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Chairman: Mr. Pote SARASIN (Thailand).

AGENDA ITEMS 53 AND 38

Organization of the Secretariat (A/2731, A/2745; A/C.5/580, A/C.5/581, A/C.5/583) (*continued*)

Budget estimates for the financial year 1955 (A/2647, A/2688; A/C.5/577, A/C.5/584) (*continued*)

General discussion (*continued*)

1. The CHAIRMAN noted that the Secretary-General had submitted a memorandum on the salaries and allowances of the proposed Under-Secretaries or officials of an equivalent rank (A/C.5/583) which he proposed to transmit to the Advisory Committee, whose comments he assumed the Fifth Committee would wish to have before studying the document.

It was so decided.

2. Mr. FENAUX (Belgium) expressed his delegation's appreciation of the very thorough, yet concise, report of the Secretary-General, of the assistance given by the Survey Group and the Advisory Committee through their reports and of the helpful statements made by the Secretary-General and the Chairman of the Advisory Committee. Guided by Chapter XV of the Charter, he would not seek to encroach upon the prerogatives of the Secretary-General but would confine his remarks to matters pertaining to the programme and budget, to administrative policy and public opinion.

3. He was inclined to agree with the Secretary-General that budgetary savings should be a by-product of reorganization rather than ends in themselves. By that process considerable savings would be effected during the current year; others would be added in the course of the coming three years, while yet others would be possible as such bodies as the Technical Assistance Administration (TAA), the European Office of the United Nations and the regional economic commissions came under organizational review.

4. There had been some discussion on the rate at which the reorganization plan should be put into effect; further argument seemed unnecessary, since the Secretary-General had given the Committee an assurance that, while adhering to the principle of adjusting the total number of staff through normal turnover and

re-employment, he would do his best to reach the target figure at the earliest possible date.

5. With regard to the proposed changes in the administrative structure of the Secretariat, he noted with some misgivings that the traditional hierarchical principle appeared to have been set aside in favour of a more "horizontal" form of organization, and that the Secretary-General had assumed direct control over a great number of services. The greatest interest, however, attached to the proposed posts of Deputy Under-Secretary. The Secretary-General had explained that it was difficult to maintain a classical form of administration while observing the principle of a broad geographical distribution of posts and that his plan reduced the burden of responsibility by spreading it over a greater number of persons: time alone would tell whether that produced a strong or a weak organization. The Belgian delegation was prepared to admit the need for an assistant of sufficient standing to negotiate with the specialized agencies but such a function should not, in its view, be incompatible with a subordinate status: such a situation was common in national administrations. The Secretary-General himself had admitted that a line of subordination would in fact have to be recognized in any case of a conflict of authorities.

6. With respect to the effect of the reorganization on the Secretariat's programme, he would only repeat the request his delegation had made at the last session of the Economic and Social Council¹, that a balance should be preserved between economic and social activities and that questions relating to demography and social welfare should be given due weight. It was also important that the non-governmental organizations should be associated as closely as possible with the relevant activities of the United Nations; for that purpose an adequate service for non-governmental organizations should be maintained in the Secretariat and he would ask the Secretary-General to ensure that that was so. He would also ask the Secretary-General to safeguard the interests of the United Nations Children's Fund (UNICEF), for its activities were some of the most valuable engaged in by the United Nations.

7. With regard to the fourth aspect of reorganization which the Advisory Committee had mentioned as being properly within the purview of the General Assembly, namely, public opinion, there was no doubt that the more disciplined and efficient the United Nations administration was in its relations with governments, public organizations and individuals, the higher would be its prestige. In addition, the principle of a just geographical distribution of posts should be observed, and the need for language qualifications should be recognized in the recruitment of medium-grade and higher-grade posts. Although, as the Charter stated,

¹ See *Official Records of the Economic and Social Council, Eighteenth Session, 797th meeting.*

the paramount consideration should be to obtain for the United Nations the services of persons possessing the highest standards of efficiency, competence and integrity, it was vital that the Organization should retain its universal character. He would ask the Secretary-General to give special consideration to that matter. The Regional Economic Commissions were another means of reaching public opinion; they could only play their part adequately, however, if they were soundly administered.

