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ADMINISTRATIVE AND BUDGETARY CO-ORDINATION OF THE  
UNITED NATIONS WITH THE SPECIALIZED AGENCIES AND  
THE INTERNATIONAL ATOMIC ENERGY AGENCY

Review of the administrative and management procedures concerning  
the programme and budget of the International Atomic Energy Agency

Report of the Advisory Committee on Administrative and  
Budgetary Questions to the General Assembly at its  
twenty-sixth session

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## I. INTRODUCTION

1. The Advisory Committee on Administrative and Budgetary Questions met at the headquarters of the International Atomic Energy Agency (IAEA) in Vienna from 12 to 21 May 1971, at the invitation of the Director-General. The invitation had been extended to the Committee pursuant to a recommendation contained in the second report of the Ad Hoc Committee of Experts to Examine the Finances of the United Nations and the Specialized Agencies, 1/ which was approved by the General Assembly in its resolution 2150 (XXI) of 4 November 1966.

2. The Ad Hoc Committee recommended that:

"The Advisory Committee [on Administrative and Budgetary Questions] should, from time to time, review systematically and in depth the administrative and management procedures concerning the programmes and budgets of the specialized agencies. This might be done by examining in depth one or two agencies each year. This, in addition to its direct usefulness, should enable the Advisory Committee to recommend the application of more consistent standards and approaches to common problems."

3. The Advisory Committee is grateful to the Director-General of the Agency, Mr. Sigvard Eklund, and his senior colleagues for their valuable co-operation.

4. The structure of this report follows that of the Advisory Committee's reports issued in 1970 on the World Health Organization (A/8031) and the International Labour Organisation (A/8140) and submitted to the General Assembly at its twenty-fifth session: the basic descriptive material on the structure, organization and procedures of IAEA is included in annex I, and more detailed information on specific subjects in annexes II to V; the Advisory Committee's observations and conclusions are set out in chapter II.

5. The Advisory Committee hopes that this report will be of use to the General Assembly and Member Governments, and also to the governing organs and the Director-General of the International Atomic Energy Agency.

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1/ Official Records of the General Assembly, Twenty-first Session, Annexes, agenda item 80, document A/6343, para. 90 (d).

## II. OBSERVATIONS AND CONCLUSIONS OF THE ADVISORY COMMITTEE

### A. The nature and structure of the International Atomic Energy Agency

6. The International Atomic Energy Agency is the youngest fully autonomous international organization in the United Nations system, the Agency's agreement with the United Nations having been approved by the legislative organs of the two organizations less than a decade and a half ago. The Agency is not a "specialized agency" within the meaning of Article 57, paragraph 2, of the Charter of the United Nations. Unlike the latter, whose relationship agreements are governed by the provisions of Article 63 of the Charter (which falls within Chapter X, the Economic and Social Council), IAEA is linked to the United Nations by an agreement approved directly by the General Assembly. Under the terms of article III of that agreement, the Agency keeps the United Nations informed of its activities by submitting reports to three principal organs of the United Nations: the General Assembly, the Security Council and the Economic and Social Council. The Agency submits a report to the General Assembly at each of its regular sessions. The Agency is to submit reports to the Security Council "when appropriate" and "to notify the Council whenever, in connexion with the activities of the Agency, questions within the competence of the Security Council arise". <sup>2/</sup> The relationship agreement does not specify the periodicity of the Agency's reports to the Economic and Social Council. In practice, however, the Agency has submitted annual reports to the Economic and Social Council inter alia in order to apprise the Council of the activities of the Agency as a participating and executing agency for projects financed by the United Nations Development Programme.

7. From the very outset the Member States recognized that there was a degree of overlapping between the terms of reference of the Agency and the responsibilities of the United Nations under the Charter. In the words of article I of the relationship agreement, the United Nations recognizes the Agency as being "responsible for international activities concerned with the peaceful uses of atomic energy in accordance with its statute, without prejudice to the rights and responsibilities of the United Nations in this field under the Charter of the United Nations"; for its part, the Agency "recognizes the responsibilities of the United Nations, in accordance with the Charter, in the fields of international peace and security and economic and social development". In the circumstances, the agreement aimed at laying down a "working relationship" between the two organizations. This question is discussed in greater detail in paragraph 54 below.

8. The statute of the Agency accords a special position to the Board of Governors (who are representatives of Member States). In its study of IAEA submitted to the General Assembly at its fourteenth session, the Advisory Committee pointed out that the Board of Governors is vested not only with legislative and policy-making functions, but also with responsibilities of an executive and administrative character which, in the United Nations and some other international organizations, normally belong to the chief administrative officer. <sup>3/</sup>

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<sup>2/</sup> General Assembly resolution 1145 (XII), annex, article III, para. 1 (b).

<sup>3/</sup> Official Records of the General Assembly, Fourteenth Session, Annexes, agenda item 49, document A/4135, paras. 10-12.

9. The composition of the Board of Governors is determined by the provisions of article VI A of the statute. Of the 25 members of the Board, 13 are designated by the outgoing Board and 12 are elected by the General Conference. The statute makes provision for the equitable representation on the Board of the Members situated in the various geographical regions of the world. <sup>4/</sup>

10. As indicated in annex I, paragraph 13 (a), (b) and (c), the Board has set up an Administrative and Budgetary Committee, a Technical Assistance Committee and a Safeguards Committee. The Advisory Committee noted that the membership of these Committees is governed by different principles: the members of the Administrative and Budgetary Committee are designated by the Chairman of the Board; the Technical Assistance Committee consists of representatives of such Member States of the Board as wish to be represented; currently both Committees have a membership of 16. The Safeguards Committee is open-ended, its size not being limited by the size of the Board; the 1970-1971 meetings of the Safeguards Committee were attended by the representatives of approximately 50 States.

11. The Board of Governors has "authority to carry out the functions of the Agency", in the words of article VI F of the statute. The decision-making powers of the General Conference as defined by article V are more limited than those of the General Assemblies or Conferences of other organizations in the United Nations system. For instance, the General Conference of IAEA may not revise the budget of the Agency or the text of reports to or agreements with the United Nations recommended by the Board. The two options open to the Conference are either to approve the Board's submissions or to return them to the Board with its recommendations for resubmission to the Conference. In view of the cumbersome nature of the latter procedure, it is natural that the Conference would resort to it in exceptional circumstances only. In practice, the Conference has never referred the budget back to the Board. The consideration of the budget estimates by the Conference has tended to be in the nature of a general discussion which does not go into the details of the budget.

12. The rules of procedure of the General Conference provide for two standing committees: the Programme, Technical and Budget Committee, and the Administrative and Legal Committee. Because the workload of the latter Committee is fairly light, the Conference has been in the habit of allocating the consideration of the reports of the Director-General and the External Auditor on the Agency's Accounts to the Administrative and Legal Committee rather than to the Programme, Technical and Budget Committee (whereas in the Board budget estimates and accounts are discussed in the same Committee). In the circumstances, it is not surprising that approval of the accounts in the Administrative and Legal Committee became a pure formality. In practice, this has not had an adverse effect on the Agency, as the accounts are scrutinized by the Board and its Administrative and Budgetary Committee. But the introduction of programme budgeting establishes a closer link between budget performance and programme implementation - and the latter is of considerable interest to the entire membership of the Agency.

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<sup>4/</sup> At its fourteenth regular session in 1970, the General Conference voted to increase the membership of the Board to 34. Such a change, however, requires amendment of the statute and cannot therefore become effective until accepted by two thirds of the Member States.

13. In the circumstances, the General Conference may wish to review the practice of allocating the accounts to the Administrative and Legal Committee, rather than to the Programme, Technical and Budget Committee. If future reports on budget performance are to include material on programme implementation, they would also be of value to the General Conference for the general debate which, in practice, is the main channel for informing the Board of Governors of the views and wishes of the Member States.

14. In its 1959 report on IAEA, the Advisory Committee referred to the risk of overlapping of administrative responsibility and authority between the governing body of an organization and its chief administrative officer. 5/ During its visit to the Agency in May 1971, the Advisory Committee saw no evidence that that potential overlapping had led to actual difficulties in the day-to-day running of the Agency. On the contrary, the Advisory Committee reached the conclusion that the Agency is efficiently managed.

15. An important factor in ensuring the ability of the Board of Governors "to carry out the functions of the Agency" in a manner satisfactory to the membership at large has been the system of extensive informal consultations between the Board and the representatives of Member States. In this process, a major role is played by the Chairman of the Board.

#### B. The secretariat of the Agency

16. A characteristic of the organizational structure of the IAEA secretariat is its stability. Whereas the secretariats of other members of the United Nations system have undergone far-reaching reorganizations, that of IAEA has remained, broadly speaking, unchanged since the Advisory Committee's previous visit to the Agency in 1959. Subject to the comment in paragraphs 19 and 20 below, the Advisory Committee is of the view that the structure of the IAEA secretariat is basically sound and rational and has withstood the test of time.

17. In its 1959 report on the Agency, the Advisory Committee stated that, "At the present time the administrative part of the secretariat may appear to be somewhat too large by comparison with the substantive and technical services", but that "the present administrative organization would continue by and large to be adequate to the requirements of the Agency for the next several years". 6/

18. That forecast has proved accurate. As can be seen from annex III, the number of Professional and senior posts in the Department of Administration in 1970 (113) 7/ was only 10 per cent above the 1960 figure, whereas the total professional strength of the other departments had increased from 153 in 1960 to 270 in 1970, that is, by about 75 per cent.

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5/ Official Records of the General Assembly, Fourteenth Session, Annexes, agenda item 49, document A/4135, para. 11.

6/ Ibid., para. 18.

7/ This was also the strength of the Department at the time of the Committee's visit to the Agency in May 1971.

19. The allocation of the various divisions to the five departments is on the whole consistent and logical, the only exception being the grouping together (in 1968) of the Division of Publications and the Division of Technical Assistance. The functions of these two divisions are wholly dissimilar. The former is a common service and is classed as such in the Agency's programme budget. The Advisory Committee understands that the functions of the Division of Publications had previously been performed partly in the Division of Scientific and Technical Information and partly in the Department of Administration. Considering that the Division of Publications is a common service and that its activities often bring it into close contact with the Languages Division, the most logical place for it would appear to be in the Department of Administration. While the Committee realizes that the present location of the Division may make for a more equal division of supervisory responsibility among the Deputy Directors-General, the Committee is of the view that the Board of Governors and the Director-General might, at the appropriate time, give further thought to this question.

20. The Agency has no regional or field structure. As in 1959, 8/ the Agency continues to make use of the field offices and other related services of the United Nations, the specialized agencies and UNDP in servicing its missions and the projects for which it is the executing agency. Commenting on possible future trends, the Committee expressed the view in its 1959 report that, when the Agency felt the need for a greater degree of assistance in the field, it could meet it by assigning individual Agency officials to existing field offices of other organizations of the United Nations system. In 1965, the Agency assigned a regional officer to Bangkok, Thailand. This post will remain vacant during the last half of 1971 and all of 1972 for financial reasons. The Agency has no plans to appoint other regional representatives. For as long as peaceful applications of nuclear technology remain of secondary importance in the development plans of the developing countries, the Agency's decision not to outpost officials to the regions is administratively sound. If in the future the interest of developing countries in nuclear technology increases to the extent that it becomes necessary to station staff away from headquarters, the Committee trusts that IAEA will follow a policy of outposting officials to the regional economic commissions instead of setting up regional offices of its own, as the former alternative will not only be less expensive, but will also reflect the close integration of the interests of the Agency and the United Nations, to which reference was made in paragraph 7 above.

### C. Programme and budget

21. The form of presentation of the Agency's programme and budget is described in part C of annex I. The Advisory Committee welcomes the decision of the Agency to move to a six-year planning cycle. The need to look ahead several years when drawing up programmes should encourage the rational development of the Agency's activities and the selection of priority tasks. The fact that the six-year programme is revised every second year also ensures that the programme will remain sensitive to changing emphases and conditions, a particularly important matter in

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8/ Official Records of the General Assembly, Fourteenth Session, Annexes, agenda item 49, document A/4135, para. 11.

the evolving scientific area in which the Agency functions. The Committee notes that the Board of Governors has decided not to recommend amendment of the statute in order to provide for biennial budgeting in IAEA, as advocated by the Ad Hoc Committee of Experts to Examine the Finances of the United Nations and the Specialized Agencies. It believes that, given the programming arrangements described in paragraphs 31 to 36 of annex I, and the fact that the budget for the initial year of every planning period is accompanied by preliminary estimates for the second year, the objectives sought by the Ad Hoc Committee when it advocated biennial budgeting have been largely attained.

22. The Advisory Committee, however, considers that the content of the Agency's six-year programme could be refined and improved. In the case of some individual programmes, considerable information is provided about activities planned for the first biennium of the planning period, but the forecasts of activities for the ensuing period are sketchy. While it is not always possible to be precise in looking ahead to activities which might be undertaken four or five years from the present, a careful study of which programmes will most likely be required is essential if the medium-term planning exercise is to place current activities in the right perspective and to have any value as an indicator of future trends.

23. The Director-General and his colleagues have considerable latitude for proposing new programmes, though any such proposals must be endorsed by the Board of Governors and the General Conference. The Committee sees merit in the existence of a secretariat planning unit, such as the Preparatory Committee on the Programme and Budget, provided it can recommend priorities between departmental proposals. As for the role of Member States in initiating proposals, the Advisory Committee was informed that the views of the Member States as expressed in the discussions in the General Conference are analysed by the secretariat by programme activity and that these are fully taken into account when the Director-General draws up the programme and budget proposals for submission to the Board. Moreover, in the course of the year, the secretariat receives numerous suggestions from the permanent missions established in Vienna. Member States represented on the Board can, of course, directly influence the programme, as the Board may amend the Director-General's draft proposals before forwarding them to the General Conference. In the latter body all Member States have the opportunity to comment on the programme and budget proposals.

24. The Committee was informed that, with the entry into force of the Treaty on the Non-Proliferation of Nuclear Weapons, the safeguards responsibilities of the Agency - that is, its role in ensuring that equipment and material used in peaceful applications of nuclear energy are not diverted to military purposes - have significantly increased. As a result, the budget for 1972 provides for a considerable expansion in safeguards activities, and the Director-General expects that expansion to continue for some years. Responsibility for applying safeguards is one of the tasks assigned to the Agency under its statute (articles III and XII). The Committee trusts that the need to devote additional resources to this task will not detract from the Agency's capacity to carry out the other tasks devolving upon it under the statute, in particular those which involve the application of nuclear techniques to promote economic progress in the developing world.



25. In general, the Advisory Committee found the revised budget presentation, which came into effect in 1971, coherent and easy to follow. With its emphasis on major programmes, it shows at a glance how much of the Agency's resources are being devoted to different activities. The Agency has not considered it useful to attempt to break down and distribute among its programmes the expenditures for such support-type activities as administration, common services etc., for which separate budget sections are retained. Experience with the new presentation over a period of two or three years should indicate whether it is fully satisfactory or whether it might be further modified.

#### D. Appraisal and evaluation of programmes

26. In reviewing the efforts made by the Agency to appraise and evaluate its activities, the Advisory Committee bore in mind the distinction between budgetary performance, on the one hand, and performance in the substantive sense, on the other. A sound system of budgetary performance reporting can inform management whether activities are indeed costing what they were estimated to cost and whether a programme is running ahead of or behind schedule. Different methods are needed to determine whether a programme is producing benefits commensurate with expenditure.

27. The Committee believes that the computerized system of budgetary performance reporting currently being introduced should provide management with adequate information of the first type described above. As for the appraisal and evaluation of activities in relation to their costs, the Committee found the annual reports on technical assistance, laboratory activities and research contracts (annex I, paragraph 50) less than satisfactory, although the descriptive information they contain is clearly useful. The Committee therefore is pleased to note that the Director-General intends to develop new techniques for appraisal and evaluation, despite the difficulties inherent in this type of work. It was informed that in certain limited areas efforts at evaluation had already been tried with some success: a study of the Agency's fellowship programme, for example, revealed that fellowship holders who returned home after training abroad were in general in a position to make use of the knowledge they had gained, thus virtually assuring a reasonable return on the cost incurred by the Agency.

28. In the Committee's view, the full benefits cannot be derived from budgeting by programme and medium-term planning unless they are accompanied by serious efforts to evaluate programme effectiveness.

#### E. Financing the budget

29. The Agency has two separate budgets - the Regular Budget and the Operational Budget. The legislative basis for this division is provided by article XIV B of the Agency's statute.

