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### ORGANIZATION OF THE SECRETARIAT

#### Report of the Secretary-General

1. In my report<sup>1/</sup> to the General Assembly at its ninth session I advised the Assembly that the review of Secretariat organization had, up to that time, been limited to Headquarters departments only and that it was my intention to bring under similarly detailed review during 1955 the remaining principal areas of the Secretariat, including in particular the European Office at Geneva, the staffs of the regional economic commissions, the information centres and the Technical Assistance Administration.

2. To this end I requested four senior members of my staff to report on the situation in the light of an intensive on-the-spot review of United Nations establishments in Europe, Latin America, South East Asia and the Middle East. In undertaking this review a line of inquiry was followed similar to that followed for the Headquarters survey, attention being focussed particularly on:

- (a) The character and volume of the substantive and administrative responsibilities entrusted to the main external offices of the Secretariat;
- (b) The organizational structure of these offices in relation to their functions and the work programmes for which they are responsible;
- (c) The number and levels of staff required to enable the offices to fulfil their allotted tasks.

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<sup>1/</sup> See Official Records of the General Assembly, Ninth Session, Annexes, agenda item 53, document A/2731.

In addition, arrangements for administrative, policy, and programme co-ordination between field offices and Headquarters were closely scrutinized.

3. Acting on suggestions made during the course of the discussion by the Fifth Committee of the report submitted at the ninth session, I invited Mr. R. Fenaux, of Belgium, and Dr. Sumitro, of Indonesia, to participate as members of the Survey Group, Mr. Fenaux participating in the survey of the Geneva Office and of the Economic Commission for Europe, and Dr. Sumitro in the survey of the Economic Commission for Asia and the Far East.

4. The procedure followed, as in the case of the Headquarters survey, was to examine the documentary evidence submitted and to engage in direct discussion and consultation with senior and other staff in the field and, subsequently, with the departmental heads concerned at Headquarters. The survey of the field offices differed in one major respect from that of the Headquarters survey in that it encompassed a more detailed examination of administrative needs and procedures. The administrative structure at Headquarters, to a greater extent than is possible with field establishment, is subject to more or less continuous appraisal, and adjustments to and justification for practices developed at Headquarters are, in consequence, better known and understood than are those in the field offices.

5. The report of the Survey Group has been made available to the delegations of Member States and to the members of the Advisory Committee on Administrative and Budgetary Questions. It represents, in my opinion, a further important step in the organization of the Secretariat's resources so as to enlarge its capacity efficiently and effectively to discharge the responsibilities entrusted to it by the General Assembly, the Economic and Social Council and their subsidiary organs. My more specific comments on the views expressed and the recommendations made by the Survey Group as they concern respectively the Geneva Office, the secretariats of the regional economic commissions, of TAA and of the information centres, are set forth below. Annexed to the present report are: (1) charts showing the proposed structure and organization (based on the Survey Group's recommendations) of the principal United Nations offices external to Headquarters, as well as TAA; and (2) details of the revised estimates that would result from implementation of the Group's specific staffing recommendations.

European Office of the United Nations

6. In reviewing the work and machinery of the European Office, particular regard was paid by the Survey Group to the need for (a) clarifying the responsibilities and strengthening the authority of the Director of the Office; (b) redefining administrative relations between the Office and Headquarters; (c) improving the organization and functioning of Geneva services (including information services and conference facilities); and (d) affording the Office the possibility of carrying out more positive representation and liaison functions. I agree generally with the comments and conclusions of the Survey Group in these matters, but would wish to have more time to study the detailed suggestions made before taking action on all of them.

7. The Group considered, in the first instance, whether policy and supervisory functions concerning United Nations activities in Europe could or should be decentralized from Headquarters to Geneva on a regional basis. While concurring in the conclusion reached that it is cardinally important to adhere to the present basic policy relationship between United Nations Headquarters and Geneva, I recognize, at the same time, that in the field of administration and of operations there is need for extending the responsibility of the Director of the Geneva Office with regard to the planning, management and servicing of meetings held in Geneva, as well as in certain non-administrative directions. Thus substantive policies and their direction and integration will remain a matter for Headquarters, and the Geneva Office, under the proposals advanced, will be made more fully responsible in its own right than heretofore for the execution of policies and the general administrative supervision of all activities which are Geneva-based. In particular, I share the view expressed by the Survey Group that the hybrid status of the various autonomous or semi-autonomous units at present grouped together in the European Office leads to dispersion of responsibilities, reduction of administrative authority, lack of vitality and inflexibility of staff. To remedy these basic defects I shall seek progressively to implement the specific recommendations made for enlarging and strengthening the authority of the Director in his capacity as a "department" head, and for more clearly defining his responsibilities and relationships to Headquarters.

8. I agree also with the Survey Group's opinion that the role of the Geneva Office in liaison and co-ordination might usefully be strengthened and that, in particular, subject to consultation as appropriate with Headquarters, more active participation by the Director in the determination of meetings which warrant actual attendance, selection of representatives, and the advance consideration of subjects on which briefing material is required, would contribute towards an improvement in the existing co-ordination process. Equally, it is necessary to bear in mind in this connexion that the nature and extent of the responsibilities which Geneva can assume on Headquarters' behalf are conditioned by the fact that the main important policy questions, in so far as they are not decided by the Secretary-General on a day-to-day or week-to-week basis by correspondence or otherwise, are held for discussion with executive heads at meetings of the Administrative Committee on Co-ordination; and that the accent in United Nations agency relations is now more and more on continuing substantive liaison involving direct consultation between "opposite numbers" and less upon disjointed and formal acts of representation. Attention is called to the conclusion reached by the Survey Group, following a careful review of existing arrangements governing relationships between the United Nations Secretariat and European inter-governmental organizations (other than specialized agencies) that, although for the most part such relationships have not been formalized, neither have they been haphazard and superficial, but appear, on the contrary, to have been systematically and intensively developed.

9. With regard to questions concerning top-level direction of the Geneva Office, note has been taken of the Survey Group's observations, including its suggestion that in the event of the opportunity offering, consideration might be given to the desirability of combining under one post of Under-Secretary the present functions of Director of the Geneva Office with those of the Executive Secretary of the Economic Commission for Europe. While, I agree that such an arrangement might make for more simple and clear-cut lines of authority, it will, I trust, be appreciated that in view of the delicate and weighty considerations involved, I am not now in a position to express any firm opinion on the matter.

10. By and large, the detailed inquiries undertaken by the Survey Group failed to reveal, with respect to particular Geneva services and activities, major

administrative weaknesses or clearly inefficient or uneconomic use of existing staff and resources. Its report, in fact, amply demonstrates that a few key areas of the Geneva Office are somewhat too tightly staffed, assuming (and on the basis of past experience as well as current trends I am satisfied that the assumption is an entirely valid one) that the work of the Office will continue at least at its present level for some years to come. In a few other areas, a case is made for a modest strengthening of present staff by converting to an established post basis a limited number of posts for which provision has regularly been made on temporary assistance, or by the transfer of posts from Headquarters. The increasingly heavy workload which the Geneva conference and administrative services have been called upon to shoulder fully justify, in my opinion, the modest staff additions which the Survey Group has seen fit to recommend. Apart from the increasing extent to which Geneva facilities are being used in connexion with important inter-governmental meetings of an ad hoc character, the servicing of Geneva-based organs has imposed, over the last few years, an increasingly heavy burden on a servicing establishment, the strength of which has by no means kept pace with the demands made on it. In the case of ECE, for example, approximately 850 half-day meetings are planned for 1956 as compared with 468 in 1953:

11. Finally, I strongly endorse the view expressed by the Group that if, as seems certain, demands over and above those foreseen under the regular pattern of conferences (as established by the General Assembly in resolution 694 (VII)) are to continue to be made, it is essential that urgent consideration should be given to the problem of ensuring adequate meeting facilities and installations. I agree that the present installations and equipment of the Palais des Nations, though perhaps adequate for the purely local business of the Geneva Office and for those meetings of United Nations organs and subsidiary bodies held in Geneva in conformity with the regular pattern, are clearly not so adequate for major conferences of the specialized agencies, and still less so for meetings such as those held on the peaceful uses of atomic energy or for important political conferences such as those to which the United Nations has acted as host during the past two years. I share the opinion expressed, therefore, that in so far as expenditures on modernization and improvements have ultimately to be incurred, there is every advantage to the Governments of Member States in initiating a planned programme of work as soon as

possible. Pending the necessary technical studies which it is suggested should be put in hand early in 1956, I am proposing that an amount of \$50,000 be included in the 1956 budget for the purpose of enabling an early start to be made on those improvements the need for which is already clearly established.

