

**ADDENDUM
TO THE
MEDIUM-TERM PLAN
FOR THE
PERIOD 1984-1989**

GENERAL ASSEMBLY
OFFICIAL RECORDS: THIRTY-SEVENTH SESSION
SUPPLEMENT No. 6B (A/37/6/Add.2)



UNITED NATIONS

**ADDENDUM
TO THE
MEDIUM-TERM PLAN
FOR THE
PERIOD 1984-1989**

GENERAL ASSEMBLY

OFFICIAL RECORDS: THIRTY-SEVENTH SESSION

SUPPLEMENT No. 6B (A/37/6/Add.2)



UNITED NATIONS

New York, 1986

NOTE

Symbols of United Nations documents are composed of capital letters combined with figures. Mention of such a symbol indicates a reference to a United Nations document.

ADDENDUM TO THE MEDIUM-TERM PLAN FOR THE PERIOD 1984-1989

1. In section II of its resolution 37/234 of 21 December 1982, the General Assembly adopted the Regulations Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation (resolution 37/234, annex). Regulations 3.5 and 4.5 state, respectively:

"The plan shall cover all activities, substantive and servicing, including those to be financed partially or fully from extrabudgetary resources";

"All activities for which resources are requested in the proposed programme budget shall be programmed".

2. In compliance with the request of the General Assembly in paragraph 3 of section II of resolution 37/234, the draft set of rules in implementation of the Regulations were submitted to the Committee for Programme and Co-ordination (CPC) at its twenty-third session and to the Assembly at its thirty-eighth session. After reviewing them, the Assembly, in resolution 38/227 A, section II, paragraph 6, of 20 December 1983, urged the Secretary-General to issue those rules as soon as possible, taking fully into account the recommendations of CPC at its twenty-third session. ^{1/} The Regulations and rules in question have been issued in the Secretary-General's bulletin ST/SGB/204 dated 14 June 1984.

3. The review of the medium-term plan proposals is set out in rule 103.5 of the rules referred to in the preceding paragraph. No changes were recommended by CPC in that rule, which states:

"Medium-term plan proposals:

"(a) For substantive services shall be submitted to the General Assembly through the Committee for Programme and Co-ordination and through the Advisory Committee on Administrative and Budgetary Questions;

"(b) For common services shall be submitted to the General Assembly through the Advisory Committee on Administrative and Budgetary Questions;

"(c) For conference services shall be submitted to the General Assembly through the Committee on Conferences and the Advisory Committee on Administrative and Budgetary Questions."

4. The following text includes chapters 26 to 30 of the medium-term plan for the period 1984-1989, as submitted by the Secretary-General to the General Assembly at its thirty-ninth session.

5. These new chapters are attached as annexes to the present report. Annex I contains chapters 26 to 29 of the medium-term plan, covering financial services, personnel management services, general services and other management and technical support services, which were previously issued as A/37/6/Add.2 (Part II) and Corr.1 and 2. Annex II contains chapter 30 of the medium-term plan, which covers conference and library services and was previously issued as A/37/6/Add.2 (Part I).

Notes

^{1/} Official Records of the General Assembly, Thirty-eighth Session, Supplement No. 38 (A/38/38), part one, paras. 151-170.

ANNEX I

PROPOSED MEDIUM-TERM PLAN FOR THE PERIOD 1984-1989

CHAPTERS 26 to 29

CONTENTS

| <u>Chapter</u> | <u>Paragraphs</u> | <u>Page</u> |
|--|-------------------|-------------|
| 26. FINANCIAL SERVICES | 26.1 - 26.96 | 7 |
| I. GENERAL ORIENTATION OF THE MAJOR PROGRAMME | 26.1 - 26.8 | 7 |
| II. PROGRAMMES | 26.9 - 26.96 | 8 |
| <u>Programme 1.</u> Financial management and control | 26.9 - 26.14 | 8 |
| Subprogramme | 26.9 - 26.14 | 8 |
| Financial management and control systems . | 26.9 - 26.14 | 8 |
| <u>Programme 2.</u> Financial services relating to peace-keeping matters | 26.15 - 26.20 | 9 |
| Subprogramme | 26.15 - 26.20 | 9 |
| Financial services relating to peace- keeping matters | 26.15 - 26.20 | 9 |
| <u>Programme 3.</u> Investment management of the United Nations Joint Staff Pension Fund | 26.21 - 26.26 | 10 |
| Subprogramme | 26.21 - 26.26 | 10 |
| Investment management of the United Nations Joint Staff Pension Fund | 26.21 - 26.26 | 10 |
| <u>Programme 4.</u> Programme planning, budgeting and monitoring | 26.27 - 26.44 | 12 |
| Subprogrammes | 26.27 - 26.44 | 12 |
| 1. Budget preparation and administration | 26.27 - 26.33 | 12 |
| 2. Programme planning and monitoring | 26.34 - 26.38 | 13 |
| 3. Data analysis and systems control | 26.39 - 26.44 | 14 |

CONTENTS (continued)

| <u>Chapter</u> | <u>Paragraphs</u> | <u>Page</u> |
|---|-------------------|-------------|
| <u>Programme 5. Policy co-ordination</u> | 26.45 - 26.59 | 15 |
| Subprogrammes | 26.45 - 26.59 | 15 |
| 1. Salaries, allowances and other entitlements | 26.45 - 26.53 | 15 |
| 2. Insurance and claims | 26.54 - 26.59 | 16 |
| <u>Programme 6. Financial accounting and reporting activities</u> | 26.60 - 26.76 | 18 |
| Subprogrammes | 26.60 - 26.76 | 18 |
| 1. Financial accounts | 26.60 - 26.66 | 18 |
| 2. Payments and disbursements | 26.67 - 26.71 | 19 |
| 3. Data-processing support services | 26.72 - 26.76 | 20 |
| <u>Programme 7. Assessment of contributions and treasury services</u> | 26.77 - 26.96 | 20 |
| Subprogrammes | 26.77 - 26.96 | 20 |
| 1. Contributions services | 26.77 - 26.83 | 20 |
| 2. Administration of treasury affairs | 26.84 - 26.89 | 22 |
| 3. Cash management | 26.90 - 26.96 | 22 |
| 27. PERSONNEL MANAGEMENT SERVICES | 27.1 - 27.95 | 24 |
| I. GENERAL ORIENTATION OF THE MAJOR PROGRAMME | 27.1 - 27.9 | 24 |
| II. PROGRAMMES | 27.10 - 27.95 | 25 |
| <u>Programme 1. Personnel policy co-ordination</u> | 27.10 - 27.26 | 25 |
| Subprogrammes | 27.10 - 27.26 | 25 |
| 1. Programme development, reporting and information systems | 27.10 - 27.15 | 25 |
| 2. Interpretation and elaboration of Staff Regulations and Rules | 27.16 - 27.20 | 27 |
| 3. Job classification | 27.21 - 27.26 | 28 |

CONTENTS (continued)

| <u>Chapter</u> | <u>Paragraphs</u> | <u>Page</u> |
|--|-------------------|-------------|
| <u>Programme 2. Recruitment</u> | 27.27 - 27.44 | 29 |
| Subprogrammes | 27.27 - 27.44 | 29 |
| 1. Recruitment planning | 27.27 - 27.34 | 29 |
| 2. Recruitment | 27.35 - 27.44 | 31 |
| <u>Programme 3. Staff management and welfare</u> | 27.45 - 27.73 | 32 |
| Subprogrammes | 27.45 - 27.73 | 32 |
| 1. Administration and implementation of rules and regulations | 27.45 - 27.52 | 32 |
| 2. Staff/management relations | 27.53 - 27.56 | 34 |
| 3. Medical services | 27.57 - 27.65 | 34 |
| 4. Staff counselling and staff welfare activities | 27.66 - 27.69 | 36 |
| 5. Maintenance of personnel records | 27.70 - 27.73 | 36 |
| <u>Programme 4. Career development</u> | 27.74 - 27.90 | 37 |
| Subprogrammes | 27.74 - 27.90 | 37 |
| 1. Career planning, counselling and placement | 27.74 - 27.79 | 37 |
| 2. Training | 27.80 - 27.85 | 38 |
| 3. Examinations | 27.86 - 27.90 | 39 |
| <u>Programme 5. Reviews and appeals</u> | 27.91 - 27.95 | 40 |
| Subprogramme | 27.91 - 27.95 | 40 |
| Administrative reviews of appeals and grievance | 27.91 - 27.95 | 40 |
| 28. GENERAL SERVICES | 28.1 - 28.98 | 42 |
| I. GENERAL ORIENTATION OF THE MAJOR PROGRAMME | 28.1 - 28.6 | 42 |
| II. PROGRAMMES | 28.7 - 28.98 | 43 |
| <u>Programme 1. Security and safety</u> | 28.7 - 28.16 | 43 |
| Subprogramme | 28.7 - 28.16 | 43 |
| Security and safety | 28.7 - 28.16 | 43 |

CONTENTS (continued)

| <u>Chapter</u> | <u>Paragraphs</u> | <u>Page</u> |
|---|-------------------|-------------|
| <u>Programme 2. Commercial services</u> | 28.17 - 28.62 | 45 |
| Subprogrammes | 28.17 - 28.62 | 45 |
| 1. Procurement and transportation | 28.17 - 28.27 | 45 |
| 2. Philatelic sales | 28.28 - 28.47 | 47 |
| 3. Income-generating commercial facilities .. | 28.48 - 28.62 | 50 |
| <u>Programme 3. Technical support services</u> | 28.63 - 28.98 | 52 |
| Subprogrammes | 28.63 - 28.98 | 52 |
| 1. Building operation and maintenance | 28.63 - 28.77 | 52 |
| 2. Communications | 28.78 - 28.85 | 54 |
| 3. Records management | 28.86 - 28.98 | 56 |
| 29. OTHER MANAGEMENT AND TECHNICAL SUPPORT SERVICES | 29.1 - 29.51 | 60 |
| I. GENERAL ORIENTATION OF THE MAJOR PROGRAMME | 29.1 - 29.5 | 60 |
| II. PROGRAMMES | 29.6 - 29.51 | 60 |
| <u>Programme 1. Administrative management service</u> ... | 29.6 - 29.13 | 60 |
| Subprogramme | 29.6 - 29.13 | 60 |
| Administrative management service | 29.6 - 29.13 | 60 |
| <u>Programme 2. Internal audit services</u> | 29.14 - 29.19 | 62 |
| Subprogramme | 29.14 - 29.19 | 62 |
| Internal audit services | 29.14 - 29.19 | 62 |
| <u>Programme 3. Introduction of technological innovations</u> | 29.20 - 29.27 | 64 |
| Subprogramme | 29.20 - 29.27 | 64 |
| Introduction of technological innovations | 29.20 - 29.27 | 64 |

CONTENTS (continued)

| <u>Chapter</u> | <u>Paragraphs</u> | <u>Page</u> |
|---|-------------------|-------------|
| <u>Programme 4.</u> Electronic data-processing and information systems services | 29.28 - 29.51 | 65 |
| Subprogrammes | 29.28 - 29.51 | 65 |
| 1. Policy co-ordination and implementation .. | 29.28 - 29.34 | 65 |
| 2. Technical advisory and information systems support services | 29.35 - 29.40 | 66 |
| 3. Computer hardware, software and related facilities | 29.41 - 29.47 | 67 |
| 4. Participation in United Nations system computer and information systems activities | 29.48 - 29.51 | 68 |

CHAPTER 26. FINANCIAL SERVICES

I. GENERAL ORIENTATION OF THE MAJOR PROGRAMME

26.1 Financial management functions are carried out in a decentralized organizational setting, with the main centres of programme activities located away from the Headquarters delegated authority to provide the required financial services. The Office of Financial Services has the dual responsibility to provide, on the one hand, overall direction and management of financial services for the Organization as a whole and to furnish, on the other hand, full financial services to the organizational units located at Headquarters.

26.2 To improve the effectiveness of the programme budgeting process, including programme planning, monitoring and evaluation, the Secretary-General established the Programme Planning and Budgeting Board and the Central Monitoring Unit. The regulations and rules issued pursuant to General Assembly resolutions 37/234 and 38/227 A introduce the Secretary-General's instruments of integrated management, including the preparation of the medium-term plan and reports on programme performance and evaluation.

26.3 The heads of the Office of Financial Services (Department of Administration and Management) and the Office for Programme Planning and Co-ordination (Department of International Economic and Social Affairs), the offices which have the primary responsibilities for the functions mentioned above, are members of the Programme Planning and Budgeting Board and are also represented in the Central Monitoring Unit. The Office of Financial Services has the overall responsibility for the preparation of the budget and the responsibility for the medium-term plans, programme aspects of the budget and performance monitoring for activities in the political, legal, humanitarian, public information and common services areas. The Office for Programme Planning and Co-ordination plays a lead role in the preparation of the medium-term plan and has responsibility for the medium-term plans, programme aspects of the budget and performance monitoring in the economic and social sectors. The description of strategy and objectives addressed in the relevant programmes of the Office of Financial Services refer to the exercise of its responsibilities in the designated areas.

26.4 Following approval of the biennial programme budget, the Office administers and co-ordinates, as appropriate, the use of all resources made available to the Organization and ensures their effective and economical utilization, directly or through delegation of authority to other offices of the United Nations.

26.5 The Office is responsible for the receipt, safe custody of and disbursement of all resources for which the Secretary-General is the custodian. In this regard, the Office furnishes secretariat services to the Committee on Contributions.

26.6 The Office also maintains the accounts for and reports to the appropriate authorities on the use made of United Nations resources. All accounts of the Organization are audited by the Board of Auditors, which is appointed by the General Assembly.

26.7 The Office is also responsible for the investments of the United Nations Joint Staff Pension Fund to ensure that the capital of the Fund is preserved and enhanced.

26.8 During the medium-term plan period 1984-1989, particular attention will be given to the following:

- (a) Further development and improvement of the programme planning and budgeting process;
- (b) Further improvements in financial management processing and information systems through the application of electronic data processing techniques;
- (c) Continued development of policies and practices with respect to salaries and allowances to take account of changing requirements and situations;
- (d) Further study and revision, as necessary, of the financial policies practices and responsibilities with regard to revenue-producing activities;
- (e) More timely availability of financial data through improved telecommunications links among United Nations offices;
- (f) The continued search for a solution to the financial emergency of the United Nations and, in the short term, ways and means to cope with its effects.

II. PROGRAMMES

PROGRAMME 1. FINANCIAL MANAGEMENT AND CONTROL

SUBPROGRAMME. FINANCIAL MANAGEMENT AND CONTROL SYSTEMS

(a) Legislative authority

26.9 The legislative authority for this subprogramme is General Assembly resolutions 3049 (XXVII), 33/10 and 36/116 B.

(b) Objectives

26.10 The objectives of this subprogramme are to review, analyse and evaluate existing financial policies and systems, to assist in the development of new policies and systems as required to manage and control the financial activities of the Organization and to co-ordinate the development and installation of all systems of financial management and control, including such areas as budgeting, accounting, cash management, internal control and financial information systems at Headquarters and offices away from Headquarters.

(c) Problem addressed

26.11 The highly decentralized context and the changing conditions under which the financial affairs of the Organization are conducted necessitate an ongoing review, analysis and evaluation of the effectiveness of the financial control systems and the financial policies underlying those systems. Revisions to financial policy and regulations as approved by the relevant legislative bodies and the corresponding changes in the financial control systems and procedures need to be communicated effectively and clearly to the units of the Organization. In the case of the management and control of extrabudgetary funds, further efforts are required to improve fund management, programme support, audit requirements and donor reporting.

The financial emergency of the United Nations remains a constant preoccupation which requires the development of further measures to track and forecast the cash position of the Organization. The availability of financial information on a timely basis for the Organization as a whole is inadequate to meet the needs of management. Systems of internal control of the assets of the Organization have not kept up with its growth and expansion.

(d) Strategy

(i) Situation as at the end of 1983

26.12 As the plan period began, the various instruments of integrated financial management and control were in place. All programme activities under the regular budget were subjected to medium-term planning and biennial budgeting and to regular monitoring under new regulations adopted by the General Assembly (ST/SGB/204). In respect of extrabudgetary funds, administrative instructions or revised policies and procedures for establishing, administering and controlling trust funds issued in 1982 (ST/SGB/188) were instituted.

(ii) For the plan period 1984-1989

26.13 New and revised financial policies and procedures will be reviewed and analysed with a view to facilitating the integration of the budgeting and accounting systems in order to achieve more cost-efficient processing and to improve financial reporting capabilities.

26.14 Systems of internal control will be strengthened as required to safeguard the assets of the Organization. Further measures will be developed to improve the management of extrabudgetary funds, programme support, audit requirements and donor reporting.

PROGRAMME 2. FINANCIAL SERVICES RELATING TO PEACE-KEEPING MATTERS

SUBPROGRAMME. FINANCIAL SERVICES RELATING TO PEACE-KEEPING MATTERS

(a) Legislative authority

26.15 The legislative authority for this subprogramme is General Assembly resolutions 38/35 A and 38/38 A and Security Council resolutions 538 (1983) and 543 (1983).

(b) Objective

26.16 The objectives of this subprogramme are to ensure that resources are made available for the effective implementation of the decisions taken by the Security Council and the General Assembly in connection with the restoration and maintenance of international peace and security.

(c) Problem addressed

26.17 There is a need for the timely provision of adequate financial resources for the peace-keeping operations in order that they may carry out their assigned functions and responsibilities with maximum efficiency and economy.

(d) Strategy

(i) Situation as at the end of 1983

25.18 Financial services were provided in respect of the United Nations Interim Force in Lebanon (UNIFIL), the United Nations Disengagement Observer Force (UNDOF) and the United Nations Peace-keeping Force in Cyprus (UNFICYP) pursuant to the decisions of the Security Council and the General Assembly which renewed the mandates of those operations.

(ii) For the plan period 1984-1989

26.19 To reduce manual efforts and to streamline work flow, it is planned to mechanize procedures, entailing word-processor and computer applications in compiling and maintaining records in respect of troop strength, payments and obligations to troop-contributing Governments for troop costs, logistics support and other reimbursable expenses, as well as other financial data.

(e) Continuous activities

26.20 The following activities will continue to be undertaken as long as they are required and mandated:

(a) Preparation and submission to the General Assembly of the Secretary-General's proposed budget estimates for the financing of UNDOF and UNIFIL for varying mandate periods as established by the Security Council;

(b) Preparation of the financial sections of the Secretary-General's reports to the Security Council in connection with mandate extensions for UNIFIL, UNDOF and UNFICYP;

(c) Issue of allotment authorizations and staffing tables, monitoring of expenditures thereunder and issue of revised allotments as needed;

(d) Determination of amounts due to troop-contributing Governments based on troop strength and equipment inventories reported by UNDOF, UNIFIL and UNFICYP and approved reimbursement formulas, and initiation of payments to Governments in accordance with such calculations;

(e) Control of disbursements in light of the deficit situation of the related accounts;

(f) Maintenance of liaison with troop-contributing Governments in respect of financial matters concerning the Forces.

PROGRAMME 3. INVESTMENT MANAGEMENT OF THE UNITED NATIONS
JOINT STAFF PENSION FUND

SUBPROGRAMME. INVESTMENT MANAGEMENT OF THE UNITED NATIONS JOINT STAFF PENSION FUND

(a) Legislative authority

26.21 The legislative authority for this subprogramme is General Assembly resolutions 82 (I) and 2885 (XXVI) and the Regulations of the United Nations Joint Staff Pension Fund, as adopted by the General Assembly (JSPB/G.4/Rev.12).

(b) Objectives

26.22 The objective of this subprogramme is to ensure that the capital of the United Nations Joint Staff Pension Fund is preserved and enhanced through the application of sound investment management standards.

(c) Problem addressed

26.23 Investment decisions have to be made in a context of rapidly changing economic and financial markets conditions and, therefore, there is a constant need to ensure that timely and accurate information is available as a basis for investment decisions.

(d) Strategy

(i) Situation as at the end of 1983

26.24 Measures had been initiated to improve and streamline the investment management operations.

(ii) For the plan period 1984-1989

26.25 Efforts will be directed towards the use of the latest facilities available, including access to outside sources of information which will be obtained through computer links. The development of links with the custodian of the Fund's assets and with outside sources of investment data will be pursued, which would permit more rapid and efficient analysis.

(e) Continuous functions

26.26 The following continuous functions will be performed:

- (a) Formulation and implementation of investment policy, and strategy for the investment of the assets of the Fund, in consultation with the Investments Committee;
- (b) Approval of transactions relating to the purchase and sale of securities;
- (c) Efficient administration of the investments with a view to ensuring that income is collected in a timely manner and that the accounts are properly maintained;
- (d) Servicing the Investments Committee;
- (e) Reporting on the investments of the Fund and related matters to the United Nations Joint Staff Pension Board, the Administrative Committee on Administrative and Budgetary Questions (ACABQ) and the Fifth Committee.

PROGRAMME 4. PROGRAMME PLANNING, BUDGETING AND MONITORING

Subprogrammes

SUBPROGRAMME 1. BUDGET PREPARATION AND ADMINISTRATION

(a) Legislative authority

26.27 The legislative authority for this subprogramme is the Financial Regulations of the United Nations and General Assembly resolutions 3043 (XXVII), 37/234 and annex (Regulations Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation) and 38/227 A.

(b) Objectives

26.28 The objectives of this subprogramme are to prepare, on the basis of submissions from departments and offices and decisions thereon by the Programme Planning and Budgeting Board, the proposed biennial programme budgets of the Organization within the framework of the approved medium-term plan and as derived from relevant legislative mandates; to monitor the implementation of the approved programme budget with a view to ensuring that expenditures are incurred for the purposes for which they are budgeted and within the limit of the appropriation; to improve the application of various budgetary techniques such as performance monitoring and forecasting; and to further develop realistic estimates of income and expenditure of extrabudgetary funds.

(c) Problem addressed

26.29 In the preparation of the biennial budgets the various mandates issued by policy-making organs have to be translated, in the most effective and economical manner, into specific outputs and services, within limited resources. This complex task must be carried out in a very strict time frame prescribed by the calendar of meetings of the policy-making organs involved.

(d) Strategy

(i) Situation as at the end of 1983

26.30 The Programme Planning and Budgeting Board, set up in 1982, was instrumental in improving the assignment of priorities among the activities in the proposed programme budget for 1984-1985 in a manner more responsive to the wishes of Member States. It also contributed to the achievement of a more rational distribution of existing resources and the accomplishment of administrative economics that maximized the resources devoted to meeting the substantive programme requirements.

