Our detailed comments on the project document in this connexion are being prepared and will be forwarded to you in due course. It may only be mentioned here that in order to



assist the Government in clarifying the various issues involved and preparing the final project document, a pre-project mission should be considered.

#### Environment

We have noted that an amount of \$500,000 out of the IPF and an additional amount of \$250,000 on a cost-sharing basis, have been provided in the draft Country Programme Proposal for financing projects in the field of environment. We have also noted that the details of the programme in this field will be determined with the assistance of a consultancy mission in 1973.

In this connexion, reference may be made to our letter of 20 March 1972 in which we have made suggestions relating to technical assistance in this field. They may be taken into consideration in determining specific requests for consultants in the field of natural resources development and environment.

#### Housing, Building and Planning

We are glad to note that a number of projects which we had suggested in our comments on the Background Paper have been included in the draft Country Programme Proposal. The number of projects included as well as the large share of the Government in the costs of the projects indicate the degree of importance and high priority which the Government attaches to projects in these fields. Our specific comments with regard to the various projects are given below:

##### (a) Building and Housing Research Centre

Compared to the original proposal there seems to have been a substantial reduction in the allocation to this project which would also require changes in the work programme. We would, however, like to be informed of the Government's intentions with regard to the new operational format in this connexion. We would also like to point out that we fail to see any substantive reason for associating UNIDO in the execution of this project. The U.N. has handled on its own such projects in various countries including Indonesia, Iraq, Togo and India. We would, however, welcome UNIDO's co-operation and consult them in the execution of these projects whenever required.

##### (b) Legislation and Management of Urban Development

Though the UNDP contribution to this project is only one-fifth of the total cost, the U.N. can provide valuable assistance in the proper formulation of the project document in order to ensure the most efficient use of the resources. We would particularly like to emphasise the importance of the project formulation because the Ministry of Development and Housing is now establishing a new Department for Urban Development and Architecture where this project will be located. We would suggest a short-term mission to assist the Government in formulating the project document.



(c) Other Projects

We support the inclusion of the other projects in the field of housing, building and planning. We hope, however, that there will be some flexibility in the budget allocation of some of these projects such as a follow-up study of the national housing programme and urban land data bank.

Besides the above, we have noted that some of the important projects which were included in the Catalogue of Project Proposals and to which we attach high priority, have not been included in the draft Country Programme. These are:

I. Simulation model for evaluation of national urban growth strategies. We understand the MIT is scheduled to visit Iran in April 1973 when a final decision on the inclusion of this project in the Country Programme should be made.

II. Information system for urban development planning. This project which is a pre-requisite of undertaking meaningful urban planning activity in Iran should be absorbed by the Simulation Model project. If the Government agrees that the development of a national system for urban development planning is crucial to all efforts in this field, provision should be made for this project in the Country Programme.

III. Establishment of cadastral systems for urban land development. We strongly feel the need of this project but some indication of the readiness of the governmental agencies concerned is necessary before assistance in this field can be envisaged.

IV. Housing management. The U.N. has already provided short-term consultancy services in this area and a report will soon be available for submission to the Government. We feel that the follow-up of this assistance is quite important and therefore suggest that adequate provision be made in the Country Programme for this purpose.

25 January 1973



ORIGINAL DIRECT

RECORDS CONTROL

JAN 22 1973

SL/gm

Mr. Stig Andersen, Director  
Office of Technical Co-operation

19 January 1973

Mr. Norbert Falzon, Assistant Director-in-Charge  
of Co-ordination of Operations, RTD

Zdenek Lastovka, Chief  
Transport Section, RTD

TE 311/1 IRAN

IRAN: Draft Country Programme - Transport Section

We have reviewed Iran's country programme proposals and we would like to make the following comments with regard to transport development:

1. Traffic and Transport Development for All Municipalities

The Government is requesting the services of a transport planner for one year with one fellowship for five months. We would be willing to assist the Government in this project, but it should be pointed out that this will have to be followed by further assistance to the Government for the technical implementation of recommendations made and therefore some provision should be made in the present country programme to meet this further assistance.