8. His delegation welcomed the Secretary-General's proposal to transfer certain services to Geneva; the resources of the European Office should be used to the full, and the transfer should facilitate co-ordination with the specialized agencies, most of which had their headquarters in Europe. In that connexion, his delegation hoped that it would not be necessary to amend the four-year conference programme which had been established; the reduction of the summer session of the Economic and Social Council from six to four weeks would leave two weeks available for use by a commission.

9. He was glad to note that the Secretary-General's budget estimates for 1955 were smaller by \$1 million than the 1954 appropriations. The Secretary-General had not opposed the further reductions recommended by the Advisory Committee, with which his delegation was in general agreement. He reserved his right to make detailed observations as the separate items of the budget came up for discussion. In common with the representative of Argentina at the 436th meeting, he deplored the tendency of the specialized agencies' budgets to rise while that of the United Nations was falling; it was to be hoped that the General Assembly would draw the agencies' attention to the need for a greater concentration of activities and resources after the example set by the United Nations.

10. Mr. ZARUBIN (Union of Soviet Socialist Republics) said that the General Assembly expected the Fifth Committee to make recommendations which would remove defects in the administrative structure of the United Nations and lighten the financial burden on Member States. The Organization must, of course, be provided with the funds necessary to carry out the tasks laid upon it but the Committee should ensure that Members' contributions were spent wisely and economically. That depended largely on a rational organization of work and the rational distribution of functions among the various organs of the United Nations and departments of the Secretariat. No one would deny that a review of the organization and structure of the Secretariat and of organs and offices away from Headquarters was long overdue. The Committee should also endeavour to respond to the desire of Member States for a stabilization of the Organization's expenditure: fluctuations in the budget were a sign of faulty organization and unproductive spending, conditions which had prevailed until the previous year.

11. The USSR delegation was in agreement, in principle, with the Secretary-General's plan for the reorganization of the Secretariat at Headquarters, in so far as such measures were designed to increase the efficiency of the Secretariat and to reduce expenditure, as, for instance, by the abolition of 300 established posts. His delegation was glad to note, with the Secretary-General, that the 1955 budget estimates showed a reversal of the previous upward trend.

Nevertheless it doubted the wisdom of certain of his proposals relating to staff policy: the proposal, for instance, to reach the target establishment figures in three, or even in two years, through normal turnover of staff and not through specific termination appeared inconsistent with good administrative and budgetary practice and was not likely to promote the creation of an efficient Secretariat at the earliest possible date. In that connexion, he endorsed the remarks made by the Advisory Committee in paragraph 13 of its report (A/2745) and supported the Polish representative's proposal at the 437th meeting that the Secretary-General's plans for the two-year period 1955-1956 should be compressed into the single year 1955 and that the saving of \$1,100,000 should be effected in two stages, \$750,000 in the financial year 1955 and \$350,000 in 1956.

12. His delegation had doubts, too, concerning the advisability of increasing the number of top-level posts from the present eight Assistant Secretaries-General to sixteen, all with the proposed status of Under-Secretary. It saw no justification for the promotion of the present Principal Directors to the level of the Secretary-General's closest assistants, with the status of Under-Secretary. In that connexion, the Committee might note that the Secretary-General's present plans were not in accordance with his original proposals in document A/2554, submitted to the eighth session, in which he had stated that the newly-created posts of Under-Secretary would be equivalent to the old posts of Principal Director both in functions and in remuneration, and that such a change would be possible because some of the functions which had at first been assigned to the Secretary-General's assistants had in fact been assumed by the Secretary-General himself, so that the posts were purely administrative. According to paragraph 13 of the Secretary-General's reorganization document (A/2731), however, the sixteen highest administrative posts would be equivalent to those of the present Assistant Secretaries-General both in functions and remuneration.