26.31 Considerable progress has been achieved in the programme presentation and identification of priorities in many sections of the programme budget. The Board was also instrumental in the issuance of streamlined instructions intended to guide all organizational units both in the substantive and common services areas of the Secretariat in preparing these programme budget proposals for the biennium 1986-1987 on a programmatic basis. Guidelines in the form of regulations and rules governing programme aspects of the budget were promulgated pursuant to General Assembly resolutions 37/234 and 38/227 A.

(ii) For the plan period 1984-1989

26.32 During the period, the biennial programme budget proposals will indicate systematically activities of highest and lowest priority in every section of the programme budget. Communication with offices away from Headquarters will be improved in order to ensure timely submission of the budget document to the legislative bodies. The budget implications of decisions taken by the General Assembly will be provided in integrated statements of programme financial and administrative implications. All allotments will be monitored more systematically in order to ensure that funds are spent for the purposes for which they were sought and within the limits of the appropriation. Periodic monitoring of budget performance will continue with a view to ensuring the optimum use of resources. More reliable forecasts of the availability of extrabudgetary resources will be formulated and more expeditious procedures for allotting them will be instituted.

(e) Continuing activities

26.33 The following activities are performed on a continuing basis:

(a) preparation of the proposed programme budget, budget performance reports and other statements or reports on financial and budgetary implications of decisions by legislative organs; (b) preparation of revised and supplementary programme budget proposals, as appropriate, for consideration by the General Assembly; and (c) issuance and monitoring of allotments to ensure that funds are spent for the purpose for which they were intended and within the limits of appropriations. Substantive secretariat services will be provided to the appropriate organs and committees of the General Assembly.

SUBPROGRAMME 2. PROGRAMME PLANNING AND MONITORING

(a) Legislative authority

26.34 The legislative authority for this subprogramme is General Assembly resolutions 34/224, 36/228, 37/234 and annex (Regulations Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation) and 38/227 A.

(b) Objectives

26.35 The objectives of this subprogramme are to improve the integrated process of planning, programming and monitoring in the political, legal, humanitarian, public information and common services sectors, thereby ensuring further improvement in the formulation and presentation of programme narratives, outputs or services and the identification of high and low priority activities throughout the programme budget.

(c) Problem addressed

26.36 During and at the end of each biennial budgeting cycle, the actual programme delivery in comparison with the commitments set out in the programme budget needs to be monitored and assessed. There is an ongoing need to improve the procedures, techniques and methods for monitoring and to bring all the activities of the Organization under the integrated instruments of management.

(d) Strategy

(i) Situation as at the end of 1983

26.37 All of the activities of the Organization have been subjected to an integrated management process according to the guidelines adopted by the General Assembly. A co-ordinated monitoring and evaluation system has been established to undertake on a regular basis an analysis of the implementation of mandated programme activities. Progress has been achieved in the programme presentation and identification of high- and low-priority activities in many sections of the programme budget. One in-depth evaluation study has been completed and submitted for intergovernmental review. Another study covering international drug control is under way.

(ii) For the period 1984-1989

26.38 During the plan period, concepts, methodologies and procedures for medium-term planning, programme budgeting and monitoring will continue to be developed in consultation with other competent units of the Organization. Programme managers in political, legal, humanitarian, public information and common support services will be assisted and guided in their planning and programming tasks. Instructions and the final texts of the medium-term plan or revisions thereto and programme performance reports will be prepared. Special attention will be focused on support services to ensure that they are fully incorporated in the planning, programming and monitoring process.

SUBPROGRAMME 3. DATA ANALYSIS AND SYSTEMS CONTROL

(a) Legislative authority

26.39 The legislative authority for this subprogramme is General Assembly resolutions 3043 (XXVII), 37/234 and 38/227 B and article III of the Financial Regulations.

(b) Objectives

26.40 The objectives of this subprogramme are to improve the methods, procedures and techniques of budget formulation, preparation and administration, particularly in respect of data processing, resource costing and allotment, revenue-estimation and monitoring of budget performance.

(c) Problem addressed

26.41 The budgeting process inevitably requires the regular handling of a considerable volume of data, within a limited schedule, for the preparation or evaluation of proposals, estimates and allotments. The expeditious, accurate and consistent analysis of data is an ongoing necessity.

(d) Strategy

(i) Situation as at the end of 1983

26.42 A standardized costing system in respect of activities financed from the regular budget has been in place for some time. Its maintenance and updating to

respond to the demands made on it need to be reviewed and adapted as appropriate to ensure that it continues to be responsive to requirements of the management information systems which it serves. A wide range of activities which are financed from extrabudgetary resources have, however, not yet been afforded the same central services in the costing and data processing areas.

(ii) For the plan period 1984-1989

26.43 Improvements will be sought through extended data processing and communications. In particular, opportunities will be identified to streamline the budgeting process through improvement in the current methods of data gathering and transmission, the timeliness and accuracy of data input, processing and output, the analytical tools for projecting growth in resources and fluctuations in currency values, and further automation of procedures now operated manually. Work will also be undertaken in the area of extrabudgetary activities with a view to the development of standards and the application of data processing. It is also planned to make the budget management information system more responsive to demands for timely information.

(e) Continuing activities

26.44 The following services performed in support of the budgeting process will continue: maintenance and updating of standard costing sets, ensuring computerized central issuance of allotment advices and staffing table authorizations and the monitoring of and reporting on data analysed in accordance with set requirements, such as expenditure analyses in programmatic or historical terms or regular reporting on vacancies in respect of authorized posts of the staffing table.

PROGRAMME 5. POLICY CO-ORDINATION

Subprogrammes

SUBPROGRAMME 1. SALARIES, ALLOWANCES AND OTHER ENTITLEMENTS

(a) Legislative authority

26.45 The legislative authority for this subprogramme is article III of the Staff Regulations and Staff Rules of the United Nations.

(b) Objectives

26.46 The objectives of the subprogramme are to co-ordinate the effective implementation of policies relating to salaries, allowances and other entitlements within the United Nations in the context of the activities of the International Civil Service Commission (ICSC), the Administrative Committee on Co-ordination (ACC), the Consultative Committee on Administrative Questions (CCAQ) and other intergovernmental and inter-agency bodies.

(c) Problem addressed

26.47 The concept of full compensation comparison is very complicated and inexact in nature. A multitude of benefits is provided by comparator employers which do not always lend themselves to quantification. The calculations required for

quantifiable items of remuneration often involve an enormous amount of time and effort.

26.48 Inflation and currency fluctuations at the various duty stations have given rise to a need for frequent reviews of salaries, allowances and other entitlements, involving the conduct of surveys on local conditions of employment.

(d) Strategy

(i) Situation as at the end of 1983

26.49 The subprogramme's volume of work has been increasing over the past several years and is expected to continue increasing in the future. The United Nations is responsible for establishing local salary scales at most field duty stations for the entire common system. The work involved is largely performed manually, including the processing of local salary scales.

(ii) For the plan period 1984-1989

26.50 It is planned to replace the present manual processing of local salary scales for field duty stations by a computer programme. The subprogramme will also be able to use word processing for its correspondence and reports on a shared basis with the Insurance Unit. It is expected that the new systems will increase the efficiency and work capacity of the sections responsible for this subprogramme.

26.51 A revised methodology for the conduct of local salary surveys at field duty stations has been approved by ICSC and will be introduced in 1984-1985. It is also planned to undertake a review of and to consolidate all issuances governing the provisions of official travel and to begin developing a compendium of exceptions to regulations and rules related to monetary and travel entitlements.

26.52 The salaries, allowances and other conditions of service of staff in the Field Service category and the compensation and entitlements applicable to officials other than staff members serving the Organization will be reviewed periodically.

(e) Continuing activities

26.53 The following activities are performed on a regular basis: (a) development of policies and practices regarding salaries, allowances and other entitlements, including those related to travel and to report, as appropriate, to the General Assembly; (b) conducting surveys of local conditions of employment to determine and promulgate salary scales, rates of allowances and other entitlements for staff in the General Service and related categories at offices other than Headquarters; and (c) participation in the elaboration of the position of the United Nations regarding salaries, allowances and other entitlements to inter-agency bodies.

SUBPROGRAMME 2. INSURANCE AND CLAIMS

(a) Legislative authority

26.54 The legislative authority for this subprogramme is article VI of the Staff Regulations.

(b) Objectives

26.55 The objectives of the subprogramme are to co-ordinate and oversee all health, life and property insurance and compensation activities of the Organization and to report, as appropriate, to the General Assembly and to formulate and develop cost-efficient insurance programmes to ensure the most comprehensive protection for the staff and the Organization.

(c) Problem addressed

26.56 One of the pressing problems faced by the Organization and the staff is the constantly rising costs of health insurance. Another problem is the need for disseminating more comprehensive information to the staff as regards their insurance coverages. The present administrative procedures, which are carried out manually, should be made more efficient and less time-consuming, particularly in view of the increase in the number of participants.

(d) Strategy

(i) Situation as at the end of 1983

26.57 The present administrative procedures regarding health insurance claims are manually operated, while the number of participants has been increasing considerably.

(ii) For the plan period 1984-1989

26.58 In consultation with other offices, the staff and the insurers, an alternative health insurance plan structure will be studied. Other financing arrangements vis-à-vis the insurance carriers will also be sought in order to reduce insurer-administrative charges.

(e) Continuing activities

26.59 The following activities are performed on a regular basis under this subprogramme in furtherance of the stated objectives:

- (i) To co-ordinate and channel consultations in the development of the policy related to health and life insurance and compensation benefits within the Organization, in the context of the activities of ICSC, ACC, CCAQ and other intergovernmental and inter-agency bodies;
- (ii) To develop and co-ordinate administrative procedures related to the implementation of the Organization's insurance and compensation programmes;
- (iii) To provide secretariat services to the Advisory Board on Compensation Claims.

PROGRAMME 6. FINANCIAL ACCOUNTING AND REPORTING ACTIVITIES

Subprogrammes

SUBPROGRAMME 1. FINANCIAL ACCOUNTS

(a) Legislative authority

26.60 The legislative authority for this subprogramme is articles X and XI of the Financial Regulations.

(b) Objective

26.61 The objective of the subprogramme is to ensure that the Organization's accounts are properly and accurately maintained and that financial reports are produced for use by programme managers and for the subsequent examination and consideration by the Board of Auditors and Member States to enable the evaluation of the Organization's performance in financial terms.

(c) Problem addressed

26.62 The preparation of timely and useful financial data is directly dependent upon expeditious collection and transmission of data from geographically dispersed organizational units. As further geographic dispersion of programme activities has taken place, the current methods of gathering and recording financial data have to be adjusted and modified accordingly. In particular, certifying officers need to have up-to-date information in order to monitor expenditures against authorized allotments. Such data are now available only on a monthly basis.

26.63 There is also a need to improve the procedures associated with revenue-producing activities.

(d) Strategy

(i) Situation as at the end of 1983

26.64 The maintenance of accounts for some field operations, in particular peace-keeping activities, was not yet computerized and therefore requires a substantial amount of staff time and effort.

(ii) For the plan period 1984-1989

26.65 As improved telecommunications links are established with offices away from Headquarters, new computer programmes will be installed to ensure the timely acquisition of financial information and preparation of financial reports. The continued development of interactive computer accounting systems will improve the effectiveness and efficiency of certifying officers. Improvements will be made in the financial policies and procedures governing revenue-producing activities, and work will be undertaken on the computerization of the accounts of peace-keeping activities.

(e) Continuing activities

26.66 The subprogramme will also continue:

- (i) To record the financial obligations of the Organization in the books of accounts and to maintain the accounts for the Organization's assets, liabilities, income and expenditure on a fund basis;
- (ii) To control the collection of monies and other receivables due from institutions and individuals to the Organization;
- (iii) To assist in monitoring planned expenditure.

SUBPROGRAMME 2. PAYMENTS AND DISBURSEMENTS

(a) Legislative authority

26.67 The legislative authority for this subprogramme is articles X and XI of the Financial Regulations.

(b) Objectives

26.68 The objectives of the subprogramme are the assurance of timely action with respect to payment of vendors' claims and other financial obligations of the Organization and the proper application of the financial rules and established administrative procedures relating to purchases made by the Organization.

(c) Problem addressed

26.69 In order to effect approved payments and disbursements, co-ordination is required among relevant units of the Organization. Timeliness, accuracy and communication channels among geographically dispersed departments and offices are critical elements requiring constant improvement and control.

(d) Strategy

(i) Situation as at the end of 1983

26.70 All payments made by the Organization at Headquarters require processing by a minimum of three organizational units: the Accounts Division, the Treasury and the New York Computing Centre. The basic means of transmitting transactions between each unit has been manual, resulting in loss of time and duplication of effort. Of special concern is the procedure for personnel-payroll transactions involving departmental executive officers, the Office of Personnel Services and the Office of Financial Services.

(ii) For the plan period 1984-1989

26.71 New computer programmes will be designed and installed to continue to improve the procedures for effecting disbursements, including those to staff and vendors. Data relating to staff travel and the release of travel advances in travellers cheques planned for implementation in 1984 will be shared by the Travel Claims Unit through computer linkages. Similarly, a new computer linkage will be established for sharing information on integrated personnel-payroll and procurement systems data by the Payroll and Vendors Units, respectively.

SUBPROGRAMME 3. DATA-PROCESSING SUPPORT SERVICES

(a) Legislative authority

26.72 The legislative authority for this subprogramme is article XI of the Financial Regulations.

(b) Objectives

26.73 The objectives of this subprogramme are to design, implement and maintain the automated systems for accounting and financial reporting with a view to improve accessibility of data to management.

(c) Problem addressed

26.74 There is a need to provide financial data in a timely fashion to assist in the maintenance of the accounts of the Organization.

(d) Strategy

(i) Situation as at the end of 1983

26.75 Interactive systems have been developed and implemented for the performance of the short-term investment function, the cashier's posting function, the exchange rates maintenance function, and the disbursements function for separation payments, salary advance payments, travel advance payments and income tax payments. These systems have all been integrated with the general accounts and payroll systems and have resulted in elimination of redundancies, reduction of errors and improvement of work flow.

(ii) For the plan period 1984-1989

26.76 It is intended to introduce similar systems for the performance of the contributions functions, the disbursements functions for vendor payments, stipend and fellowship payments and travel claim payments. These systems should be operational by mid-1985. All these systems have as their goal the capture of data at their point of origin, the validation of that data and their immediate application to all the files and reporting requirements for which they are intended. This would eliminate redundancies and inconsistencies between files and/or reports and generate a real time data base with supporting documentation and audit trail.

PROGRAMME 7. ASSESSMENT OF CONTRIBUTIONS AND TREASURY SERVICES

Subprogrammes

SUBPROGRAMME 1. CONTRIBUTIONS SERVICES

(a) Legislative authority

26.77 The legislative authority for this subprogramme is article V of the Financial Regulations.

(b) Objectives

26.78 The objectives of this subprogramme are to seek timely payment of assessed and voluntary contributions by Member States in order to meet the financial commitments of the United Nations and to maintain sound standards of financial accountability and management in order to provide accurate and timely information on the status of contributions and to facilitate the work of the Committee on Contributions.

(c) Problem addressed

26.79 Delays in payments of assessed contributions have affected the ability of the Organization to meet its financial obligations. Withholding by some Member States of their payments to the regular budget, and particularly to the peace-keeping forces, creates difficulties in the financing of regular budget commitments and of payments to troop contributors. The contributions records of the Organization are maintained manually thus requiring a considerable amount of staff resources and effort.

(d) Strategy

(i) Situation as at the end of 1983

26.80 A basic system of financial reporting was in place to provide information of the status of contributions, the rates of increase, and the extent of the deficit of the Organization.

(ii) For the plan period 1984-1989

26.81 Further measures will be sought with a view to increasing the cash-flow of the Organization and alleviating the effect of the financial emergency of the United Nations.

26.82 The main thrust of rationalization and streamlining will be directed towards the use of data processing to improve the timeliness and accuracy of contributions records, to process payment and to generate, through the automation of input data, various reports on the status of contributions.

(e) Continuing activities

26.83 The subprogramme will continue to provide the following services:

- (i) Preparing reports for and servicing the Committee on Contributions;
- (ii) Preparing the necessary assessment documents and reports on the status of contributions and handling correspondence with governments on assessed and voluntary contributions;
- (iii) Servicing various pledging conferences.

SUBPROGRAMME 2. ADMINISTRATION OF TREASURY AFFAIRS

(a) Legislative authority

26.84 The legislative authority for this subprogramme is articles VIII and IX of the Financial Regulations.

(b) Objectives

26.85 The objectives of this subprogramme are to ensure efficient administration of bank accounts, to monitor the international currency exchange markets with a view to the establishment of the United Nations operational rates of exchange and to ensure timely action with respect to the investment of cash balances.

(c) Problem addressed

26.86 The geographic dispersal and the decentralized nature of the activities of the Organization require financial transactions to be made in a large number of currencies and banking arrangements. Decisions have to be made involving alternate and competing instruments of banking and currency transactions and requiring accurate and efficient information back-up. The consequences of errors, delays and inefficiency would, in time, be reflected in the soundness of the finances of the Organization.

(d) Strategy

(i) Situation as at the end of 1983

26.87 Difficulties have been encountered in setting the operational rates of exchange when there are intra-monthly variations. Since the United Nations operational rates of exchange are applied by all organizations in the system, it is important that the setting of the rates be in accordance with agreed guidelines.

(ii) For the plan period 1984-1989

26.88 Revised policies and procedures for the setting of operational rates of exchange for the United Nations system will be established through the inter-agency consultation mechanism.

(e) Continuing activities

26.89 This subprogramme will continue to undertake the following functions during the plan period:

- (i) Administering bank accounts of the Organization and the various trust funds;
- (ii) Monitoring international currency exchange markets and establishing United Nations operational rates.

SUBPROGRAMME 3. CASH MANAGEMENT

(a) Legislative authority

26.90 The legislative authority of this subprogramme is article VIII of the Financial Regulations.

(b) Objectives

26.91 The objectives of this subprogramme are to ensure timely receipt and custody of monies on behalf of the Organization and to make disbursements through bank accounts by means of cheque or payment instructions based on approved disbursement vouchers and maintenance of subsidiary disbursement records.

(c) Problem addressed

26.92 In order to effect approved cash disbursements, co-ordinated and timely actions must be taken by a number of organizational units, particularly, the Treasury and Accounts Division. A large volume of bank cheques for salaries and other expenses must be processed rapidly and accurately.

(d) Strategy

(i) Situation as at the end of 1983

26.93 A major part of the cashiering function was computerized in April 1982. However, computer linkages between the Treasury and Accounts Divisions with respect to day-to-day operations remain to be implemented. In addition, the cashier is still responsible for the distribution of large numbers of bank cheques for salaries and other expenses.

(ii) For the plan period 1984-1989

26.94 Computer linkages between the Treasury and Accounts Divisions are expected during the course of 1985, which will result in improvement in the cashiering functions by simplifying administrative procedures.

26.95 New procedures will be introduced for the payment of travel advances and for the direct bank deposit of salaries and other expenses, which will improve the efficiency of the cashiering operation.

(e) Continuing activities

26.96 This subprogramme will continue to undertake the following functions:

- (i) Receiving and recording all payments made to the United Nations and other programmes;
- (ii) Arranging and maintaining subsidiary records of disbursements through banking accounts by cheque or payment transactions;
- (iii) Providing accounting services and related records for all investments;
- (iv) Acting as liaison with banks and on all matters requiring follow-up, correction or clarification.

CHAPTER 27. PERSONNEL MANAGEMENT SERVICES

I. GENERAL ORIENTATION OF THE MAJOR PROGRAMME

27.1 The Office of Personnel Services is responsible, in co-operation with organizations in the common system and in response to actions taken by legislative bodies and to administrative decisions, for a coherent personnel policy and its consistent application throughout the Secretariat.

27.2 It is responsible for the recruitment and the administration of the staff of the Secretariat and of the subsidiary organs of the United Nations directly, and, through instructions to other units, for fostering a better staff-management climate and the establishment of medical standards and the promotion of the health and welfare of the staff.

27.3 The gradual expansion and wider scope of the work of the Secretariat has broadened and diversified the responsibilities of the Office of Personnel Services. Not only has the number of staff increased from some 5,000 in 1960 to some 16,000 at present, but the composition of the staff has changed significantly. Thus, where only 72 nationalities were represented in the Professional Secretariat staff in 1960 when the Member States totalled 82, now 143 nationalities are represented among a current membership of 159.

27.4 To respond to these challenges, a new approach to management is emerging, the essential features of which are an emphasis on co-ordination and cohesive action and the development of a dynamic human resources development plan with the consequent establishment of global targets and appropriate operational policies.

27.5 As in any modern and professionally dynamic organization, effective dialogue between the management and the staff is of paramount importance and its achievement is one of the main objectives of the Office of Personnel Services.

27.6 During the plan period 1984-1989, human resources planning will be accorded a decisive role in the overall management of the Secretariat. Within this context, a medium-term recruitment plan for the period 1983-1985 has been developed and is now operational.

27.7 Another major undertaking is the development, integration and implementation of the components, policies and procedures for a fully-fledged career development system.

27.8 A sound personnel management system can produce the expected results only if it is responsive to the evolving needs of the Organization and if that system is perceived and accepted by the staff and management at large as a basic set of policies and procedures that have to be uniformly applied throughout the Secretariat. The decentralization of the substantive programmes of the Organization is duly recognized. However, the reformulation and definition of the policy regarding decentralization of support services and effective monitoring of the delegation of authority will be undertaken with a view to ensuring consistency in the application of personnel policies. Direct contact with administrators and programme managers at all duty stations will become a cornerstone of the decentralization policy in order to further both awareness of local constrictions and needs and the enforcement of a unified approach to staff administration.

27.9 To launch and carry to a successful completion this vast programme of personnel reforms, the Office of Personnel Services must be clearly recognized as the central authority on all personnel matters.

II. PROGRAMMES

PROGRAMME I. PERSONNEL POLICY CO-ORDINATION

Subprogrammes

SUBPROGRAMME 1. PROGRAMME DEVELOPMENT, REPORTING AND INFORMATION SYSTEMS

(a) Legislative authority

27.10 The legislative authority for this subprogramme is Articles 100 and 101 of the Charter of the United Nations, General Assembly resolutions 32/204, 33/143, 35/210, 37/235 A to D and 38/231 and the Staff Regulations.