2. Assistance to the Iranian State Railways (ISR) and Improvement of Freight Transportation

The Government is requesting UNDP assistance to review the progress of the Iranian State Railways, its management and its organizational structures, as well as its training programmes, in order to improve its operations and efficiency, and the United Nations is designated as Executing Agency. As outlined in our communication of 17 January 1972, Iran is in need of such assistance and we will be willing to become the Executing Agency for this project.

3. Integrated Development of the Caspian Sea Littoral Region

We took note of the request of the Iranian Government of their request for the Integrated Development of the Caspian Sea Littoral Region, and a budget of 556 m/m has been allocated to this project, together with some fellowships and equipment.

We would like to draw your attention that integrated development falls within the jurisdiction of the United Nations and the Transport Section is the Executing Agency for such projects, for example, in Afghanistan (the Nuristan Area), and at times in conjunction with WFP aid. Because of the low level of physical and institutional infrastructure which characterizes such areas, the



backbone of such development is Public Works Programmes for development of rural infrastructure: roads, canals, irrigation structures, water supply facilities, community buildings, making use of local construction material and on-the-job-training, and the development of ports, coastal shipping and related navigation facilities. All these projects fall within the competence of the Transport Section, Resources and Transport Division. With the assistance of the United Nations as Executing Agency, a multi-disciplinary team is sent to the area for the formulation of a comprehensive plan for the balanced development of the area which recommends the needed projects, being water resources, agriculture, fisheries, community development, taking into account other assistance to social problems. At that later stage, the United Nations agencies join in this integrated effort.

Under the circumstances, we would be willing to be the Executing Agency for this project and send a staff member from the Section to develop a Plan of Approach to this Integrated Development Project of the Caspian Sea Littoral Region.



cc. Harry Bell  
I. Radovic  
K. Takahashi

PST/vk

ORIGINAL DIRECT

RECORDS CONTROL

JAN 24 1973

19 January 1973

Mr. M. Dubey, Chief  
Planning and Evaluation Section, OTC

Evner Ergun, Officer-in-Charge  
Technical Co-operation Section  
(Asia, Europe and the Middle East) CHBP

JE 311/1 IRAN

IRAN - Draft Country Programme - Comments

Please refer to Mr. Andersen's memoranda of 7, 13 and 14 December 1972. We have reviewed the Draft Country Programme and would like to make the following observations and comments.

We are glad to note that the total allocation for the projects in which the Centre for Housing, Building and Planning has direct responsibility and substantive interest in the fields of Housing, building, planning and human environment, amounts to \$3,435,600. According to the cost-sharing procedure, the Government of Iran will share \$2,056,000 of the total cost and the rest, i.e. \$1,379,600 will be charged to IPF. The high percentage of the Government's share reveals the degree of importance and the high priority which the Government of Iran has assigned to pre-investment activities in these fields. In view of this the formulation of the projects requires particular attention and should be made with participation of high-level specialists to ensure their success. The following detailed comments on individual projects are made to spur an immediate decision in undertaking a number of pre-project activities to make good the deficiencies now existing in formulation of these projects.

REGIONAL DEVELOPMENT PLANNING AND PLAN IMPLEMENTATION (total \$1,428,000, Government's share \$985,300, IPF charge \$442,700)

This project is the largest project in terms of total amount and second largest in terms of IPF allocation among the projects in the above mentioned fields. We have already commented on this project in our memorandum of 4 January 1973 to the Planning and Evaluation Section, OTC (copy attached) and would like to suggest that this memorandum be submitted to the resident representative in Iran for taking action with regard to proper formulation of the Project Documents.