##### (i) Regular Budget

30. The Regular Budget of IAEA covers its "administrative expenses" which, pursuant to article XIV.B.1, shall include:

"(a) Costs of the staff of the Agency other than the staff employed in connexion with materials, services equipment, and facilities referred to in subparagraph B-2 below; costs of meetings; and expenditures required for the preparation of Agency projects and for the distribution of information;

"(b) Costs of implementing the safeguards referred to in article XIII in relation to Agency projects or, under subparagraph A-5 of article III, in relation to any bilateral or multilateral arrangement, together with the costs of handling and storage of special fissionable material by the Agency other than the storage and handling charges referred to in paragraph E below."

31. As stated in annex I, paragraph 52, the Regular Budget of IAEA is financed by (a) Member States' assessed contributions, and (b) miscellaneous income.
32. Hitherto the IAEA scale of assessment has been derived from the United Nations scale for the preceding year adjusted to reflect differences in the membership of the two organizations in the manner described in paragraph 54 of annex I. But at its fifteenth regular session in September 1971 the General Conference approved certain supplementary principles of assessment recommended by the Board which are designed to grant to Member States having low per capita incomes additional relief in respect of safeguards expenses. <sup>9/</sup> While the Advisory Committee understands the reasons why the Board of Governors has made such a recommendation, it draws attention to the recommendations on the harmonization of scales of assessment contained in operative paragraph 2 of General Assembly resolution 2190 A (XXI) of 15 December 1966 and operative paragraph 1 of resolution 2474 A (XXIII) of 21 December 1968.
33. Miscellaneous income includes reimbursements by UNDP for administrative and operational service costs, investment income, refunds by the United Nations Joint Staff Pension Fund, revenue from the sale of publications and reimbursement from UNIDO for joint services. As IAEA has fewer permanent staff than other organizations in the United Nations system, it receives sizable amounts from the Pension Fund under article 26 of the Fund's Regulations by way of refund of contributions in respect of participants who, on separation, have less than five years of contributory service.
34. The Advisory Committee was informed that the Agency has not experienced any difficulties in the collection of assessed contributions and that the total of arrears outstanding does not constitute a major financial problem. In this connexion, the Committee noted that the total amount of contributions receivable declined from \$2 million at the end of 1969 to \$1.75 million at the end of 1970.
35. The Agency can estimate with a high degree of accuracy the amount of assessed contributions it can expect to receive in each quarter of the year. These amounts have, on the whole, been sufficient to cover current outgoings. For that reason, the Agency has been able to keep withdrawals from the Working Capital Fund to a minimum.

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<sup>9/</sup> For 1972, the total sum involved amounts to \$80,234.

36. In these circumstances, the Agency found it possible to invest the bulk of the Fund. The medium chosen was government and municipal bonds, which yielded a better return (the list of investments as at end of 1969 and 1970 shows yields of between 5.5 and 7.5 per cent) than interest on short-term deposits. That policy resulted in increased interest income, but the market value of the bonds subsequently declined, compared with purchase price, as world interest rates rose. 10/ To offset losses, should it become necessary for the Agency to sell bonds at less than purchase price, the Agency established a reserve account in the Administrative Fund, to which part of the excess interest income has been credited. 11/

37. The Committee appreciates the desire of the Board of Governors and the Director-General to maximize the return on the monies in the Working Capital Fund. Moreover, a decline in world interest rates may rectify the situation without the Agency finding it necessary to sell its investments at a loss. Nevertheless the Committee questions the wisdom of investing in medium- or long-term securities monies which may be required at short notice. The Advisory Committee is certain that, given the developments described in the preceding paragraph, the Board of Governors and the Director-General will keep under constant review the policies governing the investment of the monies in the Working Capital Fund.

38. The Board's budget proposals are, broadly speaking, finalized at the April meeting of the Administrative and Budgetary Committee, that is, some eight months before the beginning of the budget year. That increases the likelihood of unforeseen developments. Over the years, the Agency has been able, with only a few exceptions, to finance unforeseen and extraordinary expenses in the manner recommended by the Ad Hoc Committee of Experts to Examine the Finances of the United Nations and the Specialized Agencies, that is, by means of savings within the approved budget supplemented, in recent years, by recourse to a small contingency provision. The Advisory Committee welcomes this approach, which is based on a re-ordering of priorities to meet changing circumstances. The Committee was informed that flexibility was enhanced by the form of the IAEA budget. If one leaves aside contingent extraordinary expenditures, the regular budget appropriations as voted by the General Conference are divided into eight sections; but the number of programmes is 16, or twice as large. This facilitates transfers between programmes within the same appropriation section.

39. The Agency's ability to continue to finance unavoidable wage and price increases out of savings will be reduced, however, with the growth of its responsibilities under safeguards agreements. These agreements will impose upon the Agency contractual obligations which will not be susceptible to modification by executive action. Hence future unavoidable wage and cost increases which cannot be absorbed through transfers from other appropriation sections - a course that will become increasingly more difficult as safeguards expenses come to account for a larger share of the regular budget 12/ - will have to be met either

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10/ In November 1971, the "paper loss" amounted to \$175,000-180,000.

11/ In November 1971, the reserve account had a level of \$150,000.

12/ In 1972, about 16 per cent of the Regular Budget will be spent on safeguards. But this percentage will increase in the years ahead. Considering that the non-safeguard programmes of the Agency have grown in recent years by about 1 per cent a year, their "absorptive capacity" is bound to be limited.

through an increase in the contingency provision or more frequent recourse to supplementary estimates. The course recommended by the Board for 1972 is to increase the contingency line to \$300,000. But in the new circumstances it might be desirable for the Board to reconsider its refusal in 1970 to approve a policy of "full budgeting".

40. In this context the Advisory Committee recalled that in order to finance part of the deficit in the regular budget for 1971, the Board of Governors has recommended that the level of the Working Capital Fund be reduced by \$300,000, that is, to \$1.7 million.

41. The Advisory Committee understands that the Board of Governors has never exercised the borrowing powers conferred upon it under article XIV, paragraph G, of the statute.

42. The Joint FAO/IAEA Division is staffed and financed by the two organizations concerned on an agreed basis. The Advisory Committee noted that, during the April 1971 session of the Administrative and Budgetary Committee of the Board of Governors, several representatives expressed the view that FAO's share of the costs (one third) should be increased. Without wishing to pronounce itself on the merits of that suggestion, the Advisory Committee would caution against attempts by the budgetary organs of one organization in the United Nations system to seek to reduce its budget estimates by shifting the burden on to the budget of another organization in the system. Such attempts cannot reduce the sum total of the assessed budgets of the various organizations; but they might have an adverse effect on co-ordination in the United Nations system. Once the legislative organs concerned have approved cost-sharing formulas, they should not alter them unless this is warranted by the major changes in circumstances.

(ii) Operational budget

43. The operational budget is financed principally from voluntary contributions to the General Fund. In October 1961, the fifth General Conference adopted a resolution in which it invited the economically developed Members "to make voluntary contributions to the General Fund for 1962 and succeeding years in amounts that are at least the same percentages of the target for each year as are their assessed contributions to the Regular Budget". <sup>13/</sup> Other States were invited to make at least a token contribution to the General Fund. Despite that appeal, pledges to the General Fund consistently failed to meet the target. A considerable improvement occurred in 1970 when the shortfall was reduced to approximately 16 per cent. The Director-General attributes this improvement, which continued in 1971, to the recognition by industrialized countries of their responsibilities under the Treaty on Non-Proliferation of Nuclear Weapons, article IV of which encourages increased contributions for the further development of the application of nuclear energy for peaceful purposes in the developing areas of the world.

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<sup>13/</sup> IAEA document, GC(V)/RES/100.

44. The Advisory Committee welcomes the improvement in the pledging of voluntary contributions and in the volume of donations in kind and cost-free services (see annex I below, paragraphs 69 to 75). During its visit to the Agency, the Committee was informed that, as a result of shortage of project funds, the Agency could not make full use of some of its facilities and staff. It is to be hoped that this shortcoming will now be remedied.

45. The Advisory Committee noted that in recent years there has been a gradual trend in the Agency towards reducing the use of voluntary contributions for other than technical assistance programmes. Thus, all the costs of the Seibersdorf Laboratory will have been transferred to the Regular Budget by 1972, one reason being that cost-accounting studies had shown that 75 per cent of the Laboratory costs related to activities of benefit to the entire membership.

#### F. Control over the execution of programme and budget

46. The internal and external controls over programme and budget implementation are described in annex I, section F (paragraphs 76 to 100).

47. The Financial Regulations of the Agency derive from those of the United Nations; whenever there is need for interpretation of the Regulations, the Board takes into account the recommendations of the Consultative Committee on Administrative Questions, as approved by the Administrative Committee on Co-ordination, designed to bring about greater uniformity in the financial regulations of the United Nations system.

48. The Committee reached the conclusion that IAEA has satisfactory internal procedures and controls for the efficient administration of budget allotments. The provisions governing delegations of authority in financial matters 14/ are also clear and specific.

49. The Committee noted that, if the expenditure resulting from an obligation is expected to exceed \$100, prior clearance must be obtained from the Division of Budget and Finance concerning the availability of funds. All proposals for staff travel are reviewed by an inter-departmental Travel Co-ordination Committee, awards of research contracts are reviewed by the Committee for Contractual Scientific Services and purchases of any kind exceeding \$1,000 in value are reviewed by the Contract Review Committee. Commitments in connexion with publications can only be incurred if they refer to items included in the approved publications programme of the Agency. Even where allotments exist for the hire of consultants or other short-term staff, commitments to engage such staff can only be made with the prior approval of the Chief of the Budget Branch and the Director of the Division of Personnel. An Inter-Departmental Committee on Technical Assistance advises the Director-General on the selection, for priority implementation, of technical assistance projects approved by the Board subject to the availability of funds. 15/

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14/ IAEA document AM.V/4.

15/ Ibid., paras. 21-23.

50. Control by the legislative organs is exercised primarily by the Board of Governors. The General Conference does not, on the whole, go into the details of the Agency's accounts and budget performance. The Conference pays more attention to the Board's lucid and comprehensive annual report on the Agency's activities which is discussed in conjunction with the general debate. In the past, the Board also submitted separate reports to the General Assembly of the United Nations and to the Economic and Social Council. The Advisory Committee has been informed that the Board decided to submit the same report to the three bodies in question. The Committee welcomes this initiative, which reduces the volume of Agency documentation.

51. The Advisory Committee noted that the annual report covers a 12-month period from 1 July to 30 June and not the financial year (the calendar year). While the Agency's budget was on an object-of-expenditure basis, the fact that the annual report and the budget performance report covered different periods did not cause any inconvenience. But under programme budgeting, information on programme implementation is very important for an assessment of budget performance.

52. In the circumstances, the Advisory Committee suggests that the Board of Governors may wish to transfer to a programme-and-budget performance report some of the detailed information now included in the annual report. In that way the General Conference would get a clearer picture of budget performance. At the same time, a more streamlined annual report would be more suitable from the point of view of the two organs of the United Nations to which it is now also addressed.

#### G. Co-ordination

53. On the basis of its study of the Agency the Advisory Committee believes that arrangements for internal co-ordination (see annex I, paragraphs 101-102) are adequate.

54. The Committee considers that the formal and informal agreements which exist between the Agency and many other organizations of the United Nations system provide some assurance that they will not duplicate each other's activities and that they will co-operate in areas where their interests meet. Such co-operation is particularly necessary in the case of the Agency, since the matters with which it deals have a close bearing on many sectoral fields for which other organizations have primary responsibility. The Director-General does not maintain that all problems of co-ordination have been solved, or that new ones will not arise in the future; the Advisory Committee agrees that frank discussion, if necessary at the level of the executive heads, can help to avoid duplication and misunderstandings. Above all, however, what is needed in order to resolve jurisdictional conflicts is a recognition that the mandates of international organizations are not all mutually exclusive and that it may not be in the interest of the international community for any one organization to adopt a strictly legalistic approach which does not take account of the legitimate interests of others. The Committee is gratified that in response to Economic and Social Council resolution 1550 (XLIX), the Director-General has acted, in conjunction with the Secretary-General of the United Nations, to avoid duplication in mineral surveying. The Advisory Committee has been informed that the increased interest shown in the peaceful uses of atomic energy by the United Nations Scientific Committee on the Effects of Atomic Radiation might lead to duplication of effort with IAEA both in the collection of data and in reporting. The Committee recommends that the two bodies take the necessary corrective action in accordance with the provisions of the relationship agreement between the United Nations and the Agency (see paragraph 7 above).

55. The Advisory Committee commends the efforts made by the Agency and UNIDO to develop common services for the two organizations in Vienna. It recalls that, in its report to the General Assembly at its twenty-fifth session on general co-ordination matters, it discussed some aspects of common administrative services and the economies to which they could give rise. <sup>16/</sup> The Advisory Committee believes that the experience of the Agency and UNIDO in developing such services could be applied with advantage in other cities where two or more organizations of the United Nations family have offices, particularly in Geneva. When UNIDO and the Agency are housed together in the Donaupark complex in Vienna, further opportunities for the creation of common services will no doubt exist. The Committee hopes that the plans now being developed will be vigorously pursued so that those opportunities will be exploited to the full.

56. The joint FAO/IAEA Division of Atomic Energy in Food and Agriculture was set up in October 1964. The Advisory Committee was informed that, despite some administrative complication owing to the fact that its director is responsible to both organizations, this division has worked well, and that its research into plant mutations and entomology has led to practical benefits for agriculture in many countries. Whether similar joint divisions could with profit be set up by other organizations in the United Nations system would depend on the circumstances of each particular case.

57. The Advisory Committee notes that the Board of Governors and the Director-General of the Agency have given close attention to the recommendations of the Ad Hoc Committee of Experts to Examine the Finances of the United Nations and the Specialized Agencies. Most of that Committee's recommendations have been implemented, but the Agency decided not to adopt biennial budgeting (see paragraph 21 above).

58. The Committee has been informed that so far only two reports by members of the Joint Inspection Unit have dealt specifically with the work of the Agency; in both cases the Inspectors' observations related to technical co-operation projects. While it is realized that the Inspectors could not have focused on the problems of each agency in the relatively brief space of time since the Unit was established, IAEA feels that so far the benefits have not been commensurate with its contribution towards the costs of the Unit.

#### H. Programme of conferences and meetings, languages, documentation and publications

59. The IAEA programme of conferences and meetings and the procedures on the use of languages and the issuance of documents and publications are described in annex I, section H (paragraphs 116-145).

60. The Agency's programme of scientific meetings is scrutinized as to substance by the Scientific Advisory Committee, and as to cost and over-all policies by the Board of Governors. The latter has aimed at maintaining the conference schedule at a fairly constant level.

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<sup>16/</sup> A/8158, chapter II, sections C and D.

61. The meetings schedule of the Board and its Committees also follows a consistent pattern. The short duration of the General Conference (seven days a year) is attributable to the fact that the statute vests in the Board of Governors certain responsibilities which, in other international organizations, are discharged by their general assemblies or conferences.

62. From the information provided to it, the Advisory Committee concluded that the Agency's programme of meetings and conferences is subject to effective control.

63. A problem frequently encountered by international organizations is how to hold meetings away from headquarters without extra cost to their assessed budgets. The normal approach to the problem has been to charge the extra costs involved to the Government of the host State. If the host country is situated at a great distance from the headquarters of the organization or if some of the necessary facilities are lacking, the extra costs can be substantial. The Advisory Committee noted with interest that IAEA applies, in the case of its seminars and symposia, a system of standard charges that is designed to make it easier for as many countries as possible to host such meetings. Under this system, developed countries are charged an amount that is higher than the amount charged to the developing countries (see annex I, paragraph 41). As the system is designed to be self-financing, the venue of individual meetings must be carefully chosen in relation to actual costs and the scale of the standard charges; hence the system can best be operated for a restricted number of standard-size meetings.

64. The Advisory Committee noted that the Agency has no verbatim records and restricts the provision of summary records to a small number of bodies. The general practice for all other meetings is to summarize their proceedings in the session reports. The Committee welcomes this approach, as well as the fact that the Board and the Director-General have initiated measures to reduce the volume of documentation, both formal and informal. The Agency considers, however, that its efforts to reduce documentation would have been even more successful were it not for requests emanating from other bodies.

65. Another procedure that contributes to reducing the volume of Agency documentation is that scientific literature is not automatically published in all the working languages of IAEA. The languages in which particular papers are to be issued are recommended by a Publications Committee, which takes into account demand for language versions of similar papers in the past. Furthermore, the proceedings of scientific meetings are in general published only in the original language, with abstracts in English. The Advisory Committee understands that several members of the Board have advocated that these abstracts should be translated into the other working languages of the Agency.