(b) Objectives

27.11 The objectives of this subprogramme are:

(a) To develop a comprehensive programme planning and analysis system with a view to achieving the effective and consistent application of personnel policies throughout the Secretariat;

(b) To co-ordinate, consolidate and monitor all planning activities relating to the major programme;

(c) To ensure the availability of accurate and up-to-date statistical information as a basis for the planning of the various programme components;

(d) To further interaction with the legislative and advisory organs of the United Nations with a view to ensuring compliance with their directives;

(e) To co-ordinate the annual reporting duties of the Secretary-General vis à vis the General Assembly on personnel questions;

(f) To co-ordinate and channel consultations in the elaboration of basic common principles of personnel policy within the United Nations common system in the context of the activities of ICSC, ACC, CCAQ, the Joint Inspection Unit (JIU) and other bodies;

(g) To achieve greater co-ordination between the activities of the major programme in question and related activities such as programme planning, budgeting, incumbency and staffing table operations, communications enhancement and information systems management;

(h) To ensure compatibility among all computerized systems and establish common principles and criteria in this area particularly as regards coding, input procedures and report-production.

(c) Problems addressed

27.12 The problems addressed include the following:

- (a) The need to evolve from a system of separate programme planning to an integrated system within the framework of the medium-term plan;
- (b) The need for integrated and clearly defined responsibility centres for related functions;
- (c) The need to ensure the consistent application of personnel policies;
- (d) The need to achieve a harmonious evolution of systems, the growth of which is determined by related but diverse demands and which consequently have available differing levels of resources.

(d) Strategy

(i) Situation as at the end of 1983

27.13 A review has been initiated of the co-ordination of personnel policies.

(ii) For the plan period 1984-1989

27.14 Special attention will be given to the following activities:

- (a) Strengthening the planning capacity of the major programme through the review of all current planning activities and the establishment of a function responsible for comprehensive and integrated programme planning co-ordination and analysis for the co-ordination of monitoring and evaluation aspects;
- (b) Centralizing all activities relating to the preparation of all reports and other materials required by the General Assembly and other bodies;
- (c) Providing support services for the secretariat of the Fifth Committee and monitoring the follow-up of General Assembly and other decisions in respect of personnel-related matters;
- (d) Establishing a system for ensuring the consistent application of personnel policies;
- (e) Integrating the payroll/personnel computerized files to allow for direct input and maintenance of data by the offices originating personnel actions, with a view to creating a common management data base;
- (f) Elaborating an improved system for coding educational qualifications for use in the external and internal rosters of candidates.

(e) Continuing activities

27.15 In addition, the following activities are continuing and will be reviewed on a regular basis to ensure efficiency and effectiveness:

- (a) Co-ordinating the programme planning and formulation;

(b) Analysing the effectiveness of the existing plans to achieve individual and overall objectives;

(c) Co-ordinating the contributions of the Office of Personnel Services to several publications such as the Repertory of Practice of United Nations organs, the Yearbook of the United Nations and others;

(d) Co-ordinating the computer applications of the Office of Personnel Services at Headquarters as well as of personnel offices away from Headquarters;

(e) Transmitting statistical data on computerized personnel information requested by the General Assembly, ICSC, CCAQ, and JIU and to the Permanent Missions of Members States, the Staff/Management Co-ordination Committee and the Joint Advisory Committee and other departments and offices;

(f) Provision of support data to the appointment and promotion bodies;

(g) Monitoring of the internal geographical distribution of staff in departments and main offices.

SUBPROGRAMME 2. INTERPRETATION AND ELABORATION OF STAFF REGULATIONS AND RULES

(a) Legislative authority

27.16 The legislative authority for this subprogramme is Articles 100 and 101 of the Charter of the United Nations, General Assembly resolutions 33/143, 35/210, 37/235 A to D and 38/231 and the Staff Regulations.

(b) Objectives

27.17 The objectives of this subprogramme are:

(a) To provide the official text and authoritative interpretation of the Staff Regulations and Rules and other normative issuances;

(b) To complete a personnel manual comprising all provision relating to staff management.

(c) Problems addressed

27.18 There is a need to ensure the uniform and consistent application of the Staff Regulations and Rules throughout the Secretariat and to monitor practices prevailing in particular areas.

(d) Strategy

(i) Situation as at the end of 1983

27.19 The preparation of a personnel manual began which will form the basis for monitoring the application of personnel norms.

(ii) For the plan period 1984-1989

27.20 Special attention will be given to the following activities:

(a) Completion of a personnel manual comprising all provisions relating to personnel management in the Organization with a view to harmonizing the practice of the personnel services at all duty stations and facilitating their work;

(b) Incorporation into the Staff Regulations of any amendments approved by the General Assembly;

(c) Preparation and proposal of amendments to the Staff Rules and to incorporation of such amendments after approval by the Secretary-General;

(d) Maintenance and distribution of the Personnel Administrative Handbook;

(e) Advise on the disposition of appeals;

(f) Issuance of the Secretary-General's bulletins, administrative instructions and information circulars dealing with personnel-related matters.

SUBPROGRAMME 3. JOB CLASSIFICATION

(a) Legislative authority

27.21 The legislative authority for this subprogramme is General Assembly resolutions 32/204, 33/143, 35/210, 37/235 A to D and 38/231.

(b) Objectives

27.22 The objectives of this subprogramme are:

(a) To implement classification standards developed by ICSC, to participate in the development of classification standards for the General Service and related categories and to design classification systems to ensure the integration of classification principles in personnel and financial resource management;

(b) To classify all new and vacant posts in the Professional category;

(c) To advise other duty stations on the development of their own job classification standards for General Service and related posts.

(c) Problems addressed

27.23 There is lack of supporting services such as readily available computerized staffing tables.

(d) Strategy

(i) Situation as at the end of 1983

27.24 The classification of Professional posts was well under way as was the development of classification standards for the General Service posts at Headquarters.

(ii) For the plan period 1984-1989

27.25 Special attention will be given to the development of a computerized data base of post information, the classification of all Professional posts at all duty stations and the establishment of a system for maintaining and monitoring classification plans, and the completion of classification systems for Addis Ababa, New York, Bangkok and Vienna in the General Service and related categories.

(e) Continuing activities

27.26 This subprogramme will continue the development of benchmark job descriptions by occupation, classification of posts prior to personnel transactions such as recruitment or promotion, participation in the development of occupational classification standards, conduct of job audits by duty station and/or occupation, and design and implementation of classification standards and systems for General Service and related categories.

PROGRAMME 2. RECRUITMENT

Subprogrammes

SUBPROGRAMME 1. RECRUITMENT PLANNING

(a) Legislative authority

27.27 The legislative authority for this subprogramme is General Assembly resolutions 32/204, 35/210, annex, section II, 37/235 A to C and 38/227 A and B.

(b) Objectives

27.28 The primary objective is to identify the future human resources needs of the Organization and to develop a mechanism for accurate forecasting of actual vacancies and for the recruitment of the best possible candidates for Secretariat posts in order to ensure the efficient delivery of programmes mandated by the General Assembly, to integrate fully recruitment policies and planning with other personnel policies and activities and to improve the monitoring of the implementation of recruitment plans and to propose corrective actions.

(c) Problems addressed

27.29 The problems stem from the incompleteness and lack of integration of available data on posts, vacancies and staff members on the basis of which planning decisions need to be made, and limited access and tracking capability for manual records of applicants.

(d) Strategy

(i) Situation as at the end of 1983

27.30 The recruitment work plan reflecting the activities to be carried out in the calendar year 1984 was completed; a new improved roster of external candidates was established; the computerized status of recruitment was operational and in use; the introduction of a word-processor based system for reporting projections of

vacancies has facilitated the issuance of biennial vacancy bulletins; and the word-processing based system for handling general correspondence was two thirds completed; however, to date only manual access was available to applicants' records.

(ii) For the plan period 1984-1989

27.31 The first two years will be devoted primarily to the monitoring of the implementation of the first medium-range plan of recruitment, through the articulation and execution of the annual work plans for 1984 and 1985. Beginning in 1985, work will be initiated to draft the 1986-1988 medium-range plan of recruitment and to identify the best ways to incorporate it into an overall human resources planning exercise covering all activities of the Office of Personnel Services.

27.32 Illustratively, the medium-range recruitment plan for 1986-1988 will have to address the following points:

- (a) The need to establish long-term recruitment policies;
- (b) The need to integrate recruitment policies within overall human resources and management planning.

27.33 In addition, enhancement and modernization of support activities will be carried out in the following areas:

- (a) Specification and development of a roster for General Service candidates;
- (b) Report specification and programming from rosters of external candidates for Professional posts;
- (c) Improvement of the recruitment system by providing more complete and timely information on all vacancies, and integration of this system with a system for the projection of vacancies;
- (d) On-line linkage of the computerized systems with offices in other duty stations;
- (e) Continuous training of recruitment staff;
- (f) Development of an automated search and tracing system and microfiching of applicants' files.

(e) Continuing activities

27.34 This subprogramme will continue the maintaining, updating and retrieving from roster; maintenance and enhancement of other systems; preparation of biennial vacancy bulletins; and preparation of statistics on recruitment for purposes of reporting and for briefing managers.

SUBPROGRAMME 2. RECRUITMENT

(a) Legislative authority

27.35 The legislative authority for this subprogramme is Articles 8 and 101 of the Charter of the United Nations, General Assembly resolutions 32/17, 32/204, 33/143, 35/210, 37/235 A to C and 38/231 and the Staff Regulations, article IV, and Regulations 4.2, 4.3 and 4.5 in particular.

(b) Objectives

27.36 The objectives of this subprogramme are:

(a) To secure the services of the persons best able to perform the tasks required for the successful implementation of the Organization's programmes;

(b) To meet the Secretary-General's target date of end 1985 as the date for bringing all unrepresented and under-represented countries within the range for posts at the Professional level and above;

(c) To increase the representation of women in Professional and above posts subject to geographical distribution to at least 25 per cent of the total staff by the end of 1986.

(c) Problems addressed

27.37 The major problems are the lack of identification of the Organization's human resources needs, the lack of up-to-date organizational and post-related information and the contradictions, real or perceived, between recruitment-related directives.

27.38 A more particular problem with regard to Professional posts and above is the comparative dearth of qualified and available candidates from certain Member States inadequately represented on the staff of the Secretariat and of women candidates and the resistance of departments to their placement, which makes it difficult to show steady progress in raising both the numbers and the level of appointment of these target groups.

27.39 With regard to General Services and related categories, problems include the lack of overall analysis of staffing needs, particularly for posts within the Field Service, conference typists, local staff of the United Nations Information Centres and tour guides, as well as the strain on unit resources of peak recruitment periods of General Assembly sessions and recruitment missions.

(d) Strategy

(i) Situation as at the end of 1983

27.40 Basic tools for more efficient recruitment were developed for the Professional categories and above; the enhancement of the roster of candidates was completed; better control of recruitment activities became possible through improved reporting and monitoring systems, including the computerization of the status of recruitment system.

27.41 Recruitment on a wide geographical basis and of women candidates has been vigorously addressed through special instructions from the Secretary-General and initiatives launched by the Office of Personnel Services to achieve the goals mentioned in paragraph 27.36 above. This has been done primarily through contacts with Governments from target countries and other institutions to identify candidates and with hiring departments to participate in the selection and appointment of these candidates.

27.42 With regard to the General Service and related categories, the existing procedures have been updated.

(ii) For the plan period 1984-1989

27.43 Throughout the plan period, efforts will be made to strengthen recruitment activities in the areas of consistent application of policies, establishment of clear guidelines, shortening of recruitment time, and professional training of recruitment officers. Relating to and supportive of those efforts will be the activities for publicity campaigns, recruitment missions, projections of vacancies, national competitive examinations, improvement of the computerized system on the status of recruitment as an operational management tool and continued enhancement of the roster of external candidates. These efforts are aimed at bringing about a cohesive recruitment operation without which the far-reaching and complex targets established by the General Assembly will not be reached. In the area of General Service recruitment, new recruitment guidelines and testing criteria will be developed.

(e) Continuing activities

27.44 Recruitment activities are of a continuing nature. They include recruitment campaigns and missions and advertising; communication with candidates, Department/Offices, Member States, interviews and negotiations; presentations to appointment and promotion bodies; processing of peace-keeping and relief operations contracts; special recruitment activities relating to P-1 and P-2 posts and national competitive examinations; and monitoring of recruitment for Field Service staff and local General Service staff for the United Nations Information Centres.

PROGRAMME 3. STAFF MANAGEMENT AND WELFARE

Subprogrammes

SUBPROGRAMME 1. ADMINISTRATION AND IMPLEMENTATION OF RULES AND REGULATIONS

(a) Legislative authority

27.45 The legislative authority for this subprogramme is the Charter of the United Nations, General Assembly resolution 38/231, the Staff Regulations and Rules, and the Regulations of the United Nations Joint Staff Pension Fund.

(b) Objectives

27.46 The objectives of this subprogramme are to ensure a sound and coherent personnel administration throughout the Secretariat and, to that effect, to develop and implement personnel administration policies and procedures, to advise staff and

management on all personnel administration issues and to deal under the Staff Regulations and Rules with all personnel aspects of a staff member's service with the Organization from appointment until separation.

(c) Problems addressed

27.47 There exist different perceptions of the need to apply a basic set of personnel policies throughout the Secretariat. While personnel policies must always be responsive to the needs of the substantive programmes, there should be a clear understanding of the need for their universal application.

27.48 The establishment and the growth of large offices of the Secretariat away from Headquarters and the increased decentralization of the substantive activities of the Organization have been accompanied to a certain degree by a decentralization of support activities and demands for increased delegation of authority. As a result, it has become more and more difficult to ensure a uniform application of the Staff Regulations and Rules and personnel policies; the monitoring function has not been performed to any desirable degree and the personnel offices away from Headquarters are not organically linked to the central personnel authority. There is a pressing need to strike a balance between the necessity to ensure the unity and coherence of the Secretariat and the recognized need for decentralization of the substantive activities of the Organization.

27.49 The demand for personnel services has increased in proportion to the increase in the number of staff and has generated delays which affect staff morale and efficiency. The complexity generated by the staff's geographical dispersion is compounded by two factors: one is the lack of indication in the medium-term plan of the volume and quality of services required by substantive and other servicing programmes, the other is the lack of accepted standards or ratios between the volume of services needed and the resource requirements.

(d) Strategy for the plan period 1984-1989

27.50 The personnel administration function is subject to continual review and evaluation to ascertain its cohesion and responsiveness to the evolving needs of the Organization. A review of the Staff Rules will be undertaken which will include a systematic analysis of exceptions to the Staff Rules and will permit the identification of possible departures from the intent of the Staff Regulations. This activity will be accompanied by a more systematic information and training programme to ascertain that staff and managers fully understand the basic principles underlying the personnel policies of the Organization.

27.51 In order to ensure uniformity of application of personnel policies and the administration of the Staff Rules and Regulations, a clearer definition and a more meaningful monitoring of the delegation of authority will be carried out. To that end, visits to offices away from Headquarters will be undertaken more frequently and a greater rotation of personnel officers between Headquarters and overseas offices will take place.

27.52 Staff services and support services will continue to be provided within the framework of the Staff Regulations, Staff Rules and other pertinent personnel policies and procedures. Delays in providing those services will be reduced if not eliminated. While the quality and volume of services will be increased, wider use of modern techniques and equipment will be made and a number of activities, such as

the administration of dependency allowances, education grant and related travel expenses, rental subsidy and the maintenance of personnel records, will be computerized. In addition, computer terminals linked to the personnel master files will be introduced for the day-to-day administration of the staff.

SUBPROGRAMME 2. STAFF/MANAGEMENT RELATIONS

(a) Legislative authority

27.53 The legislative authority for this subprogramme is the Staff Regulations and the Regulations of the United Nations Joint Staff Pension Fund.

(b) Objectives

27.54 The objective of this subprogramme is to develop the framework for and to monitor the conduct of staff-management relations.

(c) Problems addressed

27.55 The major problem is that the framework for the conduct of staff-management relations is not clearly defined.

(d) Strategy for the plan period 1984-1989

27.56 The developed and conceptual framework for and the conduct of staff-management relations will be kept under constant review. Information activities will be undertaken to foster a better understanding of staff-management relations. The issues that can be dealt with through decentralized consultation procedures will be clearly defined to ensure that decisions taken at the local levels are not inconsistent with personnel policies applied throughout the Secretariat. It is hoped that two of the main areas of concern, i.e., the G to P examination and the dearth of P-1 and P-2 level posts will be resolved.

SUBPROGRAMME 3. MEDICAL SERVICES

(a) Legislative authority

27.57 The legislative authority for this subprogramme is General Assembly resolution 32/204 and Staff Regulations 4.6 and 6.2.

(b) Objectives

27.58 The objectives of this subprogramme are:

(a) To ensure that staff members are fit to carry out their duties and to promote and maintain their health, in New York and at Field duty stations, in accordance with the recommendations of the June 1982 report of the Administrative Management Service;

(b) To improve on the schedule of periodic medical examinations which should be once every two years up to age 40, and every year from age 40 to 60 for all United Nations, United Nations Development Programme (UNDP) and United Nations Children's Fund (UNICEF) staff in New York, and to develop a more effective health promotion programme for all staff, at Headquarters and in the Field.

(c) Problems addressed

27.59 The major difficulty preventing more medical examinations in the Medical Service in New York is the limited laboratory service. The considerable volume of administrative and medico-administrative procedures reduces the medical time available to the staff.

(d) Strategy

(i) Situation as at the end of 1983

27.60 The programme of periodic examination for New York-based staff is about one year behind schedule. However, there was a slight improvement during 1983 when 2,220 full examinations were done (compared to 2,057 in 1982).

27.61 Several health promotion activities were begun in 1983 (e.g. stress management seminars, limitation of smoking in conference meeting rooms), but these need to be expanded and better co-ordinated.

(ii) For the plan period 1984-1989

27.62 It is planned to increase the number of medical examinations (and to make these more detailed); automated equipment will be installed in early 1984 in the laboratory. Also, during this year, a nurse will be trained to undertake routine laboratory tests.

27.63 A health promotion programme is being developed in 1984, with the assistance of outside consultants, where there will be increased attention to subjects such as weight control, stress management, cessation of smoking, alcoholism and drug abuse, and physical exercise. Seminars will be organized regularly every few months, beginning in February 1984 (some in co-operation with the Training Service), and additional discussions will be held with supervisors, executive officers and personnel officers, starting in the first half of 1984; these will continue throughout the plan period.

27.64 Consideration is being given to the possibility of computerizing many of the medical records (the Joint IAEA-United Nations Industrial Development Organization (UNIDO) Medical Service in Vienna is testing one system now).

27.65 To improve the medical facilities available for United Nations, UNDP and UNICEF staff outside of Headquarters, it is expected that at least another 10 dispensaries will be established (14 exist at present) during the next six years, especially at African duty stations. At Bangkok (Economic and Social Commission for Asia and the Pacific (ESCAP)) and Baghdad (Economic and Social Commission for Western Asia (ESCWA)), United Nations medical facilities will be increased. During 1984 and 1985, it should be possible to decentralize many medico-administrative activities from Headquarters to the Economic Commission for Africa (ECA) and ESCAP Medical Services. Annually, the Medical Director will be making a visit to one of the regional commissions and also visiting several Field Offices in the same region to review existing medical services.

SUBPROGRAMME 4. STAFF COUNSELLING AND STAFF WELFARE ACTIVITIES

(a) Legislative authority

27.66 The legislative authority for this subprogramme is General Assembly resolution 32/204 and the Staff Regulations and Staff Rules.

(b) Objectives

27.67 The objective of this subprogramme is to increase staff morale by providing more counselling and related services to the staff and improving the quality of the work environment.

(c) Problems addressed

27.68 The problems include the absence of accepted standards for establishing the desirable volume and quality of services and the consequential low level of resources available.

(d) Strategy for the plan period 1984-1989

27.69 The activities of this subprogramme are of a continuing nature. In addition to counselling the staff on personal problems, a number of services will continue to be made available, covering problems of relocation, hardship situations, day-care facilities, housing etc. A medium of communication and information between staff and between staff and management, "The Secretariat News", will continue to be published twice a month. A systematic review of needs in the area of staff welfare will be undertaken and proposals will be presented to the intergovernmental bodies concerned.

SUBPROGRAMME 5. MAINTENANCE OF PERSONNEL RECORDS

(a) Legislative authority

27.70 The legislative authority for this subprogramme is the Charter of the United Nations, General Assembly resolution 32/204, the Staff Regulations and Rules and the Regulations of the United Nations Joint Staff Pension Fund.

(b) Objective

27.71 The objective of this subprogramme is to maintain comprehensive and accurate personnel records on staff of the United Nations and to manage these records in order to produce the required up-to-date information.

(c) Problem addressed

27.72 Owing to technical difficulties and insufficient support services, improvement in the management of existing records is slow.

(d) Strategy for the plan period 1984-1989

27.73 The computerized system and its capacity to meet short-term and long-term objectives will be reviewed with particular emphasis on the identification of deficiencies in the system and its present application; elaboration of documentation; and formulation of proposals to eliminate the deficiencies and prevent their recurrence. Automated procedures will also be developed and more modern records management techniques will be introduced.

PROGRAMME 4. CAREER DEVELOPMENT

Subprogrammes

SUBPROGRAMME 1. CAREER PLANNING, COUNSELLING AND PLACEMENT

(a) Legislative authority

27.74 The legislative authority for this subprogramme is Article 101 of the Charter of the United Nations, General Assembly resolutions 32/204, 35/210 (sect. IV), 37/235 A and 38/232 (sect. VI).

(b) Objectives

27.75 The objective of this subprogramme is to develop and implement a comprehensive career development system for all categories of staff and to develop a more systematic approach to the placement and rotation of staff taking into account the human resources needs of the Organization.

(c) Problems addressed

27.76 The problems include difficulty in defining the long-term human resources needs of the Organization; lack of Secretariat-wide co-ordination between existing information systems to provide complete data on staff and posts and to fill vacancies appropriately either through placement or recruitment; and lack of a comprehensive and up-to-date roster of internal candidates for transfer opportunities.

(d) Strategy

(i) Situation as at the end of 1983

27.77 A draft proposal for a career development system has been prepared and circulated on a Secretariat-wide basis for comments.

(ii) For the plan period 1984-1989

27.78 The development, integration and implementation of the components, policies and procedures of a fully-fledged career development system will be carried out. This activity will include the grouping of all posts by occupation; the mapping of clearly defined career paths within occupational groups and a career planning policy; improvement and co-ordination of computerized information systems in order to ensure the availability of full information on staffing tables and staff on

board; an effective performance evaluation system and an appointment and promotion system functioning along occupational lines; provisions for mobility and rotation; dissemination of full information on all career opportunities; career counselling including advice on future opportunities and possibilities of updating and increasing skills; and the integration of the staff training and examinations programme with career development. In addition, a complete and up-to-date roster of candidates for internal transfer will be further developed and maintained and qualified interested candidates from such a roster will be identified and presented to departments and offices and the selection process will be monitored.

(e) Continuing activities

27.79 The counselling and placement of staff members are continuing activities, procedures for which are reviewed on a regular basis to achieve optimum service.