BUILDING AND HOUSING RESEARCH CENTRE (total \$767,800, Government's share \$460,700, IPF charge \$307,100)

There has been a substantial reduction in the total allocation (almost two-thirds of the original proposal) to this project obviously calling for changes in its work programme. However, the Centre would need to be



informed of the Government's intentions with regard to the new operational format before making any comments. We urge that this information be submitted to us as soon as possible.

The other point that we would like to raise at this time is the addition of UNIDO as an associate executing agency for this project, which apparently has resulted from direct communications between UNIDO, the Government and the UNDP in Tehran. We do not see any area in which UNIDO's association with this project would be required. The UN/CHBP has, in the past, dealt with similar projects in Indonesia, Iraq, Togo and India, and sees no difference between this project and the former projects to require UNIDO's participation. However, the Centre will welcome the contribution of UNIDO to this project and any other similar projects, by consulting them whenever required.

#### LEGISLATION AND MANAGEMENT OF URBAN DEVELOPMENT

We are supporting inclusion of this project in the Country Programming for Iran. The UNDP contribution to this project is one-fifth of the total cost and rather negligible, therefore, the most fruitful role the UN can play is to assist in proper formulation of the Project Document in order to ensure the most efficient use of the combined resources of the Government and UNDP. The Draft Project Document already prepared for this Project and received in the Centre is rather diffused and inadequate. We would like to emphasize the importance of the project formulation, especially at this time when the Ministry of Development and Housing is establishing a new Department for Urban Development and Architecture, where this Project will be located. Therefore, we recommend a short-term mission for formulation of the Project Document.

#### OTHER PROJECTS

We are supporting the inclusion of 5 other small-scale projects in Sector 7030 and we hope that there will be some flexibility in the budget allocations for some of these projects, such as follow-up study of National Housing Programme and Urban Land Data Bank.

We have noticed that some of the important projects which were given high priority by the Centre are not included in the Country Programme. These are: (i) Simulation Model for Evaluation of National Urban Growth Strategies, (ii) Information System for Urban Development Planning, (iii) Establishment of Cadastral Systems for Urban Land, and (iv) Housing Management.

With regard to the Simulation Model project, the MIT team is scheduled to visit Iran for the second time on April 1973 and at that time a final decision on the inclusion of this project in the Country Programme should be made.

It was suggested by the CHBP that the Information System Project which is a pre-requisite of undertaking meaningful urban planning activities



Iran be absorbed by the Simulation Model Project. If the Government agrees with the proposition that the development of an information system for urban development planning is crucial to all efforts in this field, then our recommendation would be to find a way to accommodate this project within the Country Programme.

On the establishment of Cadastral Systems for Urban Land, while the necessity of this system is strongly felt, the readiness of the Governmental agencies concerned is required before any assistance in this field can be envisaged. Therefore, we have no specific suggestion on this Project until this point is clarified.

On Housing Management, the UN has already provided short-term consultancy services and the report will be available shortly for submission to the Government. Due to the importance of follow-up of this assistance, we suggest provisions be made in the Country Programme.

#### ENVIRONMENT

We are very pleased to see that the Government of Iran has assigned such a high priority to this Project and an Institute for Human Environment has already been established. The purpose of the suggested project is primarily to assist the Government in framing the statutes of this Institute. In a brief description of the Project provided in the Draft Country Programme it is mentioned that the detailed programming of activities will result from a series of consultancy missions to be organized in 1973. Since the CHBP is specifically concerned with the environmental conditions of human settlements we will certainly welcome participation in the activities related to formulation and execution of this Project.