13. Such an arrangement would be inefficient and uneconomical; it conflicted with the aims of the reorganization and was not in accordance with the national administrations of most Member States. That applied in particular to the proposed appointment of Deputy Under-Secretaries; if deputies were to be "not subordinate to, but co-ordinate with" (A/2731, para. 14) Under-Secretaries, there would be confusion concerning where final responsibility lay in the administration of a department. His delegation considered that there should be one man at the head of each department to direct its work and control its staff. He was unconvinced by the Secretary-General's arguments and shared the Advisory Committee's apprehensions lest the existence of so many senior posts should damage the good name of the Organization. He also agreed with the Advisory Committee that from the purely administrative standpoint, the special position of deputy to the Under-Secretary could not be justified for departments of the Secretariat.

14. His delegation was somewhat disappointed at the meagre results of the reorganization so far. The contraction of staff numbers appeared to operate mainly at the level of the lower paid and less important posts, many of which had been vacant for a long time; 106, or 37.3 per cent of the total of 284 posts which were to be abolished by the end of 1956 fell into such

categories; the number of professional and higher posts, however, continued to increase, particularly in the Department of Conference Services and the Department of Public Information. In other words, the reorganization plan would not lead, as had been expected, to the revision of the structure of the entire Secretariat, making it a simpler, more flexible and less costly organ. The merger of the former Departments of Economic and Social Affairs was so far merely formal; the new single department remained as voluminous as the previous separate departments and the appropriation requested for the single department was \$37,000 higher than actual expenditure on the two departments in 1953.

15. In general the USSR delegation found the 1955 budget estimates unsatisfactory, for the level of expenditure remained very high, three million dollars greater, for instance, than expenditure in 1950, and twice the size of the Organization's early budgets. The appropriations requested had increased for seven out of the twelve Parts of the budget; the only Part which showed a decrease was Part III, for the Headquarters establishment, and the saving there resulted largely from the abolition of 160 posts, many of which had long been vacant.

16. The USSR delegation agreed in principle with the Advisory Committee's recommendations for further cuts in the 1955 budget, but felt that its recommendations were too modest: there was an opportunity, for instance, to save some \$3,200,000 by abolishing the items for the maintenance of such organs as the Office of the United Nations High Commissioner for Refugees, the United Nations Field Service and other bodies which had been set up in violation of the Charter.

17. Further economies could be effected by abolishing the system of double taxation which affected many members of the staff, and particularly United States citizens, in spite of the General Assembly resolutions 13 (I) and 239 (III) requesting Member States to exempt their nationals employed by the United Nations from national income taxation. In addition, the number of staff at Headquarters was, in his delegation's view, still too large and the number of employees under contract, temporary assistants and consultants could profitably be reduced.

18. The USSR delegation would support the Polish delegation's proposal at the 437th meeting, that the figure approved for the 1955 budget should be no greater than thirty-five million dollars. His delegation would submit concrete proposals when the Committee examined the budget estimates in detail.

19. Mr. GANEM (France) thanked the Secretary-General for the work he had accomplished in the reorganization of the Secretariat, for the reductions made in the budget estimates for 1954 and 1955 and for the further economies forecast for 1956. The United Nations was setting a praiseworthy example of economy, in contrast to some of the specialized agencies whose budget estimates had steadily increased as United Nations expenditure had declined.

20. He noted with satisfaction that in general the Secretary-General had accepted the cuts recommended by the Advisory Committee, with the exception of the reduction recommended in the estimates for Section 11 (a), Library, and for Section 3 (a), the Permanent Central Opium Board and Drug Supervisory Body. In order to ensure that Headquarters was provided

with efficient library services, the French delegation would support the Secretary-General's budget estimates for the Library and would vote for a restoration of the cut recommended by the Advisory Committee, but it would reserve decision on the appropriation for Section 3 (a) until the views of the President of the Permanent Central Opium Board had been heard.