#### Regional economic commissions

12. The proposals of the Survey Group with respect to the secretariats of the regional economic commissions constitute, in my opinion, a sound basis on which the work of the three commissions can effectively proceed, bearing in mind particularly the increasing emphasis placed by the General Assembly and the Economic and Social Council on the problems of the development of the economically under-developed countries. They are also consistent with the policy, which I have expressed on previous occasions, that the Secretariat should increasingly direct its activities towards assistance to the Governments of these countries at their request.

13. The Survey Group's examination of the organization and staffing of the regional secretariats was carried out in the light of the historical development of the respective commissions which they serve and of the work programmes established by the commissions under their terms of reference. I concur with the Group's conclusion that, in general, these programmes have been well conceived and efficiently executed. Co-ordination of the commission's work within over-all United Nations activities is, of course, at the inter-governmental level, the responsibility of the Economic and Social Council and, at the Secretariat level, that of the Under-Secretary for Economic and Social Affairs. I also share the opinion of the Group that, as a result of the working relations established between the regional economic commissions (and their secretariats), the specialized agencies and other international organizations in their respective regions, United Nations activities in the economic and social field have not unnecessarily overlapped with those of other international organizations. Although a substantial measure of co-ordination of all international effort in the broadest sense is thus being achieved, further efforts in this direction are nevertheless continuously required.

14. Relationship with Headquarters: The Survey Group, in its earlier report, concluded that the central problem in the relation between Headquarters and the regional secretariats was to combine a necessarily large measure of regional autonomy with a unified United Nations policy. The Group, in the course of its study of the

regional secretariats, gave further consideration to this question and suggested ways and means to achieve increased co-operation and co-ordination in the implementation of the Headquarters and regional work programmes. It concluded that while, in general, Headquarters should continue to service the global organs of the United Nations, and the regional staffs their respective commissions, there might be certain parts of projects, or entire projects, which might be usefully reassigned within the Secretariat as a whole or be made the subject of joint activity. The object in determining the assignment of work between Headquarters and the regional secretariats must be to mobilize the special skill and experience available in all parts of the Secretariat as a whole in a co-ordinated attack on major economic problems, especially those facing the economically under-developed areas of the world. An example of such a co-ordinated attack, including also the specialized agencies, is the programme of work on industrialization and productivity in under-developed countries called for under Council resolution 560 (XIX).

15. I concur in the opinion of the Survey Group that, in view of the great distances which separate the various parts of the Secretariat, more frequent contacts are essential at both the policy and working levels for effective co-ordination and for making the best use of the Secretariat's over-all resources. This will necessarily involve ensuring that adequate budgetary provision is made for travel of both Headquarters and regional staff. In this connexion, I venture to call attention to the Group's observations that expenditure on travel, if wisely and prudently incurred, can yield important dividends in terms of the efficient prosecution of specific programmes and projects and the most advantageous and economical deployment of special skills and experience in which the Organization has so large an investment. Equally, it is appreciated that, if not directly related to essential purposes and strictly controlled, staff travel can lend itself to justifiable criticism. I therefore share the Survey Group's conviction that, in the interests of the efficient and co-ordinated implementation of United Nations economic and social programmes, some increase in existing travel budgets is essential.

16. Social affairs: The Survey Group was aware of the expressed intention of the Economic and Social Council that the regional economic commissions, in dealing with economic problems under their terms of reference, should pay regard to the social

aspects of such problems. Arising from its consideration of ways in which the work of the Secretariat in the field of social affairs, including advisory social welfare services, might be more effectively organized, the Group recommended, inter alia, the detailment of a number of social affairs staff from Headquarters to the secretariats of ECAFE and ECLA and to the Middle East area. It is envisaged that, besides helping the regional secretariats to deal more adequately with the social aspects of economic problems, these arrangements would allow stronger support to be given to technical assistance in the social field and to the programmes of the United Nations Children's Fund. I have already informed the Social Commission that I have made a start in implementing these proposals. In the ECAFE and ECLA regions, the social affairs officers assigned to this work will constitute units which will be integral parts of the ECAFE and ECLA secretariats. The work programmes of these units will be prepared by the Executive Secretaries in accordance with basic policy directives in the social field and the over-all requirements of the Social Commission's work programme, including advisory social welfare services, and will be submitted to the Under-Secretary for Economic and Social Affairs for his approval. Implementation of the programmes will be under the direction of the Executive Secretary concerned. Officers detailed to the Middle East area will remain under the direct supervision of Headquarters.

17. It will be possible to implement the above measures mainly through redeployment of presently established posts, although, in a few cases, it may be necessary to provide new posts or, in appropriate circumstances, to utilize funds appropriated under section 28 of the budget estimates.

#### Economic Commission for Europe

18. The committee structure of the Economic Commission for Europe, as well as its organizational and staffing pattern, were initially determined largely by the fact that the Commission was required to take over the essential functions of certain emergency European inter-governmental agencies that had been set up previously to deal with specific problems. By 1950, many of these problems had been resolved, and it was possible substantially to reduce the number of established posts in the secretariat. Since then, the total establishment has been held at a fairly stable level. From 1953 onwards, by contrast, there has been a steady growth in



the activities of the Commission's subsidiary bodies with a corresponding impact on the workload of the secretariat. This has been due mainly to increased participation of European Governments in ECE's work and to the reactivation of the Committee on the Development of Trade and the Committee on Agricultural Problems, the expanding programmes of the Special Group of Experts on the Economic Development of Southern Europe, the increasing work of the Conference of European Statisticians, and the trend towards greater East/West co-operation, particularly as regards "technical exchanges". This increased activity is reflected in an increase of almost 100 per cent in the number of meetings since 1952.

19. The more active participation of Governments on an all-European basis has opened up new possibilities for inter-governmental co-operation which ECE's various subsidiary bodies have shown a keen interest in exploring. Until now it has proved possible for the secretariat to absorb the extra workload, but it would be unrealistic to assume that this process can last if the growth of programme activities continues unchecked.

20. On the basis of the Survey Group's recommendations, I am proposing, as a target, a modest reduction in the authorized establishment (from 155 to 150 established posts). The proposed establishment should, in my opinion, assure minimum needs based on the present level of activities being reasonably and adequately provided for. If, however, as the Survey Group properly emphasizes, "decisions are taken on new tasks, Governments will have to provide for posts in excess of the target thus indicated, or else they will have to postpone the implementation of other projects already approved so as to fit the new tasks into the framework established. The efforts of Governments and of the Secretary-General must be jointly directed to bringing about a selective concentration of the Organization's available resources on projects which are consistent with, and contribute significantly to, concerted programmes of effective international action in the economic and social field. This consideration is the more important in view of the fact that the regional economic commissions necessarily enjoy, by delegation from the Economic and Social Council and the General Assembly, a wide measure of initiative and decision in matters falling within their regional competence." Subject to relatively minor adjustments, I have concluded that no changes are called for in the basic structure of the ECE secretariat or in the way in which its work in general is organized.

Economic Commission for Asia and the Far East

21. The Survey Group noted that, in the course of ECAFE's development, there had been a steady growth in the volume and diversity of its activities and concluded that, in some areas, the requirements of the Commission and the extensive scope of its programme were putting unduly heavy pressure on a secretariat the staffing pattern of which, while characterized by horizontal strength, is at many points relatively weak in depth. There is, therefore, an urgent need to strengthen some units in quality and, in some cases, in numbers. In addition, the need is stressed, in the Group's report, of consolidating and co-ordinating, within the ECAFE secretariat, those aspects of the work programme relating to the problems and processes of economic development, since it seems clear that the Governments of the region will wish to direct the activities of the secretariat increasingly into the field of economic development planning and related advisory services.