ORIGINAL DIRECT

RECORDS CONTROL

JAN 22 1973

AL/gm

18 January 1973

Mr. Stig Andersen, Director  
Office of Technical Co-operation

Mr. N. Falzon, Assistant Director-in-Charge  
of Co-ordination of Operations, RTD

Zdenek Lastovka, Chief  
Transport Section, RTD

Y

TE 311/1 IRAN

IRAN: Country Programme - Tourism

1. As regards tourism, the Country Programme for Iran for 1973-1977 does not contain a project that appeared in an earlier version (July 1972) of the list of Government and UNDP inputs: Tourism Adviser, 1973/74, 24 m/m, to assist and advise the Director of the Tourism Organization in the supervision of foreign consultants under contract. Unless this has been omitted for reasons of project priority, it is a project that would receive our support and would represent a logical continuation of some of the earlier assistance in tourism provided by the United Nations, with which I.N.T.O. was very satisfied and indeed favourably impressed, according to the Office of the Resident Representative.

2. Attention is also drawn to a project that was to have been an inter-regional (RCD) study but which it is now proposed to consider as a separate project (under a common umbrella with two similar projects in Turkey and Pakistan, respectively - see your letter to Mr. Shallon of 6 November 1972). This would call for one tourism economist for two m/m.



UNITED NATIONS  
DEVELOPMENT PROGRAMME



866 UNITED NATIONS PLAZA  
NEW YORK, N.Y. 10017

PROGRAMME DES NATIONS UNIES  
POUR LE DEVELOPPEMENT

INTEROFFICE MEMORANDUM

TO: Mr. Stig Andersen, Director  
Office of Technical Co-operation

FROM: Rajendra Coomaraswamy, Assistant Administrator and  
Director, Bureau for Asia and the Far East

SUBJECT: Financing of a Country Programme Mission for Iran

Date: 18 January 1973

TE 314/17AN  
FILE NO.: 300/IRA/CD No copy

SENDER'S TELEPHONE EXTENSION: 2917

*[Handwritten signature]*

Please refer to your memorandum of 15 January 1973 regarding the return visit of Mr. Chandra Dias to Iran for the finalization of the Country Programme. I wish to inform you that the total cost of the proposed mission for five weeks at \$2,000 is approved and chargeable to Account Number No. 26360-541.

cc: S. Gold  
24/1/73



ORIGINAL DIRECT

Drafted: E. Shrestha/pc

JAN 17 1973

Mr. Rajendra Coomaraswamy, Assistant  
Administrator and Director, Regional  
Bureau for Asia and the Far East, UNDP

Cleared in draft: Mr.  
Dubey, Mr. Radovic,  
Mr. Gold  
Cleared: Mr. El-Tawil  
15 January 1973

Stig Andersen, Director  
Office of Technical Co-operation

Country Programming Mission to Iran

→ TE 311/1 IRAN  
TE 322/1 IRAN  
NUEF

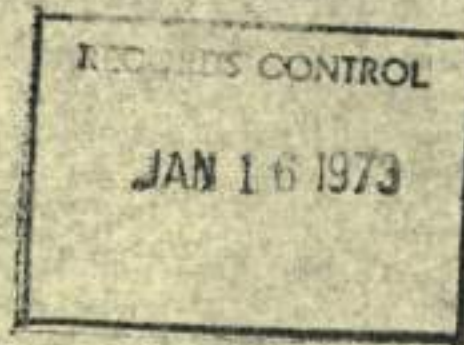
As you are aware, we made available the services of Mr. Chandra Dias and Mrs. E. Resnick of Development Planning Advisory Services, to assist the Resident Representative and the Government of Iran in the preparation of the draft Country Programme Proposal for Iran. Mr. Dias and Mrs. Resnick finished their mission in the middle of December 1972. Their assistance has been much appreciated by the Resident Representative, Mr. Shallon, as he has indicated in his letters of 18 and 19 December 1972 which have also been copied to you.

The Resident Representative has now requested for a second visit of Mr. Dias by his letter of 18 December 1972 (copied to you) to assist the Government in finalizing the Country Programme. As you will note, he mentioned in his letter that only Mr. Dias has the full knowledge of the subject at this stage and therefore his further assistance "would greatly enhance the chance of submitting a final document which adequately meets the requirements of the Governing Council."