21. His delegation was sympathetic towards the Secretary-General's efforts to improve the quality of United Nations documents while reducing their volume, a task in which the Trusteeship Council and the Economic and Social Council had agreed to co-operate. It would also support the Secretary-General's proposal for the establishment in his Executive Office of a post of director to co-ordinate and control the implementation of the United Nations publications programme at Headquarters and in overseas offices, although it feared that the Secretary-General would find it difficult to secure the right person for the position. The candidate must possess not only an understanding of most, if not all, of the official languages but also a variety of knowledge which would enable him to deal authoritatively with the substantive departments of the United Nations and to ensure the production of shorter but more effective documents.

22. His delegation paid a tribute to the good work of the Survey Group; that did not mean, however, that it objected to the Advisory Committee's suggestion that henceforth outside experts might be associated with the Survey Group in its work. While it appreciated the Secretary-General's point about the difficulty of engaging persons from outside the Organization to appraise widely differing operations in scattered areas of the world, his delegation still felt that the Advisory Committee's suggestion—for which there were precedents—had merit. The League of Nations, for example, faced with a similar problem, had resorted to the services of outside experts, and the United Nations itself had called upon eminent outside authorities such as Mr. Fleming, a man of great integrity and independence of mind, for assistance in devising the United Nations salary scale.

23. Various representatives had said that the Secretary-General could have gone further in carrying out his reorganization plan. The USSR representative had cited the example of the Department of Economic and Social Affairs: the French delegation would cite the further, and somewhat academic, example of the Department of Trusteeship and Information from Non-Self-Governing Territories—academic in as much as the Advisory Committee had recommended that the Secretary-General's budget estimates for that Department should be approved without change, a recommendation which his delegation would not challenge. That did not mean, however, that the Department's structure was ideal. The Egyptian representative had rightly pointed out (437th meeting) that the Department's ultimate goal was to do away with the need for its own services, an aim entirely in accordance with the principles of the Charter. The Committee should note that significant changes had occurred since 1946 in the status of various formerly Non-Self-Governing Territories in the Far East, the Caribbean area and of Greenland, and that many States had acquired independence or become integrated with the metropolitan country, thus removing the obligation of the Administering Powers to submit information on their development. Yet the staff of the Pacific-Asia and

Caribbean Sections of the Division of Information from Non-Self-Governing Territories, although somewhat reduced over the years, had not been cut in proportion to the decrease in the work. His delegation had chosen that particular example to underline the fact that its remarks were made purely in the interests of good administration.

24. While he welcomed the savings achieved on publications, he endorsed the Argentine suggestion (436th meeting) that in future the budget estimates should give more detailed information on the publications which the various departments planned to issue. He also endorsed the tribute paid by the Chairman of the Advisory Committee to Mr. Keenleyside, the Director-General of TAA whose functions, it was generally agreed, should gradually be absorbed by the Department of Economic and Social Affairs, thus reducing the administrative costs of the Technical Assistance Programme.

25. With regard to the reorganization of the Secretariat, that question had been briefly debated at the close of the eighth session of the General Assembly, and the Committee had, by a virtually unanimous decision, given the Secretary-General a general authorization, by an almost unanimous vote (429th meeting) to proceed with his proposals. But at that time certain representatives had had reservations on two subjects: the extent of the responsibility for personnel and financial affairs which the Secretary-General intended to assume; and the proposed title of Under-Secretary. The French delegation had noted the comments of the representatives of China and Brazil on the first point, for it feared that if the Secretary-General continued his close supervision of the Bureau of Personnel and the Bureau of Finance beyond 1955 he would have little time for official visits or for his manifold political responsibilities. Hitherto the Secretary-General had undertaken few journeys abroad, and it was obvious that visits to the less-developed countries and other regions would afford him an opportunity to gather first-hand information on difficult problems confronting the United Nations. His delegation still felt little enthusiasm for the title of Under-Secretary, for it feared that in giving effect to his plans as outlined in paragraph 31 of his report (A/2731) the Secretary-General might encounter difficulties with certain Member States.