66. Illustrative of the success achieved by the Agency in controlling the volume of meetings, documentation and publications is that the Professional staff of the Languages Division has changed but little since 1960 (annex III). The total translation workload has remained fairly constant since 1965 (26,000-27,000 standard pages of 330 words per page) and is not expected to increase in 1972. As regards interpretation, an experimental Joint Interpretation Service shared by the Agency and UNIDO has worked successfully since the end of 1967.



67. The Agency assists UNIDO with its publications programme. The Advisory Committee inquired into the apportionment of costs and was informed that UNIDO is charged direct costs for its documentation produced in the IAEA printing shop plus 15 per cent for overheads. Most of the equipment in the printing shop, including all the heavy plant, was purchased by IAEA, and the rest by UNIDO. When the agreement was initially concluded between IAEA and UNIDO, it had been expected that the common service could provide UNIDO with up to 25 million page-impressions a year. That limit was exceeded in 1970 when 27 million page-impressions of UNIDO documents were produced. A joint working party, which considered possible courses of action between now and the move to the Donaupark site, recommended that the common facility should concentrate on IAEA documentation and on UNIDO's publications and bulky documents, and that UNIDO should have a small printing shop of its own for its other documents. The Agency does not print any documents externally; it informed the Advisory Committee that the internal printing of publications is much more economical.

#### I. Staff

68. The Director-General has tried, with some success, to limit the growth of the establishment without prejudice to the expansion of the Agency's substantive programmes. This has been done largely by redeploying posts so as to bring more manpower to bear on those activities which seem to require greater emphasis. The Advisory Committee commends this policy, which implies a continuing review of programmes to determine whether any of them have outlived their usefulness or should be given a new orientation. The substantial staff requirements resulting from the Agency's safeguards functions make it all the more necessary to examine the total establishment - as the Director-General is doing - with a view to avoiding a rapid escalation of staff costs. At the same time, the Director-General will clearly have to exercise care so that resources remain available for those traditional activities of the Agency which have been shown to be of real value to Member States.

69. The Agency's experience in recruiting and retaining staff might be of interest to the Special Committee for the Review of the United Nations Salary System. With regard to tenure of appointment, the Agency, as a predominantly scientific organization, has arrived at methods which appear to be well adapted to its needs.

#### J. Headquarters accommodation

70. Thanks to the generosity of the Government of the host country, the Agency's accommodation needs have been met at minimal cost. Only since March 1971 has the Agency, because of the steady growth in its activities, been obliged to detach certain secretariat units to an annex situated some distance from the central headquarters complex. The Advisory Committee was informed that, should the staff of the Agency continue to grow as expected, it may be difficult to avoid further geographic dispersal of its offices. It is thus clearly to the advantage of the Agency - and also of UNIDO, whose offices are already dispersed in a number of locations - that the Donaupark complex be ready for occupancy as early as possible.

71. The Committee was pleased to note that all negotiations with the Austrian Government on matters related to the Donaupark project are carried out jointly by the Agency and UNIDO. A common approach is especially necessary since, as pointed

out in paragraph 55 above, the occupation of the Donaupark site will provide an opportunity for the two organizations to extend the range of their common services, to their mutual advantage.

72. The Advisory Committee has been informed that IAEA considers that the obligation of the Austrian Government to provide accommodation to the Agency will be met when space for 2,325 staff members (approximately the level of staff expected by the Agency by 1981) and associated common services facilities, meeting rooms etc., have been turned over to the Agency. An understanding to this effect was confirmed by a letter dated 24 May 1971 from the Foreign Minister of Austria addressed to the Agency.

#### K. Computer and data-processing service

73. The Advisory Committee notes with satisfaction that electronic data-processing is one of the areas where IAEA and UNIDO have made use of common facilities, to their mutual advantage.

74. Looking ahead, the Committee was informed that the proposal to rent a larger computer in mid-1972 is predicated on a considerable expansion in the requirements of both IAEA and UNIDO by that date. The Committee suggests that it might be wise to review closely all plans for future computer applications to ensure that the returns fully justify the costs. In this connexion, the Committee calls attention to the fact that staff costs associated with electronic data-processing are relatively heavy and have been increasing. 17/

75. The Committee was informed that the Director-General would not favour full participation by IAEA in the Geneva-based International Computing Centre at this time because it could not be shown that the efficiency would be comparable to the present arrangement or that the costs would be less than those arising from the Agency's operation of its own computer (which also services UNIDO, as noted in paragraph 73 above). During its visit to Vienna, the Committee was unable to establish with any certainty whether the communications between Vienna and Geneva are such as to make this possible. The Committee recommends that the Director-General study this question in co-operation with UNIDO. In particular, it would seem desirable that before installing a larger computer in 1972, as planned, the Director-General have available full data as to the advantages to be gained from participation in the common facility now operating in Geneva.

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17/ The number of staff in the Computer Section and the INIS Section (International Nuclear Information System) of the Agency increased from 44 in 1969 to 52 in 1970 and 56 in 1971.

## ANNEX I

### A. The International Atomic Energy Agency

#### 1. The Agency and its purpose

1. The International Atomic Energy Agency is an autonomous intergovernmental organization established under the aegis of the United Nations. The Statute of the Agency was unanimously approved on 26 October 1956 by a plenipotentiary conference of 81 Governments held at United Nations Headquarters in New York. It entered into force on 29 July 1957, by which date a total of 26 States had deposited instruments of ratification with the Government of the United States of America, which the Statute designates as the depositary authority.

2. The Agency's relationship with the United Nations is governed by an Agreement which was approved by the General Assembly of the United Nations on 14 November 1957 a/ and by the General Conference of the Agency on 23 October 1957. b/ By 31 March 1971 a total of 102 States were members of the Agency; two other States, formerly members, have withdrawn from membership.

3. In the words of its Statute (article II), the basic objectives of the Agency are "to accelerate and enlarge the contribution of atomic energy to peace, health and prosperity throughout the world", and to "ensure, so far as it is able, that assistance provided by it or at its request or under its supervision or control is not used in such a way as to further any military purpose".

4. In order to fulfil these objectives, the Agency is authorized to undertake a variety of functions, which are listed in article III of the Statute. Those functions are:

"1. To encourage and assist research on, and development and practical application of, atomic energy for peaceful uses throughout the world; and, if requested to do so, to act as an intermediary for the purpose of securing the performance of services or the supplying of materials, equipment, or facilities by one member of the Agency for another; and to perform any operation or service useful in research on, or development or practical application of, atomic energy for peaceful purposes;

"2. To make provision, in accordance with this Statute, for materials, services equipment, and facilities to meet the needs of research on, and development and practical application of, atomic energy for peaceful purposes, including the production of electric power, with due consideration for the needs of the under-developed areas of the world;

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a/ General Assembly resolution 1145 (XII).

b/ IAEA document GC.1(S)/RES/16.

"3. To foster the exchange of scientific and technical information on peaceful uses of atomic energy;

"4. To encourage the exchange and training of scientists and experts in the field of peaceful uses of atomic energy;

"5. To establish and administer safeguards designed to ensure that special fissionable and other materials, services, equipment, facilities, and information made available by the Agency or at its request or under its supervision or control are not used in such a way as to further any military purpose; and to apply safeguards at the request of the parties, to any bilateral or multilateral arrangement, or at the request of a State, to any of that State's activities in the field of atomic energy;

"6. To establish or adopt, in consultation and, where appropriate, in collaboration with the competent organs of the United Nations and with the specialized agencies concerned, standards of safety for protection of health and minimization of danger to life and property (including such standards for labour conditions), and to provide for the application of these standards to its own operations as well as to the operations making use of materials, services, equipment, facilities, and information made available by the Agency or at its request or under its control or supervision; and to provide for the application of these standards, at the request of the parties, to operations under any bilateral or multilateral arrangement, or, at the request of a State, to any of that State's activities in the field of atomic energy;

"7. To acquire or establish any facilities, plant and equipment useful in carrying out its authorized functions, whenever the facilities, plant, and equipment otherwise available to it in the area concerned are inadequate or available only on terms it deems unsatisfactory."

## 2. Composition and functions of its main organs

5. The organs of the IAEA are (a) its General Conference, (b) its Board of Governors, and (c) its staff headed by the Director-General and permanently located in Vienna.

### (a) General Conference

6. The General Conference consists of representatives of all members. It meets in regular annual sessions, usually in September, at the headquarters of the Agency unless otherwise determined by the General Conference. In 1965, the General Conference met in Tokyo, Japan; otherwise all regular sessions have been held in Vienna. The Statute (article V) also makes provision for the holding of special sessions convened by the Director-General at the request of the Board of Governors or of a majority of members; only one special session has been convened to date. c/

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c/ In 1957 to approve the Agency's budget.

7. At sessions of the General Conference, each member State is represented by one delegate, who may be accompanied by alternates and by advisers. The cost of attendance of any delegation is borne by the member State concerned.

8. The main functions of the General Conference are to:

- (a) Elect some members of the Board of Governors;
  - (b) Approve States for membership;
  - (c) Suspend a member from the privileges and rights of membership;
  - (d) Consider the annual report of the Board;
  - (e) Approve the budget of the Agency recommended by the Board or return it with recommendations as to its entirety or parts to the Board, for resubmission to the General Conference;
  - (f) Approve reports to be submitted to the United Nations;
  - (g) Approve any agreement or agreements between the Agency and the United Nations and other organizations;
  - (h) Approve rules and limitations regarding the exercise of borrowing powers by the Board; approve rules regarding the acceptance of voluntary contributions to the Agency; and approve the manner in which the General Fund may be used;
  - (i) Approve amendments to the Statute;
  - (j) Approve the appointment of the Director-General;
  - (k) Take decisions on any matter specifically referred to it by the Board;
- and
- (l) Propose matters for consideration by the Board and request from the Board reports on any matter relating to the functions of the Agency. d/

9. The General Conference is assisted in its work by a number of committees, the principal ones of which are:

(a) General Committee. This Committee consists of the President of the General Conference, who presides, the eight vice-presidents, the chairmen of the main committees and four additional members elected by the General Conference. This Committee, at the beginning of each session of the Conference, considers the provisional agenda, together with the supplementary list, and reports thereon to the General Conference. It proposes the allocation of agenda items to committees and the establishment of any additional committees which it considers necessary. It performs functions in respect of elections to the Board of Governors, makes

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d/ Article V of the statute.

recommendations to the General Conference concerning the closing date of the session and assists the President of the General Conference in conducting and co-ordinating the work of the Conference.

(b) Programme - Technical and Budget Committee. This Committee consists of representatives of all member States and is responsible for the review of the Agency's programme and budget and all technical matters pertaining to the Agency's programme, including the scale of assessment on member States. It reports to the plenary session of the General Conference and recommends appropriate resolutions for adoption by the Conference.

(c) Administrative and Legal Committee. This Committee consists of representatives of all member States and is responsible for review of legal matters relating to amendments to the Statute, agreements between the Agency and other organizations, the report of the Director-General and the External Auditor on the Agency's Accounts, and other matters pertaining to the Agency's legal and administrative practices. The Committee reports on each agenda item to the General Conference with appropriate resolutions for adoption by the plenary session of the Conference.

(d) Credentials Committee. This Committee examines the credentials of delegates and their advisers and any objection relating thereto. It is elected by the General Conference at the opening of each session and reports back to the General Conference toward the end of the session.

(b) Board of Governors

10. The Board of Governors now consists of the representatives of 25 Member States, as follows: (a) the five most advanced in nuclear technology, (b) five others most advanced, respectively, in their own areas, which are not represented in the first five, (c) two that are major producers of source materials, (d) one supplying technical assistance, and (e) 12 elected by the General Conference according to geographical criteria. The Board elects its Chairman by secret ballot for a term of one year.

11. The Board meets at its own discretion to consider matters proposed by member States and the Director-General and others arising from previous IAEA decisions. It must also approve the programme and budget for submission to the General Conference. In 1958, the Board held bi-monthly meetings, but the number of its formal sessions has now been reduced to three a year (in February, June and September).

12. Under the statute (article VI, section F) the Board has the authority to carry out the functions of the IAEA subject to its responsibilities in certain matters to the General Conference. It governs the activities of the secretariat, for whom it establishes regulations concerning appointment and remuneration, and it is consulted by the Director-General on senior personnel appointments.

13. The Board may establish such committees and other subsidiary bodies and appoint such rapporteurs as it may deem desirable. e/ Although temporary committees have been appointed from time to time for specific purposes, the main continuing committees of the Board in recent years have been the following:

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e/ Rule 57 of the rules of procedure of the Board of Governors.

(a) Administrative and Budgetary Committee. This Committee is composed of the Chairman of the Board, or in his absence or disability, one of the Vice-Chairmen, and such other Members of the Board as the Chairman might designate after appropriate informal consultations, to examine all matters of an administrative or budgetary character requiring a decision by the Board which might be referred to the Committee either by the Board or by the Director-General, and to report thereon, with recommendations, to the Board. This Committee is now composed of representatives of 16 member States. The Committee normally meets annually in April to consider the programme and budget and other matters of significant administrative or budgetary importance.

(b) Technical Assistance Committee. This Committee is composed of the Chairman of the Board or, in his absence or disability, one of the Vice-Chairmen, and such other members of the Board as wish to be represented on it. The Committee is responsible for examination of all technical assistance projects referred to the Committee either by the Board or by the Director-General. It reports thereon, with recommendations, to the Board. The Committee is now made up of 16 member States and normally meets once each year in December to review and recommend approval of the proposed technical assistance programme to be financed from the Agency's own resources during the following year.

(c) Safeguards Committee. This Committee has devoted its attention to the Agency's statutory responsibility for ensuring that the assistance provided by it or at its request or under its supervision or control is not used in any way to further any military purpose. Because the Treaty on the Non-Proliferation of Nuclear Weapons came into force on 5 March 1970 and the agreements and subsidiary agreements under this Treaty must be fully in effect by 1 March 1972, the Safeguards Committee (1970) held over 80 meetings between June 1970 and March 1971 to work out the form of agreement which the Board should authorize the secretariat to utilize in negotiating specific agreements with member States and other non-member States which have ratified or may ratify the Treaty.

14. As early as 1958 the Board recognized that the Agency needed the best available advice on scientific and technical questions arising out of its programme. The Board therefore approved the establishment of a Scientific Advisory Committee, which is now composed of 10 members, each appointed by the Board for a period of three years. The Committee meets at least once a year to advise the Director-General, who subsequently reports thereon to the Board, on topics connected with the Agency's programme, including the proposed schedule of scientific meetings.

(c) Secretariat

15. At the time of the Advisory Committee's visit to IAEA headquarters in May 1971, the secretariat consisted of approximately 350 Professional staff and 650 General Service or maintenance staff. The staff is headed by the Director-General, who is assisted by four Deputy Directors-General and an Inspector General. Most of the Agency's staff are stationed at its headquarters in Vienna, but some are located at the Agency's Laboratory in Seibersdorf, about 35 kilometres from Vienna; at the International Centre for Theoretical Physics, located near Trieste, Italy, and operated jointly by the Agency and UNESCO with the help of a liberal financial grant from the Italian Government; at the Agency's International Laboratory for Marine Radioactivity, located at Monaco, and operated under a joint agreement with the Monegasque Government and the Oceanographic Institute of Monaco. In addition, the

Agency has maintained a regional officer in Bangkok for several years, a liaison office at Geneva, primarily for liaison with WHO, and a liaison officer at United Nations Headquarters in New York. The organization and structure of the Agency's secretariat is described in greater detail in section B below. One staff member is assigned to the programme library of an institution of the European Atomic Energy Community in Ispra, Italy, to work for the Agency's International Nuclear Information System (INIS). One staff member acts as the director of a joint programme of food irradiation of the European Nuclear Energy Agency and IAEA in Karlsruhe, the Federal Republic of Germany.



## B. Structure of the secretariat

16. A chart showing the organization of the Agency secretariat is given in annex II below.

### 1. The Director-General and his staff

17. The Director-General is appointed by the Board of Governors, with the approval of the General Conference, for a term of four years. He is the chief administrative officer of the Agency. He performs his duties in accordance with regulations adopted by the Board of Governors and is under the authority and subject to the control of the Board (statute, article VII).

18. The Director-General is responsible for the appointment, organization and functioning of the staff. The statute provides that the staff shall include such qualified scientific, technical and other personnel as may be required to fulfil the objectives and functions of the Agency, and that the Agency shall be guided by the principle that its permanent staff shall be kept to a minimum.

