

on a small island. Of course, every circumstance is different but I think the UNDP adapts quite well to these different circumstances. We tried there a 'modified TOKTEN' approach. That stands for Transfer Of Know-how Through Expatriate Nationals, and it was started in Turkey. There you got expatriate Turks to come back and make a contribution for two or three months. Their own organization would continue to pay their salary; UNDP would pay their travel and maybe a *per diem*; and the government would provide the housing or something like that.

"We modified the TOKTEN approach in the Caribbean and assisted these expatriates for a longer period of time, to get more use out of nationals ... who didn't live there any more. The Asia Bureau of UNDP has been doing the same thing, bringing American Chinese back to work in China for several months. In the Caribbean, we hoped that these expatriates would be integrated back into the structure and that, by the time their first assignment had ended, the government would adapt some kind of salary scale to induce them to stay. For example, we financed an economist/planner to go back to St. Lucia, paying him on the Caribbean Development Bank [CDB] scale, above a national wage but below an international salary. He is still there. We have done this also in Grenada, [at first] with the Bishop government and now with the new one.

"We don't know how successful it will be, in terms of their staying permanently; but at least they are contributing. The Caribbean Development Bank has also hired a lot of people who used to be in Canada and the United States. I think a good number of Caribbean people will go back, if they can have a reasonable salary and job satisfaction. Canadians and other outside donors have provided most of the capital for the CDB; in effect it's been a matter of setting up an institution and staffing it with people from that region. It's worked very well. So what I'm saying is that there's a lot of Caribbean talent, but it won't necessarily be found in the Caribbean.

"The UNDP resident representative also has the job, since the reforms recommended by Sir Robert Jackson, of being the 'resident co-ordinator' of the family of UN agencies in that country or region. Success in this role depends very much on the experience, energy and personality of the resident representative. Now, that may sound an obvious statement; but what I mean is that agencies will try to avoid being co-ordinated. There is a problem of co-ordinating the work of two or more agencies, to avoid overlap—say, work on water projects by UNESCO, FAO [Food and Agriculture Organization] and UNICEF [United Nations Children's Fund]—but usually their mandates are different. The bigger problem now is to co-ordinate [the projects that] agencies are [undertaking] independently of UNDP with their own funds.

"Until 1975, agencies used to depend almost entirely on UNDP for their technical assistance funds. But in 1975, UNDP had its financial crisis, and we had to fire people already working on projects because we didn't receive enough pledges of voluntary contributions for the projects [already] under way. That was a big trauma for the agencies and, from that time, agencies said, 'Phooey! We cannot depend on the UNDP.'