22. With this in mind, it would appear advisable to work towards both a modest strengthening of existing staff, especially in the recently established Economic Development Section, and closer integration of certain units of the secretariat whose functions are directly concerned with or related to the general field of economic development. It may also be desirable to provide eventually for a more compact divisional structure, especially as existing functional units become more closely and jointly engaged in a co-ordinated work programme of economic planning and development. For the time being, however, apart from some reorganization of units within existing Divisions and a reassignment of responsibilities in the field of trade between the Industry and Trade Division and the Research and Planning Division, I have reached the conclusion that no major changes are called for in the secretariat's organizational structure.

23. The Survey Group's detailed staffing proposals, in which I concur, are designed in particular to increase the resources available for work in the fields of economic development, industry and trade including especially international trade, and water resources development. With the addition of the professional and general service posts recommended, the reclassification of a limited number of existing posts, better co-ordination and increased flexibility in the use of total staff resources, the capacity of the ECAFE secretariat to undertake tasks entrusted to it will, I believe, be immeasurably strengthened.

Economic Commission for Latin America

24. In its examination of the development of the Economic Commission for Latin America, the Survey Group took special note of the increasing extent to which Governments are calling upon the services of ECLA's secretariat in connexion with their economic development programming, and of the close relationship which exists between special projects in the work programme and the secretariat's broader studies of development and planning. Bearing these considerations in mind, I concur in the Group's conclusion that, as in the case of ECAFE, a reasonable strengthening of the secretariat is called for. At the same time, however, certain changes in its organizational structure are proposed to permit greater flexibility in the use of staff and still closer integration of work.

25. My proposals for strengthening the ECLA secretariat involve some re-allotment of existing posts (including transfers from Headquarters), the reclassification of certain existing posts (partly in consequence of the new consolidated Divisions) and the establishment of some new posts. These adjustments are intended, in particular, to remedy present weaknesses and deficiencies in the fields of economic development, electric power, energy, mining, transport, international trade and statistics.

26. Small additions are also proposed to the professional and general service staff stationed at ECLA's Mexico office. This office, besides supporting ECLA's over-all activities, carries the secretariat's responsibilities in the Central American Economic Integration Programme, in which, besides ECLA, TAA and several specialized agencies participate. There is close co-operation between the Resident Representatives of the Technical Assistance Board and the ECLA Mexico office, the latter being responsible for the over-all substantive aspects of the Integration Programme. I am happy to note that the Survey Group was particularly impressed by the nature of this Programme, representing as it does a most promising experiment in co-ordinated working between members of the United Nations family and Governments.

27. As in the case of ECAFE, it is my conviction that the proposed strengthening of the ECLA secretariat is essential in the light of its present and expected workload and is fully consistent, moreover, with the aim of concentrating the resources of the United Nations increasingly on meeting the needs of the economically under-developed countries.

Staffing of the Department of Economic and Social Affairs at Headquarters

28. Consideration was also given by the Survey Group to the impact which its proposals concerning regional economic commissions and arrangements for technical assistance might be expected to have on the staffing needs of the Department of Economic and Social Affairs at Headquarters and, in particular, on the Regional Economic Commissions Section in the Office of the Under-Secretary and the Division of Transport and Communications.

29. In the former case, I strongly endorse the Group's observations that there is clearly a need for greater integration of the work of the regional economic commissions with that of the Headquarters Department, and that this need will be felt increasingly as the activities of the commissions expand pursuant to the wish of Governments that more direct assistance should be made available in connexion with their development programmes. In addition, the added responsibilities to be assumed by the secretariats of the regional economic commissions in connexion with the technical assistance programme will unquestionably make the task of integration a broader and more complicated one. In these circumstances, I support the Survey Group's recommendation initially, and subject to later review in the light of experience, these added responsibilities should be recognized by reclassifying the post of Chief of the Regional Economic Commissions Section from Senior Officer to Principal Officer level and by providing an additional professional post, on the understanding, however, that this should be found by way of transfer from within the target establishment already approved for the Department as a whole.

30. As regards the Transport and Communications Division, I informed the General Assembly in my 1956 budget foreword that revised proposals concerning the most appropriate organization and staffing of this unit might be submitted as a result of the survey of overseas offices and a further appraisal of over-all work programmes and staffing needs in the field of transport and communications. The situation having since been further examined, I am able to agree with the conclusion reached that a target establishment for the Division of nine professional and approximately five General Service posts (as compared with the fourteen professional and nine General Service posts currently provided for) should prove adequate, having regard to present work programmes, including those responsibilities of an ad hoc as well as of a continuing character.

Technical Assistance Administration

31. The observations and suggestions of the Survey Group relative to technical assistance, while primarily concerned with the organization and structure of TAA, also contain broad implications with respect to the Department of Economic and Social Affairs and, particularly, the secretariats of the regional economic commissions. On numerous occasions, the Fifth Committee has commented on the necessity for careful review of these inter-departmental relationships, and its comments appear to have been borne in mind constantly during the course of the survey. Thus, the Group makes recommendations for the greater integration and reorientation of functions and working associations between TAA and the Department of Economic and Social Affairs and its regional commission secretariats, as well as specific staffing proposals for TAA in light of the proposed revisions in methods of operation and general organization.

32. I share the view expressed that important steps can and should be taken, beginning gradually during the course of next year, to improve the functioning of the technical assistance programme through increased use of staff resources readily available within the related substantive departments and the regional economic commissions. After renewed deliberation, I have reached the conclusion that, for the time being at least, a formal merger of TAA with the recently reorganized Department of Economic and Social Affairs would offer little, if any, advantage in terms either of administrative economy or, more importantly, of the more efficient and expeditious prosecution of technical assistance programmes. I am convinced, on the contrary, that any arrangement which would result in greatly enlarging the already extensive and complex responsibilities carried by the Department of Economic and Social Affairs would be bound to create difficulties and delays to the detriment of technical assistance activities. The proposals of the Survey Group will serve to bring about as close an integration of functions and responsibilities in the technical assistance field as, under present circumstances, I am prepared to recommend as prudent and desirable.

33. The organizational proposals contained in the Group's report involve, inter alia, a change from a centralized type of operation to a partly decentralized one, which will necessarily be a rather slow process. It may be expected, therefore, that at least one full year will be required for implementation of the major proposals.

34. The clear conclusions drawn from the Survey Group's visit to field offices as related to its review of TAA operations at Headquarters have been that, at policy levels, a closer degree of collaboration between the Department of Economic and Social Affairs and TAA at Headquarters would be of considerable benefit to the United Nations technical assistance programme and to the Governments of the countries served, while at the working level, an improved use of the combined staff resources of TAA and the Department of Economic and Social Affairs is both possible and desirable. In particular, the desirability is stressed of making more readily and directly available to TAA the substantive advice and assistance which, by virtue of their specialized knowledge of conditions and problems within the countries of their respective regions (and which could not, except at considerable additional cost, be duplicated at Headquarters), regional economic commission secretariats are uniquely competent to render.

35. The Survey Group's approach, with which I am in full accord, has therefore been to devise practical means for an improved use of the combined staff resources of TAA and the Department of Economic and Social Affairs, including its regional commission secretariats. To this end, organizational proposals have been developed which seek to define the primary responsibilities of each staff unit involved, by leaving full operational responsibility in the hands of TAA, with the Department of Economic and Social Affairs and its regional staff responsible for the provision of substantive services of an advisory character.

36. The detailed recommendations contained in the Survey Group's report will, in my opinion, enable maximum over-all resources to be brought in support of technical assistance operations without unduly impeding and delaying the effective prosecution of the regular work programmes upon which both Headquarters and regional staffs are otherwise engaged. Specifically, it is proposed to undertake a limited measure of decentralization of the Headquarters staff of TAA by posting to regional commission offices staff versed in TAA techniques and with background knowledge of TAA programmes who, under the direction of Headquarters, would carry out operational duties in the field with direct substantive support from the regional commission secretariats. Such arrangements will make it possible also for both TAA and Economic Affairs staff to be brought into closer relationship with, and make more effective use of, TAB Resident Representatives. The needs of

Governments, especially at the programming stage, will thus be more expeditiously clarified and serviced at first hand than is possible under present handicaps of distance and lack at Headquarters of specialized knowledge of the actual conditions in the regions served. The arrangements suggested will have the further advantage of permitting more frequent contact between those at Headquarters who are responsible for policy decisions and the work actually being done in the field.