I would therefore be grateful if you could approve his second mission to Iran which is proposed to be of five weeks duration. The cost of the mission is expected to be \$2,000.



ORIGINAL DIRECTOR



NA/dp

11 January 1973

Mr. Stig Andersen, Director  
Office of Technical Co-operation

Mr. N. Falzon, Assistant Director in Charge of  
Co-ordination of Operations  
Resources and Transport Division

N. Adib, Senior Economic Affairs Officer  
Resources and Transport Division

TE 311/1 IRAN

Iran - Draft Country Programme.

1. With reference to the environmental projects proposed in the above country programme, we have taken note of the provision of \$500,000 from the EPTF and the additional amount of \$250,000 set aside by the Government for financing UNDP activities in the field of the human environment. We have also noted that the details of the environment programme will be determined with the assistance of "consultancy missions" in 1973.

2. In view of the above decision, we should like to draw your attention to our memoranda of 15 March 1972 addressed to you and also to the letter of 20 March 1972 from Mr. Kenneth Watts to the Resident Representative in Iran ..... (copies attached) which contain recommendations submitted by our Division concerning technical assistance in the field of the environment in response to a request received from the Government.

3. It is suggested that the Resident Representative be requested to take our recommendations into account in determining specific requests by the Government for consultants in the field of natural resources development and the environment.



ORIGINAL DIRECT

RECORDS CONTROL

JAN 11 1973

Drafted by Mr. Safa-Isfahani

BR/10

cc: Mr. Howard

10 January 1973

Mr. Stig Andersen, Director  
Office of Technical Co-operation

Mrs. Wilmington  
All Section Chiefs

Bernard Russell, Assistant Director  
Social Development Division

TE 311/1 IRAN

IRAN - Draft Country Programme

The Draft Country Programme and its four major annexes provide a comprehensive picture of the Government's need for UNDP assistance as envisaged in 79 projects it contains. In the field of social development, we would generally concur with the projects listed. In some cases, however, we find that the text could be misleading unless it is read in conjunction with the annexes, e.g., the text on Environment refers to the provision of \$500,000 of UNDP funds, indicating that the details will be worked out during 1973, while in the project sheets it calls for 42/949 man month experts for a number of sub-projects on which we have already commented in our memo of 11 September 1972.

Further, it is difficult to ascertain how many of the experts called for in 1973-1974 represent new experts and how many are carry-overs. It is our impression that a substantial number are new. In that event, we would question the ability of the UN system to provide that many experts for one country in a timely fashion.



3749  
M. Carasso/na

Original Directed & cc.: Mr. S. Vassilou  
Mr. M. Dubey

Mr. W. Goodkind, Director  
Office for Departmental Finance & Administration  
Attention: Mr. S. Gold, Chief, Financial Section - ODRA  
Mr. Charles La Muniere, Deputy Director for  
Programme Management, OTC  
Igor D. Radović, Officer-in-Charge  
Section for Asia and the Far East, OTC

9 January 1973

TE 311/1 IRAN

Request for Official Travel

It would be appreciated if a travel authorization could be issued covering the below-mentioned official travel:

Traveller:

Name:	Chandra Dias	Grade:	L-5
Functional Title:	Special Technical Adviser	Rm. No.:	2682
Division:	CDPPP	Ext.:	3536

Itinerary:

New York - Teheran - New York  
Five weeks starting on or about 20 January 1973.

Purpose of Travel:

.....  
Mr. Dias spent two and a half months in Iran in October/December 1972 to assist in preparing the draft 1973-1977 UNDP country programme. A brief report on, and assessment of, his assignment is included in a letter of 19 December 1972 from the Resident Representative, a copy of which is attached.