26. The reports and statements of the Secretary-General and the Advisory Committee on the plan of reorganization revealed a very small number of points of difference between them. His delegation understood the Secretary-General's doubts about the Advisory Committee's suggestion for the acceleration of the reorganization process. In a recent statement the Secretary-General had made an effort to meet the Advisory Committee's wishes. The French delegation would like to propose by way of a compromise that the Secretary-General should undertake to complete the reorganization by September or October of 1956, which would be approximately eighteen months before the expiry of his term of office. That arrangement would lighten his administrative responsibilities and better enable him to carry out his functions under the Charter while obviating any delay in putting the plan of reorganization fully into effect.

27. The Advisory Committee also differed with the Secretary-General on the proposed number of high-level posts, and particularly the number of Deputy

Under-Secretaries. His delegation agreed with the Secretary-General that the work of liaison with the specialized agencies was a time-consuming task that required the full services of a competent senior official. It was not equally certain of the need for a Deputy Under-Secretary in the Department of Public Information, but it would not object to the proposed arrangement. It had not, however, been convinced by the Secretary-General's arguments on the need for a Deputy Under-Secretary in the Department of Conference Services, particularly as Mr. Hoo, whom the Secretary-General proposed to appoint as Under-Secretary of that Department, was highly qualified in all respects for the post—he thought all delegations would agree on that point, regardless of which Government of China they recognized. It would be difficult to settle the question of the optimum number of Deputy Under-Secretary posts by a simple vote. His delegation was fully aware of the many ramifications of the problem, but in the circumstances it would prefer to accept the Advisory Committee's position. The two posts of Deputy Under-Secretary should be approved on the understanding that if the Secretary-General were later to encounter great difficulties, either of an administrative nature or otherwise, he could ask the Advisory Committee for the necessary funds to cover the additional post.

28. His delegation was not certain that it had fully grasped the Secretary-General's ideas on the status of the Deputy Under-Secretaries, particularly as the notions of collaboration and subordination were not mutually exclusive. Then again, there was the question of the title of Under-Secretary: while vague terminology had its advantages in certain circles, it could not be tolerated in international documents. The Greek representative had criticized the term of Under-Secretary (438th meeting) and had suggested an alternative title. The French delegation welcomed the introduction of the title of Under-Secretary without Department, instead of without Portfolio, and would further suggest that consideration should be given to using the term Under-Secretary-General. The importance of choosing the proper title could not be over-emphasized.

29. He supported the proposal for the transfer of the Division of Narcotic Drugs to Geneva, as also most of the relevant comments of the Advisory Committee, with the exception of its suggestion that the Commission on Narcotic Drugs should henceforth meet normally in Geneva. He was not in favour of the principle that sessions of an organ should always be held in the same place; as the narcotics problem was world-wide, it might be useful if that particular commission could meet away from Geneva at three-year intervals. With regard to the proposed transfer of part of the Division of Transport and Communication he endorsed the views of the Secretary-General and the Advisory Committee, particularly inasmuch as no substantive change would be introduced in 1955 and no final proposal had yet been made.

30. Although his delegation welcomed the reduction in the budget estimates it feared that the savings had resulted largely from the deplorable decline in the United Nations political activities. At the current session, however, some hope had developed that the United Nations might succeed in bringing about a reduction and controlled limitation of armaments. If so, the Secretary-General would be compelled to submit

larger budget estimates for the Department of Security Council Affairs. When that time came his delegation, and he was sure all other delegations, would willingly approve the necessary appropriations.

31. The SECRETARY-GENERAL proposed to clarify one point raised by the French representative which was somewhat outside the scope of the debate. It was true that he had hitherto remained rather consistently at Headquarters and that his few journeys abroad had been confined largely to Western Europe but he firmly intended henceforth to make two major journeys in the first part of each year, to different regions of the world, including Latin America, the Near East, the Far East and Eastern Europe, as well as Africa, a region which was becoming increasingly important in United Nations affairs. There were various reasons why he had not travelled extensively so far. Firstly, he had felt it both right and proper that in the first part of his term of office he should devote his efforts to obtaining a good understanding of operations at Headquarters. Secondly, as the international situation had brought with it new political developments almost every week, he had felt that he should be available at Headquarters to deal with problems as they arose. Thus, although he now exercised control over questions of personnel and finance, it had not been those duties which had prevented him from travelling abroad. As was quite proper, recent developments had tended to make those tasks less of a burden on him and he was sure that the trend would continue. When matters had developed to the point where questions of personnel and financial organization had become more purely routine administrative matters he would entrust them to other hands and would concentrate on problems of wider significance for the United Nations.