SUBPROGRAMME 2. TRAINING

(a) Legislative authority

27.80 The legislative authority for this subprogramme is General Assembly resolutions 32/204, 33/143 (sect. III), 36/235 and 37/126.

(b) Objectives

27.81 The objectives of the subprogramme are to enhance the staff's knowledge and skills as required for the performance of their current or future duties; to enable them to refresh and update regularly such knowledge and skills and to keep pace with new research and progress made outside the Organization; to ensure a linguistic balance within the Secretariat by improving the proficiency of staff members in official languages and providing them with an opportunity to learn additional official languages; and to fulfil specific needs of individual departments and offices as well as staff members for developing linguistic abilities required in the performance of current or forthcoming functions.

(c) Problems addressed

27.82 The changing needs of the Organization in terms of qualifications and skills and the accelerated progress made outside the Organization in many fields of specialization require the continuous training and development of existing staff. However, the absence of an integrated career development and training system affects the motivation of a number of staff members to participate in training programmes which would be beneficial to them and the Organization. There is also the need to define clearly the needs of the substantive programmes in terms of training and adapt the training programme accordingly.

(d) Strategy

(i) Situation as at the end of 1983

27.83 About 30 per cent. of the training needs of staff at Headquarters in the areas of management and supervision were covered. Some technical courses were offered; other courses designed for specific occupations were introduced and

covered less than 10 per cent of estimated needs at Headquarters. For language skills, the review of learning objectives and research on the preparation of self-maintenance packages was begun.

(ii) For the plan period 1984-1989

27.84 It is planned to undertake in-depth research in consultation with all departments and offices and to design new courses and seminars for specific occupational groups and for staff at specific levels in these groups and to integrate these into a career development system. A major effort will also be undertaken to modernize training facilities and technology by using new methods such as computer-assisted learning and to develop specially designed training packages for use in offices away from Headquarters. In addition, it is planned to develop and substantially increase the coverage of the External Studies Programme and to integrate it in the career paths of specific occupational groups.

(e) Continuing activities

27.85 The language courses and language proficiency examinations will continue to be administered in accordance with the above-mentioned mandate.

SUBPROGRAMME 3. EXAMINATIONS

(a) Legislative authority

27.86 The legislative authority of this subprogramme is the Charter of the United Nations, Article 101 and General Assembly resolutions 32/204, 33/143, 35/210 and annex.

(b) Objective

27.87 The objective of this subprogramme is to prepare and administer appropriate competitive examinations in order to select the best qualified candidates for internal promotion or outside recruitment to fill posts at various levels in the Professional and General Service categories.

(c) Problems addressed

27.88 A serious problem has arisen because of the translation of examination papers written in official languages other than English or French. A translation, however competent and careful, might either improve on the candidate's paper or misrepresent the meaning to the detriment of the candidate. Some difficulties were also experienced in finding staff to serve as members of the various examination boards in addition to their regular functions.

(d) Strategy for the plan period 1984-1989

27.89 During this period it is proposed to further refine the examination system in consultation with departments and offices and to increase at least by 60 per cent the number of Member States where national examinations for Professional posts are held each year and promote a better understanding by departments and offices of the examination system. It is also planned to fully

integrate the competitive examinations for language and geographical posts, all of which are open to staff members and offer possible avenues for promotion, into the framework of a comprehensive career development system. The question of the use of languages other than the two working languages of the Secretariat in examinations will be fully re-examined. The implementation of these projects will increase the activities of the Examinations Unit by at least 40 per cent.

(e) Continuing activities

27.90 The following are continuing activities: the administration of tests for staff in the General Service category, competitive language examinations, competitive examinations for internal promotion and competitive examinations for recruitment in accordance with the above-mentioned mandate; and continued provision of support services to the various Examinations Boards.

PROGRAMME 5. REVIEWS AND APPEALS

SUBPROGRAMME. ADMINISTRATIVE REVIEWS OF APPEALS AND GRIEVANCE

(a) Legislative authority

27.91 The legislative authority for this subprogramme is Articles 100 and 101 of the Charter of the United Nations, General Assembly resolutions 32/204, 33/143, 35/210, 37/235 and 38/231, and the Staff Regulations.

(b) Objectives

27.92 The objectives of this subprogramme are:

(a) To provide an administrative machinery to advise the Secretary-General in cases in which a staff member or, as in the case of post classification, a staff member or an organizational unit disputes an administrative or classification decision or a disciplinary action; to review contested decisions before formal procedures are initiated; and to provide machinery to examine and resolve other disputes, such as allegations of discriminatory treatment;

(b) To provide, as required, legal advice and administrative support services to the bodies designated for recourse and disciplinary procedures, the Joint Appeals Board (JAB) and Joint Disciplinary Committee (JDC); to provide administrative support services to the Panel on Grievances and to the Classification Appeals and Review Committee; and to review contested decisions and advise on their disposition.

(c) Problems addressed

27.93 The unprecedented increase in the number of appeals against administrative decisions over the past few years has outgrown the means devoted to their handling and disposition.

(d) Strategy for the plan period 1984-1989

27.94 During the plan period, the backlog of appeals before the Joint Appeals Board will be eliminated and steps undertaken to prevent its recurrence.

(e) Continuing activities

27.95 The main continuing activities will be:

(a) Provision of secretariat and other support services to the Joint Appeals Board, the Joint Disciplinary Committee and the Panel on Grievances;

(b) Organization of the meetings of the Classification Appeals and Review Committee, preparation of agenda, collection and presentation of background materials and information and preparation of reports as required;

(c) Review of contested administrative decisions and representation of the Secretary-General before bodies considering appeals or disciplinary procedures.

CHAPTER 28. GENERAL SERVICES

I. GENERAL ORIENTATION OF THE MAJOR PROGRAMME

28.1 The Office of General Services is responsible for providing services to the substantive, conference service and common support programmes in respect of security and safety, communications, procurement and transportation, buildings management, records management and commercial management. The primary objective of the general services programme is to provide these essential services in the most efficient and economical manner so as to enable the Organization to carry out its work as effectively as possible.

28.2 With respect to expected changes in the quantity of services to be delivered, medium-term planning in the general services programme is complicated by the fact that these changes are dependent on changes in the substantive activities to be serviced, changes which are usually hard to predict. Accordingly, the planning is oriented towards improvement in the quality and efficiency of the services rendered. Emphasis is on introducing modern management techniques and technology with the objective of increasing efficiency, achieving economies and coping with the increased workload without a corresponding increase in resources.

28.3 During the plan period, the major area of priority will be communications.

28.4 The growth of the Organization and increased responsibilities of overseas offices resulting from programme decentralization have made it necessary to provide faster and more efficient communications between Headquarters and major overseas offices. Additionally, as a result of an unstructured approach to the development of a United Nations communications network in the past and the rapid advances in communications technology it is now necessary to undertake a comprehensive assessment of current and future United Nations communications requirements.

28.5 The Communications Service is developing plans for an integrated communications network connecting the major duty stations. Further experimentation is foreseen in the development of remote simultaneous interpretation procedures via satellite for overseas conferences. Likewise, work will continue on documents transmission via high-speed facsimile and word-processing equipment.

28.6 The strategy for the plan period in respect of communication includes:

(a) Upgrading the telecommunications and electronic support facilities in the conference rooms at Headquarters;

(b) Installing a new and expanded system for meeting room listening units at Headquarters;

(c) Providing an expanded network of voice grade circuits usable for voice, data, telex and facsimile and other telecommunications services in place of the present United Nations high-frequency radio-teleprinter network;

(d) Expanding the satellite earth station facilities in connection with the use of INTELSAT;

(e) Completion of the study on the feasibility of a United Nations-owned satellite system and possible alternatives;

(f) Providing for the overall communications requirements of all major programmes including public information, conference services and peace-keeping and special missions;

(g) Installing a new digital telephone system with advanced accounting, control and data handling capabilities at Headquarters;

(h) Providing efficient and reliable means of transmitting official materials between United Nations offices by diplomatic pouch, mail or alternative means;

(i) Keeping abreast of technical developments in the communications field and assessing their applicability to United Nations communications requirements.

II. PROGRAMMES

PROGRAMME 1. SECURITY AND SAFETY

SUBPROGRAMME. SECURITY AND SAFETY

(a) Legislative authority

28.7 The legislative authority for this subprogramme is General Assembly resolution 32/204.

(b) Objectives

28.8 The primary objective is to provide security and safety services to ensure the safety and security of delegates, visiting dignitaries, staff and property at Headquarters and to create a secure and safe environment in which the Organization can carry out its work effectively.

(c) Problems addressed

28.9 The main problems are to maintain, in an economical and efficient manner, the staff of the Security and Safety Services at the consistently high level of competence in the use of firearms, in security and safety techniques and to reduce the cost of surveillance without loss of efficiency.

(d) Strategy

(i) Situation as at the end of 1983

28.10 Extensive improvements in and modernization of the security and safety system of the Headquarters building were completed in 1983. This involved updating of sprinkler alarm systems, fire and smoke alarms and the Watchman's Tour System through the installation of a computerized fire/safety communications system.

28.11 Electronic security screening equipment for visitors has been installed in the visitors' entrance and is periodically used also in the Security Council and General Assembly galleries. Similar equipment for screening packages has also been installed in the Mail Operations Section. Modern communications and bomb-detection equipment has been provided to the Service and the number of electronic

surveillance devices in selected locations has been increased. Physical fitness facilities have been made available to security officers.

28.12 During 1982 and 1983, training programmes for security officers were conducted in essential areas such as cardio-pulmonary resuscitation (CPR), VIP protection, use of firearms, bomb threat response and fire safety.

(ii) For the plan period 1984-1989

28.13 The most effective way of improving security and safety performance is through officer training. Accordingly, the training programmes begun in 1982-1983 will be continued and incorporated into the established structure and function of the Service.

28.14 The feasibility of constructing an on-site target range in a storage area or other marginally useful space will be explored to provide essential on-site firearms training at an economical cost.

28.15 A study will be undertaken to determine the feasibility of installing a closed circuit television security system with a security control monitor centre to assist security personnel in ongoing surveillance, to provide 24-hour surveillance of access areas and to minimize costly foot patrols.

(e) Continuing activities

28.16 The following activities are continuing and will be kept under review so as to maintain and, where possible, improve their efficiency and effectiveness:

(a) Screening all persons entering United Nations premises;

(b) Staffing of all security posts and patrols at Headquarters, including conferences, meetings, special events and receptions;

(c) Operations of the security and safety control centre, monitoring electronic installations, including ultrasonic alarms, closed-circuit TV, radio communications and intercom systems;

(d) Conducting a fire prevention and fire suppression programme, including continuous monitoring of fire and water alarms, inspections and practice evacuation of United Nations premises;

(e) Inspecting Headquarters premises for safety and fire hazards;

(f) Providing liaison with host country law enforcement agencies and fire authorities;

(g) Issuing and maintaining records of I.D. cards for delegates, staff members, representatives of non-governmental organizations and the news media and other authorized persons;

(h) Investigating incidents involving security;

(i) Investigating and reporting all accidents and injuries and processing property damage claims;

- (j) Issuing garage entry tickets;
- (k) Controlling all vehicular traffic, inspecting parking areas and issuing parking tickets at Headquarters;
- (l) Providing and maintaining all locking systems for rooms, desks and filing cabinets and servicing safes;
- (m) Providing lost-and-found services.

PROGRAMME 2. COMMERCIAL SERVICES

Subprogrammes

SUBPROGRAMME 1. PROCUREMENT AND TRANSPORTATION

(a) Legislative authority

28.17 The legislative authority for this subprogramme is General Assembly resolution 32/204.

(b) Objectives

28.18 The general objectives are to plan, provide, manage and administer the procurement and transportation requirements and support services of the Organization in a cost effective manner while at the same time improving service.

(c) Problems addressed

28.19 Much of the work in the procurement and transportation operations is based on labour-intensive systems which were established many years ago. With the present availability of improved technology, many of the existing procedures are unsuitable. The problems include the following:

(a) Owing to the current manual compilation of voluminous travel data, it is difficult to provide the detailed breakdowns required in timely reports to management and timely responses to requests from legislative bodies;

(b) Delays occur in many phases of the traffic operations due to the manual handling of shipments of personal effects and household goods and organizational materials and equipment.

(d) Strategy

(i) Situation as at the end of 1983

28.20 An Automated Purchase and Payment Systems (APPS) was installed in 1980 as a result of a consultant study. The APPS programme provided for the necessary computer hardware and software to begin systematic automation of some of the manual systems in the procurement process. The APPS is now contributing significantly to the purchase order production capability, to the general records filing system and to an expanded vendors' roster.

28.21 Contractual arrangements resulting in increased efficiency and economies for the Organization were made for the following services:

- (a) Preparation and delivery to the airport of United Nations pouches at no cost to the United Nations;
- (b) Overhaul of typewriters;
- (c) Repair and maintenance of all dictaphone recording equipment;
- (d) Servicing of photocopiers, which provided for an upgrading and better utilization of machines;
- (e) Freight forwarding, which provided for a direct computer-linked system (including TCD/CPB);
- (f) A new travel service with an increased financial return to the United Nations;

(g) Vendor warehousing and inventory reporting under which vendors store and report on all United Nations furniture in a closely regulated and organized programme;

(h) The provision of all word-processing expendable supplies, which will provide for a centralized inventory and supply system and will substantially reduce the administrative documentation currently required to requisition, order, receive and deliver these fast-moving items.

(ii) For the plan period 1984-1989

28.22 A new contract will be issued shortly for expendable office supplies. This new arrangement will simplify the procurement, receipt, shipping, distribution, payment, accountability for and inventory of office supplies. It is a computer-assisted project which will reduce the amount of staff required to handle the activity.

28.23 As the subprogramme responds to the programmes of requisitioning units, attention will be given to the plans and programmes of other substantive offices so as to be able to react quickly and efficiently to their needs and demands. In this context, an automatic acknowledgement system for all cable and letter enquiries and requests will be introduced.

28.24 A computerized system will be established for the recording and processing of travel documents and visas.

28.25 The establishment of a dedicated system linking New York, Geneva and Vienna is envisaged in order to attain the following main objects:

- (a) To facilitate the issuance, renewal and cancellation of travel documents through instant retrieval of information;
- (b) To avoid duplication of work and issuance by the three offices concerned;
- (c) To attain more effective and efficient control over the issuance of travel documents.

28.26 A computerized system will be established to facilitate the work in traffic operations.

(e) Continuing activities

28.27 Most of the activities of the Service are of a continuing nature. The following activities are under continuous review with a view to improving efficiency and effectiveness:

- (a) Procurement;
- (b) Contracting;
- (c) Purchase order processing;
- (d) Invoice processing;
- (e) Travel operations;
- (f) Traffic operations;
- (g) Property management;
- (h) Inventory management;
- (i) Computer systems.

SUBPROGRAMME 2. PHILATELIC SALES

(a) Legislative authority

28.28 The United Nations Postal Administration (UNPA) was established in 1951 in accordance with General Assembly resolutions 454 (V) of 16 November 1950 and 657 (VII) of 6 November 1952, and its legislative mandate was reaffirmed in General Assembly resolution 32/204.

(b) Objectives

28.29 The general objective of UNPA is to publicize the work and objectives of the United Nations and of its specialized agencies through the issuance of United Nations stamps and at the same time to generate revenue through philatelic sales.

28.30 The specific and time-limited objective is to formulate proposals on the issuance of United Nations postal stamps and postal stationery, including the subject, design and quantity to be printed; to provide policy and operational direction to the outposted offices of the UNPA offices in Geneva and Vienna; to maintain liaison with the United States, Swiss, Austrian and other postal authorities as well as with the Universal Postal Union regarding the philatelic and postal regulations and procedures; to assure the security and archival safekeeping of postal stocks; and to increase revenue by developing consistently aggressive marketing strategies while at the same time decreasing expenditures by introducing new procedures to improve efficiency and effectiveness thus increasing the net income to the Organization.

(c) Problems addressed

28.31 The current adverse economic conditions are having a negative impact on the sale of philatelic products thus affecting the amount of revenue generated.

28.32 The issuance of stamps in the currencies of the three offices of UNPA in New York, Geneva and Vienna needs continuous co-ordination, requiring effective and efficient telecommunication facilities between the three locations in order to implement an integrated computer system.

28.33 UNPA is encountering problems in delivering the mail orders for United Nations stamps to customers residing in a number of Member States because national taxes (value added taxes - VAT) are levied on the value of these orders prior to being released by the local customs authorities. This practice, which is questionable under the Convention on the Privileges and Immunities of the United Nations affects sales and consequently reduces revenue to the Organization.

(d) Strategy

(i) Situation as at the end of 1983

28.34 Implementation of the new on-line automated system began in 1982 and as of December 1983 an outside electronic data-processing consulting firm had completed the detailed design and programming specifications. The new system is scheduled for implementation at Headquarters in late 1984.

28.35 During 1983, UNPA started using the mailbox facilities via the existing telecommunication line between New York and Geneva, provided by the New York Computing Service.

28.36 New techniques in printing stamps, such as combination processes and engraving, were introduced, and for the first time in its history UNPA commissioned an internationally well-known artist to design stamps - for the "35th Anniversary of the Declaration of Human Rights" issue - and also varied the size and the format of the stamps issued.

28.37 To boost sales UNPA is also shifting its market promotion emphasis from advertising in philatelic press to direct mail. The branch offices in Geneva and Vienna have had joint promotion campaigns with established UNPA agents in the Federal Republic of Germany, Denmark and the United Nations Association in France.

28.38 Answering customer correspondence with the word-processing system formulated and introduced during 1982 at Headquarters and Geneva was also extended to the Vienna office in 1983.

28.39 UNPA has undertaken a project to review the reporting system of all three UNPA offices with a view to standardizing all the reports generated as well as streamlining the information used.

(ii) For the plan period 1984-1989

28.40 UNPA will intensify its efforts to promote the sale of philatelic items by reaching markets through direct mail and the media, such as television, radio and major national and international publications, and will soon launch a major

promotion campaign through advertisements in the Readers Digest magazine as well as through direct mail to subscribers of various philatelic publications.

28.41 UNPA is planning to increase its marketing efforts in various international markets through its 134 overseas agencies in 94 countries. During 1984-1989, markets such as Japan, and those less explored, such as Latin America, are planned to be developed further through intensive promotion campaigns.

28.42 UNPA will continue to evaluate its operational procedures and implement more efficient systems in order to decrease costs and thus increase net revenue. The revised on-line system is scheduled for implementation at Headquarters in mid-1984, at Geneva in mid-1985 and at UNPA Vienna, when a telecommunication line between New York and Vienna is available. The new system will provide improved services to all UNPA customers, enable UNPA headquarters to have greater and more direct control over the branch offices and facilitate work at all three offices with more effective inventory and financial controls.

28.43 UNPA will continue its efforts to improve the quality of its service to philatelic collectors by introducing an improved packaging system for all mail orders in order to prevent damage during transit.

28.44 During 1984-1985, stamps on the theme of "A Future for Refugees", and the "40th Anniversary of the United Nations" will be released. In addition, new philatelic products such as stamp packs and maximum cards are also planned to be introduced.

28.45 In order to have more effective controls over cash and inventory handled by the sales clerks, it is planned to acquire electronic cash registers.

28.46 In order to overcome the problem of VAT levied by certain Member States, UNPA intends to pursue this matter with the appropriate representatives in New York.

(e) Continuing activities

28.47 Other than specific projects, such as enhancement of the on-line computer system, all the activities of UNPA are of a continuous nature. The following activities are continuously reviewed in order to improve their efficiency and effectiveness:

- (a) Marketing, promotion and sale of United Nations stamps;
- (b) Provision of special services to collectors, such as the computerized mail order, customer deposit and First Day Cover services;
- (c) Participation in philatelic stamp exhibitions to promote and sell United Nations stamps;
- (d) Ensuring availability of United Nations stamps in all parts of the world either directly to collectors or through established sales agencies and United Nations offices in the field;
- (e) Ensuring that appropriate security procedures are in effect at all times to safeguard the valuable philatelic stock.

SUBPROGRAMME 3. INCOME-GENERATING COMMERCIAL FACILITIES

(a) Legislative authority

28.48 The legislative authority for this subprogramme is General Assembly resolution 32/204.

(b) Objectives

28.49 The major objectives of the various units under the responsibility of this subprogramme are as follows:

- (i) Catering services: to provide a smooth and efficient catering service so as to enable staff and members of delegations to obtain satisfactory meals quickly and at reasonable cost at their place of work;
- (ii) Garage operation: to make available to delegates assured access to the Headquarters building, to provide parking facilities for delegates and authorized staff, to provide this service at reasonable rates and recover all operating costs and, if possible, to generate revenue for the Organization;
- (iii) Souvenir Shop and Gift Centre: to provide a complementary service to the guided lecture tours which are operated for the purpose of making visitors and the general public aware of the activities of the United Nations;
- (iv) Peace and commemorative medals: to publicize the work and objectives of the United Nations while generating revenue for the Organization.

28.50 In general terms, the objectives of items (i) and (ii) concerning the above-mentioned units are to offer services to staff and delegations to facilitate their work; items (iii) and (iv) are intended to further the objectives of the United Nations; and the ancillary objective is to generate revenue.

(c) Problems addressed

28.51 The main problems experienced by this subprogramme are summarized below:

- (a) Large deficits experienced in the staff cafeteria over the past three years;
- (b) The recent consolidation of United Nations rented spaces in the midtown area into the DC 2 building, as of December 1983, which has doubled the number of staff in the two buildings and has caused chronic congestion in the DC cafeteria;
- (c) Increased demands for parking which have created congestion in the United Nations garage;
- (d) A decrease in the number of visitors to the United Nations which has resulted in lower sales and a consequent reduction of income from the Gift Centre and Souvenir Shop.

(d) Strategy

(i) Situation as at the end of 1983

28.52 With regard to the dining facilities, a major expansion and modernization programme began in 1981 and was completed in April 1983. It included the reconstruction of the Delegates' Dining Room to add eight private dining rooms with folding partitions. This feature enables the expansion of the main dining room as well as the smaller ones. A new cafeteria annex was constructed at the southern end of the Headquarters complex and was opened in August 1982. The space formerly occupied by the cafeteria on the fourth floor was used to expand the Delegates' Dining Room and to construct a new Staff Cafe and Vendery. The latter two facilities were ready for operation in August 1983.

28.53 In an effort to achieve break-even financial results on catering facilities, an interim price increase of 15 per cent in cafeteria prices was implemented as of August 1983, and a Catering Committee was set up to review the matter.

28.54 As regards the garage, 100 spaces were created by marking certain areas for compact and sub-compact vehicles. In addition, the construction projects in the third basement areas, completed in July 1983, resulted in a net gain of 200 parking spaces.

