

development, with the aid of WHO, of simple workshops for the production of prosthetic devices. In this we had the services of the Canadian orthopedic expert Dr. Gustave Gingras, a man as remarkable for the depth of his humane spirit as he was for his technical skills and his organizational genius. As a result of the establishment of these centres, many hundreds of Vietnamese were given a renewed capacity to live bearable and useful lives."

In summing up his time with TAA, Keenleyside said: "My departure after 10 years at the United Nations was not without elements of regret and sadness. I was disappointed that we had not been able to accomplish more in the tasks on which I had been engaged. It could not be denied that a large part of the international programs had ended in frustration and disappointment. About all that could be said with assurance was that a start had been made on identifying problems, and searching for effective ways to provide help to people and governments in need."

They had sought to provide five forms of service: (a) fellowships and scholarships; (b) conferences and demonstration projects in underdeveloped countries, to make available on the spot the results of foreign research and experience; (c) provision of technical literature and some supplies for officials; (d) research and other work in the field of public administration; (e) most important, recruitment of experts to work with local personnel in developing countries.

The record was mixed. While the provision of experts had been broadly successful, other sectors of assistance were less so. Fellowship students "developed a desire to remain in the countries in which they had studied because of the greater financial opportunities and glamour of life, although the awards stipulated that the recipients were to return home and use their new experience for the benefit of their own country and people. Moreover, when the student did go home, he was often blocked from utilizing his new knowledge by the jealousy of those who had not had similar opportunities and the failure of governments and other employers to accept his advice."

As for research into public administration, Keenleyside concluded (writing in 1982) that it was not "particularly productive because much of what was required for administrative success was not new. Well-defined organization and sensible distribution and co-ordination of responsibilities were obviously the most important factors. If, in addition, corruption could be eliminated and reasonable personnel policies developed, the basis for a competent governmental hierarchy could be improved. The difficulty, of course, was in persuading governments to accept these principles and harden their determination to practise and maintain them. Unhappily, in these matters little progress was made during my experience at the United Nations, nor has it been since."

Of the value of the work done in the field of technical assistance during the 1950s, he noted some improvement in the conditions of life of some people:

"In a few countries it could justifiably be said that a significant number of the people were living in less misery and with greater hope than had been the case when the UN programs had been started.... Yet not even the most