32. He appreciated the tribute paid to Mr. Hoo, in whose ability he had the greatest confidence. Without going into the question of the responsibilities of the Deputy Under-Secretary and regardless of what decision the General Assembly might take in the matter, he assured the Committee that he would rely heavily on Mr. Hoo's wisdom and judgment in matters of personnel and the like.

33. He appreciated the French representative's comments on the question of the titles of Under-Secretary and Deputy Under-Secretary, a subject upon which he had an open mind. His primary concern was to ensure, firstly, that optimum operational arrangements were devised and, secondly, that the manning tables and the titles of posts were a true reflection of those arrangements.

34. Mr. SAPRU (India) associated himself with the tributes paid to the Secretary-General for the ability, lucidity and clarity which had marked his statement (A/C.5/580) made at the 435th meeting introducing the report on the organization of the Secretariat (A/2731) and the 1955 budget estimates (A/2647). That statement showed that the Secretary-General had a complete comprehension of the problems affecting the United Nations and his proposals merited the Committee's consideration. He expressed his appreciation also of the statement made at the same meeting of the Chairman of the Advisory Committee on Administrative and Budgetary Questions (A/C.5/581), which, together with the Advisory Committee's sixth report (A/2745), had been of great assistance to

the Indian delegation in reaching conclusions regarding the Secretary-General's proposals.

35. The Indian delegation would be failing in its duty if it did not also express its appreciation for the assistance rendered by the hard-worked Secretariat, upon whose efficiency depended to so large an extent the quality of the work done by the United Nations and its specialized agencies.

36. Like many other delegations, the Indian delegation had always emphasized the need to arrest the budget's upward trend. It was therefore a matter of satisfaction to note that the 1955 estimates were based upon a reduction of approximately \$1 million as compared with the 1954 expenditure. Member States had to pay relatively heavy contributions in order to maintain the United Nations, and their Governments often had to face complaints from their legislatures that international organizations were becoming an expensive item in national budgets. In order to ensure public support of the United Nations, therefore, it was essential that vigilance should be constantly exercised in the matter of expenditure.

37. His delegation supported the Advisory Committee's recommendations for a reduction of \$420,000 in the 1955 budget estimates, but would comment further on the suggestions of that Committee and of the Secretary-General when the various sections of the budget estimates were discussed in detail.

38. Referring to the Secretary-General's statement that budgetary savings must not be regarded as an end in themselves, he recognized that the Secretary-General was the person directly responsible for the Secretariat and he attached great weight to his observations. He was sure, however, that the Secretary-General would wish to have a frank expression of the Indian delegation's views.

39. In considering the Secretary-General's report on the organization of the Secretariat, the Indian delegation had derived considerable assistance from the Advisory Committee's comments in its report on the Secretary-General's proposals. Although his delegation had not had time to make a thorough study of the Survey Group's report, it felt that it was regrettable that the Secretary-General had not found it possible to include in the Group a few experts of outstanding ability, unconnected with the Secretariat. The Indian Government's experience had been that outside experts often brought a detached outlook to their work which was of inestimable value in helping those who had to take the final decisions.

40. The Indian delegation had noted with genuine satisfaction that the Secretary-General had made proposals which would lead to economies in staff costs, but it regretted that the economy would not be reflected in the Secretariat's higher posts. It was hard to understand why savings had been made through the elimination of lower category posts rather than of the higher posts, or why the latter could not be reduced without impairing efficiency.

41. Another matter to which the Indian delegation drew attention was the heavy expenditure involved in the visits made to various countries by Secretariat officials. Such visits seemed to be concentrated in certain areas of the world and to neglect the so-called less-developed areas, which had problems of an urgent character that in many cases required immediate attention. The United Nations would be failing in its study

if it did not do everything possible to strengthen its relations with such areas.