37. The proposals of the Survey Group, while having as their first purpose the increased efficiency of the TAA programmes and simultaneous improvements of services to Governments drawing upon TAA resources, nevertheless suggest that certain economies in the administrative staffing of TAA at Headquarters will be possible in due course. The staffing changes suggested will not, however affect significantly the position with respect to established posts. Numerous reductions in strength arising from the Group's recommendations for a more efficient organizational structure and staffing pattern are balanced by increases in established posts resulting from the absorption of functions hitherto financed from temporary assistance and operational funds. Accordingly, it is unlikely that implementation of the recommendations would result in any appreciable change in the cost of established posts.

38. Significant economies would, however, be forthcoming eventually with respect to the elimination of posts on temporary assistance, since it is proposed to place all continuing posts on an established basis. The present established posts total 135, plus forty-nine "temporary" but continuing posts, or a total of 184; the proposals call for the same number of established posts, plus seven "temporary" posts, or a total of 142. The net target reduction of forty-two posts, is therefore to be found entirely among the non-established posts. The suggested gradual implementation of the proposals would mean that possibly minor savings would be achieved in 1956, but temporary assistance costs should offer the possibility of larger savings in later years, perhaps eventually reaching about \$200,000 annually, as compared with the present rate of expenditure. Accordingly, it is recommended that no change should be made in the 1956 budget estimates for TAA, in order that sufficient time may be available for an orderly transition to the new organizational and staffing pattern.

39. In endorsing the Survey Group's proposals as they relate to the administration and operation of technical assistance, I feel it incumbent upon me to lay particular emphasis on two underlying considerations. First, that the Department of Economic and Social Affairs, including the staffs of the regional economic commissions, will in the future provide substantive services to TAA which hitherto have fallen to TAA itself to perform; and, second, that staffing needs will necessarily require to be further reviewed in the event of any material increase in TAA programmes.

#### United Nations information centres

40. The report of the Survey Group as it concerns the present network of United Nations information centres is confined for the most part to a general appraisal of the functions and operation of the centres, having in mind particularly a possible reorientation of policy affecting their relationship to Headquarters and the directions in which over-all information activities might most usefully be developed in the future. In this context, the central problem to which attention is directed is how to reconcile the essential unity of thinking on matters of policy and purpose, which is a Headquarters responsibility, with the need to provide an information service adapted to the local milieu and, no less important, to local United Nations interests.

41. Suggestions are made for providing a diversity of information treatment, on the basis of a variable organizational structure. The need is stressed, particularly in regard to certain areas, of linking "informative" with "substantive" activities and of co-ordinating the efforts of the United Nations and affiliated organizations in the interests of making a well-ordered and selective impact in each different country or region tackled. In this field, therefore, it is also necessary for a co-ordinating mind and hand at the centre to provide unity of direction and, so far as possible, an integrated United Nations line on, at any rate, the big issues.

42. Pending further consideration and clarification of basic issues of policy and purpose, the Group did not find it possible to make detailed and comprehensive organizational proposals, either with respect to the existing network pattern or in



terms of target manning tables and budgetary provisions. The broad conclusions reached on the basis of its necessarily tentative and provisional survey are summarized in the Group's report as follows:

(a) The role and operation of overseas information offices should be given added emphasis. Programme patterns and relationships with Headquarters should be reviewed and revised.

(b) A more flexible staffing pattern should be introduced to permit of each overseas office being staffed and equipped according to its demonstrated minimum needs.

(c) There should be an increase in the production in overseas offices of material suitable to the needs of the area they cover. If necessary, competent technical staff from Headquarters should be attached to field offices for this purpose for temporary periods of service. The use of staff on special service contracts should also be resorted to to a greater extent than at present on such work.

(d) Rotation of staff as between Headquarters and the field should be established as a matter of normal staffing practice. Tenure of officers in field posts should be limited in time.

(e) The demand for the establishment of additional information centres and the desirability of providing increased services to individual countries must be recognized. But, to be realistic, it must be recognized also that there is likely to be a continuing limitation of resources. In this connexion, the possibility for the Department of Information to draw, in appropriate circumstances, upon existing United Nations offices or ranking United Nations officials, other than Department officials, in the field, should be carefully considered, on the basis that the Department would maintain control over all information work discharged in this way.

(f) A reappraisal of proportionate expenditures between Headquarters and field offices as well as between field offices themselves should be initiated.

43. I am in agreement with the Survey Group's recommendation that its suggestions should be taken into account on a continuing basis and that, to the extent possible, 1957 budget estimates for information services should reflect consequential organizational, staffing and other adjustments.

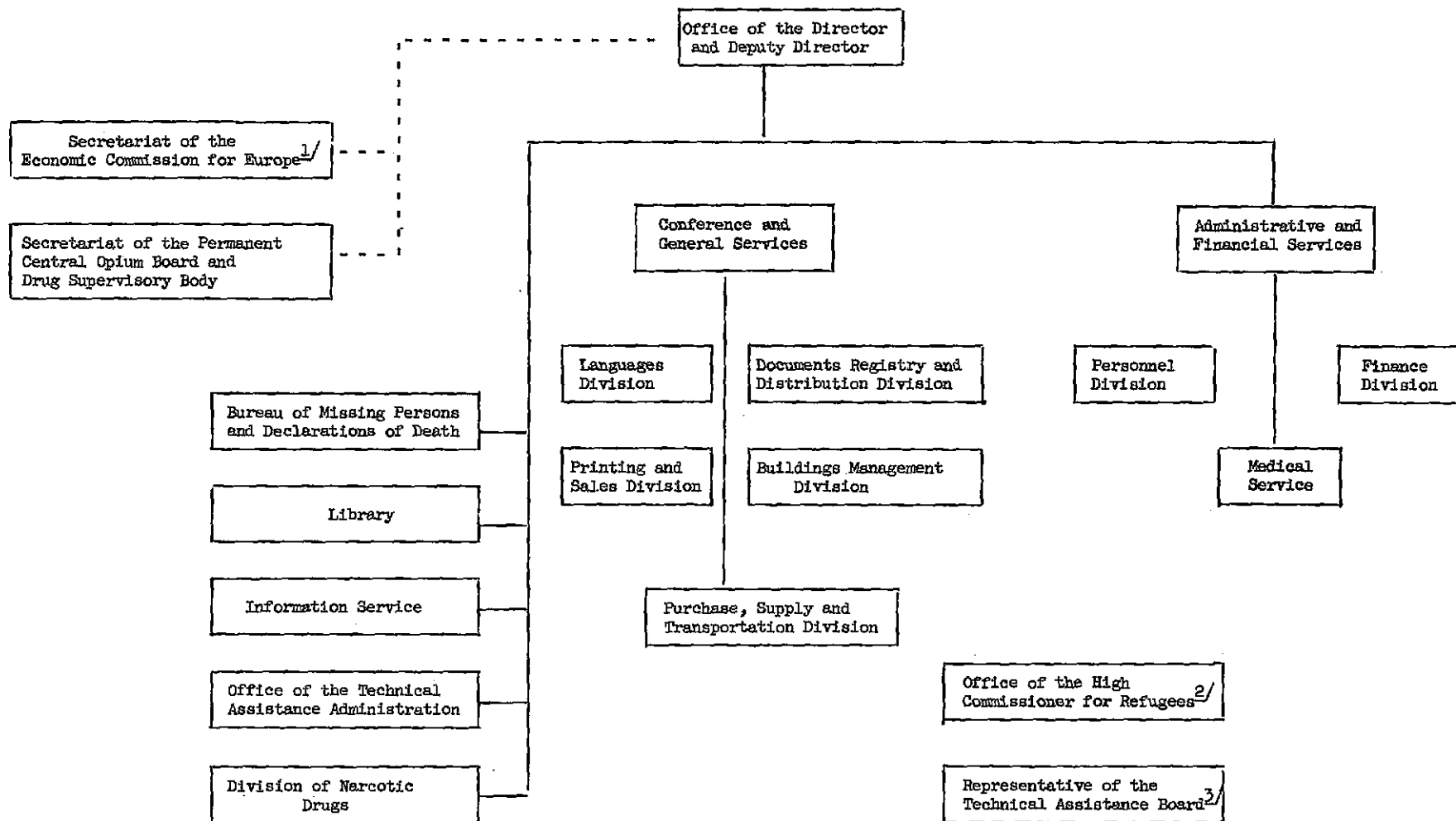
44. Meanwhile, since its observations, as well as those presented by the Advisory Committee in its first report to the tenth session of the General Assembly,<sup>2/</sup> call for careful consideration, there is not a sufficiently firm basis on which to submit revised estimates for 1956. In these circumstances, I suggest that the estimates for section 20 (Information Centres) be dealt with as originally presented in my 1956 budget submission.<sup>3/</sup> I would suggest also that, pending possible changes in the form of the budget, the practice of past years should be continued, of authorizing the Secretary-General to administer as a unit appropriations provided for under section 10; section 18, chapter II; section 20; and section 25, chapter IV. Finally, I would urge that, in line with certain of the Survey Group's more specific recommendations, I should be authorized to make, in the course of 1956, minor manning-table adjustments (affecting either Headquarters or individual information centres), provided that on an over-all basis (a) the number and level of professional posts remains the same; and (b) expenditures are kept within the limits of approved appropriations, subject to such transfers as may be made in the normal way with the prior concurrence of the Advisory Committee.