19. The statute further provides that the paramount consideration in the recruitment and employment of staff and in the determination of the conditions of service shall be to secure employees of the highest standards of efficiency, technical competence and integrity. Subject to this consideration, due regard shall be paid to the contributions of members to the Agency and to the importance of recruiting the staff on as wide a geographical basis as possible.

### 2. Headquarters structure

20. The IAEA secretariat is divided into five departments. Four of them - the Department of Technical Assistance and Publications, the Department of Technical Operations, the Department of Administration and the Department of Research and Isotopes - are headed by Deputy Directors-General. The fifth - the Department of Safeguards and Inspection - is headed by the Inspector General, whose rank is equivalent to that of a Deputy Director-General. Each department is subdivided into divisions, and the latter into sections and units. The growth of Professional staff from 1960 to 1970, by department and division, is given in annex III, below.

#### (a) Substantive services

21. Four of the headquarters departments carry the primary operational responsibility for the substantive programmes of the Agency. They are:

##### (a) Department of Research and Isotopes

- (i) Division of Life Sciences;
- (ii) Division of Research and Laboratories;
- (iii) Joint FAO/IAEA Division of Atomic Energy in Food and Agriculture.

(b) Department of Technical Operations

- (i) Division of Scientific and Technical Information;
- (ii) Division of Nuclear Power and Reactors;
- (iii) Division of Health, Safety and Waste Management.

(c) Department of Technical Assistance and Publications

- (i) Division of Technical Assistance;
- (ii) Division of Publications.

(d) Department of Safeguards and Inspection

- (i) Division of Development;
- (ii) Division of Operations.

22. The constituent divisions of the Department of Research and Isotopes have the following programme responsibilities:

(a) The Division of Life Sciences deals with radiation dosimetry (that is, the quantitative and qualitative determination of radiation energy absorbed in matter), with the medical applications of radio-isotopes, and with the biological effects of ionizing radiations;

(b) The Division of Research and Laboratories is responsible for keeping abreast of new developments in the utilization of radio-isotopes and radiation sources in physics, nuclear data, chemistry, hydrology and industry. In addition to the Laboratories at headquarters, this Division works through the Laboratories at Seibersdorf and Monaco (see para. 30 below);

(c) The Joint FAO/IAEA Division works on irradiation and isotope techniques in relation to the more efficient use of fertilizers and water; induced mutations; animal production and health; sterile-male techniques for pest control; and food and environmental pollution.

23. The programme responsibilities of the division of the Department of Technical Operations are as follows:

(a) The Division of Scientific and Technical Information deals with the International Nuclear Information System (INIS), computer services, the Agency's Library, the computer programme library, and the publication of the Atomic Energy Review and Nuclear Fusion - Scientific Journal. It is also responsible for scientific conference administration (see para. 28 below);

(b) The Division of Nuclear Power and Reactors is responsible for reactor engineering, economic studies, nuclear materials and fuel cycles, and reactor physics and research reactors;

(c) The Division of Health, Safety and Waste Management is responsible for establishing standards of health and safety in the fields of atomic energy; evaluating the health and safety hazards associated with projects submitted to the Agency and applies safety standards to the Agency's operations; undertaking studies and collecting and disseminating information on the safe design and operation of facilities using radio-active materials and on the safe management of radio-active wastes; promoting research and its co-ordination in the fields of health, safety and waste management; and providing advisory services to member States.

24. The divisions of the Department of Technical Assistance and Publications are responsible for the following programme:

(a) The Division of Technical Assistance administers technical assistance projects, fellowships and training programmes financed by the Agency, UNDP or under bilateral arrangements;

(b) The Division of Publications is responsible for the editing, reproduction, distribution and sale of the Agency's documents, books and other publications.

25. The Department of Safeguards and Inspection is responsible for inspecting nuclear plants and facilities covered by safeguards agreements, and conducting research and development in the field of safeguards. The two types of activity are carried out respectively by the Division of Operations and the Division of Development.

(b) Administrative and other support services

26. The main responsibility for providing these services rests with the Department of Administration, but there are small sections located in other Departments, in particular the sections for Scientific Conference Administration and Research Contract Administration.

(i) Department of Administration

27. The Department of Administration is responsible for most of the administrative support services for IAEA activities. The breakdown of this Department by major organizational unit and the established posts provided in the budget request for 1972 is shown below. The figures include the required posts for joint IAEA/UNIDO procurement and medical services.

<u>Organization Unit</u>	<u>Established posts</u>			<u>Total</u>
	<u>Professional</u>	<u>General Service</u>	<u>Maintenance and Operations</u>	
Office of the Deputy Director- General for Administration . . . . .	3	2	-	5
Office of Internal Audit and Management . . . . .	5	4	-	9
Division of Budget and Finance . . . . .	15	25	-	40
Division of Conference and General Services . . . . .	9	56	106	171
Division of External Liaison and Protocol . . . . .	10	10	-	20
Languages Division . . . . .	39	37	1	77
Legal Division . . . . .	9	5	-	14
Division of Personnel . . . . .	10	22	-	32
Division of Public Information . . . . .	5	7	-	12
Secretariat of the General Conference and the Board of Governors . . . . .	<u>12</u>	<u>4</u>	<u>-</u>	<u>16</u>
Total . . . . .	<u>117</u>	<u>172</u>	<u>107</u>	<u>396</u>

(c) Scientific Conference Administration

28. A section of the Division of Scientific and Technical Information is responsible for the administration of scientific seminars, symposia and conferences and for the necessary liaison between officials and organizations in member States and the scientific and administration units of the Agency. The staff of this section is made up of three Professionals and three General Service employees.

(d) Research Contract Administration

29. A section in the office of the Deputy Director-General for Research and Isotopes is responsible for the administration of research contracts and for liaison between research workers and technical and administration units of the Agency. One Professional staff member and three General Service employees perform these services.

### 3. Field structure

30. The Agency has no regional or field offices. The only regular staff members with duty stations away from Vienna are assigned to the following locations:

(a) Seibersdorf Laboratory, which is about 35 kilometres south-east of Vienna in the same area as the Austrian reactor centre, to which about 100 staff members are assigned;

(b) International Laboratory on Marine Radio Activity, which is located in Monaco, to which about 18 staff members are assigned;

(c) International Centre for Theoretical Physics, which is located at Miramare, near Trieste, Italy, to which about 25 regular staff members are assigned; in addition, up to 150 visiting scientists, fellows, associate members, lecturers etc., may also participate in the programme at any one time;

(d) United Nations Headquarters, New York, to which four staff members are assigned to represent the Director-General in liaison with the United Nations;

(e) Bangkok, Thailand, to which a regional officer has been assigned in this area for the past several years, but, in view of the existing financial situation, it was decided that, on the expiry of the incumbent's contract, the post would not be filled and would be kept vacant in 1972;

(f) Geneva, Switzerland, where two staff members provide liaison with WHO and the United Nations organizations; and

(g) Karlsruhe, the Federal Republic of Germany, where one staff member has been acting as director of a joint programme on food irradiation of the European Nuclear Energy Agency and IAEA since the beginning of 1971;

(h) Ispra, Italy, where one staff member is assigned to the programme library of a EURATOM institution to work for the Agency's INIS programme.

### C. Programme and budget

31. Starting with the budget for 1971, IAEA has moved to a budget presentation based on major programmes. In 1970 and previous years, most budget sections corresponded to objects of expenditure (for example salaries and wages, common staff costs, seminars, symposia and conferences); others contained an element of budgeting-by-programme (distribution of information, operational facilities, and safeguards). In the revised budget presentation approved by the Board of Governors and the General Conference in 1970, the budget is divided into 17 sections, most of which correspond to programmes and represent a clear break from the presentation used in the past (Food and agriculture (Section 4); Life sciences (Section 5); Health, safety and waste management (Section 10) etc.). The budget also contains sections for Administration (Section 15), Common services (Section 16), Policy-making organs (Section 1) etc, which are support-type activities and not substantive programmes in themselves.

32. Another recent innovation, inspired by the recommendations of the Ad Hoc Committee of Experts to Examine the Finances of the United Nations and the Specialized Agencies, was the decision of the Board of Governors that, beginning in 1969, a six-year work programme would be established for the Agency, the first such period running from 1969 to 1974 inclusive. The budget proposals submitted by the Board of Governors to the General Conference contain (a) an indication of the programme which it is proposed to carry out during the entire six-year period, special treatment being given to the first two years, (b) the detailed budget required to execute the programme during the first year and (c) preliminary estimates for the second year's programme. The following year the preliminary estimates are revised in the light of current developments and presented to the Conference along with revisions to the programme for that year. Thus, although each budget is presented within the framework of a medium-term programme, it is presented and voted upon annually, in accordance with the Agency's statute. f/ Every two years the six-year programme forecast is updated and extended and the cycle is repeated.

33. As a first step in the preparation of the programme and budget discussions at the secretariat level take place in the Preparatory Committee on the Programme and Budget, which consists of the four Deputy Directors-General, the Inspector General and the Director, Division of Budget and Finance. On the basis of those discussions, the Director-General issues instructions to the Departments on the preparation of their programme plans and the costs of executing them. Those instructions take into account views expressed at sessions of the Board and of the General Conference on what directions the Agency's programme should take, and they include indications of financial boundaries within which work programmes must be developed. The instructions are supplemented by discussions on programme priorities which take place at regular meetings of the Director-General and all the Department heads.

34. Also taken into account in the programme- and budget-building process are the recommendations of the Scientific Advisory Committee (see paragraph 14 above) on the relative emphasis to be placed on various lines of investigation, in particular

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f/ Statute of IAEA, article XIV. The Board of Governors has decided that this provision should not be amended to provide for biennial budgeting.

through the Agency's programme of scientific meetings. Moreover, the Director-General and his staff are guided by suggestions and recommendations on the Agency's programme formulated at symposia, meetings of expert panels and meetings of consultants.

35. Following the above guidelines, programme directors outline recommended programmes for the six-year period. The first two years of the planning period are dealt with in some detail, and together with the corresponding cost estimates these are normally examined by the Preparatory Committee on the Programme and Budget. If necessary the programmes are then adjusted to take into account the expected availability of funds, as well as priorities indicated to the secretariat by member States. In April of each year the draft programme and budget as decided by the Director-General is submitted to the Administrative and Budgetary Committee of the Board of Governors (see paragraph 13 (a) above) and, then, along with that Committee's observations, to the Board itself. The Board approves for submission to the General Conference a detailed programme and budget for the first year of the six-year planning period. The Conference must then in turn approve the programme and budget for that year, exactly as submitted by the Board, or - should the Conference consider that changes are needed - refer it back to the Board. g/ When it approves the programme and budget for the first year of the planning period, the Conference also notes the projected programme for the ensuing years.

36. The above procedure is carried out every two years. In the intervening years, preparation of the detailed programme and budget for the second year of the planning period is confined to making adjustments to the programme as already noted by the Conference and revising the previously estimated budget costs accordingly. For example, the draft budget estimates prepared by the Director-General for 1972 embodied a number of shifts between programmes, as compared with the programme submitted previously for that year within the context of the six-year planning period 1971-1976; among the reasons were the findings of a staff deployment and utilization survey to the effect that a number of posts should be transferred from certain programmes to others, and some accounting innovations intended to identify with more precision the actual costs of individual programmes. As is the case for the first year of the programming cycle, the programme and budget for the second year is examined by the Administrative and Budgetary Committee of the Board of Governors, then approved by the Board and recommended by it for approval by the General Conference.

#### 1. Method of calculation of the budget estimates

37. The estimates are based on current prices at the time of preparation, taking into account in most cases experience or, if an activity is being undertaken for the first time, a cost analysis of what the component factors are expected to be.

38. Improvement in forecasting accuracy is expected to result from a regular budgetary performance reporting system that is being installed. This system has been made possible by the changeover in budget presentation discussed in paragraph 31 above. Each programme director will receive monthly a statement prepared on the Agency's computer summarizing the obligations incurred and the remaining funds available. This statement will be compared with the rate of expenditure forecast at the beginning of the year, making it possible to single out any unexpected trends and, if necessary, take corrective measures.

g/ Statute, article XIV. In practice the Conference has always approved the programme and budget recommended by the Board.

39. Until the preparation of the 1972 budget, the Agency calculated salary costs on the basis of average (or standard) costs for each grade level of staff in all categories, irrespective of the actual within-grade step payable to incumbents. As from 1972, salary and wage costs are forecast on the basis of the actual entitlements of incumbents at the time the budget is prepared (having due regard, where possible, to expected arrivals and departures) so that the estimates will correspond with the computerized accounting reports of actual costs, and thereby facilitate control over budget implementation. Common staff costs are currently charged to programmes at the rate of 35.7 per cent of the cost of salaries and wages, on the basis of experience in recent years.

40. In the case of new posts, or posts where an incumbent is to be terminated and a replacement recruited, the recruitment delay factor used is that normally expected. This factor can in certain circumstances be extended consciously to make adjustments to the programme as may be necessary. For example, should the Director-General consider it likely that obligations under a specific programme (or the budget as a whole) will exceed the appropriation, he can achieve savings by delaying recruitment for vacant posts.

41. Meetings are in general budgeted for at an average cost which is based on experience. Contributions are expected from Governments of host countries for meetings held outside Vienna. In order to avoid great differences in the charges to programmes arising from the specific location of a seminar or symposium, a pool has been established in which the contributions of Governments of host countries offset the additional costs arising from holding the meeting away from headquarters. Under this system developed countries that wish to host an Agency meeting are charged a flat fee, regardless of the actual extra cost of holding the meeting away from headquarters. Developing countries which host meetings are charged a smaller standard amount, even though the additional costs may be greater (if the country is relatively distant from headquarters). The net effect is that all extra costs are met from the pool. In the case of each meeting, the programme concerned is charged, under the Agency's budget, only with the costs which would have arisen had the meeting been held in Vienna.

42. In the detailed draft programme and budget presented by the Director-General each year, a distinction is made between increases in costs due to a rise in the price of services or materials and increases that are the result of additions to the programme. This is in accordance with a recommendation of the Ad Hoc Committee of Experts to Examine the Finances of the United Nations and the Specialized Agencies.

## 2. Form of the presentation of the estimates

43. As stated in paragraph 31 above, the presentation of the Agency's budget for 1971 and programme for 1971-1976 constitutes a move towards budgeting by major programmes. For each programme, the budget document provides separately a description of the proposed six-year plan, along with tables showing the estimated expenditures that will be incurred in carrying it out. In addition, manning-tables are provided showing the number and grade of staff delivering each programme. Starting in 1972, each programme is prefaced by a statement setting out its objectives. The agency considers this system a base which can gradually be modified and improved in such a way as to constitute a tool for helping to determine the effectiveness of its work (see section D below).



44. The programme and budget is prefaced by an introduction stating the general bases on which it has been developed and highlighting major points of concern. That text, drafted by the Director-General, is submitted to the General Conference in the name of the Board of Governors, along with the programme and budget, once the Board has given its approval. Between the introduction and the detailed programme descriptions are a number of consolidated tables and graphs, and estimates of income. Annexed to the document are several supplementary statements, such as lists of meetings, an expanded manning table, and a breakdown of costs by activities, in accordance with recommendations of the Ad Hoc Committee of Experts to Examine the Finances of the United Nations and the Specialized Agencies.

### 3. Budgetary trends

45. The regular budget of the Agency has increased from \$4,089,000 in 1958 to \$16,561,000 in 1972. The growth by years is as follows:

<u>Calendar year</u>	<u>Total appropriation</u>	<u>Increase over preceding year</u>	
		<u>Amount</u>	<u>Per cent</u>
	\$	\$	
1958	4,089,000	-	-
1959	5,225,000	1,136,000	27.78
1960	5,843,000	618,000	11.83
1961	6,168,000	325,000	5.56
1962	6,731,600	563,600	9.14
1963	7,337,500	605,900	9.00
1964	7,444,500	107,000	1.45
1965	7,938,000	493,500	6.63
1966	8,984,104 <sup>a/</sup>	1,586,104	19.98
1967	9,491,500	507,396	5.65
1968	10,477,000	985,500	10.38
1969	11,251,000	774,000	7.39
1970	12,250,000	999,000	8.88
1971	14,508,000 <sup>b/</sup>	2,258,000	18.43
1972	16,561,000	2,053,000	14.15 <sup>b/</sup>

a/ Includes supplemental appropriation of \$240,104.

b/ For comparison with 1972, \$152,000 should be added to 1971 in respect of the joint IAEA/UNIDO services cost. This would result in an increase for 1972 of \$1,901,000 or 12.97 per cent. A supplementary appropriation of \$730,000 is included in 1971.

46. In addition to the regular budget, the programme financed from voluntary contributions, special grants, trust funds etc. has grown from about \$1,200,000 in 1960 to about \$2,500,000 in 1970.

