

to sending host country students abroad, where they often become westernized or are quickly employed by the government or business sector upon their return. But he thinks expatriate volunteers require significantly better training. Theirs is an inherently difficult task, because "stringent conditions have to be met by the sending agency, the volunteers, and the receiving agency for the volunteer to be able to play the kind of catalytic role this model assumes."⁶⁶

As in the case of government-to-government technical cooperation, the NGO's role as expatriate change-agency is becoming more demanding than in the past. Once again, well-selected and well-prepared expatriates are crucial to success.

4.2 MULTILATERAL EMPLOYEES

The global multilateral institutions essentially equate to the United Nations system, which includes the General Assembly and Secretariat, the UN programmes (e.g., UNDP, UNICEF), the Specialized Agencies (e.g., FAO, ILO, UNESCO, WHO), and the Bretton Woods institutions (e.g., IMF, IBRD or World Bank). These bodies collectively employ about 50,000 people, of which 20,000 are professionals or senior managers.⁶⁷ Multilateral organizations bring together thousands of employees from northern and southern countries, in such functions as general administration, research on economic, sectoral or technical subjects, policy development and advice to governments and the UN legislative bodies, technical assistance advising in development projects around the world, humanitarian relief work, and high-level political and economic diplomacy. (It is the permanent employees of these organizations who are the

66. *Ibid.*, p. 61.

67. Slater, Terry, "UN Personnel Policies Support World Body's Unique Organizational Values," *Public Personnel Management*, Fall 1992, p. 384.