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<sup>2/</sup> See Official Records of General Assembly, Tenth Session, Supplement No. 7, document A/2921.

<sup>3/</sup> Ibid., Supplement No. 5, document A/2904.

PROPOSED ORGANIZATION OF THE UNITED NATIONS OFFICE AT GENEVA



\_\_\_\_\_ Full responsibility

- - - - - Administrative responsibility

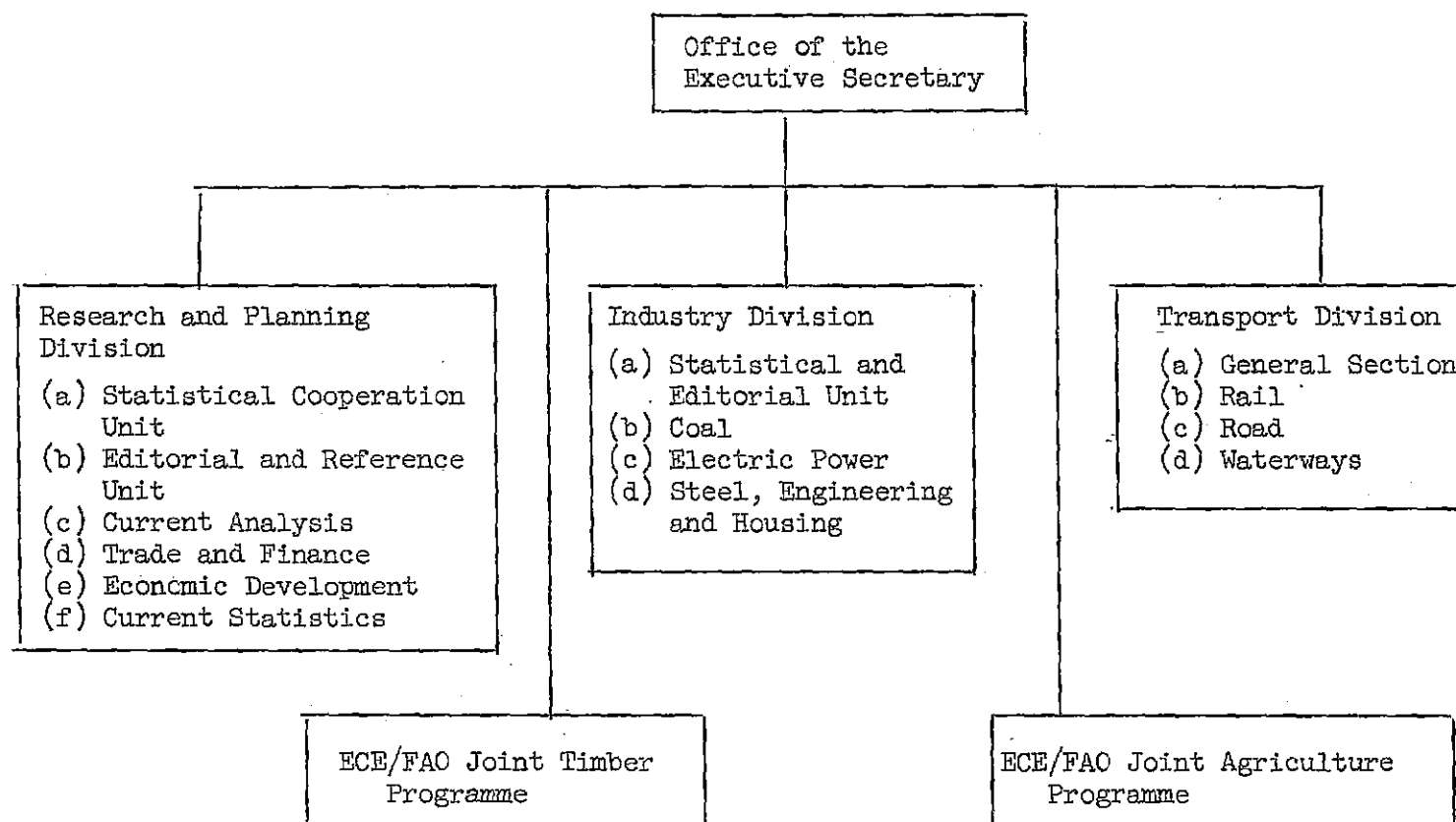
<sup>1/</sup> See separate chart for organization and Target Manning Table of ECE Secretariat, which is substantively responsible to Headquarters.

<sup>2/</sup> Receives administrative services from A. and F.S. responsible to General Assembly.

<sup>3/</sup> Receives administrative services from A. and F.S.