47. Other resources available in 1970 from UNDP and various trust funds, plus the carry-forward of prior year balances, enabled the Agency to incur total obligations in 1970 of almost \$19,600,000, as follows:

(In United States dollars)

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<u>Source of funds</u>	<u>1970 obligations</u>
	\$
Regular budget	13,518,034
Operational budget	3,646,784
UNDP (Technical Assistance)	1,730,978
UNDP (Special Fund)	718,938
Executing agency overhead costs and trust funds	238,045
<u>Less:</u> Inter-fund charges	(267,549)
Net obligation in 1970	<u><u>19,585,230</u></u>

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#### D. Appraisal and evaluation of programmes

48. Under the budgetary system in use until the end of 1970, regular status-of-appropriation reports were prepared on the basis of the principal objects of expenditure which made up the appropriation sections of the budget. These were supplemented by additional reports on such items as meetings and travel. The reports were studied by senior management and particular reports on programmes were developed as considered necessary. With the move towards programme budgeting and the computerization of the Agency's accounts, it has been possible to start developing a budgetary performance reporting system. The first steps in this plan were put into effect during 1971 with the implementation of a regular budgetary performance report for all programmes, as described in paragraph 38 above.

49. Moreover, a first attempt has been made at defining programme objectives. As noted in paragraph 43 above, the objectives of each programme are spelt out for the first time in the budget for 1972, and in future budgets it is intended to refine and improve them. The Director-General also hopes to be able to develop indicators that can be used to gauge the effectiveness of programmes. It is recognized that this is an extremely difficult job, but the Agency is confident that useful indicators can be developed over a period of time. In areas where the end result of Agency programmes is too diffused by factors outside the Agency's sphere of influence, it may be possible to develop subjective analysis procedures.

50. Although the Agency has not yet issued a comprehensive annual report evaluating programme performance during the previous year, several reports are issued which partly fulfil this purpose. The main ones are part V of the Agency's accounts, which explains budgetary performance in comparison with the approved appropriations and indicates in each case the reasons for major shifts between the budgeted funds and obligations incurred; a special annual report by the Director-General on the technical assistance programme; a special technical report on the activities of the Agency's laboratories; and a similar technical report on research contracts completed during the preceding year.

## E. Financing the budget

51. The Agency has two budgets: the Regular Budget, which is financed primarily by assessments on member States; and the Operational Budget, which is financed by voluntary contributions from member States and special grants or contributions from other sources. Disbursements under the Regular Budget are made out of the Administrative Fund supplemented, as necessary, by the Working Capital Fund. The procedures for disbursements under the Operational Budget are described in paragraph 68 below.

### 1. Regular Budget

#### (a) Determination of the assessed budget

52. To determine the amount of the annual Regular Budget assessment on member States, the total expenditure budget as approved by the General Conference is reduced by the amount of estimated income from other sources and the balance is assessed on member States. The major items of income are:

- (a) Refunds from the United Nations Joint Staff Pension Fund;
- (b) Overhead allocations from UNDP Technical Assistance for administrative and operational service costs;
- (c) Income from investment of funds of both the Administrative Fund and the Working Capital Fund;
- (d) Income from sales of publications;
- (e) Reimbursement from UNIDO for joint services; and
- (f) Other miscellaneous income, such as refund of Austrian turnover taxes, refunds of prior year expenditures, income from sale of surplus property and reimbursement for various services rendered to others.

Since the estimates for staff costs are calculated on a net basis, no reduction is required for staff assessment income.

53. After the General Conference has approved the budget and determined the amount of the Working Capital Fund, the Director-General transmits the relevant documents to member States and informs each State of its commitments in respect of annual contributions and advances to the Working Capital Fund (Article VI, regulation 6.03 of the Financial Regulations). Annual assessed contributions to the Regular Budget and advances to the Working Capital Fund are considered due and payable within 30 days of the receipt of the communication or as of the first day of the financial year to which they relate, whichever is the later. As of 1 January of the following financial year, the unpaid balance of such contributions or advances is considered to be one year in arrears.

(b) Scale of contributions to the Regular Budget

54. The assessed contributions of member States are calculated on the basis of a percentage scale of assessments which is determined for each financial period by the General Conference. This scale is based on the United Nations scale for the preceding year, adjusted for differences in membership. In accordance with a decision of the General Conference, no adjustment is made in (a) the percentage of the member bearing the maximum rate of assessment, or (b) the percentage of members that bear the minimum rate of assessment of 0.04 per cent.

55. The Advisory Committee has been informed that, since its visit to the headquarters of IAEA, the General Conference, at its fifteenth regular session in September 1971, approved certain supplementary principles of assessment which were recommended by the Board of Governors, and which are designed to grant to members having low per capita incomes a measure of relief in respect of safeguards expenses.

56. The rate of assessment of members of the Agency which are not members of the United Nations is derived from data furnished by the United Nations Committee on Contributions.

57. In accordance with article XIX of the statute of the Agency, a member "in arrears in the payment of its financial contributions to the Agency shall have no vote in the Agency if the amount of its arrears equals or exceeds the amount of the contributions due from it for the preceding two full years". The Conference may, by two-thirds majority of the votes cast, permit such a member to vote if it is satisfied that the failure to pay is due to conditions beyond the control of the member. In the early years of the Agency's existence, such voting rights were restored in one case; however, in recent years no such request has been made, and no such restoration has been approved, although approximately five to eight members each year have been in arrears to the extent that their voting rights were lost.

(c) Trends in the collection of contributions

58. The Agency normally receives between 85 and 93 per cent of the current year's assessment during the year of assessment, the average for the period 1958-1970 being 90.1 per cent. The Advisory Committee understands that some member States normally pay their assessments just before they would be two years in arrears. During the period 1958-1970, assessments on member States totalled \$100,995,760; of that amount \$99,244,389 (or 98.3 per cent) were received by the end of 1970.

(d) The financing of unforeseen expenses

59. The General Conference does not adopt a special annual resolution on the financing of unforeseen and extraordinary expenses. The relevant procedures are laid down in the regular budget appropriations resolution and in the Financial Regulations. The former stipulates that the Regular Budget expenses will not exceed a stated total "unless the Board of Governors decides that a need for additional extraordinary expenditures has arisen". In recent years, the appropriations resolution has also included a small provision for contingent extraordinary expenditures (see paragraphs 64-66). For 1972, the appropriation

title has been changed from "Contingent extraordinary expenditures" to "Adjustments to staff emoluments, including common staff costs", and is confined to this purpose. Extraordinary expenditures which cannot be offset by budget savings or accommodated within the contingency line are financed in the first place by withdrawals from the Working Capital Fund (see paragraphs 62 and 63).

60. Regulation 7.05 of the Financial Regulations of the Agency states that "Except when advances made from the Working Capital Fund for unforeseen and extraordinary expenses or other authorized purposes are recoverable from some other source, the recovery of such advances shall be provided for by the submission of supplementary budget estimates". Pursuant to regulation 3.04 "The Board may submit to the General Conference such supplementary estimates as it may deem necessary".

(i) Amount and use of the Working Capital Fund

61. When the Agency was first established, the General Conference provided for a Working Capital Fund in the amount of \$2 million with the indication that it was anticipated that the Fund should amount to approximately 50 per cent of the annual Regular Budget. The level of the Fund remained unchanged at \$2 million until 1970. It was reduced to \$1.7 million in 1971.

62. The Working Capital Fund is used, as necessary, to finance approved appropriations pending receipt of assessed contributions from member States. The Director-General is also authorized to make advances from the Fund to finance temporary projects or activities of a strictly self-liquidating character (the current limit is \$25,000 at any time). Advances of up to \$50,000 in each case are also authorized for organizing and rendering emergency assistance to member States in connexion with radiation accidents.

63. In three cases, both representing major changes in the scale of emoluments for staff members, the Board of Governors and the General Conference have approved withdrawals from the Working Capital Fund pending receipt of supplementary assessments on member States. Normally cash in the Working Capital Fund has not been expended except for very short periods, because the pattern of member States' contributions has been relatively steady. However, in the months of May, June and December, the Regular Budget cash resources have usually been insufficient to meet actual disbursements. As a result, some utilization of the Working Capital Fund or other resources available has been necessary. On several occasions the unliquidated obligations recorded against Regular Budget appropriations exceeded the resources available to both the Regular Budget and the Working Capital Fund, so that some unliquidated obligations were not supported by cash availability.

(ii) Contingency appropriation

64. Based on the recommendations of the Ad Hoc Committee of Experts to Examine the Finances of the United Nations and its Specialized Agencies, the General Conference of IAEA established in the Regular Budget for 1968 a separate appropriation section entitled "Contingent extraordinary expenditures" h/ in the

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h/ As noted in paragraph 59, the title of the appropriation has been changed in the 1972 budget to read "Adjustments to staff emoluments, including common staff costs".

amount of \$130,000. The use of this appropriation required prior authorization of the Board of Governors. It had been expected that the contingency provision would be needed to meet increases in staff emoluments in the form of interim adjustments for General Service and Maintenance and Operative categories or in the form of a post adjustment for staff members in the Professional and higher categories; but that need did not arise in 1968.

65. A similar appropriation of \$130,000 was provided in the 1969 Regular Budget. Of this amount, \$113,761 was utilized, so that a balance of \$16,239 remained unobligated under the Regular Budget in 1969. All withdrawals of funds from this section were approved to meet increases in the emoluments of staff.

66. In the 1970 Regular Budget the amount of the contingency appropriation was reduced to \$100,000. Increases in emoluments of staff, including post adjustments and salary increases for General Service and Maintenance and Operative categories, made it necessary, in addition to substantial absorption of increased costs by budgetary savings, to draw upon this section in the amount of \$81,107. As a result, a balance of only \$18,893 remained as unobligated funds under the Regular Budget for 1970.

## 2. Operational budget

67. In addition to the Regular Budget which is financed principally from assessed contributions on member States, IAEA has an operational programme, which is financed from voluntary contributions and special grants for specific purposes. During the early years of the Agency the voluntary contributions were used to finance part of the costs of the Agency's Laboratory at Seibersdorf and part of the research contract programme in addition to the total costs of the Agency's regular programme of technical assistance to developing nations. In recent years, however, there has been a gradual trend towards reduced use of voluntary contributions for other than technical assistance programmes. By 1972, when the final transfer of Seibersdorf Laboratory costs to the Regular Budget will have been completed, all the programmes financed from voluntary contributions will relate to technical assistance requests from developing members. The technical assistance programme involves experts and equipment as well as fellowships and training courses.

68. The expenses of the operational programme are met from an Operating Fund, which is divided into two parts (financial regulation 7.07): Operating Fund I is used to finance operational facilities of the Agency, and Operating Fund II the Agency's regular programme of technical assistance to developing member States. Voluntary contributions in support of specific programmes are paid by member States directly into Operating Fund I (see paragraphs 72 and 73). Unrestricted contributions are paid into a "General Fund", from which they are transferred to the two Operating Funds in amounts allocated annually by the General Conference upon the recommendation of the Board.

### (a) Voluntary contributions to the General Fund

69. The target for voluntary contributions to the General Fund was initially (in 1959) set at \$1.5 million. It was increased to \$1.8 million in 1961 and to \$2 million in 1962. It remained at this level until 1971, when it was increased to \$2.5 million. The target for 1972 is \$3 million. Because of the rise in

salary levels and costs of equipment since 1962, it is estimated that approximately the same programme can be delivered for \$3 million in 1972 as was possible for \$2 million for 1962.

70. During the period 1960-1969, actual voluntary contributions pledged and paid to the General Fund represented only approximately 64-74 per cent of the target. In 1970 and again in 1971 the pledges reached a total of almost 84 per cent and 85 per cent, respectively.

71. The table below sets forth by year the target, actual pledges received, the percentage of the target obtained, and the percentage shortfall for the period 1959 through 1971.

<u>Year</u>	<u>Target</u>	<u>Pledged</u>	<u>Percentage of</u>	
			<u>target</u>	<u>shortfall</u>
	\$	\$		
1959	1,500,000	1,183,044	78.87	21.13
1960	1,500,000	996,103	66.41	33.59
1961	1,800,000	1,261,200	70.07	29.93
1962	2,000,000	1,380,470	69.02	30.98
1963	2,000,000	1,437,394	71.87	28.13
1964	2,000,000	1,374,447	68.72	31.28
1965	2,000,000	1,330,589	66.53	33.47
1966	2,000,000	1,277,416	63.87	36.13
1967	2,000,000	1,431,823	71.59	28.41
1968	2,000,000	1,423,557	71.18	28.82
1969	2,000,000	1,488,426	74.42	25.58
1970	2,000,000	1,672,933	83.65	16.35
1971 <sup>a/</sup>	2,500,000	2,121,420	84.86	15.14

a/ Status as at 20 April 1971.

(b) Special contributions in cash to Operating Fund I

72. In addition to the unrestricted voluntary contributions in cash to the General Fund, several Governments make special contributions in support of specific programmes. The major item of this type is an annual contribution of \$250,000 by the Italian Government in support of the International Centre for Theoretical Physics in Trieste, which is operated as a joint venture sponsored by the Italian Government, UNESCO and IAEA. On a similar basis, the Monegasque Government contributes \$45,000 in cash in support of the Agency's International Laboratory of Marine Radioactivity in Monaco. These two contributions represent direct financial support granted by the Government of the host country to the Agency's facility located in the member State.



73. Some other Governments have made minor cash contributions in support of the International Centre for Theoretical Physics, including \$10,000 a year by the Danish Government and \$1,000 for the past two years from the Government of Ceylon. This Centre is jointly sponsored and financed by UNESCO, which contributes \$150,000 annually to the support of the Centre. The Centre has been the recipient of two Ford Foundation grants which have run from \$10,000 to \$15,000 a year in support of associate memberships, federated institutions and similar programmes of the Centre.

(c) Contributions in kind

74. The cash pledges to the General Fund have always fallen short of the target, but much of the resulting deficit has been made up by special contributions in services or in kind. Contributions of this kind in 1968-1970 included the following:

<u>Type of contributions</u>	<u>1968</u> \$	<u>1969</u> \$	<u>1970</u> \$
Type II fellowships . . . . .	532,800	523,400	617,800
Technical assistance equipment and supplies . . . . .	73,900	82,232	231,180
Laboratory equipment and supplies	38,100	53,000	102,919
Special nuclear materials . . . . .	52,301	50,000	50,000
Library books, films, publications etc. . . . .	4,974	7,987	3,683
Total . . . . .	<u>702,075</u>	<u>716,619</u>	<u>1,005,582</u>

75. Several member States also contribute each year the services of a substantial number of experts on a cost-free basis. Most of them are participants in panels, symposia etc., which are held at little or no cost to the Agency. In 1970, such contributions represented 305 experts for a total of 2,533 working days.

F. Control over the execution of programme and budget

1. Administrative controls

76. The Agency's statute provides that the Director-General shall be the chief administrative officer of the Agency. Financial regulation 10.01 sets forth the basic regulation relative to internal control as follows:

"The Director-General shall:

(a) Establish with the approval of the Board of Governors detailed financial rules and procedures for the purpose of ensuring effective financial administration and the exercise of economy;

(b) Cause all payments to be made on the basis of supporting vouchers and other documents which ensure that the services or goods have been received, and that payments have not previously been made;

(c) Designate the officers who may receive moneys, incur obligations and make payments on behalf of the Agency; and

(d) Maintain an internal financial control which shall provide for an effective current examination and/or review of financial transactions for the purpose of ensuring:

(i) The regularity of the receipt, custody and disposal of all funds and other financial resources of the Agency;

(ii) The conformity of obligations and expenditures with the appropriations or other financial provision voted by the General Conference, or with the purposes and rules relating to the Fund concerned; and

(iii) The economic use of the resources of the Agency."

77. The Financial Regulations and Rules of the Agency do not depart to any great extent from the general pattern applicable to other United Nations organizations. The general development of these regulations and some of the more significant provisions are outlined below.

2. Financial regulations

78. The "Draft Provisional Financial Regulations", based on the United Nations Regulations and recommended by the Preparatory Commission for the Agency, were approved in 1957 by the Board of Governors. The structure of the financial regulations has remained as originally drafted by the Executive Secretary of the Preparatory Commission, subject to minor amendments approved by the Board of Governors. The Financial Regulations deal in detail with all aspects of the Agency's financial operations. The article devoted to the "External audit" is amplified in an annex, entitled "Principles to govern the audit procedures of the International Atomic Energy Agency".