.....  
As the programme for Iran poses a number of particularly complicated financial and accounting problems owing to the proposed cost-sharing arrangements which it will involve, the Resident Representative has now again requested the services of Mr. Dias for five weeks, to assist in the preparation of the final document so that the latter adequately meet the requirements of the Governing Council. A copy of the relevant self-explanatory letter of the Resident Representative, dated 18 October 1972, is attached. The Centre for Development Planning, Projections and Policies supports the request.

The cost of the proposed travel (air fare and subsistence) is estimated at \$1,800 and the UNDP is being requested to cover it. However, in view of the proximity of the planned departure date of the adviser, it is proposed tentatively to meet that cost from the funds earmarked for the purpose of country programming assistance in the Regular Programme.

cc.: Mr. J. Schoellkopf  
Mr. B. Kofsky  
Mr. S.T. Herrick



UNITED NATIONS  
INTEROFFICE MEMORANDUM



NATIONS UNIES  
MEMORANDUM INTERIEUR

RECORDS CONTROL
JAN 9 1973
DATE: 4 January 1973

25  
5/1

TO: Mr. I. Radovic, Officer-in-Charge  
A: Section for Asia and the Far East

REFERENCE: \_\_\_\_\_

THROUGH:  
S/C DE:

FROM: Muchkund Dubey, Chief  
DE: Planning and Evaluation Section

*M. Dubey*

*TE 311/1 17 JAN*  
*A. W. - 16/1/73*

SUBJECT: Iran Country Programming Assistance  
OBJET:

Attached please find copies of the letters received from the Resident Representative, Mr. Shallon, dated 18 and 19 December 1972, forwarding reports on the missions of Mr. Dias and Mrs. Resnick and requesting the services of Mr. Dias for a further period of five weeks to assist the Government of Iran in the preparation of the final Country Programme for Iran.

We are requesting UNDP for the financing of the second mission of Mr. Dias to Iran. In view of the urgency, however, his visit could be tentatively financed from the funds set aside in the Regular Programme for country programming assistance. I would therefore appreciate your taking further action in this regard, including the preparation of a minute for approval. The amount could be reimbursed to the Regular Programme after the approval of UNDP is received.



نمائندگی سازمان ملل متحد

UNITED NATIONS



NATIONS UNIES

DEVELOPMENT PROGRAMME IN IRAN

CABLES: UNDEVPRO TEHRAN  
File: PRO 300/CP

POSTAL ADDRESS: BOX 1555 TEL: 49281-9

Letter No. 1287  
19 December 1972

Dear Stig,

This is the report on Chandra Dias's and Eve Resnick's assignment at my office announced in my letter No. 1285 of 18 December.

Chandra Dias:

Arrived in Teheran on 1 October 1972.

Left Teheran on 12 December 1972.

His activities were the following:

- participation from 9 October to 7 November in 17 meetings with the Plan Organisation officials to discuss approximately 200 project proposals;
- major participation in the preparation of the record of the proceedings for the meetings with the Plan Organisation officials;
- participation in all general staff meetings on programming and in numerous work assignments with my colleagues and myself;
- preparation, with the assistance of other colleagues, of the financial annexes of the Country Request (this work involved making literally thousands of separate calculations);
- as a general adviser, close supervision of every single step of the total operation.

I wish to commend Chandra Dias for his outstanding performance. His technical knowledge of all aspects of the programming exercise and his most tactful guidance at every stage of the exercise

Mr. Stig Anderson,  
Director,  
Office of Technical Cooperation,  
United Nations, New York.

cc: Mr. R. Coomaraswamy, Assistant Administrator and Director, Bureau for Asia and the Far East, UNDP, NY.  
Mr. Simeon G. Vassiliou, Assistant Director in Charge, Development Planning Advisory Services, UN, NY.  
Mr. C. Dias, Special Technical Adviser, Development Planning Advisory Services, UN, NY.  
Mrs. Eve Resnick, Room 2682, Centre for Development Planning, Projections and Policies, Department of Economic and Social Affairs, UN, NY.



have enabled this office to accomplish, in a much shorter period than was the case, for example, in the Philippines, what Chandra himself has described as an extremely complicated programming operation.