28.55 A new set of parking rules was established as contained in ST/AI/288, and in June 1982, the Secretary-General established the Garage Review Board to administer policies for allocation of parking space.

28.56 A feasibility study to computerize certain operations of the Garage Administration was completed by December 1983 and data entry is now in progress. This project is designed to reduce overtime expenses and improve timeliness and usefulness of administrative data.

(ii) For the plan period 1984-1989

28.57 The findings of the Catering Committee, which are expected in 1984, will determine whether or not further price increases or other measures are warranted. Additional steps to reduce the deficit have in the meantime been taken. They included the increase of prices in all non-staff catering operations, the redeployment and/or reduction of catering staff and the reduction in the hours of operation in certain units of catering services without significantly affecting the efficiency and quality of service.

28.58 To alleviate the congestion in the DC 1 cafeteria, adjacent space, previously occupied by the Credit Union and the Office of the Commissioner for Namibia, will be available for expansion. This will increase the seating capacity, but will not have much effect on the kitchen area because of certain physical limitations on that floor. To overcome this deficiency, plans are being reviewed to determine the type of kitchen equipment required and its lay-out within the available space. Modest renovation work will commence in 1984. By expanding the facility, it is anticipated that congestion in the DC 1 and the main cafeteria will be reduced.

28.59 Modest alterations will be made to the Cashier's Office and the United Nations Catering services to improve cash security.

28.60 Measures will be taken to increase parking facilities.

28.61 Intensified marketing and merchandising are planned during the 1984-1985 biennium to reverse the trend of lower sales in the Gift Centre and Souvenir Shop. As part of the strategy, 12 major United Nations offices overseas have been contacted to sell United Nations souvenir items and medals.

(e) Continuing activities

28.62 The following activities are continuing and are reviewed by the Commercial Management Service on a regular basis in order to improve their efficiency and effectiveness:

(a) Monitoring and control of the catering contract type of menus, food and labour costs;

(b) Better utilization of parking space in the garage;

(c) Promotion of sales of United Nations souvenir items and handicrafts in the Souvenir Shop and Gift Centre respectively;

(d) Investigating means of increasing royalty income from the sale of the United Nations peace and commemorative medals and other collectible items.

PROGRAMME 3. TECHNICAL SUPPORT SERVICES

Subprogrammes

SUBPROGRAMME 1. BUILDING OPERATION AND MAINTENANCE

(a) Legislative authority

28.63 The legislative authority for this subprogramme is General Assembly resolution 32/204.

(b) Objectives

28.64 The general objective is to plan, manage, maintain and operate in an effective and efficient manner the office and conference facilities and support services necessary for the Organization to carry out its work in New York and to provide advice on these matters to United Nations offices at other duty stations.

28.65 The specific and time-limited objective is to improve and modernize the mechanical and electrical equipment facilities in the Headquarters buildings complex by the end of 1987.

(c) Problems addressed

28.66 After more than 30 years of operation, some of the mechanical and electrical equipment in the Headquarters buildings complex has deteriorated and requires replacement or upgrading to appropriate levels of safety to comply with revised standards, to avoid interruption of operation and to avoid excess operating costs.

(d) Strategy

(i) Situation as at the end of 1983

28.67 Following completion of the bulk of the \$57 million programme to expand Headquarters facilities, work started in 1982 on the improvement programme of mechanical equipment and is ongoing.

28.68 An energy conservation project involving the installation of solar film on windows, fluorescent stair lighting and various measures to improve the efficiency of the air-conditioning systems was largely completed in 1983.

28.69 A computerized system for the Secretariat, delegation and service files of the Information and Reception Unit was installed in 1983.

28.70 A major internal reorganization of office space in the Secretariat building and consolidation of outside rented premises (Chrysler, Continental, Burroughs and Alcoa buildings) in the UNDC 2 building was completed in 1983.

28.71 The following projects were part of the 1978-1983 Headquarters Construction Programme: construction projects at Headquarters involving expansion of seating capacity in Conference Rooms 1, 2, 3, 4, Trusteeship Council and Plenary Hall; improvement of facilities adjacent to Security Council Chamber, construction of an underground building for printing and related facilities in the North Lawn; renovation and alteration of Conference Building second and third basements; expansion of seating capacity and installation of moveable partitions in Conference Rooms 5 and 6; extension of the north end of the Conference Building and installation of a coffee shop at the east end of the Delegates' Lounge; construction of a new cafeteria and kitchen, and additional air-cooling equipment related to the above projects. All of these projects were completed as at the end of 1983.

(ii) For the period 1984-1989

28.72 The programme for the improvement and modernization of mechanical and electrical equipment is scheduled for completion in the course of the 1986-1987 biennium.

28.73 A programme is being developed in respect of major maintenance requirements of the premises and equipment at Headquarters.

28.74 The growth of office space at Headquarters has reached a point where manual office space planning systems are time consuming and inefficient to maintain. Up-to-date computer technology will be explored to determine whether this would prove to be a viable cost-effective alternative.

28.75 The existing computerized security alarm system has a built-in capacity for energy management and other maintenance functions. Preliminary minor use is being made of this capability. However, the full potential will be investigated with a view to improving the management of building systems.

28.76 The possibility of expanding the computerized system of the Information and Reception Unit will be examined.

(e) Continuing activities

28.77 Most of the activities of the subprogramme are of a continuing nature. The following activities will be reviewed on a regular basis in order to improve their efficiency and effectiveness:

- (a) Architectural and engineering services;
- (b) Reception and information services;
- (c) Electrical maintenance;
- (d) Elevator operation and maintenance;
- (e) Heating, ventilating, air-conditioning;
- (f) Cleaning services;
- (g) Office space planning;
- (h) Other miscellaneous services.

SUBPROGRAMME 2. COMMUNICATIONS

(a) Legislative authority

28.78 The legislative authority for this subprogramme is General Assembly resolution 32/204.

(b) Objectives

28.79 The general objective is to provide efficiently the communications services necessary to enable the Organization to carry out its work, including:

(a) To provide direction and co-ordination for the United Nations global communications activities and operations;

(b) To provide, manage, operate and maintain in an effective and efficient manner the communications installations and services necessary for the Organization to carry out its work at Headquarters and to advise, plan and co-ordinate modifications and improvements to the communications installations and services at other duty stations to ensure maximum efficiency and compatibility;

(c) To provide improved network facilities and operational support for communications with overseas offices of the United Nations, especially the principal offices of the regional commissions, as well as the United Nations offices at Geneva, Vienna and Nairobi;

(d) To keep abreast of technical developments in the communications field and assess their applicability to United Nations communications requirements and evolving developments in conference servicing and public information programmes, e.g., teleconferencing, news distribution methods and media;

(e) To provide efficient and reliable means of transmitting official materials between United Nations offices by diplomatic pouch, mail or alternative means.

(c) Problems addressed

28.80 The increased responsibilities of the overseas offices resulting from decentralization have made it necessary to provide faster and more efficient communications services between Headquarters and major overseas offices.

28.81 The accumulation of improvised solutions to specific communications problems over the past decade calls for a thorough reassessment to ensure that the Organization's present and future requirements are met in the most effective and economical manner.

(d) Strategy

(i) Situation as at the end of 1983

28.82 An integrated communications network connecting the major duty stations using leased commercial lines has been developed. Discussions are taking place with the International Telecommunications Satellite Organization (INTELSAT), which has granted access to their satellite transmission facilities under certain conditions. Experiments in the development of remote simultaneous interpretation procedures via satellite for overseas conferences have taken place. Trials of documents transmission via high-speed facsimile and word-processing equipment have taken place using procedures developed by the Service in co-operation with the Department of Conference Services.

28.83 Design and development work has been completed on new electronic simultaneous interpretation equipment, which has been installed in Conference Rooms 7 and 10 and the Economic and Social Council and Security Council Chambers. Similar equipment is planned for the remaining conference rooms on a phased basis. A new system for conference room listening units is in the final development stage. Work has also begun on computerizing pouch operations in order to develop better flow of information for management. Programmes are under way to replace outdated off-line code equipment with modern electronic encryption systems and to replace the computerized message switch in the communications centre. The feasibility of replacing the present telephone installation with a United Nations-owned system is under study.

(ii) For the plan period 1984-1989

28.84 The principal programme for the plan period include:

(a) Upgrading the telecommunication and electronic support facilities in the conference rooms at Headquarters in accordance with the timetable established by the General Assembly;

(b) Installing a new and expanded system for meeting room listening units at Headquarters;

(c) Providing an expanded network of voice grade circuits usable for voice, data, telex and facsimile and other telecommunications services in place of the present United Nations high-frequency radio-teleprinter network;

(d) Expanding the United Nations satellite network coverage and developing satellite earth station facilities;

(e) Completing the study on the feasibility of a United Nations-owned satellite system and possible alternatives;

(f) Providing for the overall communications requirements of all major programmes, including public information, conference services and peace-keeping and special missions;

(g) Reviewing accounting and cost recovery procedures for telecommunications services;

(h) Continuing the study of pouch operations with a view to improving the efficiency and economy of service;

(i) Installing a new digital telephone system with advanced accounting, control and data handling capabilities at Headquarters.

(e) Continuing activities

28.85 Other than the major projects listed above, most of the activities are of a continuing nature and are reviewed on a regular basis in order to identify possible improvements in efficiency and effectiveness:

(a) Conference room electronic operations;

(b) Broadcast and recording studio operations;

(c) Mail and pouch operations;

(d) Messenger services;

(e) Telephone operations;

(f) Communications message centre operations, including cable, telex, facsimile and cryptographic services.

SUBPROGRAMME 3. RECORDS MANAGEMENT

(a) Legislative authority

28.86 The legislative authority for this subprogramme is General Assembly resolution 32/204.

(b) Objective

28.87 The major objectives of the subprogramme are to provide advice on all phases of current records management, including training of departmental staff assigned to records keeping duties; the maintenance of register of the Organization's records; preservation and servicing of non-current records and archival material; and providing advice to United Nations overseas offices on matters pertaining to current and non-current records. The primary objective is to improve the quality and efficiency of the services rendered to the Organization.

(c) Problems addressed

28.88 Since the disestablishment of the Central Registry at Headquarters and the establishment in its place of decentralized file systems throughout the Organization, problems are being experienced in connection with the efficient transfer of records. Consequently, records management programmes need to be further developed so that the Secretariat can maintain and retrieve information in an efficient manner, both at Headquarters and in overseas offices.

28.89 The growth of the Organization, voluminous transfers from the recently terminated Central Registry and intensified accession of records from overseas offices have resulted in a critical shortage of space for records storage.

28.90 Temperature control is of crucial importance in the storage of archival material. In the existing facilities, temperature control, particularly for non-conventional records, is inadequate. The sound recording storage area, for example, is experiencing fluctuating temperatures that are damaging to tapes.

28.91 Unless special precautions are taken, archival material on inferior paper with high sulphuric acid content will eventually deteriorate.

28.92 At present, the nature and volume of non-current records accumulating in United Nations overseas duty stations are unknown, which could result in the permanent loss of the archives of such United Nations bodies. This problem is intensified by the lack of central administration for such stations and by the fact that these records offices are not staffed by professional archivists.

28.93 Currently, all applications in the management of archives are done manually, a procedure which is costly and less efficient than automated management.

28.94 To date, there is no standard system for the classification, protection and removal of records.

(d) Strategy

(i) Situation as at the end of 1983

28.95 In compliance with the recommendations of the Administrative Management Service, the disestablishment of the Central Registry at Headquarters was completed and the staff, equipment and space were redeployed; records management programmes were developed and implemented for many Secretariat organizational units; records

management officers visited offices away from Headquarters and provided assistance in records management; additional records storage space has been acquired effective July 1984 when the United Nations Development Programme vacated the space it occupied; and a Working Group on Declassification produced a preliminary draft of declassification rules for approval by the Secretary-General.

(ii) For the plan period 1984-1989

28.96 The development of records management programmes for Secretariat offices will continue; advisory services to offices away from Headquarters will continue to be provided; a register of the decentralized records systems developed will be established so as to provide a central point of information on Secretariat records; guidance and co-operation on records management matters will be undertaken with United Nations organizations; the system of comprehensive retention schedules will be expanded so that all records of the Organization will be identified and allotted a specific life span. This will ensure disposal of ephemeral records, maintenance of those having continuing administrative value and permanent preservation of those having evidential or informational value. Retention schedules established at Headquarters will serve as a model for overseas offices. A systematic records disposition programme will be established for the purpose of preventing congestion of operating offices with excess paper and identifying and preserving archives records. To alleviate the shortage of space for records storage, full-space shelving will be installed in the Park Avenue premises. With full-space shelving, twice the number of linear feet of records can be stored in the same space when used for conventional shelving. A system will be devised for the declassification of classified files.

28.97 Feasibility studies are planned on the following topics:

(a) Installation of a climatically-controlled area in the Park Avenue premises to prevent deterioration of material;

(b) The use of deacidification and lamination processes to arrest deterioration of paper;

(c) The introduction of mini-computer applications in the management of Archives for economy and increased efficiency;

(d) A study of the United Nations organizations overseas with a view to determining the feasibility of concentrating all non-current records and archives in a central repository.

(e) Continuing activities

28.98 Activities of this subprogramme are continuing and are reviewed on a regular basis in order to improve their efficiency and effectiveness. The subprogramme, inter alia:

(a) Provides direction and management at Headquarters, as well as advisory services to offices overseas, co-ordinates with the Department of Public Information on the Oral History Programme and provides co-operation and guidance in records management to United Nations organizations;

(b) Provides advice to the Organization on current records management, maintains a Register of the Organization's records and trains departmental staff assigned to records duties;

(c) Maintains custody of non-current records and archives of the United Nations;

(d) Carries out the arrangement and description of permanent records;

(e) Maintains custody of the Sound Archives and provides reference service to external and internal users;

(f) Carries out transfers of records from originating offices, appraises accessioned records and carries out disposals.

CHAPTER 29. OTHER MANAGEMENT AND TECHNICAL SUPPORT SERVICES

I. GENERAL ORIENTATION OF THE MAJOR PROGRAMME

29.1 The activities under this programme cover a wide range of management, administrative control and technical support services provided to the Secretariat. While the major activities are conducted from Headquarters, they relate to services provided to the entire Organization.

29.2 The principal objective of the Administrative Management Service (AMS) is to provide management advisory services throughout the Secretariat. AMS identifies management problems or areas requiring management improvement, undertakes management services or studies at the request of the Secretary-General or heads of departments and offices and also advises management at all levels in resolving problems in this area.

29.3 The Internal Audit Division serves as the independent audit and systems appraisal staff for the administrative and financial operations of the United Nations at Headquarters and overseas offices. The Division also determines that the Organization's financial transactions are in compliance with the relevant General Assembly resolutions and regulations, that systems of internal control are effective, that financial records are accurate and that resources are employed effectively in line with the purpose for which they were appropriated. Audit staff are located in New York, Geneva, and Nairobi and thus can respond rapidly to the needs of management for audit and systems appraisal.

29.4 In view of the increasing number of units of the Organization introducing technical innovations for the performance of their programme activities, there has been a growing need to co-ordinate the progress achieved in order to secure for the United Nations the potential benefits and savings resulting from the introduction of such modern technological innovations, including the use of word-processing, office automation, micro-processors and data communications.

29.5 The Electronic Data Processing and Information Systems Division develops and administers policies for the creation and operation of integrated information systems and the use and acquisition of electronic data-processing capabilities, including the establishment of standards and guidelines for such installations, for departments and offices at Headquarters and at other duty stations.

II. PROGRAMMES

PROGRAMME 1. ADMINISTRATIVE MANAGEMENT SERVICE

SUBPROGRAMME. ADMINISTRATIVE MANAGEMENT SERVICE

(a) Legislative authority

29.6 The legislative authority for this subprogramme is General Assembly resolution 31/94 C.

(b) Objectives

29.7 The overall objective of the subprogramme is to provide management advisory services to the Secretariat with a view to improving the quality of management. Critical attention needs to be given to the internal administrative set-up to ensure that it meets with increased efficiency the needs of this larger, more complex and more decentralized Organization; to closer co-operation with individual managers in solving operational problems; and to more timely and effective responses to management problems identified by, inter alia, the General Assembly, ACABQ, CPC, JIU and the External and Internal Auditors.

(c) Problems addressed

29.8 Managers and supervisors require support, advice and training in management techniques. They must be able to use effectively the enormous amount of information needed for decision-making. In providing management advisory services, the approach has often been too inspectorial and insufficiently oriented towards the perceived needs of the operating departments.

(d) Strategy

(i) Situation as at the end of 1983

29.9 In the past, the full potential of the Administrative Management Service (AMS) as a catalyst for change within the Organization has not always been realized. There has been too much forward-planning of the AMS work programme, which has reduced flexibility in dealing with new problems as they emerge. Reviews have sometimes taken too long to complete, resulting in recommendations being overtaken by events. Reports have sometimes provided too much in the way of background information and consequently focused insufficiently on main issues. Delays have sometimes arisen in obtaining decisions on AMS recommendations, and management has sometimes acted too slowly in implementing those recommendations.

(ii) For the plan period 1984-1989

29.10 A concerted effort will be made to overcome the existing problems, and reviews will become much more client-oriented than hitherto. Detailed proposals for the objectives and conduct of reviews will be determined between both parties before review work is commenced. Clients will be invited to nominate their own staff to participate in AMS review teams, thus facilitating both fact-finding work and the implementation of AMS recommendations. Findings from reviews will be discussed with client management before any final report is prepared, and the latter will be invited to specify the level of detail required in the report. Within AMS itself, measures will be taken to re-orient and upgrade staff capability.

29.11 Depending on progress made in the development and modernization of the Organization's communications network, organizational units away from Headquarters will be provided with improved advisory services in respect of their needs for management information systems.

29.12 It is also envisaged to provide data and information to Member States in accordance with criteria which will need to be developed.

(e) Continuing activities

29.13 The following activities are performed on a regular basis: (a) advisory assistance to management at all levels in resolving problems, obtaining better programme performance and improved use of resources and introducing more cost-effective work methods; and (b) provision of staff support services to the Under-Secretary-General for Administration and Management in controlling issuances of administrative instructions, maintaining the Organization Manual of the Secretariat and managing the supply and design of forms.

PROGRAMME 2. INTERNAL AUDIT SERVICES

SUBPROGRAMME. INTERNAL AUDIT SERVICES

(a) Legislative authority

29.14 The legislative authority for this subprogramme is the Financial Regulations of the United Nations as adopted and periodically amended by the General Assembly.

(b) Objectives

29.15 The objectives of this subprogramme are (a) to examine all relevant documents and action, whether by Headquarters or overseas offices, with a view to ensuring conformity of obligations and expenditures with the intent of the General Assembly, observance of regulations, rules and instructions and economy and efficiency in the use of the resources of the Organization and (b) to appraise the effectiveness of activities and programmes and the management of internal control systems and to report on weaknesses and the resultant risks in order to reduce possible waste, abuse and fraud.

(c) Problems addressed

29.16 As the activities and financial transactions involving the Organization increase in complexity, management and financial controls have to be monitored for their effectiveness in reducing or minimizing the risks of waste, fraud and abuse. Of special importance is the question of the effectiveness of the existing internal control standards, in particular with respect to offices away from Headquarters.

(d) Strategy

(i) Situation as at the end of 1983

29.17 Internal Audit Division offices were instituted in New York, Geneva and Nairobi. Due to increased decentralization of organizational units, fewer financial documents were being sent to Headquarters for review.

(ii) For the plan period 1984-1989

29.18 During the plan period, audit coverage will be expanded by the Internal Audit Division offices in New York, Geneva and Nairobi. Reports to management recommending remedial or preventive measures will be made on a continuous basis to ensure that the assets of the Organization are adequately safeguarded, that the risk of waste and abuses is minimized, and that funds are used effectively,

economically and efficiently for the purposes intended. In this respect, particular emphasis will be placed on systems based audits, review of internal controls and performance of detailed tests of transactions and balances. The Division will be using new approaches in the auditing of programme performance evaluation through the improvement of professional skills and practices, which will be accomplished by expanded training of staff and utilization of recently acquired data-processing equipment.

(e) Continuing activities

29.19 The services of this subprogramme are of a continuing nature. They include financial management, operational and comprehensive audits of the following:

- (a) United Nations Secretariat and regional commissions (ECA, ESCAP, ECE, ESCWA and ECLAC) and projects;
- (b) UNIDO headquarters and overseas industrial development projects;
- (c) Headquarters of the United Nations Environment Programme (UNEP) and overseas environment projects;
- (d) Headquarters of the United Nations Centre for Human Settlements and overseas Habitat development projects;
- (e) International Trade Centre UNCTAD/GATT;
- (f) Headquarters of the Office of the United Nations High Commissioner for Refugees (UNHCR), overseas offices and programmes for assistance to refugees which are carried out away from headquarters;
- (g) United Nations University and its associated institutes;
- (h) International Court of Justice;
- (i) United Nations Fund for Drug Abuse Control (UNFDAC);
- (j) World Food Council;
- (k) Office of the United Nations Disaster Relief Co-ordinator (UNDRO);
- (l) Peace-keeping missions;
- (m) United Nations Conference on Trade and Development (UNCTAD);
- (n) United Nations Office at Geneva;
- (o) United Nations Office at Vienna;
- (p) United Nations Information Centres;
- (q) Trust funds.

PROGRAMME 3. INTRODUCTION OF TECHNOLOGICAL INNOVATIONS

SUBPROGRAMME. INTRODUCTION OF TECHNOLOGICAL INNOVATIONS

(a) Legislative authority

29.20 The legislative authority for this subprogramme is General Assembly resolutions 2124 (XX), 2363 (XXII), 2741 (XXV), paragraph 3, and 2899 (XXVI).

(b) Objective

29.21 The objective of this subprogramme is to secure for the United Nations the potential benefits and savings resulting from the introduction of modern technological innovations, including the use of word-processing, office automation, micro-processors and data communications.

(c) Problems addressed

29.22 The fast changing technologies leading to the emergence of micro- and personal computers have created the need to constantly monitor, analyse and channel the results into cost-effective applications to the programme activities of the Organization. The techniques and methods for accomplishing this still need to be developed. The problems to be addressed combine technical and policy issues, such as the evaluation of the advantages of centralized versus decentralized computer services, the appropriate role for mini and micro systems, and the use of word-processing and interoffice communications. Further there is the need to provide adequate training and support to staff to achieve optimum utilization of technological innovations while avoiding organizational disruption, the waste of staff resources and the loss of effectiveness.

(d) Strategy

(i) Situation as at the end of 1983

29.23 Modern work stations have been introduced in many organizational units, utilizing word-processing equipment or personal computers. In those offices where these technical innovations have been introduced, correspondence and documents filing have been converted from manual to electronic operations. Other units have introduced streamlined procedures for the filing and retrieval of documents, including the use of microfiche technology. Thus potential gains in efficiency and productivity for both individual staff members and organizational units may already have begun to be achieved.