79. The Board has always taken account for the purposes of interpretation, of the Financial Regulations, of the recommendations made by the Consultative Committee on Administrative Questions and approved by the Administrative Committee on Co-ordination (ACC) aimed at greater uniformity between the Financial Regulations of the organizations of the United Nations system.

80. Pursuant to article X of the Financial Regulations of the Agency (see para. 76 above), the Director-General has established, with the approval of the Board of Governors, Interim Financial Rules and detailed procedures designed to ensure effective financial administration and the exercise of economy. Furthermore, rules have been promulgated dealing in detail with specific delegations of authority by the Director-General to administer and manage the Agency's financial resources. Additional detailed instructions on financial subjects are issued whenever necessary.

81. From time to time, directives are issued on such financial matters as procedures for the allocation of funds, budgetary expenditure coding, review of unliquidated obligations, review of accounts receivable, sharing of costs for meetings held away from Vienna, authorization of overtime payments etc.

(a) Obligation of funds

82. The authority for incurring obligations is given in financial regulation 5.01, which reads as follows:

"The appropriations approved by the General Conference shall constitute an authorization to the Director-General to incur obligations and make payments, on behalf of the Agency, for the purposes for which the appropriations were voted and up to the amounts so voted."

Financial regulation 5.02 provides that:

"Appropriations, after approval by the General Conference, shall be available for obligation in respect of the financial year for which they were voted."

(b) Transfer of funds

83. Financial regulation 5.05 provides that:

"No transfer between appropriation sections shall be made without authorization by the Board of Governors."

84. The Director-General has full authority to transfer funds between subitems of an appropriation section. The Board of Governors each September normally authorizes the Director-General to make transfers between Sections on condition that not more than \$5,000 is transferred to any one section unless specifically authorized.

85. The extent to which the authority to transfer between subitems of appropriation Sections and up to \$5,000 between Sections has been utilized by the Director-General is reflected in the actual column of the next year's budget and also in the budgetary performance report, which is part of the audited annual accounts of the Agency for the current year. Normally the general authority has been utilized in two or three cases each year.

(c) Cash surplus distribution

86. Appropriations are available for 12 months or, if they are required for Research Contracts, 24 months following the end of the financial year for which they were voted. At the end of those periods, the then remaining balance of any appropriations retained is credited to the provisional cash surplus for the preceding financial year. Financial regulation 7.02 provides that:

...

"Then, after the audit of the accounts for the twelve-month period provided for in Regulation 7.01 has been completed, the cash surplus shall be allocated among Member States in accordance with the scale of contributions for the period to which the surplus relates. The individual allocations to those Member States whose contributions for that period have been paid in full shall be applied to liquidate:

- (a) First, any debt due to the Working Capital Fund;
- (b) Secondly, any arrears of contributions; and
- (c) Thirdly, contributions due for the financial period then commencing.

The allocations to the remaining Member States shall be so applied after their contributions for the period to which the surplus relates have been paid in full."

3. Nature and scope of internal audit

87. The Office of Internal Audit and Management Services consists of the Internal Auditor, four Professional officers and four General Service staff members. Under the immediate supervision of the Chief of the Office, two Professional and one General Service staff members perform management services. Although this office is administratively under the Deputy Director-General for Administration, its chief, in his capacity as the Internal Auditor, reports directly to the Director-General.

88. The Office of Internal Audit has been established in accordance with financial regulation 10.01. In addition to performing the auditing functions of verifying that commitments and expenditures have been properly incurred against the authorized appropriations and that they are in accordance with established policies, regulations, rules and other instructions of the Agency, the Office of Internal Audit is empowered to undertake other assignments and to make recommendations on matters affecting the economical and efficient operation of the Agency.

89. Audit reports are prepared by the Internal Auditor on all questions he examines. The audit findings are usually discussed with the officials directly responsible and generally such discussions result in written exchanges indicating deficiencies, recommendations and follow-up actions required and taken.

90. Liaison exists with the External Auditor in order to co-ordinate proposed programmes of work. The External Auditor receives copies of all internal audit reports.

#### 4. External audit

91. Article XIII of the Financial Regulations governs the appointment of the External Auditor and sets forth the general requirements for external audit practices and reporting.

92. The principles to govern the audit procedures of the Agency are set forth in detail in the annex to the Financial Regulations. Board authority is given to the External Auditor as follows:

"The External Auditors, in addition to certifying the accounts, may make such observations as they may deem necessary with respect to the efficiency of the financial procedures, the accounting system, the internal financial controls, and, in general, the financial consequences of administrative practices."

#### 5. Management studies

93. The Management Unit, consisting of two Professional and one General Service staff, is part of the Office of Internal Audit and Management Services.

94. The main functions of the Management Services are:

(a) Management surveys of organizational units, including recommendations with regard to their structure, work organization, procedures, and standards of productivity;

(b) Study and development of potential uses of electronic data processing systems, office machines and reproduction and printing equipment;

(c) System analysis and introduction of computerized administrative procedures;

(d) Study of inter-Agency administrative procedures and services;

(e) Compilation and maintenance of the Agency's Administrative manual;

(f) Administration of the Agency's forms control procedures; and

(g) Providing a management advisory service to all departments on matters related to administrative practice.

95. The Management Services undertakes systematic and comprehensive analyses of all organization and management problems. It maintains close liaison with the Division of Budget and Finance on all matters of financial consequences, it co-ordinates its recommendation with regard to the use and acquisition of office equipment with the relevant Division and the Purchasing Section. The Management Services are assisting the Director of Personnel in the review of utilization and development of staff as required. The Utilization and Deployment Surveys are entrusted to the Director of the Division of Personnel.

96. The Agency has used outside experts from time to time. They have conducted special studies in a number of areas, mainly involving the establishment of new programmes, including the development plans for a world-wide computerized International Nuclear Information System (INIS) and the microfiche clearing house operation.

## 6. Control by intergovernmental organs

97. By virtue of its authority under the Statute (article VI, section F) "to carry out the functions" of IAEA, the Board of Governors exercises close control over the execution of programme and budget and the functioning of the secretariat.

98. Under the terms of the appropriation resolution, transfers between sections of the regular budget require the prior approval of the Board. Similarly it is the Board which has the authority to approve withdrawals from the contingency appropriation. The Agency's accounts and budget performance are scrutinized by the Administrative and Budgetary Committee of the Board.

99. In programme matters, too, the Director-General keeps the Board informed, on a regular basis, of developments during the year. In prior years the Board received a bi-monthly report on the Agency's activities, but this report has now been eliminated in the interests of reducing documentation.

100. The General Conference receives from the Board an annual report on the work of the Agency and a report on the Agency's accounts. The former is discussed by the Conference in the course of the general debate. The latter is referred to the Administrative and Legal Committee of the Conference.

## G. Co-ordination

### 1. Internal Co-ordination

101. The Director-General regularly meets with the Deputy Directors-General and the Inspector General to discuss matters of policy. In addition, there are a number of standing, interdepartmental committees to ensure co-ordination between Departments and to provide the Director-General with a means of obtaining advice and recommendations that reflect, as far as possible, the jointly agreed opinion of his colleagues. They deal with the use of the Agency's computer, contract review, contractual scientific services, the programme and budget, i/ technical planning, technical assistance, safeguards research and development and travel co-ordination. In addition, ad hoc interdepartmental committees are convened on other matters as required, for example, a steering committee for the Fourth International Conference on the Peaceful Uses of Atomic Energy was established in the spring of 1970.

102. The Agency's Administrative Manual sets out the policies established to govern the activities of the secretariat, and the procedures set up to implement them.

### 2. Co-ordination and co-operation arrangements with other members of the United Nations system

103. Nuclear science techniques can be applied to such a wide range of activities that co-operation with the other members of the United Nations system is essential. Several different arrangements have been developed:

(a) The Agency has concluded formal agreements with seven other organizations: the United Nations, the International Labour Organisation (ILO), the Food and Agriculture Organization of the United Nations (FAO), the United Nations Educational, Scientific and Cultural Organization (UNESCO), the World Health Organization (WHO), the World Meteorological Organization (WMO), and the Inter-Governmental Maritime Consultative Organization (IMCO);

(b) Informal co-operation exists with other agencies with which there are no formal agreements, e.g. the International Bank for Reconstruction and Development;

(c) On a reciprocal basis, representation at meetings of other organizations is arranged when matters of interest are being considered;

(d) The Agency participates in the work of ACC and its subsidiary bodies;

(e) The Agency maintains liaison offices at United Nations Headquarters; the Agency and WHO each have technical liaison offices located at the headquarters of the other organization;

(f) A joint FAO/IAEA Division of Atomic Energy in Food and Agriculture, located at the Agency's headquarters in Vienna, operates a joint programme on behalf of both organizations. The Division was set up in 1964 and, although

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i/ See paragraph 33 above.

administratively part of the Agency's Department of Research and Isotopes, it is also considered an integral part of the Agriculture Department of FAO. The programmes of the Division are submitted to the governing and legislative organs of both FAO and the Agency for approval. Of the professional staff, some belong to the Agency and others to FAO; the Director, although an FAO staff member, is responsible to the departmental heads in both organizations and to both the FAO Council and the Agency's Board of Governors;

(g) Since the beginning of 1970, the International Centre for Theoretical Physics at Trieste has been a joint project of the Agency and UNESCO.

3. Joint or co-operative undertakings with other members of the United Nations system

104. Besides the standing joint arrangements referred to above, the Agency operates pooled or joint arrangements with other United Nations organizations. For instance, it is now the general rule that manuals, regulations, standards and recommendations relating to nuclear safety and radiation protection are to be issued under the joint authority of WHO and IAEA (and, in specific cases, also of other interested agencies such as the ILO and FAO). Joint scientific meetings are common; a recent example is the Fourth United Nations International Conference on the Peaceful Uses of Atomic Energy, for which the Agency had the scientific responsibility. In 1970, the Agency participated with FAO and the Economic Commission for Europe in joint symposia on scientific subjects.

105. Both FAO and UNESCO are taking an increasing part in the work of the Agency's Laboratory for Marine Radioactivity at Monaco. There has been close co-operation with FAO - apart from the activities of the Joint Division - and with the United Nations Department of Economic and Social Affairs in executing UNDP Special Fund projects. The Agency carries out subcontracts for other executing agencies, particularly for water resources development projects.

106. Since 1960, WMO and IAEA have been operating jointly a world-wide survey of isotopes in precipitation.

107. With regard to administrative matters, the Agency and UNIDO have been co-operating since the latter's move to Vienna in 1967. The two organizations operate joint medical, purchasing, microfiche and interpretation services, and UNIDO makes use, on a reimbursable basis, of the Agency's computer. The Agency also undertakes some printing and reproduction for UNIDO on a reimbursable basis. All the above arrangements are the subjects of agreements concluded between the two organizations. As from 1971, the personnel required for the joint services are all carried on the Agency's manning-table; in the UNIDO budget, the cost is shown as contractual services procured from the Agency. Both UNIDO and the Agency have their own systems analysis and computer programming staff, but the organizations have agreed that those employed by UNIDO will work closely with the corresponding Agency staff and will be under their supervision and direction when actually working in the Agency's computer section. For 1972, the value of joint services rendered to UNIDO by the Agency is estimated at \$300,000.



108. The Agency and UNIDO have no common recruitment services, but they offer identical salaries for General Service staff (based on best prevailing rates in Vienna) and the principles they apply for recruitment levels and promotion are the same.

109. The two organizations are jointly making plans with the Austrian authorities for the setting up of the Donaupark complex, which will house their permanent headquarters. Plans are being made to develop further common services at that time, largely through a joint IAEA/UNIDO Common Services Committee. Negotiation of all agreements with the Government of the host country is undertaken jointly.

#### 4. Informal co-operation

110. Besides formalized procedures for co-operation and co-ordination, there is day-to-day working contact between the Agency and other agencies inside and outside the United Nations family. For example, the Agency and WHO co-operate in developing the programme and in making use of the medical and biological sections of the Agency's Laboratory near Vienna. It is also the rule that all members of the United Nations family, as well as all intergovernmental bodies outside the United Nations family that have an interest in atomic energy, and all non-governmental organizations having consultative status with the Agency are automatically invited to the dozen or so major international symposia that IAEA holds each year. A selective approach is taken to ensure that other interested international bodies take part in the technical and scientific meetings of the Agency and, in particular, in the panels that play an important part in originating and planning most of the Agency's scientific, technical and safeguards programmes.

#### 5. Co-ordination and co-operation with non-United Nations bodies

111. Formal co-operation agreements have been concluded with the European Nuclear Energy Agency of the Organisation for Economic Co-operation and Development, the Inter-American Nuclear Energy Commission of the Organization of American States, the Organization of African Unity and the League of Arab States. Formal relations also exist with an additional nine intergovernmental organizations. Those which are technically the most important to IAEA's programmes are the atomic energy branch of the European Communities (EURATOM), the European Organization for Nuclear Research (CERN), the Joint Institute for Nuclear Research at Dubna, USSR (JINR) and the Council for Mutual Economic Assistance. Occasional informal contacts are also made with other intergovernmental organizations, for example, the Council for the Exploration of the Sea, in connexion with the work of the Agency's Laboratory of Marine Radioactivity at Monaco.

112. Eighteen non-governmental organizations have consultative status with the Agency; they include the International Commission on Radiological Protection, the World Energy Conference and the International Council of Scientific Unions.

6. Joint or co-operative undertakings  
with non-United Nations bodies

113. A large proportion of the activities of the European Nuclear Energy Agency of the Organisation for Economic Co-operation and Development is now carried out jointly with IAEA. Among them are studies of uranium resources and demand, international working groups on magnetohydrodynamics and thermionic electric power generation, the operation of a computer programme library, sponsorship (also with FAO) of a project for the wholesomeness testing of irradiated food-stuffs, as well as numerous scientific and technical joint meetings. The major joint project so far with the European Atomic Energy Community (EURATOM) has been a research and development contract to adapt the EURATOM thesaurus to the needs of the Agency's International Nuclear Information System. In 1970, the Agency helped the Organization of African Unity to hold the first symposium in Africa on the peaceful uses of atomic energy. With the Inter-American Nuclear Energy Commission there have been several joint scientific meetings, training courses etc. in Latin America.

7. Implementation of the recommendations of the Ad Hoc  
Committee of Experts to Examine the Finances of the  
United Nations and the Specialized Agencies

114. The extent to which IAEA has implemented or is in a position gradually to implement the recommendations of the Ad Hoc Committee of Experts to Examine the Finances of the United Nations and the Specialized Agencies is described in the reports of the Secretary-General to the General Assembly at its twenty-third and twenty-fifth sessions. j/ The report of the Committee was considered by the Board of Governors in June 1967, and the Board adopted a resolution in which, inter alia, it welcomed the recommendations; expressed the opinion that the Agency should begin as quickly as possible to give effect to those which were not already being implemented, to the extent that this could be done without amendment of the Statute; noted with approval the Director-General's intention to take the necessary steps to that end, in so far as they were within his competence; and requested the Director-General to continue to take part in the consultation of United Nations co-ordination groups on those recommendations which required concerted action, and to keep the Board informed of the progress achieved.

115. The Board of Governors has been informed of results of inter-agency consultations on the Ad Hoc Committee's recommendations. Although no further specific resolutions have been adopted, the Board has approved the introduction of programming and budgeting procedures along the lines recommended by the Committee (see paras. 32 and 33 above).

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j/ Official Records of the General Assembly, Twenty-third Session, Annexes, addendum to agenda item 80, document A/7124/Add.1, annex XII; and ibid., Twenty-fifth Session, Annexes, agenda item 80, document A/7999 and Add.1 (issued separately).

H. Programme of conferences and meetings, languages, documentation and publications

1. Programme of conferences and meetings

116. The programme of IAEA conferences and meetings includes sessions of the policy-making organs, namely, the General Conference, the Board of Governors, and their respective committees; advisory committees and panels; and scientific seminars, symposia and conferences.

(a) Number and cost of conferences and meetings

117. The General Conference of IAEA meets for approximately seven days each year. The costs charged to the General Conference, including a share of the permanent staff of the Office of the Secretary to the General Conference and Board of Governors, translation, interpretation, printing and similar services, amount to approximately \$250,000 to \$300,000 annually. The Agency does not pay for the travel costs of representatives to the General Conference.

118. The Board of Governors normally meets in February, June, September and October each year. Several committees of the Board meet as required; normally this involves one series of meetings of the Administrative and Budgetary Committee in April and of the Technical Assistance Committee in December. Because of the Agency's new safeguards responsibilities under the Treaty on the Non-Proliferation of Nuclear Weapons, the Safeguards Committee of the Board held 82 half-day meetings between June 1970 and March 1971. As a result of this unusually heavy schedule, the combined costs of the Agency's policy making organs amounted to over \$615,000 in 1970.