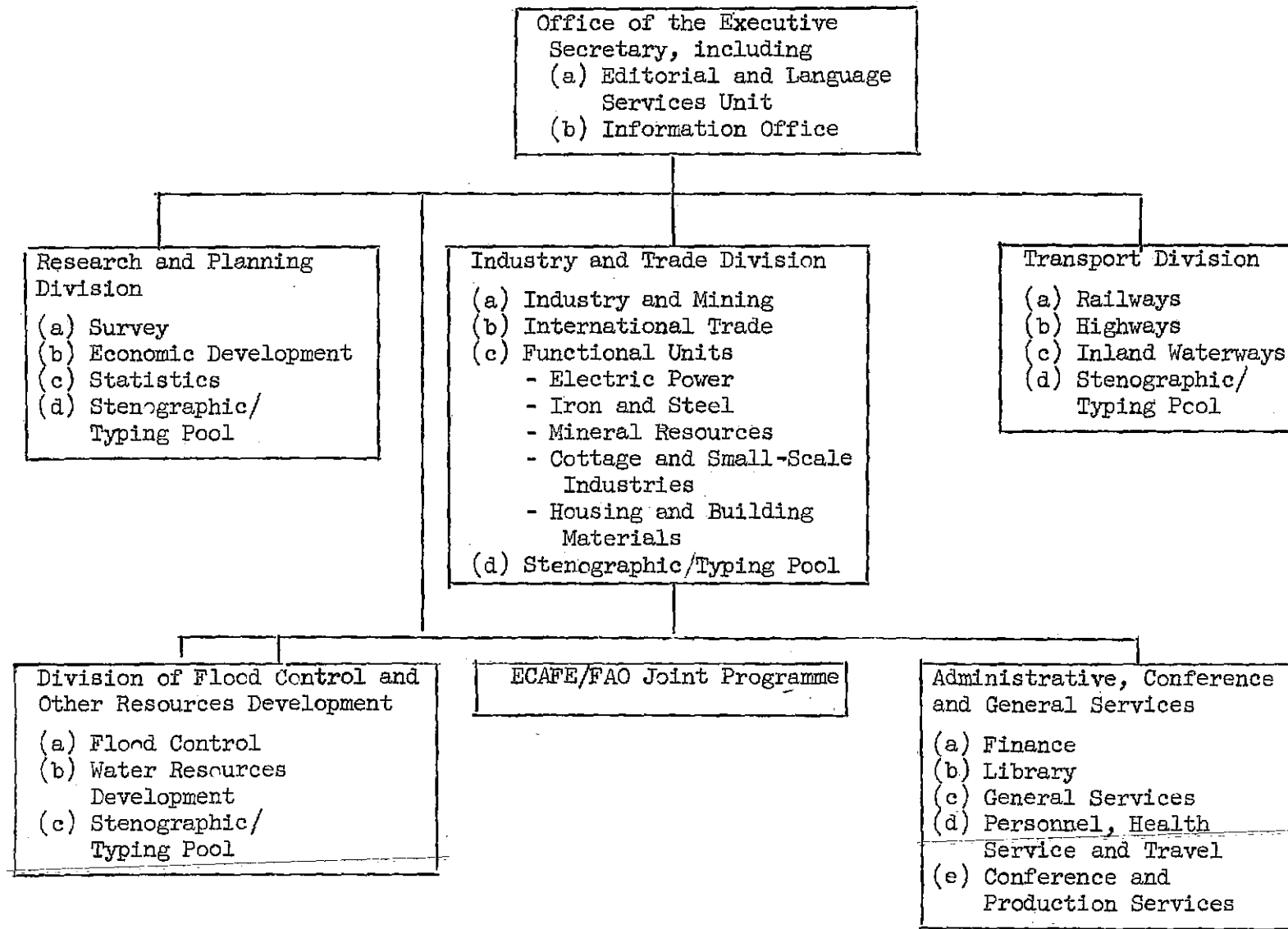
# ANNEX II

## PROPOSED ORGANIZATION OF THE SECRETARIAT OF THE ECONOMIC COMMISSION FOR EUROPE



# ANNEX III

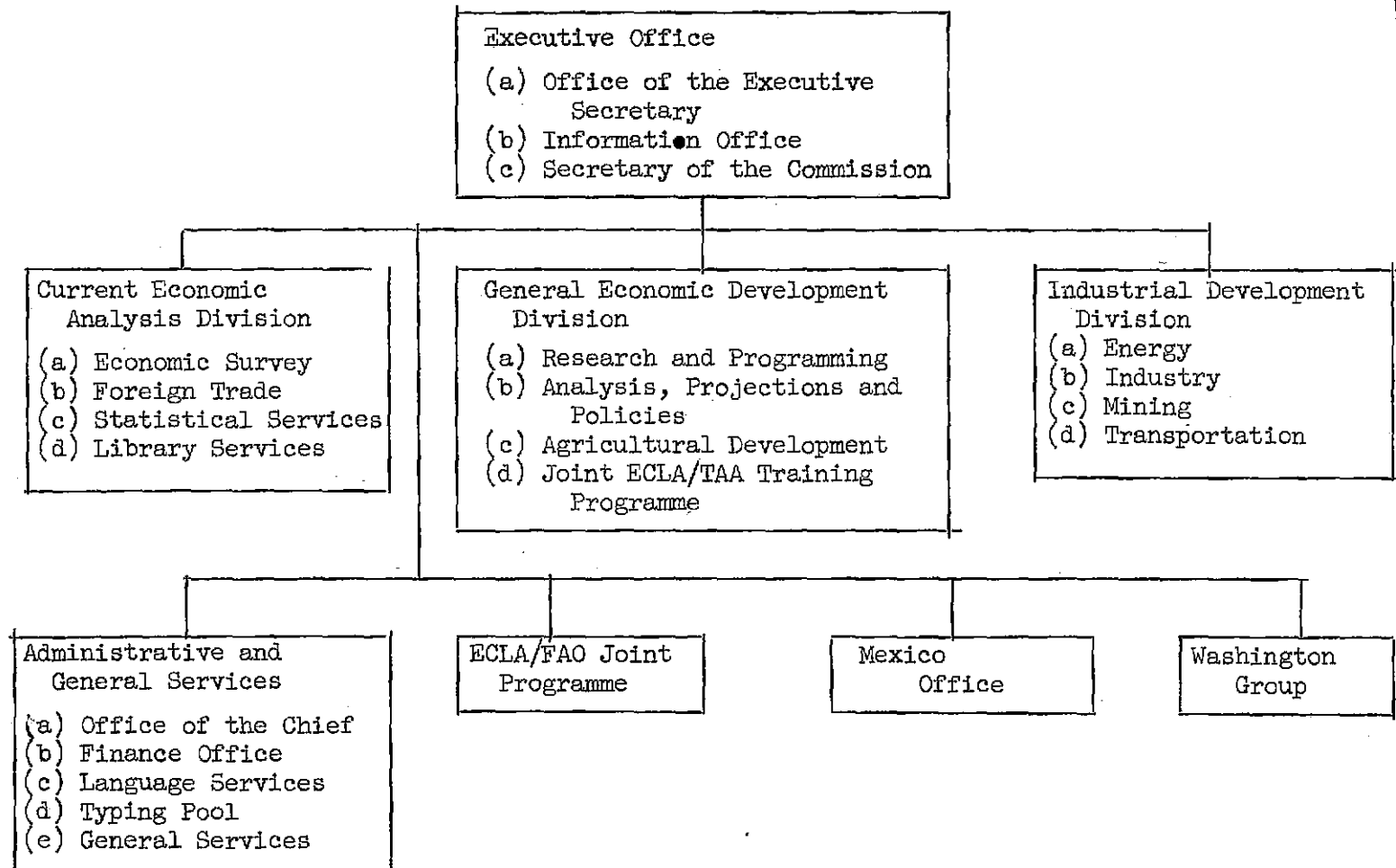
## PROPOSED ORGANIZATION OF THE SECRETARIAT OF THE ECONOMIC COMMISSION FOR ASIA AND THE FAR EAST



ANNEX IV

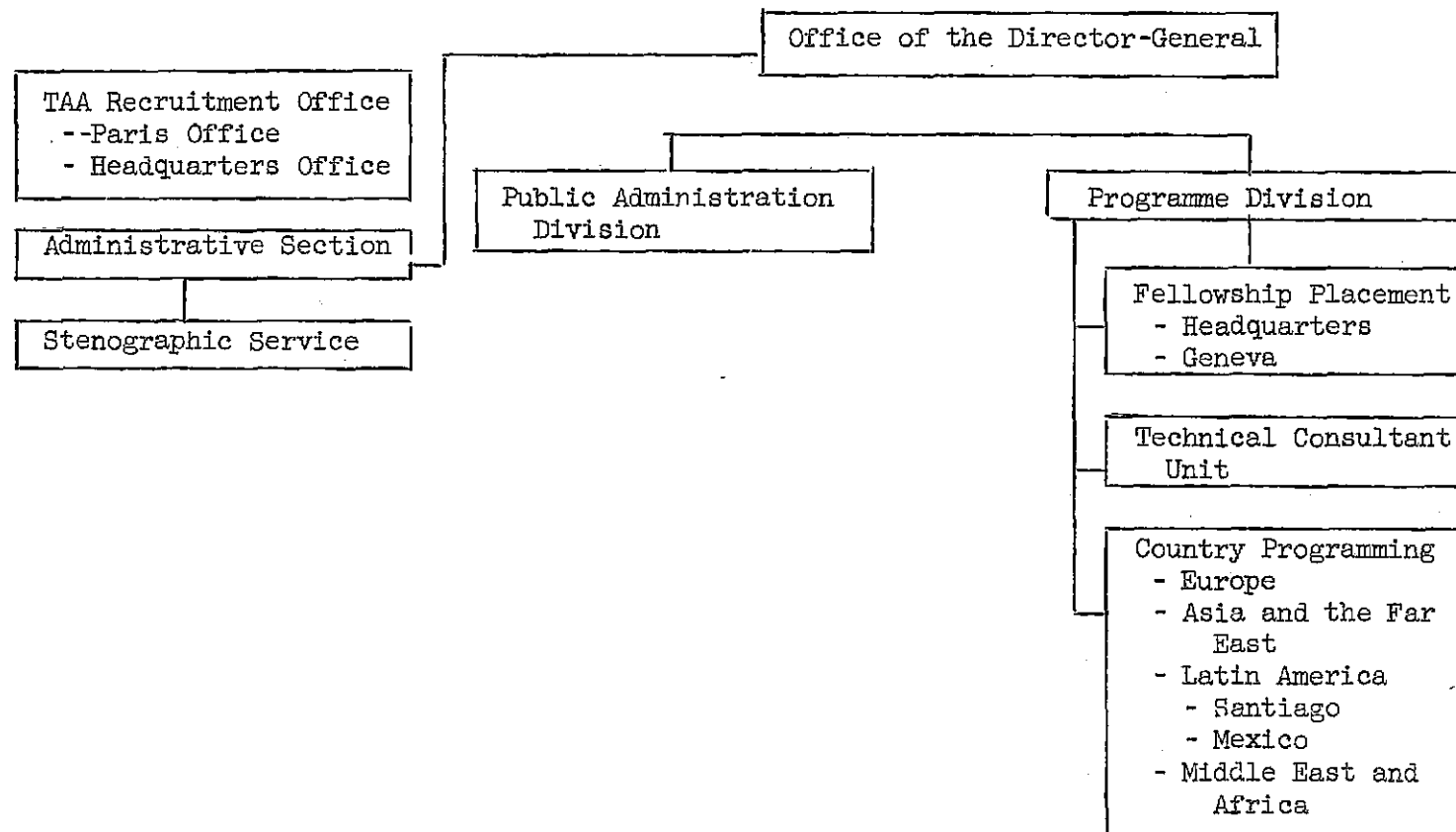
PROPOSED ORGANIZATION OF THE SECRETARIAT OF  
THE ECONOMIC COMMISSION FOR LATIN AMERICA

