



Secretariat

ST/AI/346  
5 November 1987

ADMINISTRATIVE INSTRUCTION

To: Heads of departments and offices

From: The Under-Secretary-General for Administration and Management

Subject: RESTRUCTURING OF SECRETARIAT DEPARTMENTS AND OFFICES

1. In connection with the implementation of General Assembly resolution 41/213 of 19 December 1986 on the review of the efficiency of the administrative and financial functioning of the United Nations, the Secretary-General, in document A/42/234, reported to the Assembly on a number of reforms that he has already initiated. He has also provided to the Assembly, in document A/C.5/42/2/Rev.1, fuller and more detailed programmatic and budgetary information on reforms already implemented as they relate to the proposed programme budget for the biennium 1988-1989.

2. It is essential that, pursuant to the provisions of bulletin ST/SGB/150/Rev.1 on changes in the functions and organization of Secretariat units, the necessary revisions to the relevant parts of the Organization Manual (ST/SGB/Organization) be prepared for issuance at the earliest opportunity. Starting with departments and offices affected by structural changes already announced, the entire exercise for updating the Organization Manual is targeted for completion by mid-1988. Heads of departments and offices are requested to follow up as a matter of urgency with the Management Advisory Service on any additional information required for completing the revisions relevant to their areas of responsibility. These revisions to the Organization Manual will be reviewed by the Management Advisory Service under the provisions of bulletin ST/SGB/150/Rev.1. The guidelines in the present administrative instruction amplify the requirements to be met in the process.

3. The following supporting documentation should be provided with each draft revision to the Organization Manual:

(a) The most recent staffing table and organization chart, showing the distribution of posts among the organizational elements by grade and the names of incumbents and vacancies, and identifying all regular budget, temporary assistance and extrabudgetary posts;

(b) Classified job descriptions of all posts;

(c) The subprogramme(s) of the medium-term plan or parts thereof for which each organizational element is responsible;

(d) Proposals made by the department or office regarding the post reductions mandated by the General Assembly.

4. Upon request, the Management Advisory Service will provide sample statements of functions and organization used in the Organization Manual and will assist departmental officials in the early stages of preparation of departmental drafts.

5. The Management Advisory Service will consult, as appropriate, with the Programme Planning and Budget Division and other units of the Department of Administration and Management for clarification of supporting documentation made available with the draft revisions to the Organization Manual.

6. In making recommendations on the proposed revisions to the Organization Manual for decision by the Secretary-General, the Management Advisory Service will provide observations, as necessary, on the following:

(a) The soundness of the proposed organizational structure and the assurance that the structure would allow efficient programme performance. Such an assurance would imply that the negative aspects of bureaucratization, e.g., organizational fragmentation, excessive supervisory layers, compartmentalization, areas of duplication and overlap and unclear reporting lines, had been adequately dealt with;

(b) Any points on which the views of the Management Advisory Service differ from the position taken by the department or office concerned even after consultation with the department/office concerned;

(c) The potential for further streamlining to improve programme performance and resource utilization;

(d) Relevance to any specific recommendations of the Group of High-level Intergovernmental Experts to Review the Efficiency of the Administrative and Financial Functioning of the United Nations. 1/

#### Notes

1/ Official Records of the General Assembly, Forty-first Session, Supplement No. 49 (A/41/49).

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