(ii) For the plan period 1984-1989

29.24 An updated stock will be taken of current information systems and an analysis made of their interrelationships. Information will be made available to users (a) of a general nature on a periodic basis, with a view to keeping all concerned informed of development, and (b) of a specific nature to assist users in benefiting from systems, programmes and machine outputs developed in other areas. The information of a general nature will include a data directory of systems.

29.25 An examination will be made of the advantages of decentralized versus centralized computing support services, the applicability of mini and microcomputers and the maximum use of interoffice communication. Criteria and policies for use of microcomputers will be developed and applied in pilot projects which will serve to validate the criteria and train a cadre of staff who will be able, in turn, to train others in these techniques. Training of staff in quantitative analysis techniques and the use of advanced technology will be undertaken. The use of microcomputers for quantitative analysis of relevant factors in decision making, for graphic display in evaluation, for the storage and retrieval of files of data and for access to the central computer facility will be undertaken on an office-by-office basis.

29.26 To ensure equipment and software compatibility and to avoid the waste of scarce resources, policies will be developed concerning hardware, software, communications linkages and standards for program development. Analysis of the operations of installed technical innovations will provide criteria for determining the need for new equipment and for evaluation of the usefulness of existing installations.

29.27 Opportunities for improving the timeliness of information where it is needed through data communication links within and between offices will be identified with a view to providing better access to centralized data banks and to permit the results of analysis to be exchanged between offices. Particular attention will be given to data communications linkages between locations away from Headquarters and Headquarters itself.

PROGRAMME 4. ELECTRONIC DATA-PROCESSING AND INFORMATION SYSTEMS SERVICES

Subprogrammes

SUBPROGRAMME 1. POLICY CO-ORDINATION AND IMPLEMENTATION

(a) Legislative authority

29.28 The legislative authority for this subprogramme is General Assembly resolutions 2124 (XX), 2363 (XXII), 2741 (XXV), paragraph 3, and 2899 (XXVI).

(b) Objectives

29.29 The objectives of this subprogramme are to co-ordinate the implementation of policies issued by legislative bodies in the area of electronic data-processing and information systems and to provide support and guidance in the design and operation of related systems and programmes.

(c) Problems addressed

29.30 The need for better and more efficient electronic data-processing and related technical support services continues to grow as the programme activities of the Organization become more pervasive and complex. Growing requests for new computer applications continue to be received from departments or offices, while existing ones require up-date and improvement in a context of a rapidly changing technology.

(d) Strategy

(i) Situation as at the end of 1983

29.31 There was a large backlog of requested applications resulting from the new and fast growing demand for systems analysis and design applications. Further, users experienced a slow response time during peak usage hours. Costly security and full back-up measures to secure the integrity of the contents of computerized files continued to be needed. There is a continuing need to attract and keep highly mobile personnel qualified in various technical areas.

(ii) For the plan period 1984-1989

29.32 During the plan period, measures will be taken to ensure that data-processing services respond promptly and adequately to the needs of the Organization. In particular, a formal monitoring process will be established to ensure that user offices comply with security, quality control and performance standards in the development, maintenance and operation of their application systems.

29.33 Efforts will be made to make individuals and organizational units as a whole more conscious of cost-efficiency in the usage of computer resources. Measures will also be taken to ensure that resources are moved from areas of less demand to those of greater demand as long as programme performance priorities are being met and to encourage users to recognize opportunities for the application of microcomputer technology and to propose cost-effective and timely solutions.

29.34 Further measures will be introduced to ensure that there is a basis for developing co-ordinated information systems so as to reduce duplication, overlap or serious gaps in existing systems.

SUBPROGRAMME 2. TECHNICAL ADVISORY AND INFORMATION SYSTEMS SUPPORT SERVICES

(a) Legislative authority

29.35 The legislative authority for this subprogramme is General Assembly resolutions 2124 (XX), 2363 (XXII), 2741 (XXV), paragraph 3, and 2899 (XXVI).

(b) Objectives

29.36 The objectives of this subprogramme are to ensure that all approved programme activities requiring computer and related technical support services are provided with appropriate levels of such services, including systems analysis and programming support, in order to accomplish most effectively the objectives in respect of which the programme activities exist.

(c) Problems addressed

29.37 There is a continuing requirement for the development of new computer systems and the maintenance and enhancement of applications. As the operational requirements of organizations change, so do their information needs and requirements.

(d) Strategy

(i) Situation as at the end of 1983

29.38 In addition to systems analysis and programming of computer usage, advisory and support services are provided to organizational units located at Headquarters. These services and the related technical resources provided to user departments and offices are controlled centrally. Thus user departments receive services according to their stated needs. It is necessary, however, to develop cost awareness among Secretariat units in connection with their use of computer resources.

(ii) For the plan period 1984-1989

29.39 Feasibility studies and systems analysis and design work will be carried out in order to determine the desirability of new computer applications and their impact on the efficiency of the overall system.

29.40 The results of the studies will provide a basis for the introduction into the system of those programming specifications and designs which are most responsive to the needs of the Organization, while ensuring maximum cost-effectiveness in the provision of services.

SUBPROGRAMME 3. COMPUTER HARDWARE, SOFTWARE AND RELATED FACILITIES

(a) Legislative authority

29.41 The legislative authority for this subprogramme is General Assembly resolutions 2124 (XX), 2363 (XXII), 2741 (XXV), paragraph 3, and 2899 (XXVI).

(b) Objectives

29.42 The objectives of this subprogramme are to ensure that approved programme activities are provided with efficiently maintained and appropriate levels of computer facilities and services in order to enable them to accomplish effectively and efficiently the objectives for which their programme activities exist.

(c) Problems addressed

29.43 There is an urgent need to ensure continuously available and rapidly responsive on-line computer services which have become an essential part of the common services of the Organization. Without them many offices would simply be unable to perform their programme activities. Further, the capacity of the system must be sufficient to sustain the workload imposed by the demands of organizational units so that the response time of the computer facility as a whole is adequate to allow efficient performance. This is particularly important when information systems are being combined and merged into systems which will serve both the substantive and administrative offices. Finally, the security of the system is a continuing critical concern and must ensure that information vital to the Organization is not lost, destroyed or subject to unauthorized access.

(d) Strategy

(i) Situation as at the end of 1983

29.44 Services consisting of access to and use of a large IBM (Model 3081) main-frame computer and disk storage are provided to organizational units located at Headquarters. The New York system is also linked via a telecommunications line to Geneva where the installations of the International Computing Centre provide service to United Nations units located there through co-ordination services provided by the New York Computing Service.

29.45 The computer hardware and software facilities provided to user departments and offices are controlled centrally. External users, such as UNDP and UNICEF, are provided services on a cost-reimbursement basis to the income section of the United Nations budget, while other users within the United Nations are allocated the services according to their stated needs. Users do not, however, always endeavour to make efficient and effective use of computer resources.

(ii) For the plan period 1984-1989

29.46 To ensure continuity of operations, steps will continue to be taken to provide back-up so that in the event of failure of one component, others may continue to provide computer services. The hours of operation will be extended to provide services beyond the normal work-week. Plans will be implemented to further distribute the computing workload in order to provide further assurances of continuous operations, including the use of advanced micro-technology.

29.47 To provide sufficient capacity for offices which have critical systems, steps will be taken to distribute the computing workload to smaller systems whenever possible and to obtain and install more advanced equipment in order to take advantage of technological advances. The capacity requirements, of course, will be based on the detailed review and examination of the system descriptions, which provide not only the requirement for computer resources, but also specific details on the characteristics of the systems to be supported. Control mechanisms will be utilized to ensure that actual utilization of computer resources by major systems is consistent with planned estimates.

SUBPROGRAMME 4. PARTICIPATION IN UNITED NATIONS SYSTEM COMPUTER AND INFORMATION SYSTEMS ACTIVITIES

(a) Legislative authority

29.48 The legislative authority for this subprogramme is Economic and Social Council resolution 1982/71.

(b) Objective

29.49 The objective of the subprogramme is to participate in the support of the work programme of the Advisory Committee for the Co-ordination of Information Systems (ACCIS).

(c) Problems addressed

29.50 The Economic and Social Council has indicated its concern that information in the data bases of the United Nations system of organizations should be made available to all Member States, especially developing countries. Although these data bases are utilized by the organizations themselves in their own programmes of work, they are not readily available to Member States, nor are the data bases well co-ordinated.

(d) Strategy for the period 1984-1989

29.51 Assistance will be provided to ACCIS in attaining its objectives and the required participation in the ACCIS work programme will continue. Specifically, the United Nations participates in the following work programmes:

- (a) Register of Development Activities;
- (b) Directory of United Nations Data Bases and Information Systems;
- (c) Register of United Nations Serial Publications;
- (d) Data base on Documents-for-development;
- (e) Computer-mediated communications services;
- (f) Indexing vocabulary;
- (g) Access to United Nations data bases.

ANNEX II

PROPOSED MEDIUM-TERM PLAN FOR THE PERIOD 1984-1989

CHAPTER 30. CONFERENCE AND LIBRARY SERVICES

CONTENTS

| | <u>Paragraphs</u> | <u>Page</u> |
|---|-------------------|-------------|
| I. GENERAL ORIENTATION OF THE MAJOR PROGRAMME | 30.1 - 30.12 | 72 |
| II. PROGRAMMES | 30.13 - 30.191 | 74 |
| <u>Programme 1. Editorial and official records services .</u> | 30.13 - 30.48 | 74 |
| Subprogrammes | 30.13 - 30.48 | 74 |
| 1. Editorial service | 30.13 - 30.25 | 74 |
| 2. Documents control service | 30.26 - 30.42 | 76 |
| 3. Stenographic service | 30.43 - 30.48 | 78 |
| <u>Programme 2. Interpretation and meetings services</u> | 30.49 - 30.68 | 79 |
| Subprogrammes | 30.49 - 30.68 | 79 |
| 1. Planning and meetings services | 30.49 - 30.56 | 79 |
| 2. Interpretation service | 30.57 - 30.62 | 81 |
| 3. Verbatim reporting service | 30.63 - 30.68 | 81 |
| <u>Programme 3. Translation service</u> | 30.69 - 30.82 | 82 |
| Subprogramme | 30.69 - 30.82 | 82 |
| Translation service | 30.69 - 30.82 | 82 |
| <u>Programme 4. Publishing services</u> | 30.83 - 30.120 | 85 |
| Subprogrammes | 30.83 - 30.120 | 85 |
| 1. Printing service | 30.83 - 30.94 | 85 |
| 2. Reproduction service | 30.95 - 30.104 | 86 |
| 3. Distribution service | 30.105 - 30.114 | 88 |
| 4. Sales service | 30.115 - 30.120 | 89 |

CONTENTS (continued)

| | <u>Paragraphs</u> | <u>Page</u> |
|---|-------------------|-------------|
| <u>Programme 5. Dag Hammarskjöld Library services</u> | 30.121 - 30.151 | 90 |
| Subprogrammes | 30.121 - 30.151 | 90 |
| 1. Collection and organization of information ... | 30.121 - 30.137 | 90 |
| 2. Library and information services | 30.138 - 30.151 | 92 |
| <u>Programme 6. Conference services, Geneva</u> | 30.152 - 30.174 | 94 |
| Subprogrammes | 30.152 - 30.174 | 94 |
| 1. Conference services | 30.152 - 30.156 | 94 |
| 2. Interpretation service | 30.157 - 30.161 | 95 |
| 3. Language service | 30.162 - 30.167 | 96 |
| 4. Publishing service | 30.168 - 30.174 | 97 |
| <u>Programme 7. Library service, Geneva</u> | 30.175 - 30.183 | 98 |
| Subprogramme | 30.175 - 30.183 | 98 |
| Library service, Geneva | 30.175 - 30.183 | 98 |
| <u>Programme 8. Conference and library services, Vienna</u> . | 30.184 - 30.191 | 99 |
| Subprogramme | 30.184 - 30.191 | 99 |
| Conference services | 30.184 - 30.191 | 99 |

CHAPTER 30. CONFERENCE AND LIBRARY SERVICES

I. GENERAL ORIENTATION OF THE MAJOR PROGRAMME

30.1 The operations of conference services do not constitute, in strict planning and programme budgeting terms, an integrated programme; they are, however, an integral and indispensable component of every major programme of the Organization. Meetings services, documentation services and library services are provided in response to the needs of the intergovernmental organs and subsidiary bodies and of the substantive departments. Thus, to a large extent, neither the volume nor the timing of the work is controlled or programmed by the organizational units responsible for its completion or implementation. Since the one constant is that the demand for services increases, it becomes essential (a) to discern the form in which the demands will be forthcoming and (b) to institute management improvements and rationalize procedures in order to supply the services in the most efficient and cost-effective manner possible.

30.2 The foreseeable trends for the medium-term plan period are discussed below.

Increasing complexity of the meetings programme

30.3 This will continue to take three forms: (a) the further utilization of Vienna and, eventually, Nairobi as major United Nations conference centers; (b) a larger number of conferences, meetings and seminars held under host-country arrangements; and (c) the growing use of consultations and "informal" group meetings requiring meetings services as a complement to, or substitute for, the regularly scheduled meetings of intergovernmental bodies. In addition to specific actions under the various subprogrammes, it will be necessary to confirm the co-ordinating role of the Under-Secretary-General, Department of Conference Services, for these activities in the Secretariat and to equip his office with the necessary means to assure flexible and responsive management.

Growing demand for documentation

30.4 As new subsidiary organs are created and as new subjects become matters for discussion, new agenda items mean more background papers, resolutions and reports. The only alternative to a constant increase in documentation capacity is continued attention to the control and limitation of documentation. Under the guidance of the Committee on Conferences, every aspect of documentation and meetings records production will have to be kept under review.

Use of Chinese as an official and working language

30.5 Under existing arrangements, the Chinese language services are organized on a model different from the others; as a result, documentation services - in particular, meetings records - have been on a lower level than those delivered in the other languages. During the plan period, services in the Chinese language will be brought to parity with the other official languages.

Changing technology

30.6 There have recently been and will continue to be enormous changes in office and reproduction equipment, with inevitable changes in the methods of work. The programme of technological innovations first proposed and approved by the General

Assembly at its thirty-second session (A/C.5/32/11 and Assembly resolution 32/207 of 21 December 1977) will continue throughout the plan period and will touch on every aspect of the work programme.

30.7 The overall objective of technological innovations is to expand the use of electronic equipment into every appropriate unit in the document production chain and eventually to transform the individual installations into a network covering not only those at Headquarters but those at other duty stations, starting with a New York-Geneva link. An additional objective is the introduction of computer technology to assist in the complex managerial operations in the Department, such as the production of workload and output statistics, cost control in the printing and the reproduction sections and inventory control in the distribution area.

30.8 It should be noted that the cost of electronic equipment has steadily declined while the costs of other elements, labour in particular, continue to rise rapidly. This poses both a problem and an opportunity: to cope more effectively with a constantly-increasing workload during peak periods, such as General Assembly sessions, and, at the same time to control costs. The introduction of automation techniques and equipment should permit the reduction of unit labour costs by enhancing productivity.

30.9 For certain operations in the Department, such as reproduction, distribution and sales activities, there is a continuous need for particular managerial information and control in order to improve efficiency.

30.10 It is expected that during the biennium 1984-1985 numerous functions in the Office of the Under-Secretary-General and the Executive Office of the Department could be more efficient and effective if computer and/or word-processing applications were developed. Word-processing has proven essential for the work of the Publications Board, particularly for the preparation of the biennial publications programme. In the Executive Office, word-processing equipment is already being used for the maintenance in electronic form of the staffing table, but more sophisticated applications can and should be developed. In addition, the Department's requisitions and allotment accounts information are an appropriate area for automation support. The Divisions of the Department will also be provided with electronic equipment to some degree as described under their respective strategies.

30.11 The introduction of technological innovations in the operations of conference services susceptible of enhancement by the use of electronic equipment is well under way at Headquarters and in the initial stages at the United Nations Office at Geneva. It is envisaged that similar configurations will be installed for conference services at other duty stations, such that an interlinked network will be formed and the benefits realized by each office individually will be supplemented by the potential of improved inter-office communications.

30.12 There will be a need for continuous support to all units in which equipment has been installed. This support includes a continuous review of the machine configurations already installed, updating the training of already-trained staff, training new staff members, developing and monitoring procedures in each unit and providing the interface with vendors' service personnel to ensure proper operations. Writing or selecting and installing existing computer programmes for many of the specific applications needed in the Department are also an ongoing part of the innovations programme. In addition, development, maintenance and support

must be provided to the document production network that is evolving. Continuous liaison with other units in the United Nations also involved in the development of electronic systems is critical to ensure compatibility.

II. PROGRAMMES

PROGRAMME 1. EDITORIAL AND OFFICIAL RECORDS SERVICES

Subprogrammes

SUBPROGRAMME 1. EDITORIAL SERVICE

(a) Mandate

30.13 The functions of this subprogramme are described in ST/SGB/Organization, Section Q/Rev.2 and Corr.1.

(b) Objectives

30.14 The objectives of the subprogramme are:

- (i) Through editing, to ensure the correctness, intelligibility and translatability of United Nations documents and publications;
- (ii) To act as a central clearance point for queries of a substantive or formal nature that may affect the translation of such documents into the six official languages;
- (iii) To ensure compliance with the rules enacted by the General Assembly on the control and limitation of documentation;
- (iv) To formulate editorial standards and rules;
- (v) To correct and prepare for printing the final, linguistically co-ordinated versions of the Official Records of the United Nations;
- (vi) To issue a daily Journal of the United Nations.

(c) Problems addressed

30.15 Parliamentary documentation is usually produced under demanding time constraints; this is aggravated by the uneven flow of work and depends on circumstances beyond the immediate control of the Department of Conference Services.

30.16 The timeliness of the production of official records has to be maintained.

30.17 Although Chinese became a working language of the General Assembly and the Security Council in 1974, the level of services in that language has been of a limited nature, initially because of a lack of sufficiently qualified staff. This problem has been largely overcome and the Member State concerned has therefore formally requested fuller and more equal services. These would need to include the creation of a Chinese official records editing unit.

30.18 A backlog in final records of the meetings of the Security Council in 1976 and of the General Assembly in 1974 and 1975 remains to be processed.

(d) Strategy

(i) Situation as at the end of 1983

30.19 As at the end of 1983, the Journal was being issued daily, both during the General Assembly session and during regular periods of meetings. The Official Records Editing Section had (a) reached a consensus with the Division of General Assembly Affairs concerning a new system for the handling of resolutions adopted by the Assembly in the A/RES form and (b) completed editing approximately half of the backlog in records of meetings of the Security Council for 1976.

(ii) For the plan period 1984-1989

30.20 Through closer co-ordination with the Documents Control Section, the Editorial Service will continue to participate in the production process at the planning stage, allowing for better scheduling of its workflow.

30.21 In 1984, the Official Records Editing Section will begin to revise its procedures for the production of the final version of General Assembly resolutions with a view to accelerating their production. The effort is expected to be subject to continuous scrutiny and revision throughout the plan period 1984-1989. The use by the different units in the Stenographic Section of word-processing equipment to enter editorial changes to provisional official records already produced and stored on word-processing equipment is expected to become a cornerstone of this effort. Word-processing technology will allow the production of official records from provisional through edited form to composition without the necessity of rekeyboarding the material at each stage. As a result, the final versions are expected to become available much sooner than in the past.

30.22 A nucleus of Chinese editing staff will need to be established towards the end of 1984 to assist in the editing of resolutions adopted by the General Assembly at its thirty-ninth session and to lay the groundwork for a full official records editing operation which will have to be in place by December 1985 for work, inter alia, on the verbatim records of Assembly meetings during its thirty-eighth session.

30.23 During the biennium 1984-1985, an intensive effort will be made to eliminate the remaining back-log in official records by the end of 1985.

30.24 The Journal operation will be completely converted to electronic equipment and an electronic link established to the composition operations located in the Reproduction Section.

(e) Continuous functions

30.25 All of the functions of the subprogramme are continuous. The Journal is issued daily; parliamentary documentation is edited as required; the official records are edited at an average rate of 25 pages per day in all languages.

SUBPROGRAMME 2. DOCUMENTS CONTROL SERVICE

(a) Mandate

30.26 The functions of this subprogramme are described in ST/SGB/Organization, Section Q/Rev.2 and Corr.1.

(b) Objectives

30.27 The general objectives of the subprogramme are:

- (i) To ensure, through appropriate planning, scheduling and monitoring, that all documents, meetings records and publications produced at Headquarters are processed in a timely, efficient and economical manner;
- (ii) To ensure the application of all provisions and regulations for the control and limitation of documentation adopted by the principal organs of the United Nations or issued by the Secretary-General;
- (iii) To maintain accurate statistical records of conference-servicing activities in the United Nations.

(c) Problems addressed

30.28 The uneven scheduling of meetings and conferences throughout the year, with the clustering of sessions of major organs during certain periods, had led to a cyclical overburdening of the services involved in the processing of documents, resulting in frequent delays in the issue of documents.

30.29 Persistent inaccuracies in the workload estimates provided by substantive units and delays in the submission of manuscripts to the Department of Conference Services for processing, often well past the dates indicated in the relevant forecasts, limit the effectiveness of resource planning, lead to priority conflicts and sometimes result in the preparation of sensitive documents with undue haste.

30.30 As the units involved in the processing of documents establish their requirements and allocate their resources on the basis of these workload estimates and submission forecasts, major inaccuracies in the estimates or lengthy delays in submission prevent efficient use of available resources. While at some points unexpected peak workloads exceed the planned processing capacity and timely distribution of all documents becomes impossible, at others forecast workloads fail to materialize and available capacity is wasted.

30.31 The use of different workload measurement techniques for keeping statistical records in the various conference-servicing areas involved has led in the past to disagreements over the final output figures used for planning purposes.

(d) Strategy

(i) Situation as at the end of 1983

30.32 Co-ordination procedures were established between the Documents Control Section and the Planning and Meetings Servicing Section to ensure that the Department's documentation-processing capacity was taken into account when meetings were scheduled.

30.33 Through closer monitoring of the delivery of manuscripts to the Documents Control Section and constant consultation with submitting units, greater compliance with the time-table for the planning and submission of documents, as set out in document ST/AI/189/Add.23, has been sought.

30.34 By means of a better-balanced assignment of priorities in the document processing services, improvements have been achieved in the timely issue of meeting records with no adverse effects on the production of the pre- and in-session documents with which they have to compete for available resources.

30.35 New statistical methodologies involving more accurate measurements of conference-servicing workloads were developed and put into effect in 1983.