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ANNEX V

PROPOSED ORGANIZATION OF THE  
TECHNICAL ASSISTANCE ADMINISTRATION



## ANNEX VI

### REVISED BUDGET ESTIMATES FOR THE FINANCIAL YEAR 1956

The following statement shows the financial implications of the changes proposed in the foregoing report and the revisions that will be necessary in the 1956 estimates to give effect to these proposals. These implications are set out in a summary table at the end of the present statement; in the case of revisions of the 1956 estimates, an adjustment of 15 per cent has been made in the calculation of particular estimates to provide for delay in completing the proposed staff actions.

A number of the proposals would involve the transfer of staff from Headquarters to other offices. The 1956 estimate of corresponding budget sections has not been adjusted to take account of such transfers, it being understood that necessary transfers of credit between budget sections would be authorized should the staffing proposals envisaged be approved.



## SECTION 8. DEPARTMENT OF ECONOMIC AND SOCIAL AFFAIRS

### CHAPTER I - SALARIES AND WAGES

#### (i) Established posts

The following proposed staff changes would allow a decrease of \$59,000 in the estimates and a further reduction by subsequent transfer action to other sections of the budget.

#### (a) Office of the Under-Secretary

The reclassification of the post of Chief of the Regional Commissions Section from Senior to Principal Officer level is proposed. The strengthening of this section by the addition of a post of Second Officer will be made by transfer within the Department.

#### (b) Transport and Communications Division

The transfer to ECLA of a post of Senior Officer, currently on loan, is proposed. In addition, a reduction of the establishment by two Senior Officers, one First Officer and one Second Officer posts, with consequential savings on General Service posts, is also proposed. The annual reduction for the above purposes is estimated at \$60,000.

#### (c) Bureau of Social Affairs

To facilitate the undertaking of a number of social activities in particular regions, it is proposed to establish sections in the Far East, in Latin America, and in the Middle East.

The table below sets out the details of the target establishments of Professional posts proposed for the three sections and provides information on the proposed staffing arrangements.

<u>Function</u>	<u>Far East</u>	<u>Latin America</u>	<u>Middle East</u>
Chief of Section (Social Policy and Organization)	Senior Officer <sup>(e)</sup>	Senior Officer <sup>(a)</sup>	Senior Officer <sup>(c)</sup>
Community Development and Training	First Officer <sup>(a)</sup>	-	First Officer <sup>(a)</sup>
Social Defence	First Officer <sup>(a)</sup>	-	-
Demographer and Social Statistics	First Officer <sup>(d)</sup>	First Officer <sup>(d)</sup>	Second Officer <sup>(e)</sup>
Family and Child Welfare	First Officer <sup>(c)</sup>	First Officer <sup>(c)</sup>	Second Officer <sup>(e)</sup>
Town and Country Planning	Second Officer <sup>(a)</sup>	-	-
Social Aspects of Economic Development	-	First Officer <sup>(c)</sup> Second Officer <sup>(b)</sup>	-
Statistical and General	-	-	Assistant Officer <sup>(a)</sup>

The six posts indicated by (a) would be found by transfer from Headquarters. The post marked (b) already exists in the ECLA budget (section 22). The four posts noted (c) also exist already, their costs being borne on the funds voted under section 28 of the budget. The two posts noted (d) for demographic work are proposed as new posts in the secretariats of the respective commissions. The remaining three posts noted (e) would be provided from funds voted under section 28, unless they could be found by transfer from Headquarters.

The estimates for this section would be adjusted to allow for the proposed transfer to the regional centres of six Professional posts from the Bureau of Social Affairs (one Senior Officer, three First Officers, one Second Officer and one Assistant Officer posts), as well as for a reduction in supporting General Service posts. The estimates for section 21 (Secretariat of ECAFE) and section 22 (Secretariat of ECLA) would provide for the transfers of posts in accordance with the above proposals, and an appropriate budget provision is made in a new chapter III for this section to provide for the establishment of a section in the Middle East.

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### CHAPTER III - SOCIAL ACTIVITIES SECTION IN THE MIDDLE EAST

(i) Established posts

Provision would be made by transfer of credits from section 8 or by direct charge to section 28 of the budget.

(ii) Common staff costs

Provision is made for recruitment and installation costs, pension contributions and other common staff costs, in an amount of \$8,000.

(iii) Common services and equipment

Provision is made for the equipment needed for a new office and to meet expenses incurred for supplies and services, in an amount of \$8,000.

#### SECTION 14. TRAVEL OF STAFF

An increase of \$20,000 in the estimates for this chapter is proposed.

(i) Travel on appointment, transfer and repatriation

To provide for the travel costs of staff members who will be transferred from Headquarters to other duty stations, and for their dependents, an increase of \$10,000 is proposed.

(iii) Travel on official business

To provide for more frequent contacts at the working level between Headquarters and the regional economic commissions, an increase of \$10,000 is proposed.

#### SECTION 15. COMMON STAFF COSTS

A net reduction of \$9,500 in the estimates for this section is proposed.

The staff changes proposed in Headquarters departments will necessitate a slight adjustment in the amounts required for most of the items included in the section. While savings will be made on some items, e.g., contributions to the Joint Staff Pension Fund, additional expenses are anticipated for separation payments and removal costs. To the extent that transfer of posts to other offices is made during 1956, the additional requirement for common staff costs which would be charged to the appropriate budget section for those offices, would be met by transfers from this section.

## SECTION 18. EUROPEAN OFFICE OF THE UNITED NATIONS

### CHAPTER I - GENERAL SERVICES

#### (i) Established posts

The following proposed changes in the establishment would necessitate an increase of \$30,000 in the estimates.

##### (a) Office of the Director

A post of Senior Officer and a General Service post in the Liaison Unit would be suppressed.

A General Service post would be downgraded from level 6 to level 5.

##### (b) Conference and General Services

A post of First Officer would be added for a staff assistant to the Deputy Director. A post of Second Officer would be added for the Chief of the new Engineering Section.

Six posts of proofreader would be upgraded from Assistant to Associate Officer level. The post of Chief, Building Management Section, would be upgraded from Associate to Second Officer level. Two general service posts in the Purchase, Supply and Transport Division would be replaced by Professional posts at the Assistant and Associate Officer level, respectively.

Two Second Officer posts, for Russian translation purposes, would be transferred from Headquarters.

##### (c) Administration and Financial Services

A post of Associate Officer would be added to the Personnel Division, a post of Second Officer and a General Service post would be added to the Finance Division.

The panel of part-time doctors would be replaced by a full-time Medical Officer.

#### (iii) Temporary assistance

The above proposed staff changes permit a slight reduction in this estimate of \$2,000.

## CHAPTER II - INFORMATION CENTRE

No change is proposed in the level of this estimate. While a transfer of credits to section 18 from section 10 (Department of Public Information) or from section 20 (Information Centres) is envisaged, in a sum of approximately \$10,000, the existing form of the draft appropriation resolution, if approved, would permit the Secretary-General to make the necessary transfer.