119. The Agency normally holds about 13 to 17 scientific seminars, symposia or conferences each year; fewer meetings are held during years when there is a major United Nations Conference on the Peaceful Uses of Atomic Energy. The 1970 programme consisted of 13 symposia, three seminars, one conference and two study group meetings. The average cost of such meetings is about \$10,000 each.

120. In addition, the scientific programmes of the Agency normally require between 25 and 40 meetings of advisory panels or committees, including research co-ordination meetings. For instance, in 1970 there were 26 advisory panels, two meetings of the Scientific Advisory Committee, and 13 smaller working groups and research co-ordination meetings. The average cost of such meetings is about \$6,500.

(b) Review by the Scientific Advisory Committee

121. The Scientific Advisory Committee of the Agency reviews the proposed schedule of seminars, symposia and conferences about one year in advance of the year in which the meetings are to be held. The Committee indicates its judgement with respect to the priority of subject matter and usually suggests additional meetings not originally proposed by the Secretariat.

122. No such review is made by the Scientific Advisory Committee of the proposed schedule of panels and committees, since these are considered to be small groups to provide advisory services to the Director-General.

(c) Review by the governing bodies

123. During the review of the annual budget estimates by the Administrative and Budgetary Committee, and during consideration of the six-year programme, representatives of member States usually provide fairly detailed guidance to the secretariat on the proposed schedule of scientific meetings. Furthermore, in the Board and the General Conference, members have the opportunity to voice their views on subjects which should be covered by such meetings or which should be delayed. The general tendency has been for the Board to keep the number of meetings fairly constant by means of appropriation limitations.

(d) Internal procedures

124. The organization of Agency meetings is the subject of a special section in the Administrative Manual. In general, the responsibility for arranging a meeting rests with the substantive division responsible for the subject to be covered. In addition, the Division of Scientific and Technical Information (Section of Scientific Conferences) is responsible for the administrative arrangements for all scientific conferences, seminars and symposia. The Division of Conference and General Services (Conference Co-ordination Section) is responsible for the physical arrangements for all other meetings, including advisory panels, study and consultant groups, whether at headquarters or in the field.

(e) Co-ordination with other United Nations agencies

125. The Agency makes special efforts to co-ordinate its meetings schedule with other interested organizations. The Joint FAO/IAEA Division of Atomic Energy in Food and Agriculture ensures that meetings in the field of nuclear energy for food and agriculture are jointly planned and co-ordinated well in advance. Similar co-ordination with WHO is effected through liaison officers and frequent consultation on programmes of mutual or potentially overlapping interest. Similarly, from time to time, IAEA meetings are co-sponsored by the ILO or UNESCO, or IAEA contributes to or co-sponsors meetings of joint interest convened by other organizations.

126. For the periodic major conferences of the United Nations on the peaceful uses of atomic energy, IAEA provides the scientific secretariat, most of the public information staff, much of the translation and interpretation services, and other services as agreed.

2. Languages, documentation and publications

(a) Languages

127. Rule 89 of the Rules of Procedure of the General Conference provides that:

"Chinese, English, French, Russian and Spanish shall be the official languages of the General Conference. English, French, Russian and Spanish

shall be the working languages of the General Conference. Speeches made in any one of the working languages shall be interpreted into the other working languages."

128. Simultaneous interpretation into the four working languages is provided at all meetings of the General Conference, the Board of Governors or any of their subsidiary committees. In addition, during part of the General Conference, interpretation into German is provided as a courtesy to representatives of the Government of the host country who might be attending the initial plenary sessions.

129. The prospective attendance at each scientific meeting is studied in advance and interpretation into the various working languages is provided if required. Many meetings require no such service and others require interpretation into only one or two languages other than English, which is the day-to-day working language of the Agency.

130. To keep interpretation costs to a minimum, the Agency has reached agreement with UNIDO for joint services for interpretation, so that maximum use of staff of both organizations is assured before recourse is made to freelance interpreters.

131. All the documents of the Board and General Conference are translated into and published in the four working languages of the Agency. The publication of scientific literature proceedings of meetings, technical reports etc. is reviewed by a Publications Committee, which recommends the languages to be used in each particular case.

(b) Documentation

132. Whereas the preparation and translation of the provisional records and final documents are the responsibility of the Division of Languages, the production and distribution of documentation are the responsibility of the Division of Publications.

133. The practices of IAEA with respect to the records of meetings are as follows. The rules of procedure for the General Conference provide that summary records of meetings shall be prepared in the four working languages. The Board of Governors and its committees also have summary records. All resolutions and other important documents are also made available in the working languages. The general practice for all other meetings is that the proceedings are summarized only in the report on the session.

134. The requirements in terms of documentation are established by the secretariat of the General Conference and the Board of Governors. Internal control is exercised by the Documents Control Unit of the Division of Publications.

135. The Director-General has initiated measures to reduce the volume of documentation resulting from meetings of the Board of Governors and its committees, and to cut down on the number of informal documents issued to the Board.

(c) Publications

136. One of the statutory functions of IAEA is the exchange of scientific and technical information on peaceful uses of atomic energy. This is largely accomplished by the publication of proceedings of conferences, symposia, seminars and panels; and the issuance of technical directories, technical reports, bibliographical series and scientific journals for use by technicians in member States. The internal control over the type and volume of publications is exercised by a Publications Committee on which all departments are represented.

137. Revenue from the sale of publications has been rising steadily despite the free distribution to Governments of about 900 copies of each publication. Net revenues from publications sales during the last three years were as follows:

	\$
1968	147,949
1969	193,853
1970	221,312

138. The 1970 publications programme involved the printing of about 70 publications totalling about 27,000 pages. Total production amounted to over 190,000 volumes. The publications issued in 1970 covering the major programmes of activity were as follows:

<u>Programme</u>	<u>Number of publications</u>	<u>Number of pages</u>	<u>Number of copies</u>
Food and Agriculture	12	2,216	31,590
Life Sciences	6	1,464	11,820
Physical Sciences	9	4,180	15,900
Health, Safety and Waste Management	14	4,032	24,240
Nuclear Power and Reactors	9	3,934	15,800
Safeguards and Inspection	1	1,144	3,235
Technical Assistance	2	752	4,300
International Centre of Theoretical Physics	1	976	2,500
Laboratory of Marine Radioactivity	1	300	1,800
Legal Series	2	1,380	3,200

139. In addition to the publications programme described above, IAEA operates the International Nuclear Information System (INIS). The objectives of this system are:

(a) To co-ordinate, standardize and integrate existing nuclear information activities; and

(b) To ensure the availability of information on nuclear science to member States in conventional, microfiche and magnetic computer tape form.

140. To that end, the International Nuclear Information System collects information from member States, collates it electronically and disseminates it in the form of magnetic tapes, issues atom index series in printed form and makes available a wide variety of reports in microfiche form.

141. Thirty-nine member States and 10 organizations already contribute inputs to INIS. At present, INIS handles 15,000 to 18,000 items a year. The target for the system is 80,000 to 100,000 items a year.

142. In the field of scientific and technical information, a total of 14 publications representing 6,668 pages in 77,000 copies were produced during 1970.

143. The Agency also recently assumed responsibility for the compilation, reproduction and distribution of a computer index of neutron data (CINDA) comprising at present the issuance each year of three volumes totalling 2,000 pages. This project is carried out in co-operation with the United States Atomic Energy Commission, the USSR Nuclear Data Centre and the European Nuclear Energy Agency. This publication is available on an annual subscription basis.

144. Since 1970, the IAEA non-technical bulletin has carried advertisements paid for by commercial firms. The revenues from advertisements are estimated at \$10,000 a year. The bulletin is distributed cost-free to a mailing list of about 10,000. In 1970, six issues were published, comprising about 1,150 pages in the four working languages. In total, about 62,000 copies were distributed in 1970.

145. In general, proceedings of scientific meetings are published in the original language only, with abstracts in English. Technical reports series are issued mainly in English, but occasionally also in one or all of the other official languages; this applies particularly to the Safety Series reports.

## I. Staff

### 1. Establishment

146. At 1 January 1970, the number of authorized posts in the Agency consisted of 383 at the Professional and higher levels, 477 in the General Service category and 141 in the Maintenance and Operative category, a total of 1,001. This compares with 255 Professional and above, 297 General Service and 111 Maintenance and Operative posts (a total of 663) at 1 January 1960. In 1965, the mid-point of the decade, the authorized establishment amounted to 765 (287 Professional and above, 360 General Service, 118 Maintenance and Operative). Thus, in the five years after 1960, the total establishment grew by 102 posts, or about 15 per cent, and the number of posts at the Professional and higher levels by 32 or about 12.5 per cent. In the period 1965-1970, there was a further increase of 236 posts in all categories, or about 31 per cent; the increase in posts at the Professional and higher levels was 96 or about 33 per cent. Annex III shows the number of established Professional posts by department and division in 1960, 1965 and 1970.

147. The above figures do not include approved posts for technical assistance activities financed from extra-budgetary funds; these totalled 166 in 1970, compared with 70 in 1960 and 115 in 1965.

148. The breakdown provided in annex III makes plain the impact on the Agency of the responsibilities devolving upon it under the Treaty on the Non-Proliferation of Nuclear Weapons; almost half of the new posts at the Professional and higher levels added between 1965 and 1970 were assigned to the Department of Safeguards and Inspection. Moreover, this trend is accelerating; the revised budget for 1971 provided for the addition of a further 19 Professional posts for the Department of Safeguards and Inspection and the budget for 1972 submitted by the Board of Governors to the General Conference for another 20. At the same time, the Director-General has made available, as part of the programme of studies on the utilization and deployment of staff in the secretariat, substantial extra resources for safeguards work by using vacant posts existing in other areas of the secretariat; such action was among the recommendations arising from a study of safeguards needs carried out in 1971.

149. The Professional staff of the Agency available for tasks other than safeguards has remained almost stationary in the past few years (329 in 1970, 327 in 1971, 326 for 1972). Some redeployment of posts within the secretariat was carried out in 1971 on the basis of the findings of a manpower survey of a number of divisions. It is intended in 1971 and 1972 to extend the survey to other divisions, and also to carry out a study of how to make the best use of the Agency's General Service staff. Experts loaned by member States are helping the Agency in this work.

150. Staff in the Maintenance and Operative category are mainly craftsmen, manual workers and building maintenance personnel. Their relatively large number (141 at 1 January 1970, or 14 per cent of the total Agency staff) is explained by the fact that, on the basis of experience, the Agency finds it cheaper and more efficient to use its own staff to perform certain tasks - for example, building maintenance, including cleaning, printing, reproduction and distribution - than to employ a contractor as is done by other international organizations.



## 2. Recruitment

151. The Agency has not experienced, except in its early years, any particular difficulty recruiting Professional staff. Because of its policy of rotating its staff, it has had to recruit an average of about 50 to 60 Professional staff members a year in the last five years. As the Agency operates mainly in very specialized fields in which trained and competent personnel are not available in abundance, it has had to recruit diligently to obtain the staff it requires. Its experience has been that in general the terms and condition of employment which it offers are sufficient to attract qualified staff. The Agency has not had to resort to inflated grade levels; its grading structure is based on an evaluation of the responsibilities and duties attached to each post and their relative importance and, where relevant, the common grading levels recommended by the Consultative Committee on Administrative Questions. The Agency has also not found it necessary to offer special post allowances and, since September 1969, it has not offered an assignment allowance to new appointees. In rare cases, the Agency has found it necessary to grant additional steps within a grade in order to secure the services of particular individuals. There have also been cases where new appointees have accepted a reduction in salary in order to benefit from the special experience and other advantages inherent in working for an international agency.

152. One reason why the Agency has not encountered any serious difficulty recruiting Professional staff may be that national atomic energy commissions help it find suitable candidates. Such commissions consider it useful to second staff to the Agency because of the added experience they can acquire.

153. In recruiting experts for field assignments the Agency has likewise not encountered any insurmountable difficulties; the time required for filling field posts compares very favourably with the time required for filling posts at headquarters, and in recent years there has been only one field post that could not be filled. In certain cases the Agency "seconds" secretariat staff for short field assignments; in this way the need to locate experts for very short assignments has been avoided. In 1969 there were 24 such assignments out of a total of 142 authorized field posts, while in 1970 the number was 30 out of 166.

154. According to present estimates, about 100 Professional posts might have to be added in the next four years to the staff of the Department of Safeguards and Inspection. In these years, therefore, the number of Professional staff that the Agency will have to recruit will be appreciably above the average number recruited in recent years. Annex IV shows the number of professional staff recruited and separated in the years 1966 to 1970.

155. Staff in the General Service and Maintenance and Operative categories are primarily recruited locally. Certain posts in the General Service category, however, must be filled by non-local recruitment for linguistic reasons. At 31 December 1970, non-locally recruited staff represented about 13 per cent of the total General Service staff.

### 3. Tenure of appointment

156. The Agency's Statute prescribes that its permanent staff shall be kept to a minimum. k/ As a result, the Agency employs a substantial proportion of its staff - particularly Professional staff - on renewable fixed-term contracts. However, the need for a core of permanent staff members to provide continuity has always been recognized; a number of staff members were therefore appointed on a permanent basis in the period 1957-1966. Since 1967, it has not been considered necessary to increase the size of this group, which at present numbers about 23 per cent of the Professional staff, and currently recruitment is exclusively on a fixed-term basis, in general for periods up to five years. Continuity in the management of programmes is sought by employing a proportion of the fixed-term personnel on a long-term basis; this means that some staff are retained for relatively long periods on fixed-term appointments. To meet the special requirements of certain programmes, such as safeguards and inspection, where long "on-the-job" training is needed, the International Nuclear Information System (INIS), a number of "career fixed-term appointments" (contract bringing the staff members' total service up to seven years or more) have been granted to staff members. About 26 per cent of the Professional staff hold such contracts. l/

157. Apart from the requirement laid down in the Statute (see paragraph 156 above), there are two reasons why the Agency uses fixed-term contracts. Firstly, its scientific personnel should be in close touch with the latest developments and techniques in their fields of specialization, some of which are evolving rapidly; the Director-General believes that this contact is best maintained by hiring persons working in nuclear research institutes and laboratories and periodically "renewing" a part of the total scientific personnel. Secondly, as nuclear technology evolves, the Agency periodically needs to review its programmes and change their emphasis. It is easier to redeploy posts which are not occupied on a permanent basis, since sometimes scientific personnel cannot be transferred because of their narrow specialization.

158. In the administrative sector and the General Service category, the use of fixed-term contracts is primarily in response to article VII, section C, of the Statute; however, here again the redeployment of authorized posts is considerably easier if they are not occupied by permanent personnel.

159. Article VII, section D, of the Statute of the Agency states that, while the need to secure the highest standards of efficiency, technical competence and integrity shall be the paramount consideration in recruiting the staff, due regard shall be paid to "the contributions of members to the Agency and to the importance of recruiting the staff on as wide a geographical basis as possible". Neither the Board of Governors nor the General Conference of the Agency have adopted additional guidelines on this subject. At the time of the Advisory Committee's visit to the Agency, the Professional staff consisted of nationals of 55 countries.

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k/ Article VII, section C.

l/ As at 31 December 1970, the contractual status of the Agency's Professional staff was as follows: permanent contracts: 72; fixed-term contracts for a total of five years: 183; fixed-term contracts for a total of 5-10 years: 53; fixed-term contracts of 15 years or more: 41.

## J. Headquarters accommodation

### 1. Space occupied - number of offices

160. The Conference on the Statute received an invitation from the Austrian Government to establish the Agency's headquarters in Vienna, and adopted a resolution recording its opinion that the headquarters should be in that city. At its fourth meeting on 9 October 1957, the Board of Governors passed a resolution recommending to the General Conference "that the permanent headquarters of the Agency be located in Vienna"; the General Conference endorsed that recommendation on the same day.

161. In accordance with the Agreement regarding the Headquarters of the International Atomic Energy Agency, signed at Vienna on 11 December 1957, and the Supplemental Agreement regarding the temporary headquarters seat, signed on 3 June 1958, m/ the Republic of Austria granted to IAEA the right to move to and use for an indefinite time certain buildings in Vienna I, (11 and 13 Kartnerring and 12 Mahlerstrasse); for their use the Agency pays a yearly nominal rent of AS 1 to the Republic of Austria. The buildings covered in the two agreements contain about 14,450 square metres of usable floor space (155,540 square feet), consisting of about 300 offices, three meeting rooms, and areas for the library, the reproduction of documents, workshops and storage.