(ii) For the plan period 1984-1989

30.36 The involvement of the Documents Control Section in the scheduling and planning of meetings and conferences will be increased, with projections of documentation workload and capacity becoming a regular factor of decisions on the calendar of conferences and meetings.

30.37 The current documentation forecasting procedures will be reviewed in 1984 in an effort to obtain more accurate workload projections, as well as firmer commitments on dates of submission.

30.38 Techniques for the remote processing of documents for meetings held away from Headquarters, developed by the Documents Control Section and the technical services in the Office of General Services as a means of optimizing the use of available resources, will be further refined.

30.39 Closer co-ordination will be established between the documents control units in New York, Geneva and Vienna with a view to arranging for the shared processing of documents at two or more of those locations whenever this is considered practical and economical. Such arrangements will become more efficient when word-processor links are established among the three locations.

30.40 The results of the new statistical procedures introduced in 1983 will be reviewed in 1984 to verify their accuracy and streamline their implementation.

30.41 The Documents Control Section will become the hub of an electronic production control system which will allow for continuous monitoring of all documents in the production pipeline, culminating in the compilation of the statistical reports essential to proper planning and budgeting of resources. This system will be beneficial to all the other divisions involved in the document production process.

(e) Continuous functions

30.42 Almost all functions of the subprogramme are continuous and are performed daily. They include:

- (i) Planning the production schedule of documents and publications in accordance with the requirements of United Nations meetings and programmes;

- (ii) Receiving manuscripts from originating departments, ensuring that they meet technical standards, registering them and transmitting them to appropriate units for processing;
- (iii) Assigning priorities and setting due dates for individual documents, and monitoring their processing to ensure timely distribution;
- (iv) Co-ordinating the work of the different units involved in the production process, through close and constant contact with the responsible officers, to ensure the smooth flow of documents and publications through the system.

SUBPROGRAMME 3. STENOGRAPHIC SERVICE

(a) Mandate

30.43 The functions of this subprogramme are described in ST/SGB/Organization, Section Q/Rev.2 and Corr.1.

(b) Objectives

30.44 The objectives of the subprogramme are:

- (i) To produce, using either traditional or electronic equipment, the fair copy of documents and publications in the six official languages;
- (ii) To provide stenographic and transcription services for the Verbatim Reporting Section of the Interpretation and Meetings Division;
- (iii) To provide a central facility for the preparation of correspondence and notes verbales with multiple addresses.

(c) Problems addressed

30.45 The problems addressed are:

- (i) The need to lessen the burden on the staff resulting from the uneven flow of work without increasing costs or compromising quality;
- (ii) The need to improve the physical appearance of the material produced in the Correspondence Unit.

(d) Strategy

(i) Situation as at the end of 1983

30.46 The introduction of word-processing equipment into the English, French and Spanish typing units during the period 1979 to 1983 has already made a significant impact on their efficiency and on the quality of the documents produced in those languages. The introduction of this equipment into the Verbatim Reporting Section of the Interpretation and Meetings Division, an effort begun in 1983 in the case of English and Spanish, is also expected to reduce repetitive keyboarding in the Stenographic Section in the production of verbatim records. The physical quality of the notes verbales produced in the Correspondence Unit has been improved by the introduction in 1983 of the same equipment.

(ii) For the plan period 1984-1989

30.47 The introduction of word-processing equipment into the Arabic, Chinese and Russian typing units during the biennium 1984-1985 should produce results similar to those already experienced in the case of the English, French and Spanish units. Enhancement of the verbatim installations in English and Spanish and the introduction of word-processing equipment into the French Verbatim Unit are planned for 1984. The operations of the Correspondence Unit will be further enhanced with the assistance of electronic and mechanical equipment.

(e) Continuous functions

30.48 All the functions of the subprogramme are continuous in nature and are performed daily.

PROGRAMME 2. INTERPRETATION AND MEETINGS SERVICES

Subprogrammes

SUBPROGRAMME 1. PLANNING AND MEETINGS SERVICES

(a) Mandate

30.49 The functions of this subprogramme are described in ST/SGB/Organization, Section Q/Rev.2 and Corr.1.

(b) Objectives

30.50 The objectives of the subprogramme are:

- (i) Intergovernmental objectives: to advise the General Assembly on the calendar of conferences; to act on behalf of the Assembly in dealing with departures from the approved calendar of conferences that have administrative and financial implications; to recommend to the Assembly means to provide the optimum apportionment of conference resources, facilities and services, including documentation, in order to ensure their most efficient and effective use; to advise the Assembly on the current and future requirements of the Organization for conference services, facilities and documentation; and to advise the Assembly on means to ensure improved co-ordination of conferences within the United Nations system, including conference services and facilities, and to conduct the appropriate consultations in that regard;
- (ii) General objectives of the Secretariat: to develop, plan and co-ordinate the calendar of conferences and meetings of United Nations bodies and, after its approval by the General Assembly, to issue it in documentary form and adjust it as necessary; to establish and co-ordinate the meetings schedule at Headquarters, to allocate conference rooms and to arrange for the provision of meetings services; and to co-ordinate and service meetings held away from, but arranged by, Headquarters.

(c) Problems addressed

30.51 The central problem is the growing meeting activity of United Nations bodies at all meetings locations. At Headquarters there is need for more flexible and efficient meeting facilities which would at the same time provide the capability of furnishing the best possible technical services to representatives of Member States. Another major area of concern is the trend towards holding meetings of United Nations bodies away from established headquarters locations, which requires considerable advance planning at Headquarters, the despatch of planning or co-ordinating missions before or during the meeting and the commitment of staff time for those purposes. Another problem with meetings held away from established headquarters is their negative impact on the conference-servicing resources of the Department of Conference Services because of the resultant loss at Headquarters of economies of scale as well as the loss of capacity consequent on the travel of staff to and from the conference site.

(d) Strategy

(i) Situation as at the end of 1983

30.52 Temporary assistance has been provided to the Planning and Meetings Servicing Section to enable it to cope with the significant increase in the number of planning missions and the resultant depletion of working capacity for duties at Headquarters.

(ii) For the plan period 1984-1989

30.53 The Interpretation and Meetings Division is committed to continuing its support for the ongoing programme of modernization and upgrading of the conference rooms facilities at Headquarters, particularly the installation of electronic equipment, to enhance the quality of interpretation and other meeting room services (e.g., electronic voting and on-site word-processing capability). The Division considers highly desirable the development of maximum flexibility in spatial arrangements to permit the adaptation of a large room to fit the needs of one or more smaller bodies.

30.54 A long-range solution to some of the staffing difficulties posed by meetings held away from established headquarters, and one that is being actively pursued, is offered by telecommunications (remote conference servicing or teleconferencing, e.g., UNISPACE 82).

30.55 The possibilities of computer assistance in maintaining the calendar of conferences, in costing conferences and in assigning resources will also be researched.

(e) Continuous functions

30.56 Nearly all the functions of the subprogramme are continuous and are provided on a daily basis.

SUBPROGRAMME 2. INTERPRETATION SERVICE

(a) Mandate

30.57 The functions of this subprogramme are described in ST/SGB/Organization, Section Q/Rev.2 and Corr.1.

(b) Objectives

30.58 The objective of the subprogramme is to provide simultaneous interpretation from and into the six official languages of the United Nations - Arabic, Chinese, English, French, Russian and Spanish - for conferences and meetings at Headquarters and elsewhere and to undertake the training of interpreters.

(c) Problems addressed

30.59 The Organization has had difficulty in recruiting to permanent posts fully qualified interpreters in all of the language combinations required. This has complicated the difficulties of recruiting temporary staff for the busy periods during the spring and the General Assembly sessions.

(d) Strategy

(i) Situation as at the end of 1983

30.60 The standard capacity of the Interpretation Service is 70 meetings a week. That capacity is supplemented by temporary assistance during the spring and the General Assembly sessions in order to enable the Service to handle 100 or more meetings a week during peak periods.

(ii) For the plan period 1984-1989

30.61 The Service will continue to perfect its training programme in order to contribute to the availability of qualified interpreters. In addition, an automated assignment programme will be explored to assist the Service in the complex task of assigning staff to cover meetings.

(e) Continuous functions

30.62 All the functions of the subprogramme are continuous and are provided on a daily basis, as and when required.

SUBPROGRAMME 3. VERBATIM REPORTING SERVICE

(a) Mandate

30.63 The functions of this subprogramme are described in ST/SGB/Organization, Section Q/Rev.2 and Corr.1.

(b) Objectives

30.64 The objectives of the subprogramme are to provide authorized verbatim reporting services in Arabic, English, French, Russian and Spanish for the Security Council, the General Assembly and other authorized bodies and to train verbatim reporters in the special needs and procedures of United Nations bodies.

(c) Problems addressed

30.65 Chinese verbatim records are now being produced on a limited basis by translation, an arrangement which has proved unsatisfactory.

(d) Strategy

(i) Situation as at the end of 1983

30.66 Although Chinese became a working language of both the Security Council and the General Assembly in 1974, in accordance with Security Council resolution 345 (1974) and General Assembly resolution 3189 (XXVIII), for a variety of reasons, including difficulties experienced initially with the recruitment of sufficient numbers of qualified staff, verbatim records of those and other organs entitled to them have been produced on a selective basis by translation, done by staff members of the Chinese Translation Service.

(ii) For the plan period 1984-1989

30.67 A Chinese Verbatim Reporting Unit will be set up to be responsible henceforth for the establishment of verbatim records in Chinese for all organs. During the plan period, the major innovation effort will be devoted to complete conversion of all verbatim language units to word-processing systems, starting with English, French and Spanish.

(e) Continuous functions

30.68 All the functions of the subprogramme are continuous and are provided on a daily basis, as and when required.

PROGRAMME 3. TRANSLATION SERVICE

Subprogramme

SUBPROGRAMME. TRANSLATION SERVICE

(a) Mandate

30.69 The functions of this subprogramme are described in ST/SGB/Organization, Section Q/Rev. 2 and Corr.1.

(b) Objectives

30.70 The objectives of the subprogramme are:

- (i) General objectives of the Secretariat: to translate and revise documents, official records, official correspondence and publications; to participate in the recruitment of translators and to train translators for Headquarters and other duty stations; and to arrange contractual translation for all departments and offices of the Secretariat;

- (ii) Time-limited objectives: (a) a specific objective for the English and French Translation Services and for the Documentation, Reference and Terminology Section is to achieve in 1984 a volume of treaty referencing and translation double that of 1982 and to maintain the same level until the backlog is eliminated, in 1989; (b) a specific objective of the Chinese Translation Service is to contribute to ensuring strict adherence to the mandate for the simultaneous distribution of current documents and summary records; (c) a specific objective of the English, French and Spanish Translation Services is to prepare summary records of conferences and meetings, as required; and (d) specific functions of the Documentation, Reference and Terminology Section are to provide reference services for translators, interpreters and editors and maintain specialized language collections for the purpose; to conduct terminological research to identify terminology appropriate to United Nations requirements; and to issue terminology notes and bulletins and provide terminology guidance.

(c) Problems addressed

30.71 Difficulties arise in the production of high quality translations on time because of the late submission of documents by substantive departments and their frequently poor quality and the unevenness of the translation workload.

30.72 Since 1974, when Chinese became a working language of both the Security Council and the General Assembly, the Chinese Translation Service has been responsible, in addition to its normal translation functions, for the provision of verbatim records and official records editing. This has not resulted in an adequate level of Chinese language services, nor has it ensured compliance with the requirements for simultaneous distribution of documents and meeting records in all the official languages of the United Nations.

30.73 Difficulties also exist in the translation and referencing of documentation submitted in all the official languages because of (a) the limited capacity of the Arabic, Chinese and Russian Translation Services to translate from French and Spanish and resultant delays in simultaneous distribution; (b) the extremely limited capacity of the English, French and Spanish Translation Services to translate from Arabic and the resultant increase in the volume of translation from Arabic performed in the Arabic Translation Service; and (c) the growing specialization of documentation submitted for translation.

30.74 As a result of the current manual system, difficulties arise in the prompt provision of adequate referencing and terminology services. Usage of the Dag Hammarskjöld Library's United Nations Bibliographical Information System (UNBIS) is available only through partial computer extracts, whereas on-line inquiry would make information more accessible. Similar problems apply in the referencing of treaties in difficult language combinations and where the United Nations Treaty Information System (UNTIS) of the Office of Legal Affairs is not readily accessible, as well as with regard to the translation of specialized documents.

30.75 Increase in the volume, languages and scope of the documentation of the United Nations and the specialized agencies, as well as space difficulties and inadequate storage facilities, create problems with the filing and storage of documentation both in the Documentation, Reference and Terminology Section and in the Translation Services.

(d) Strategy

(i) Situation as at the end of 1983

30.76 The situation was as follows:

(a) Some improvement had been achieved in the timely issue of documentation without any loss of quality;

(b) The phased introduction of self-revision served to improve the timely issue of documentation and to enhance the job satisfaction of translators;

(c) Efforts were made in 1983 to recruit more translators from Arabic but the results have so far been disappointing;

(d) The review of possible electronic data processing aids to facilitate terminology services, begun in 1973, continued during the biennium 1982-1983. One successful project was the creation and maintenance of a multilingual data base for the UNBIS Thesaurus, for which the French and Spanish translations were supplied by the Translation Division. A terminal connected to the "Termium" terminology data bank in Canada was given to the Department by the Canadian Government and is already in use, and the Division is committed, for its part, to an exchange of data;

(e) The introduction of a microfiche system has alleviated some of the problems experienced with the filing and storage of documentation in the Documentation, Reference and Terminology Section. The contents of the system are being checked with the Dag Hammarskjöld Library, which produces the microfiches, in order to ensure full language and documentation coverage.

(ii) For the plan period 1984-1989

30.77 Improved documentation forecasting procedures in order to obtain more accurate workload projections, as well as greater adherence to the time-table for the planning and submission of documents established by the Documents Control Section in consultation with the submitting departments and offices, would substantially alleviate the difficulties of unevenness of the translation work-load and the late submission of documents.

30.78 The Chinese Translation Service will be relieved of the work it now performs in connection with the translation of verbatim records and the editing of official records when these functions are assumed by other organizational units to be established in the Department. The Chinese Translation Service will then be required to keep up with the other Translation Services in the production of both current documents and summary records for simultaneous distribution.

30.79 Recruitment procedures will have to be modified in co-operation with the Office of Personnel Services in order to ensure the recruitment of staff with the desirable combination of languages and knowledge of the various specializations required, as well as to increase the capacity of all Services and Sections to translate and work from all the official languages. Modified procedures should also make possible the recruitment of English and French translation and reference staff with a knowledge of the non-official languages most frequently required for the translation of treaties. On-the-job training and continuing education should be emphasized.

30.80 The difficulties resulting from the current manual referencing and terminology system are expected to be alleviated by the development of a multilingual computerized terminology and reference system which should be readily accessible to translators. Electronic equipment is required to enhance terminology services, particularly with regard to inquiry and bulletin production systems. The same equipment could see double service by providing access to other computerized systems such as UNBIS and UNTIS. Modern techniques, especially in machine aids to translation, will have to be monitored in order to ensure that machine-assisted translation can be introduced and developed when it becomes feasible and economically practicable for the Organization.

30.81 In order to alleviate the problems resulting from the filing and storage of documentation, efforts will be made to improve the microfiche system in the Documentation, Reference and Terminology Section and to introduce such a system in the respective Translation Services.

(e) Continuous functions

30.82 All the functions performed in accordance with the established mandate are continuous and are performed regularly.

PROGRAMME 4. PUBLISHING SERVICES

Subprogrammes

SUBPROGRAMME 1. PRINTING SERVICE

(a) Mandate

30.83 The functions of this subprogramme are described in ST/SGB/Organization, Section Q/Rev.2 and Corr.1.

(b) Objectives

30.84 The main objectives of the subprogramme are to prepare cost estimates for external printing, binding and related work, to obtain bids internationally, to prepare contracts and to verify and approve invoices for payment; to plan layout and undertake copy preparation of manuscripts for printing; to read and correct proofs; to schedule work for external production and to follow up on production of publications produced internally; and to prepare maps, charts, designs, artwork, diagrams and displays for United Nations documentation and publications.

(c) Problems addressed

30.85 Persistent delays in the submission of manuscripts to the Printing Section for processing lead to priority conflicts and often result in the publication of documents after the due date or in additional cost when publications are processed on a rush basis.

30.86 The section will need to keep pace with the electronic revolution under way in the printing industry, which will have a significant effect on every aspect of the Section's work, from the daily programme of the staff - what they do and how they organize it, to the use of computerized typesetting and its impact on each phase of the production process, including copy preparation and proof-reading.

30.87 Analyses of external printing accounts and statistical formulations are now derived by means of time-consuming paper-handling procedures which often result in production control problems.

30.88 Production delays are frequently experienced in the processing of maps.

(d) Strategy

(i) Situation as at the end of 1983

30.89 The Printing Section has widened the search for new suppliers of typesetting in a highly competitive market in order to process an increasing number of jobs. The backlog of printing in the Treaty Series has been substantially reduced while, at the same time, the cost of typesetting per volume of treaties has been lowered.

(ii) For the plan period 1984-1989

30.90 The Costing and Planning Unit will investigate new systems of computer-assisted typesetting in order to produce cost-effective material for printing. It will introduce a computer-based system for record-keeping, production control, cost analyses and external printing of the programme budget and will review the cost effectiveness of departmental typesetting versus centralized typesetting activities.

30.91 The Copy Preparation and Proof-reading Unit will eliminate the backlog with respect to the official records and the Yearbook of the United Nations, establish a follow-up system of movement of manuscripts and proofs in the six official languages, set up a library of sample official records and United Nations publications in order to ensure quality control and uniformity of style in the six official languages, and investigate the potential of machine assistance for the copy preparation of manuscripts and interfacing with an internal computerized system of typesetting.

30.92 The Cartographic Unit will achieve computerized cartographic capability for the production of statistical and demographic maps in order to shorten the processing period.

30.93 The Graphic Presentation Unit will acquire expertise in the use of computerized graphic equipment necessary to expand the scope of production of artwork and the preparation of maps.

(e) Continuous functions

30.94 The services provided under this subprogramme are all of a continuous nature.

SUBPROGRAMME 2. REPRODUCTION SERVICE

(a) Mandate

30.95 The functions of this subprogramme are described in ST/SGB/Organization, Section Q/Rev.2 and Corr.1.

(b) Objectives

30.96 The main objectives of the subprogramme are to execute internal printing and to operate and maintain machinery and equipment used at Headquarters for the reproduction of meetings documentation and publications, press releases, maps, charts, forms and stationery; to operate equipment for the composition of final meetings records and the United Nations Journal; and to maintain up-to-date records of all material printed by the United Nations, thus ensuring that documentation for meetings is ready on time.

(c) Problems addressed

30.97 There is difficulty in reconciling the need for rational planning for efficient and economical production of documents with the short deadlines and turn-around production time allowed for priority documents.

30.98 The internal typesetting and plate-making facilities are obsolete and inadequate to cope with the increased level of word-processing output of the various stenographic services.

30.99 There is excessive waste and spoilage of paper inherent in current production methods.

(d) Strategy

(i) Situation as at the end of 1983

30.100 The first phase of the equipment modernization plan has been completed in the Reproduction Section. The direct plate-making operation of the plant has been expanded in an effort to accommodate the increased word-processing output of fair copy. New equipment has been installed in the small-press operation to improve efficiency in the production of priority documents in short runs. The responsibility for the storage of bulk paper and printing materials has been transferred from the Purchase and Transportation Service, Office of General Services, to the Reproduction Section.

(ii) For the plan period 1984-1989

30.101 The goals of the Reproduction Section include the following:

(a) To investigate press control systems so as to monitor performance in order to reduce delays in production due to equipment breakdown, improve maintenance procedures and reduce the consumption of waste paper;

(b) To introduce a long-term technical training programme for supervisors and staff in order to ensure improved production techniques and to optimize the use of the new equipment installed under the technological innovations programme;

(c) To increase and make more efficient the plate-making capacity of the plant in order to cope with the fair copy output from word-processing systems;

(d) To install additional rotary press systems with collating, stitching and trimming capabilities in the plant and the press sections of the Department of Public Information for increasing capacity and decreasing the production time of priority documents and press releases;

(e) To investigate conversion to computer output microfiche in order to replace storage of hard copy for secondary distribution.

30.102 The units will introduce a computerized system for record-keeping, more efficient scheduling of work for the plant and storage of records on microfiches in order to save storage space and facilitate access to data for secondary distribution and controlling supplies, which is now done manually.

30.103 An evaluation will be made to ascertain the Organization's requirements for photo-composition from material in machine-readable form and to adjust accordingly the capacity of internal typesetting facilities by restructuring the Unit.

(e) Continuous functions

30.104 The services provided under this subprogramme are all of a continuous nature.

SUBPROGRAMME 3. DISTRIBUTION SERVICE

(a) Mandate

30.105 The functions of this subprogramme are described in ST/SGB/Organization, Section Q/Rev.2 and Corr.1.

(b) Objectives

30.106 The main objectives of the subprogramme are to distribute United Nations documents and publications, to provide distribution services to the Department of Public Information with respect to publications and press releases, to maintain distribution sub-stations and conference room document services and to service the Sales Section operations and to maintain sales stock.

(c) Problems addressed

30.107 The storage and holding capacity is inadequate for documents and meetings records awaiting simultaneous issue in the six official languages.

30.108 Difficulties are encountered in maintaining adequate document service in the meeting rooms as a result of the great distance between the facilities located in the North Lawn plant and the meeting rooms in the Conference Building.

30.109 The addressograph system and the inventory and stock control procedures for both documents and sales publications are obsolete and inadequate.

(d) Strategy

(i) Situation as at the end of 1983

30.110 During the biennium 1982-1983, the Department of Conference Services undertook studies and reviewed the overall structure of documentation distribution with a view to introducing the necessary improvements.

(ii) For the plan period 1984-1989

30.111 The Distribution Section will seek additional storage space and equipment

at Headquarters, which are currently stacked to overflow capacity, to ensure improved retrieval of documents after release of the last language version.

30.112 The Section will investigate the installation of a conveyor belt system between the North Lawn initial distribution area and sub-stations and meeting rooms to speed up the delivery of documents from the Plant to the meeting rooms.

30.113 The Section will replace the mechanical system of address labels through computerization, consider the introduction of microfiche technology to expedite the secondary distribution of documents, and introduce a computerized data system for stock and inventory control of documents and sales publications.