42. The Indian delegation had noted with concern the proposals on pages 94, 121 and 150 of the Survey Group's report that some research work should be entrusted to universities and similar institutions. His delegation felt that, in order to have the stamp of impartiality and objectivity associated with United Nations publications, research should be carried out by the Organization itself; if it was found necessary to associate outside agencies with the work, such bodies must be representative of all the important regions of the world and not of some only.

43. His delegation would like information on the number of voluntary organizations referred to on page 150, paragraph 10, of the Survey Group's report, to which specific United Nations activities had been assigned, for it felt that such work should as far as possible be done by United Nations agencies.

44. Turning to the Secretary-General's proposals on reorganization (A/2731), he pointed out that there would be an increase of posts at the top supervisory level, although for the time being the Secretary-General intended to fill only fifteen of the sixteen posts. It might well be that, having regard to the total savings already achieved or proposed, the extra cost entailed by the creation of those posts would be relatively small. There was, however, no ignoring the fact that the creation of such a large number of posts at the supervisory level would give an impression of extravagance, and might well give rise to criticism which would reflect on the good name of the United Nations. He had listened carefully to the Secretary-General's explanations and had noted that, in actual fact, his proposals did not involve an increase in the number of officials who had direct access to the Secretary-General. He felt bound to point out, however, that from a purely logical point of view it was difficult to understand how a Deputy Under-Secretary could have the same status as an Under-Secretary merely because he had direct access to the Secretary-General. As the scope of the Deputy Under-Secretary's responsibility would be narrower than that assumed by the officer in charge of a Department, the Advisory Committee had argued that his status should be lower than that of the Under-Secretary. He was unable to understand the logic which would make an Under-Secretary and his Deputy share equal responsibility and have the same status. Indeed, the administrative soundness of such an arrangement was open to serious question. His delegation also had doubts regarding the effect which an increase in the work in the direct charge of the Secretary-General might have, for it considered that he should have all the time necessary to devote himself to the important tasks imposed on him by the Charter. The Indian delegation recognized, however, that the Secretary-General had ultimate responsibility in such matters and it would like to receive further clarification from him on the points it had raised.

45. His delegation felt that no particular advantage would be gained by abolishing the posts of Assistant Secretaries-General and providing for a class of officer who would be inferior in status to the Under-Secretary but equal to him in rank so far as emoluments and direct access to the Secretary-General were concerned. He suggested that that was a matter which the Secretary-General should reconsider with an open mind.

46. He noted that there was some difference of opinion between the Secretary-General and the Advisory Committee regarding the length of time needed to complete the process of reorganization. The former felt that the reorganization should take at least two years to complete, while the latter favoured accelerated action. The Indian delegation felt that in the process of reorganization the effect of any policy of staff reduction on the morale of the personnel must be considered and that any official affected should be suitably provided for. His delegation would be glad if the Secretary-General could say what effect on the 1955 budget estimates his proposals would have if they were accepted by the Fifth Committee and the General Assembly and put into force by 1 April 1955.

47. Drawing attention to the figures given on pages 138 to 140 of document ST/ADM/R.7, he pointed out that the geographical distribution of posts in the higher echelons of the Secretariat was unsatisfactory. It was obvious from those figures that some countries were far from adequately represented, especially where the D.1 category of officials was concerned. He recognized that under Article 101 of the Charter it was for the Secretary-General to appoint the staff in accordance with the regulations established by the General Assembly, but he would be grateful to hear from the Secretary-General how the appointments to the higher posts were made.

48. He felt that the Asian countries, which had old civilizations and vast populations, should be equitably represented in the ranks of the Secretariat, up to the highest level. Standards of administrative efficiency should not of course, be lowered, nor should inefficiency, incompetence or lack of integrity be encouraged, but in the areas he had mentioned there were a number of adequately trained, efficient, devoted, responsible, impartial and intelligent personnel available. He urged that steps should be taken forthwith towards the achievement of a proper equilibrium in the Secretariat.