With regard to overtime, I can certify that, in addition to his continuous presence in the office during working hours, Chandra Dias has worked almost continuously several hours daily in his hotel room, not only during weekdays, but also during all weekends. I suggest that adequate compensation be found for this substantial overtime, which stretches over a period of 2½ months.

Eve Resnick:

Arrived in Teheran on 21 November 1972.  
Left Teheran on 11 December 1972.

Her activities consisted mainly of examining the various contributions prepared by the staff of this office for inclusion in the draft Country Request as descriptions of UNDP-financed activities by sector and by project. Eve Resnick was asked to edit these contributions and to ensure the maximum uniformity possible at this early stage of the drafting of the Country Request.

I wish to commend Eve Resnick for the manner in which she tackled her task of editing matter which, prior to her arrival in Iran, had been entirely unknown to her, a task which involved a great amount of reading and re-drafting, as well as the drafting of original passages for inclusion.

With regard to overtime, I can certify that, in addition to her continuous presence in the office during working hours, Mrs. Resnick has worked extensively in her hotel room. Adequate compensation for this overtime should be found.

Yours sincerely,

Nessim Shallon  
Resident Representative in Iran



نمایندگی سازمان ملل متحد

UNITED NATIONS



NATIONS UNIES

DEVELOPMENT PROGRAMME IN IRAN

CABLES: UNDEVPRO TEHRAN  
File: PRO 300/CP

POSTAL ADDRESS: BOX 1555 TEL: 49281-9

Letter No. 1385  
18 December 1972

Dear Stig,

..... By a recent cable addressed to you (a copy is attached) I requested the return of Chandra Dias to this office in February 1973 to help us finalize the text of the Country Request of Iran. I did so in the full knowledge that modifications to the draft text of the Country Request will have to be made by ourselves and also as a result of the comments on the draft which we expect to receive shortly from the Agencies. Furthermore, the Government wishes closely to examine the text which we have prepared before it endorses the contents thereof. This will probably lead to revisions of the present draft text. In fact, we expect that the Ministries will ask for substantial amendments to some of the new projects already approved by the Plan Organisation.

In the case of the programme for Iran, the presentation of the Country Request is complicated indeed - from a financial and an accounting point of view - by the existence of the cost-sharing arrangement. During the short period of our negotiations with the Government which led to the documents sent to you last week, no single member of our staff had a chance of acquiring the command of this rather complicated subject which Chandra Dias alone possesses at this moment. Since, as we expect, the present draft of the Country Request will need to be revised in depth, particularly the financial annexes, Chandra Dias's return and assistance in preparing the final draft would greatly enhance our chance of submitting a final document which adequately meets the requirements of the Governing Council.

Mr. Stig Anderson,  
Director,  
Office of Technical Cooperation,  
United Nations, New York.

cc: Mr. R. Coomaraswamy, Assistant Administrator and Director, Bureau for Asia and the Far East, UNDP, NY.  
Mr. Bimes G. Vassilieu, Assistant Director in Charge, Development Planning Advisory Services, UN, NY.  
Mr. C. Dias, Special Technical Adviser, Development Planning Advisory Services, UN, NY.



My cable of 5 December to you mentioned the month of February 1973 as a suitable period for Chandra Dias's return. It now appears that his presence during the five weeks beginning on Saturday, 20 January, would better fit in with our working schedule. In view of his special interest in this innovative programme, Chandra tells me he is ready and willing to complete the work undertaken during his first visit to Iran provided his absence from Headquarters for the period just mentioned does not interfere with any assignment that he may be given.

In a separate letter I am sending you a brief report on Chandra Dias's and Eve Resnick's work here, as well as a statement regarding their overtime.

Yours sincerely,

Nessim Shallon  
Resident Representative in Iran