(e) Continuous functions

30.114 The services provided under this subprogramme are all of a continuous nature.

SUBPROGRAMME 4. SALES SERVICE

(a) Mandate

30.115 The functions of this subprogramme are described in ST/SGB/Organization, Section Q/Rev.2 and Corr.1.

(b) Objectives

30.116 The sale of United Nations publications provides general distribution of documents, reports, books, periodicals, microforms and other published material at no cost to the Organization. The sales operation as a whole is intended to provide a profit to the Organization if this can be achieved without interference in the primary objective of dissemination of information to the public.

(c) Problems addressed

30.117 United Nations publications do not reach the hands of customers on a totally current and reliable basis because production, commercial handling and dispatch of publications are much slower than needed. Advance notification of new titles is limited in scope and not systematized.

(d) Strategy

(i) Situation as at the end of 1983

30.118 During the biennium 1982-1983, the emphasis in promotion continued to shift from journal to direct mail advertising and from exhibits to sales trips. This shift in emphasis meant that more potential customers were contacted directly by mail or in person. The introduction of the use of credit cards for credit sales increased orders by phone. The number of journal advertisements stayed at about the same level as in previous years but cost per advertisement fell and more ads were placed in specific and lower-cost specialized journals.

(ii) For the plan period 1984-1989

30.119 The overall strategy revolves around changes in emphasis in advertising and promotion, serial coherence of titles, additional earlier information on titles,

increased automation and control of all aspects of office management, cataloguing and customer services, and new "products" being made available. The use of microcomputers will be introduced for inventory, invoicing, catalogue and other general business operations of the Sales Section.

(e) Continuous functions

30.120 The services provided under this subprogramme are all of a continuous nature.

PROGRAMME 5. DAG HAMMARSKJÖLD LIBRARY SERVICES

Subprogrammes

SUBPROGRAMME 1. COLLECTION AND ORGANIZATION OF INFORMATION

(a) Mandate

30.121 The functions of this subprogramme are described in ST/SGB/Organization, Section Q/Rev.2 and Corr.1

(b) Objectives

30.122 The objectives of the subprogramme are the following:

- (i) To collect and process the documentation produced by the United Nations, some of that issued by the specialized agencies, and the non-United Nations-produced documentation necessary for Governments fully to participate in the deliberations of United Nations organs;
- (ii) To ensure that the United Nations library systems are designed so as to be as compatible as possible with those of Member States and of other organizations of the United Nations system.

(c) Problems addressed

30.123 The vast quantity of documentation produced by the United Nations system on a great number of increasingly complex issues has to be organized and controlled so as to be made available to the users.

30.124 Systems are required that will afford access to library materials by inexperienced users in the official languages of the United Nations.

30.125 Greater co-operation is called for with other libraries of the United Nations system, including common rules for processing information, in view of the increasing overlaps and inter-relationships among organizations dealing with the same issues.

30.126 Users insist on technological systems in the Dag Hammarskjöld Library at least as up to date as those to which they are accustomed in their own countries and expect assistance from the Library in obtaining and implementing systems for processing United Nations documentation and publications.

(d) Strategy

(i) Situation as at the end of 1983

30.127 Documents and publications are acquired, received and processed on a regular basis and publications regularly produced. Technological changes have been introduced in the production of data bases and the provision of services. The UNBIS system is now fully operational and available for application to areas not yet computerized and it is an important component of the network of United Nations libraries.

(ii) For the plan period 1984-1989

30.128 The selection and acquisition of material to be entered into the Library collection will be organized so as to ensure that the scope of the collection follows the changing interests of the Organization, partly by consultation with the substantive offices.

30.129 Measures will be taken to ensure the completeness of the collections by computerization of checking-in and circulation records of items from the documentation and serials collections.

30.130 Microfiching of the archival collections of the Organization will continue and be expanded. The conversion of the existing system to the production of microfiches from computer-assisted operations will be examined in co-operation with the Technological Innovations unit. At the same time the dispatch of printed and mimeographed material to depository libraries will be converted to microform deposit. Computerization of an index to microfiches is planned for completion during 1984.

30.131 It is planned to extend the coverage of the United Nations documents to be indexed by computer networking with the Library of the United Nations Office at Geneva and those of some of the regional commissions.

30.132 Improvement of processing techniques will continue and methods will be worked out to build data bases that can easily be implemented on different systems. On-line access will be provided for users in house to, inter alia, current and past resolutions of the General Assembly and of the other principal organs.

30.133 Coding and programming will be improved for the data bases used in the preparation of the Library's recurrent publications.

30.134 Processing the information and distributing the data bases to outside users necessitate the preparation of a number of tools such as reference manuals, cataloguing manuals, thesauruses and other authority files. A coherent set of tools will be produced that can also serve as basic tools for a network of United Nations system libraries.

30.135 Study will be carried out on the ability of new technologies to assist in performing some of the main operations of the Library, including new retrieval techniques, the potential of video text techniques, the computerization of acquisition functions and of the production and indexing of publications.

30.136 Among other activities, the Library plans the following:

(a) To collect, organize and store documentation and publications as an integrated information network to meet users' needs and in such a way that material can be quickly and easily retrieved;

(b) To provide full bibliographic services on a computerized basis for the Organization's documentation;

(c) To establish and keep current bibliographic, factual and full-text data bases, so far as possible by establishing links to permit the direct transfer of material from the medium on which it was produced to the Library computer storage facility;

(d) To computerize all the functions of the Library so far as possible;

(e) To make more material available through the UNBIS system by including early resolutions, decisions and declarations, and to initiate networking with other libraries in the United Nations system to avoid duplication and to ensure the complementarity of collections;

(f) To improve access to data bases by preparing user-friendly facilities, training and operational tools and manuals.

(e) Continuous functions

30.137 Most of the functions of this subprogramme are of a continuous nature.

SUBPROGRAMME 2. LIBRARY AND INFORMATION SERVICES

(a) Mandate

30.138 The functions of this subprogramme are described in ST/SGB/Organization, Section Q/Rev.2 and Corr.1.

(b) Objectives

30.139 The objectives of the subprogramme are:

- (i) To provide Member States with access to relevant national and international information on activities of the United Nations and related activities and to give users in the international community access to the information generated by the organizations of the United Nations system;
- (ii) To provide information about the documents produced by the United Nations organs reporting to the General Assembly to missions, delegations and to Governments, directly, through depository libraries, or through United Nations Information Centres, with accuracy and minimum delays and by means of the latest available or most convenient technology;
- (iii) To provide training to mission staff in New York and in the field in the use of United Nations documentation and on-line access to it;

- (iv) To provide timely access to United Nations documentation and to non-United Nations, governmental and commercially available information necessary for the work programme of the Secretariat;
- (v) To provide training to Secretariat staff in the use of available sources of information;
- (vi) To make training in the use of United Nations documentation more accessible to the staff of depository libraries and mission and Secretariat staff by the preparation of self-instruction training aids.

(c) Problems addressed

30.140 The problems addressed include:

(a) The need to ensure adequacy of response to user requirements in the light of the availability of the growing number of manual and newly-automated resources and the cost of such resources;

(b) The requirement of recruiting new staff and training or retraining current staff in new techniques and methodologies of responding to users' needs;

(c) The need to ensure timeliness of response with current information on an ever-widening number of disciplines to Governments, agencies, libraries and information centres, world wide.

(d) Strategy

(i) For the plan period 1984-1989

30.141 Reading lists and bibliographies will be produced in response to requests from substantive units of the secretariats and missions, as well as in advance of certain special conferences.

30.142 The public card catalogue, which has gone from a card file format to computer printouts to computer-output microfiche (COM), will further develop into an on-line catalogue with access not only in the Library but also via terminals at remote locations at Headquarters to service the various users directly.

30.143 Users of the collections will be trained in the use of the Library and its collections through seminars in the context of the staff development programme of the Training and Examinations Service.

30.144 The depository library programme will be reviewed and a report submitted to the Publications Board on enhancing its effectiveness.

30.145 Recurrent publications aimed at facilitating access to United Nations documentation and to material acquired by the Library will continue to be issued as byproducts of the UNBIS files. Non-recurrent publications will be produced such as special indices and tools necessary for the efficient use of the Library's computerized files.

30.146 In order to expedite the delivery of current references from UNBIS and external data bases to users in the substantive departments, repetitive searches

will be performed regularly on updated data bases, and printouts will be supplied to the requestors, based on unit or individual subject profiles.

30.147 The UNBIS data bases will be made available on line for the use of missions, Member States, libraries and other users.

30.148 Searches will be performed more and more frequently on a variety of in-house and external data bases. In order to be usable for current on-line reference service, the United Nations documents data base must be complete and absolutely current, which will require early input of documents as they are produced and timely completion of subject analysis by the Library.

30.149 The usefulness of common workload and productivity standards among the Organization's libraries will be a topic of discussion under the co-ordination of the Library in regard to United Nations libraries away from Headquarters.

30.150 Further activities will include provision of:

(a) Reference services from manual and automated sources, including assisted access to United Nations and external data bases, and provision of direct access to the Organization's data bases and the training necessary for fruitful on-line searches to users outside the United Nations;

(b) A variety of products from automated and manual sources in the form of sales bibliographies, reading lists, data searches and a repetitive selective dissemination of information (SDI) service;

(c) Circulation and loan service of books, serials, and documents to Secretariat and mission staff.

(e) Continuous functions

30.151 The services provided under this subprogramme are all of a continuous nature.

PROGRAMME 6. CONFERENCE SERVICES, GENEVA

Subprogrammes

SUBPROGRAMME 1. CONFERENCE SERVICES

(a) Legislative authority

30.152 The functions of this subprogramme are described in ST/SGB/Organization, Section S.

(b) Objectives

30.153 The basic objectives of the subprogramme are to respond to the wide and ever-changing spectrum of the conference servicing requirements of the bodies serviced and to improve the efficiency with which those services are delivered.

30.154 The specific objectives are to establish the short-, medium-, and long-term programme of meetings held in the Palais or elsewhere for which the United Nations

Office at Geneva is responsible; to plan, co-ordinate and monitor the provision of conferences and other services; and to ensure the smooth functioning of the meetings programme, including the correct and timely issuing of documentation for which the United Nations Office at Geneva is responsible (in accordance with General Assembly resolution 38/32 E of 25 November 1983 on control and limitation of documentation) and to achieve the most rational utilization of conference-servicing facilities and of staff and budgetary resources.

(c) Problems addressed

30.155 The problems addressed involve the excessive reliance on short-term conference staff and the necessity of frequent administrative action which is time consuming and involves a considerable amount of paperwork.

(d) Strategy

30.156 Steps will be taken to achieve a better balance between permanent and temporary staff on the basis of the trend of the past five years when the number of meetings serviced by the United Nations Office at Geneva averaged 7,800 meetings per annum. Moreover, as at Headquarters, it is intended to introduce electronic methods for assigning staff and other conference-servicing resources.

SUBPROGRAMME 2. INTERPRETATION SERVICE

(a) Legislative authority

30.157 The functions of this subprogramme are described in ST/SGB/Organization, Section S.

(b) Objectives

30.158 The basic objective of the subprogramme is to provide interpretation into Arabic, English, French, Russian, Spanish and, when required, Chinese, for meetings of Geneva-based bodies and meetings of Headquarters' bodies, for special conferences.

(c) Problems addressed

30.159 The Interpretation Service has tried in a very pragmatic and flexible way not only to meet the unrelenting servicing requirements of the United Nations Office at Geneva, which has now become an established conference site, but also to co-operate and assist whenever necessary in the servicing requirements of the United Nations Office at Vienna, the United Nations Environment Programme at Nairobi and other Geneva-based organizations, so as to utilize in the most efficient manner the sometimes erratic supply of expertise in this specialized field.

(d) Strategy

(i) Situation as at the end of 1983

30.160 With the present resources available to the Interpretation Service, it has been possible to carry out the programme of meetings for the year. The work-load statistics for the past five years indicate an average of approximately 36,600 assignments per year.

(ii) For the plan period 1984-1989

30.161 It is difficult to provide a realistic projection regarding the work programme of this Service, which can be affected by several factors, such as the world political situation and economic climate which may encourage or discourage conference activities. However, it is envisaged that measures will be taken during this period to correct the imbalances in language coverage of meetings.

SUBPROGRAMME 3. LANGUAGE SERVICE

(a) Legislative authority

30.162 The functions of this subprogramme are described in ST/SGB/Organization, Section S.

(b) Objectives

30.163 The objectives of the subprogramme are:

- (i) General objectives: to provide co-ordination and timely performance of the various operations connected with the translation, revision, editing and typing of all documents submitted by the Administration of the United Nations Office at Geneva, substantive departments or units based in Geneva and by the secretariats of Headquarters-based bodies or of special conferences meeting in Geneva and to provide summary records for all meetings entitled to them;
- (ii) Specific objectives: to better cope with the increasing demands regarding the recently implemented inclusion of additional working languages for certain United Nations bodies and to make greater use of word processing and other technological innovations so as to achieve optimum productivity and effectively implement the resolutions and decisions of policy-making organs and subsidiary bodies.

(c) Problems addressed

30.164 The progressive utilization of Arabic and Chinese, viz. Chinese was introduced as a working language for the Commission on Human Rights in 1982; Arabic or the subsidiary bodies of the General Assembly and the Economic and Social Council, respectively, as from 1982 and 1983; and the possible inclusion of Arabic, Chinese and Spanish as working languages of the Executive Committee of the Office of the United Nations High Commissioner for Refugees in the near future, is putting added pressure on the Language Division.

30.165 The increasing use of certain languages is also reflected in the work-load of the typing units concerned.

(d) Strategy

30.166 The increasing use of Arabic and Chinese as working languages will call for the reinforcement of the translation sections concerned during the planned period. The introduction of technological innovations and the installation of new electronic equipment, such as a multilingual terminological data bank that would serve as a computerized dictionary for translators, and the computerization of

ordering and cataloguing of technical books and documentation, as well as of reference material and information, are envisaged as measures that would enable the Language Division to respond to demands more quickly and effectively.

30.167 The installation of word processing in the Stenographic Section, initially in the English, French and Spanish units in 1984, will constitute a major development that will undoubtedly contribute to greater efficiency and productivity of this Section. This new technology, which has demonstrated its potential in the documentation process at Headquarters, is likely to be extended to the Arabic, Chinese and Russian units in the course of the plan period. Furthermore, as the equipment used at Headquarters and Geneva will be compatible, the shared allocation of work between the two duty stations should result in greater flexibility and efficiency.

SUBPROGRAMME 4. PUBLISHING SERVICE

(a) Legislative authority

30.168 The functions of this subprogramme are described in ST/SGB/Organization, Section S.

(b) Objectives

30.169 The general objectives of the subprogramme are to provide support services for meetings and, in accordance with the policies and procedures prescribed by the Publications Board, to review and co-ordinate the execution of the external and internal printing, distribution and sales of official documentation and publications of Geneva-based and other programmes.

(c) Problems addressed

30.170 The departments served by the Publishing Service now make greater use of fair copy for documents submitted for reproduction and exhibit an ever-increasing reliance on word-processing systems in general, including the Stenographic Section. The equipment in the sections will have to be updated and/or replaced in the interests of flexibility and efficiency to deal with the greater use of fair copy and the tendency to shift publications from contractual printing to internal reproduction, and the staff will need to learn the skills demanded by the new technology and to acquire experience in using it. This will require an adjustment of the manning table in terms of temporary assistance versus established posts. The introduction of computerized systems throughout the service, as in the Publishing Division at Headquarters, will greatly enhance the various operations performed.

(d) Strategy

(i) Situation as at the end of 1983

30.171 The implementation of a computerized programme for address files began in the Co-ordination Unit and will continue in the plan period. It is expected to facilitate the compilation, monitoring and management operations involved in the extensive files and mailing lists used by the Publishing Unit and the Distribution Unit. The Sales Unit also began to computerize its operations, and will pursue computerization in full compatibility with the local electronic data-processing

facilities. Internal production of microfiche has been introduced and will be extended in the plan period to alleviate the problem of adequate storage space for the Unit itself and the Library.

(ii) For the plan period 1984-1989

30.172 The modification and replacement of the existing reproduction facilities to adapt them to photo-offset of fair-copy originals will permit the termination of reliance on stencil duplication and on expensive high-speed copiers, improve response to the needs of "client" departments and increase productivity. At the same time, a replacement programme of existing offset equipment is to continue in the interest of greater flexibility and capacity for the production of both parliamentary documents and publications.

30.173 To contribute to achieving economies in the area of external printing, word-processing and computer photo-composition technology is being used to advantage. Texts keyboarded in submitting departments will be processed (copy-prepared and typographically coded) by the Printing Section for relaying to internal or external photo-composition facilities and a suitable programme introduced into the Composition Unit.

30.174 At the same time, a replacement programme of offset equipment is to continue in the interest of greater flexibility and capacity for the production of both parliamentary documents and publications.

PROGRAMME 7. LIBRARY SERVICE, GENEVA

Subprogramme

SUBPROGRAMME. LIBRARY SERVICE, GENEVA

(a) Legislative authority

30.175 The functions of this subprogramme are described in ST/SGB/Organization, Section S.

(b) Objectives

30.176 The basic objective of the subprogramme is to serve as a "central library" for the United Nations and the specialized agencies as well as for other international organizations, research institutions and students, making available as rapidly and as conveniently as possible the publications and information needed for their work.

(c) Problems addressed

30.177 The explosion in information material requires the implementation of computerized organization and control systems.

30.178 There is an increasingly urgent need for storage space: the present stack facilities will be completely full by 1987-1988.

30.179 The growing volume of documentation and publications in Arabic and Chinese, which the Library is called upon to process, must be accommodated.

30.180 It is the intention of UNCTAD to withdraw UNCTAD staff at present working in the Library.

(d) Strategy

30.181 The Library will continue to implement UNBIS by the input of cataloguing material for documents issued at Geneva and externally acquired publications. This entails the acquisition of the necessary equipment and the strengthening of the manpower capacity of the Library for that purpose.

30.182 It will be necessary to conduct a study on the construction of an annex building to the Library in order to satisfy the well-established need for additional library space.

30.183 Strengthening the Library's capacity to process Arabic and Chinese materials will have to be pursued. Any withdrawal of UNCTAD staff from the Library should be compensated.

PROGRAMME 8. CONFERENCE AND LIBRARY SERVICES, VIENNA

Subprogramme

SUBPROGRAMME: CONFERENCE SERVICES

(a) Mandate

30.184 The functions of this subprogramme are described in ST/SGB/Organization, Section M/Rev.1 and Amend.1.

30.185 Under the terms of a memorandum of understanding concerning the allocation of the common services dated 31 March 1977, UNIDO Conference Services was entrusted with the servicing of Vienna-based United Nations offices and bodies. That arrangement may well, in turn, come to an end in the plan period if and when, as envisaged, UNIDO becomes an independent specialized agency.

(b) Objectives

30.186 The objectives of the subprogramme are to provide conference services, interpretation and translation into Arabic, Chinese, English, French, Russian and Spanish, editorial and documentation services for meetings held at Vienna or other locations under the responsibility of UNIDO as well as for meetings held at Vienna under the responsibility of other United Nations bodies and to provide editing, translation, typing, reproduction and distribution services for documents and official correspondence and publications of UNIDO and of other United Nations bodies at Vienna.

(c) Problems addressed

30.187 The problem faced by the secretariat is to provide timely and efficient services for meetings, conferences and publications covering a very wide range of specialized fields for a variety of United Nations bodies. The work-load has grown considerably since 1980 and may be expected to continue to increase. Another problem can be attributed to the great reliance on temporary-assistance staff.

(d) Strategy

(i) Situation as at the end of 1983

30.188 The introduction of Arabic as a working and official language and the steady and significant increase in the work-load made it essential to introduce a number of measures to increase the productivity of the very limited number of staff. Measures were also introduced, in accordance with General Assembly resolutions, to limit the documentation for meetings and to improve the quality of documents submitted by substantive units through training in drafting. Measures to monitor the process of documents' preparation more systematically were introduced and greater control was exercised over the process.

(ii) For the plan period 1984-1989

30.189 The conversion of the typing pools into word-processing units should be completed at the earliest possible date, and the use of optical character-recognition equipment should be introduced. Some publications which are now typeset should be directly reproduced from the output of a word processor. Word processors should be used to provide terminology services to language staff, to constantly up-date glossaries and terminology bulletins etc.

(e) Continuous functions

30.190 These include:

(a) Planning and organization of meetings, as required by the calendar of conferences, including regularly scheduled meetings of intergovernmental policy-making organs for UNIDO as well as other Vienna-based United Nations bodies and provision of appropriate services;

(b) Provision of interpretation services in the six official languages for meetings;

(c) Editing of meeting documentation, reports, publications, circulars etc.;

(d) Translation into and from the six official languages of documentation for meetings, publications, official correspondence etc.;

(e) Copy-preparing, typesetting, proof-reading and graphic presentation of publications and other material;

(f) Documents distribution.

(f) Identification of activities which are considered obsolete, of marginal usefulness or ineffective

30.191 The Common Secretariat Services Unit, operating within the Publications Section with old equipment which is not compatible with the word processing system adopted by the Organization, is of marginal usefulness. It is proposed to disband the Unit and redeploy its staff, while still maintaining the services it performed.

كيفية الحصول على منشورات الأمم المتحدة

يمكن الحصول على منشورات الأمم المتحدة من المكتبات ودور التوزيع في جميع أنحاء العالم. استعلم عنها من المكتبة التي تتعامل معها أو اكتب إلى : الأمم المتحدة ، قسم البيع في نيويورك أو في جنيف .

如何购取联合国出版物

联合国出版物在全世界各地的书店和经售处均有发售。请向书店询问或写信到纽约或日内瓦的联合国销售组。

HOW TO OBTAIN UNITED NATIONS PUBLICATIONS

United Nations publications may be obtained from bookstores and distributors throughout the world. Consult your bookstore or write to: United Nations, Sales Section, New York or Geneva.

COMMENT SE PROCURER LES PUBLICATIONS DES NATIONS UNIES

Les publications des Nations Unies sont en vente dans les librairies et les agences dépositaires du monde entier. Informez-vous auprès de votre libraire ou adressez-vous à : Nations Unies, Section des ventes, New York ou Genève.

КАК ПОЛУЧИТЬ ИЗДАНИЯ ОРГАНИЗАЦИИ ОБЪЕДИНЕННЫХ НАЦИЙ

Издания Организации Объединенных Наций можно купить в книжных магазинах и агентствах во всех районах мира. Наводите справки об изданиях в вашем книжном магазине или пишите по адресу: Организация Объединенных Наций, Секция по продаже изданий, Нью-Йорк или Женева.

COMO CONSEGUIR PUBLICACIONES DE LAS NACIONES UNIDAS

Las publicaciones de las Naciones Unidas están en venta en librerías y casas distribuidoras en todas partes del mundo. Consulte a su librero o diríjase a: Naciones Unidas, Sección de Ventas, Nueva York o Ginebra.