## CHAPTER III - JOINT SECRETARIAT OF THE PERMANENT CENTRAL OPIUM BOARD AND DRUG SUPERVISORY BODY

### (i) Established posts

The estimate would be increased by \$11,300 to provide for the recommended establishment of the post of Deputy Secretary, at Senior Officer level.

## CHAPTER IV - SECRETARIAT OF THE ECONOMIC COMMISSION FOR EUROPE

### (i) Established posts

The estimate would be reduced by \$31,100 in respect of the following proposed changes in the establishment of ECE:

- (a) In the Research and Planning Division a post of Second Officer would be suppressed.
- (b) In the Industry Division, a post of Principal or Senior Officer would be suppressed, together with three General Service posts.
- (c) The post of Chief, Transport Division, would be reclassified from Director to Principal Officer level.

## CHAPTER VI - COMMON STAFF COSTS

Consequent upon the staff changes proposed in chapters I to IV, the estimates for most of the items comprising chapter VI would require adjustment, but no revision of the amount of the total estimate is proposed.

## CHAPTER VIII - PERMANENT EQUIPMENT

Pending a more detailed study leading to specific proposals for extending the technical facilities of the European Office, an increase of \$50,000 is proposed for this purpose in 1956.

SECTION 21. SECRETARIAT OF THE ECONOMIC COMMISSION  
FOR ASIA AND THE FAR EAST

CHAPTER I - SALARIES AND WAGES

(i) Established posts

The revised estimates provide for nine new Professional posts, twenty-one General Service posts, and for the reclassification of ten posts to permit a more concentrated supervision and better co-ordination of work programmes.

The details of the proposed staff changes are shown in the following table.

	<u>New posts</u>		<u>Reclassified posts</u>
	<u>Professional</u>	<u>General Service</u>	
<u>Office of the Executive Secretary</u>	1 First Officer - English Editor <sup>1/</sup> 1 Associate Officer - Information Officer	1 at level 6 - Secretary <sup>2/</sup> 1 at level 4 <sup>2/</sup> Clerk	
<u>Research and Planning Division</u>	1 Senior Officer - Economic Development Section  1 Associate Officer - Survey Section		1 General Service post at level 9, to Associate Officer level (Survey Unit)  2 posts of Statistical Clerk  2 posts of Computer
<u>Industry and Trade Division</u>	1 Senior Officer - Chief International Trade Section  1 Second Officer - Electric Power Unit  1 Assistant Officer - Industry and Training Section	1 at level 9 - Cottage and Small Scale Industries Unit	Post of Chief of Division from Senior to Principal Officer level  3 posts from Associate to Second Officer level
<u>Transport Division</u>		1 at level 9 - Office of Chief of Division  1 at level 9 - Railway Section	Post of Chief, Railway Section, from Second to First Officer level
<u>Flood Control and Water Resources Development</u>	1 Associate Officer - Water Resources Development Section		
<u>Administrative Conference and General Services</u>	1 Associate Officer - Office of Chief of Division	6 Secretarial and Clerical  10 at level 2 <sup>2/</sup> Drivers, Messengers, etc.	

<sup>1/</sup> Post to be transferred from Headquarters or Information Centre.

<sup>2/</sup> Existing temporary posts.

The estimated annual cost in respect of the above noted changes is \$99,500. For changes in the professional establishment, allowing for a differential of 20 per cent on 75 per cent of salaries, the cost is estimated at \$76,500. For changes in the general service establishment, based on the local salary scale, the cost is estimated at the equivalent of \$23,000. The provision made in this item for some of the General Service posts would be partially offset by a reduction under item (iii) of the chapter, Temporary assistance.

Consequent upon the proposals regarding regional social activities, which are set out above under the revised estimates for section 8 (Department of Economic and Social Affairs), provision is also made for an increase of \$10,000 to establish a post of Demographer at First Officer level. Implementation of the proposals would be financed by appropriate transfers of credits from other budget sections.

(iii) Temporary assistance

The proposed staff changes in 1956 permit a reduction of \$5,000 in this estimate.

CHAPTER II - COMMON STAFF COSTS

Consequent upon the proposed staff changes and to provide for recruitment costs of new staff not transferred from Headquarters, the original estimate for most of the items in chapter II will need to be increased. A total amount of \$33,000 is proposed, which would be spread over particular items as required.

SECTION 22. SECRETARIAT OF THE ECONOMIC COMMISSION FOR LATIN AMERICA

CHAPTER I - SALARIES AND WAGES

(i) Established posts

The revised estimates provide for a net addition of eleven Professional and six General Service posts, and for reclassification of twelve existing posts in consequence of the new consolidated divisions.



Details of the proposed staff changes are shown in the following table.

	<u>New posts</u>		<u>Reclassified Posts</u>
	<u>Professional</u>	<u>General Service</u>	
<u>Executive Office</u>	Delete 1 post of First Officer		Post of Secretary of Commission from First to Senior Officer level.
	1 Associate Officer <sup>1/</sup> Information Officer		
<u>Current Economic Analysis Division</u>	1 Senior Officer 1 Assistant Officer - Statistician 1 Associate Officer - Trade analysis work		Post of Chief of Division from Senior to Principal Officer level.  4 general service posts to Assistant Officer level. (Statistical and research assistants and Librarian)
<u>General Economic Development Division</u>	1 Associate Officer - Agricultural Development work		Post of Chief of Division from Senior to Principal Officer level.  Post of Deputy Chief from First to Senior Officer level.
<u>Industrial Development Division</u>	1 Senior Officer <sup>1/</sup> - Transportation work 1 Senior Officer - Chief of Unit, Energy Programme 1 First Officer - Electric Power work 1 Associate Officer - Iron and Steel Work		Post of Chief of Division from Senior to Principal Officer level.
<u>Mexico Office</u>	1 Senior Officer - Economic Development and Programming  1 First Officer - Industrial location programme	1 at level 8 1 at level 3 Statistical clerks	
<u>Administrative and General Services</u>	1 First Officer - Editor	4 at level 5 Secretaries	3 posts from level 6 to level 7. (Post supervisor Chief of reproduction and accounting clerk)

<sup>1/</sup> Posts to be transferred from Headquarters.

The estimated annual cost in respect of the above changes is \$100,000. For changes in the professional establishment, allowing for a differential of 10 per cent on 75 per cent of salaries, the cost is estimated at \$86,600. For changes in the general service establishment on the basis of the local salary scale, the cost is estimated at the equivalent of \$13,400.

Consequent upon the proposals regarding regional social activities which are set out above under the revised estimates for section 8 (Department of Economic and Social Affairs), provision is also made for an increase of \$9,000 to establish a post of Demographer at the First Officer level. Implementation of the proposals would be financed by appropriate transfers of credits from other budget sections.

#### CHAPTER II - COMMON STAFF COSTS

Consequent upon the proposed staff changes, and to provide for recruitment costs of new staff not transferred from Headquarters, the original estimates for most of the items in chapter II will need to be increased. A total increase of \$26,600 is proposed, which would be spread over particular items as required.

SUMMARY OF ESTIMATES REVISIONS

		Estimated annual amount		Proposed revision, in 1956 estimate <sup>1/</sup>	
		Increase	Decrease	Net	
		\$	\$	Increase	Decrease
				\$	\$
Section 8.*	Department of Economic and Social Affairs		43,000		36,500
14.	Travel of staff	20,000		20,000	
15.*	Common staff costs		9,500		9,500
18.*	European Office of the United Nations (other than chapter IV)	89,300		83,100	
	Chapter IV - Secretariat of the ECE		31,100		26,400
21.*	Secretariat of ECAFE	137,500		116,500	
22.*	Secretariat of ECLA	135,600		115,000	
10.*	Department of Public Information				
20.*	Information Centres				
11.*	Department of Conference Services				
		<u>382,400</u>	<u>83,600</u>	<u>334,600</u>	<u>72,400</u>
Net increase:		<u>298,800</u>		<u>262,200</u>	

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<sup>1/</sup> With allowance made for an adjustment of 15 per cent approximately in costs of salaries and wages.

\* Transfer action during 1956 would further affect these section totals.