162. In 1962, when it became apparent that the above premises were no longer sufficient for the growing needs of the Agency, the Government of Austria made available an additional, adjacent building (which it altered at its own expense in consultation with the Agency), subject to the same conditions as those governing the original buildings. This building contained about 220 offices, a large meeting room for the Board of Governors, a smaller meeting room, plus a number of special areas, secondary and ancillary rooms, totalling about 14,630 square metres (157,477 square feet).

163. In 1963 and 1967, the Government put at the disposal of the Agency additional space adjacent to its headquarters, totalling about 472 square metres (5,080 square feet) containing 17 offices and a number of secondary rooms.

164. While the Government of Austria assumed responsibility for adapting and redecorating the space it provided, the Agency paid for special equipment such as air-conditioning (for certain areas only) and electronic equipment for interpreters' booths, at a cost of about \$200,000.

165. In March 1971, the Agency occupied another office building about 10 minutes' walk from the main headquarters, made available by the Government on conditions similar to those outlined above. This building comprises approximately 3,000 square metres gross (32,292 square feet), sufficient for about 80 offices.

166. In summary, the usable space at present available to the Agency consists of approximately 29,500 square metres (317,538 square feet) of usable area subdivided into:

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m/ United Nations, Treaty Series, vol. 339 (1959), No. 4849.

(a) 10,750 square metres (115,713 square feet) for 540 offices;

(b) 1,370 square metres (14,747 square feet) for two large, one medium-sized and three small meeting rooms (four of which are equipped for simultaneous interpretation);

(c) 5,070 square metres (54,573 square feet) for a library, the reproduction of documents, storage, commissary and restaurant etc; and

(d) 12,300 square metres (132,400 square feet) of ancillary space.

## 2. Donaupark site proposal

167. In order to provide for the future needs of the Agency and of UNIDO, the Government of Austria has agreed to build permanent headquarters for the two organizations as part of an international centre at the Donaupark, in the northeastern part of Vienna. An international architectural competition took place in 1969 and, in December 1970, the Government selected a design to be executed. It is currently estimated that the building will be completed by 1976/77. The construction cost will be shared between the Government of Austria (65 per cent) and the City of Vienna (35 per cent), which is also providing the site.

## K. Computer and data-processing service

168. The Agency installed its first computer (an IBM 1401) in late 1965. Prior to that, it had carried out neutron cross section information processing on a computer at the Technische Hochschule in Vienna. One of the first major tasks carried out with the Agency's own computer was to develop the Generalized Information Processing System (GIPSY), which in turn was the base for all bibliographic work (list of references on nuclear energy, library programmes etc). At the same time a computerized payroll-personnel system was implemented. In 1966, a team of consultants recommended expanding the computer capacity to handle the International Nuclear Information System being developed by the Agency, to absorb the work being done at the Technische Hochschule and to permit general expansion of computerization. The Interdepartmental Computer Committee, a secretariat organ, concurred in that recommendation, and an IBM 360/30 was installed in December 1968, with the approval of the Board of Governors. In 1969, UNIDO became a joint user of the Agency's computer facility; the first joint UNIDO/IAEA programming and analysis undertaking was to develop and implement a payroll-personnel computer system common to both organization.

169. The table below compares some average monthly computer use statistics for the latter half of 1969 and the latter half of 1970. It shows that there has been an increase in total utilization, a shift from test work towards production work, a shift also to substantive applications, and increased participation by UNIDO. In 1971, these trends are expected to continue, so that by mid-1972 the capacity of the equipment is expected to be effectively saturated (20 or more hours a day of use). It is, therefore, planned to expand the computer capacity in mid-1972: the draft budget for that year provides for the rental of an IBM 360/40 model or an IBM 370/145, at an increased cost of about \$80,000. The Agency expects that this cost increase would be offset to the extent of about \$60,000 by additional income from UNIDO as a result of the expanded services the new machine could provide for that organization.

170. The Advisory Committee was informed that the Director-General is following closely the activities of the International Computing Centre (ICC) in Geneva which became operational in March 1971. However, his present belief is that the Agency can provide its own electronic data-processing services and those of UNIDO more cheaply and efficiently than could be done by making use exclusively of the larger ICC machine in Geneva. The Advisory Committee was informed that the Agency is not a member of the Inter-Organizational Board for Information Systems and Related Activities, but that it had sent observers to some meetings of the Board.

Computer usage: approximate comparative figures

<u>Monthly average, last half of year<sup>a/</sup></u>	<u>1969</u>	<u>1970</u>
<u>Hours of utilization:<sup>b/</sup></u>		
Per work day .....	9.3	13.5
Per month .....	198	287

Percentage of computer use for different purposes:

Production work .....	39	52
Programme testing .....	55	44
Maintenance .....	6	4
	<u>100</u>	<u>100</u>

Percentage of computer use by department:

Administration (accounting, payroll, personnel etc.) .....	41	33
Research and Isotopes .....	21	14
Safeguards .....	2	2
Technical Assistance .....	4	11
Technical Operations (INIS, computer etc.) .....	28	24
UNIDO .....	4	16
	<u>100</u>	<u>100</u>

Cost/month of data-processing relatable costs, excluding labour:<sup>c/</sup>

\$19,400	\$19,400
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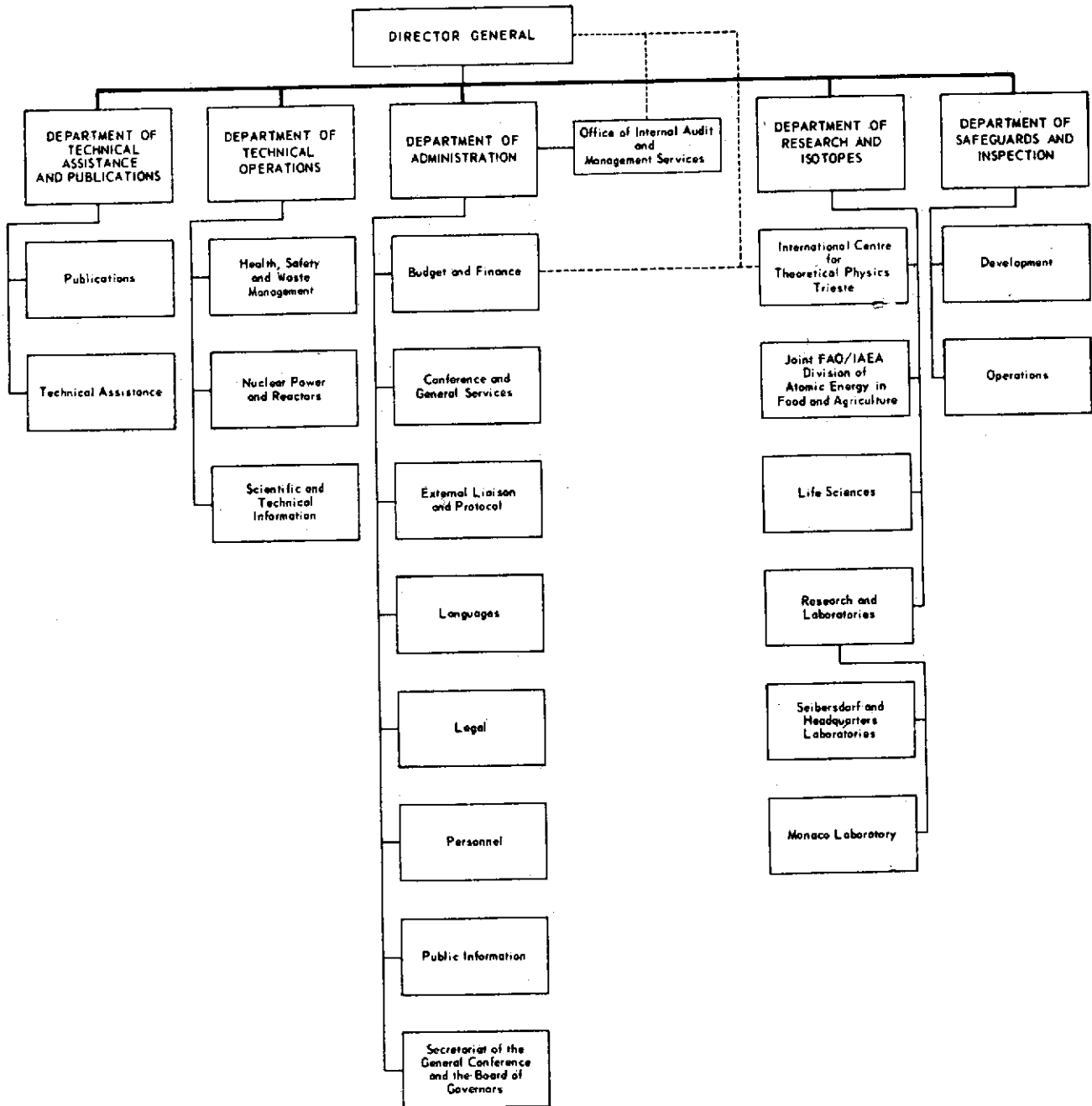
<sup>a/</sup> First half of 1969 not used because the first six months of a new computer are felt to be too unrepresentative.

<sup>b/</sup> Time the computer is actually in use.

<sup>c/</sup> Includes all rentals of equipment relatable to data-processing, plus all supplies and other purchases, but excluding labour.

ANNEX II

Organizational chart



## ANNEX III

Number of Professional posts, by department and  
division, in the years 1960, 1965 and 1970

	<u>1960</u>	<u>1965</u>	<u>1970</u>
<u>Office of the Director-General</u> . . . . .	3	4	4
<u>Department of Administration</u>			
Office of the Deputy Director-General . . . . .	3	3	3
Division of Budget and Finance . . . . .	13	17	15
Division of Conference and General Services . . . . .	13	12	9
Division of External Liaison and Protocol . . . . .	9	8	8
Office of Internal Audit and Management Services <u>a/</u> . . . . .	2	3	5
Languages Division . . . . .	38	41	41
Legal Division . . . . .	5	6	8
Division of Personnel . . . . .	6	6	7
Division of Public Information . . . . .	6	4	5
Secretariat of the General Conference and the Board of Governors . . . . .	7	11	12
Sub-total . . . . .	<u>102</u>	<u>111</u>	<u>113</u>
<u>Department of Research and Isotopes</u>			
Office of the Deputy Director-General . . . . .	3	3	3
Division of Research and Laboratories <u>b/</u> . . . . .	12	17	25
Division of Life Sciences <u>c/</u> . . . . .	13	19	15
Joint FAO/IAEA Division of Atomic Energy in Food and Agriculture <u>d/</u> . . . . .	-	-	11
Laboratory facilities <u>e/</u> . . . . .	16	28	35
International Centre for Theoretical Physics <u>f/</u> . . . . .	-	-	4
Sub-total . . . . .	<u>44</u>	<u>67</u>	<u>93</u>

a/ The responsibility for the management function was given to the Office of Internal Audit in April 1968; it was previously assigned to the Division of Budget and Finance.

b/ The Division of Research and Laboratories was originally called Division of Research.

c/ The Division of Life Sciences was originally called the Division of Isotopes.

d/ The Joint FAO/IAEA Division was established in October 1964 (in 1965, official manning-table staff still included in Division of Life Sciences and others).

e/ Under this head are included staff serving at the Seibersdorf and Monaco Laboratories and, for 1960 and 1965, staff then assigned to the Mobile Radioisotopes Laboratory.

f/ The Centre was established in October 1963.



	<u>1960</u>	<u>1965</u>	<u>1970</u>
<u>Department of Safeguards and Inspection g/</u>			
Office of the Inspector-General . . . . .	2	2	4
Division of Development . . . . .	12	9	20
Division of Operations . . . . .	<u>-</u>	<u>-</u>	<u>30</u>
Sub-total . . . . .	<u>14</u>	<u>11</u>	<u>54</u>
<u>Department of Technical Assistance and Publications h/</u>			
Office of the Deputy Director-General . . . . .	3	3	5
Division of Technical Assistance i/ . . . . .	37	29	19
Division of Publications j/ . . . . .	<u>-</u>	<u>-</u>	<u>17</u>
Sub-total . . . . .	<u>40</u>	<u>32</u>	<u>41</u>
<u>Department of Technical Operations</u>			
Office of the Deputy Director-General . . . . .	3	3	3
Division of Scientific and Technical Informaion . . . . .	25	29	33
Division of Nuclear Power and Reactors . . . . .	10	16	24
Division of Health, Safety and Waste Management . . . . .	<u>14</u>	<u>14</u>	<u>18</u>
Sub-total . . . . .	<u>52</u>	<u>62</u>	<u>78</u>
Total . . . . .	<u>255</u>	<u>287</u>	<u>383</u>

Number of authorized posts in the years 1960, 1965 and 1970

	<u>1960</u>	<u>1965</u>	<u>1970</u>
Professional and higher category . . . . .	255	287	383
General Service category. . . . .	302	360	477
Maintenance and Operatives Service category . . . . .	<u>124</u>	<u>118</u>	<u>141</u>
Total . . . . .	<u>681</u>	<u>765</u>	<u>1,001</u>

g/ The Department originally consisted of a Division of Safeguards and a Division of Inspection and subsequently of a single Division of Safeguards and Inspection. The number of staff assigned in 1960 to the two Divisions, and in 1965 to the combined Division, are shown under the Division of Development because, on the establishment of this Division, virtually all staff members from the Division of Safeguards and Inspection were transferred to this Division.

h/ The Department of Technical Assistance and Publications was established in place of the Department of Training and Technical Information and there was a corresponding reallocation of functions.

i/ The figures for 1960 and 1965 include the staff of the then existing Divisions of Exchange and Training of Scientists and Experts, Economic and Technical Assistance, Technical Supplies and the Administrative Office of Technical Assistance.

j/ Most of the staff of the Division of Publications were previously attached to the Division of Scientific and Technical Information.

ANNEX IV

Turnover of Professional and General Service staff, 1965-1970

Professional staff

<u>Year</u>	<u>Staff recruited</u>	<u>Staff separated</u>
1965	48	32
1966	56	53
1967	60	51
1968	59	62
1969	73	53
1970	70	52

General Service staff

<u>Year</u>	<u>Staff recruited</u>	<u>Staff separated</u>
1965	93	64
1966	88	72
1967	88	61
1968	87	63
1969	99	73
1970	92	82

ANNEX V

Complete programme and budget time-table

Example: 1971-76 Programme and 1971 Budget

Oct.-Nov. 1969	Departmental preparation of programme requests
December 1969	Budget staff preparation of consolidated document
January 1970	Consideration by Preparatory Committee on the Programme and Budget and recommendation to Director-General
5 Feb. 1970	Final decisions by the Director-General
Feb.-March 1970	Editing, translation, reproduction and distribution of the Programme and Budget as a document of the Board of Governors (GOV/)
28-30 April 1970	Administrative and Budgetary Committee
9-10 June 1970	Meeting of the Board of Governors
June-July 1970	Revision, translation, printing and distribution of the Programme and Budget as a document of the General Conference
September 1970	General Conference approval of six-year Programme and 1971 Budget
Oct.-Nov. 1970	Departmental preparation of 1971 Financial Plan requests and firm estimates for 1972 Budget
Nov.-Dec. 1970	Preparation by the Budget Office of consolidated 1971 Financial Plan and 1972 budget requests
8 Dec. 1970	Review by the Technical Assistance Committee of the Board of Governors of 1970 Technical Assistance project proposals
11 Dec. 1970	Recommendation by the Preparatory Committee on the Programme and Budget of the 1971 Financial Plan to the Director-General
18 Dec. 1970	Director-General's approval of the 1971 Financial Plan
29 Dec. 1970	Issue by the Budget staff of 1971 allotments
Dec. 1970-Jan.1971	Development by the Preparatory Committee on the Programme and Budget of the 1972 Budget recommendations for the Director-General
5 February 1971	Director-General's final decisions on the 1972 Budget

23 February 1971	Board of Governor's approval of the Technical Assistance programme and allocation of operational funds (may also approve salary increases etc. for current year)
March-August 1971	(Same cycle as before for the 1971 Budget)
July-August 1971	Mid-year review of the 1971 Financial Plan
September 1971	Board approval of transfers between appropriation sections
Sept.-Oct. 1971	Interim External Audit of 1971 Accounts
Oct.-Nov. 1971	(Same cycle starts for the 1972 Financial Plan, new six-year Programme, and 1973 Budget)
Jan.-Feb. 1972	Closure of Accounts for 1971
Feb.-March 1972	External Audit of Final Accounts for 1971
April 1972	Administrative and Budgetary Committee review of Accounts and Audit Report
June 1972	Board approval of Accounts and Audit Report
September 1972	General Conference acceptance of Accounts and Audit Report

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