49. He noted, moreover, that nationals of other regions were working in the Asian and African countries as officers of the United Nations and he felt that the men of those countries should in turn be given a chance to work in the more highly developed countries. Such an arrangement would lead to co-operation and goodwill among Member States and would be regarded as a recognition of the new status now enjoyed by the countries of Asia and Africa. He hoped that the Secretary-General would bear that consideration in mind in making future appointments.

50. Turning to the direct recruitment of posts at higher levels, he admitted that the Secretary-General had a difficult task in selecting his staff for such posts. The impartiality of an international civil service was, however, an asset of the highest value to the Organization and an international civil servant must be objective. No democratic government or international organization could function without civil servants with administrative experience, impartiality, cool prudence and calm judgment. Delegates to the United Nations were often politicians or diplomats, who in the course of their work for their countries became involved in controversies and developed an unconscious bias which detracted from their reputation for impartiality. He felt that it was unwise for persons who had played a prominent part in inter-State controversies or had been responsible at the United Nations for propaganda against

neighbouring States to be given a position in the United Nations Secretariat where their duties gave them an opportunity of influencing the high policies of the United Nations in the particular field assigned to them. The Secretary-General must exercise caution in such matters. An appointment which placed the public information services of an international organization in the hands of a politician or diplomat, however distinguished, who had had disputes with neighbouring countries was not sound in principle. The international civil servant must not only be impartial and free from any bias but must also enjoy that reputation. He therefore urged that the healthy custom should be developed of reserving such positions not for politicians, statesmen or diplomats who had taken part in international disputes but for civil servants or experts who worked in a quiet, often unostentatious, but efficient manner, and brought to bear upon their duties the essential virtue of freedom from controversy.

51. He asked the Secretary-General to supply further information on the following points: firstly, the precise nature of his plans in giving research work to universities and other research centres and the names of the universities or research centres concerned; secondly, the precise nature of his proposals on public information, visual instruction and lectures, and what voluntary organizations he had in mind for that type of work; thirdly, how he proposed to bring about a more equitable geographical equilibrium so far as recruitment to the higher posts of the Secretariat was concerned; and lastly, what machinery he had in mind to ensure that vacancies in important posts in the Secretariat were brought to the attention of the various governments and what system of advisory selection bodies to ensure that the selections made would be just.

52. The SECRETARY-GENERAL said that he would be happy to submit the information requested by the representative of India.

53. On the question of the extent to which the previous activities of a candidate for a post in the Secretariat should influence recruitment, he assured the Indian representative that he had given the problem most careful thought. Generally speaking, the Secretary-General had to be guided by the provisions of Article 101, paragraph 3 of which stated that the paramount consideration in the employment of the staff and in the determination of the conditions of service should be the necessity for securing the highest standards of efficiency, competence and integrity, due regard being paid to the importance of recruiting the staff on as wide a geographical basis as possible. In recruiting officials to fill the higher posts, he had done his best to secure those whose ability, previous experience and general approach to United Nations problems seemed to him to meet the requirements of the Charter. In so doing he had imposed on himself certain restrictions, one of which had been mentioned by the Indian representative. He felt that everything possible should be done to avoid recruiting any person to whom objection might be raised on political grounds, though he did not consider that such a consideration could constitute an absolute prohibition. In the specific case of recruitment

of a high official of the Secretariat from the ranks of a delegation, to which the Indian representative had referred, he agreed that such recruitment should be an exception. He knew from his personal experience, however, confirmed by the experience of others, that, in addition to the necessary professional qualifications, the candidate in question had that standard of character, that true independence of mind and true international approach which would make his work in the Organization completely impartial. He fully supported the principle set forth by the Indian representative but he did not wish to make that principle so rigid as not to permit of exceptions which, as in the case in question, served to prove the rule.

54. Mr. BRAVO CARO (Mexico) congratulated the Secretary-General and the Chairman of the Advisory Committee on Administrative and Budgetary Questions on the reports which they had submitted to the General Assembly and the statements they had made to the Fifth Committee.

55. The book entitled *In the cause of peace*, recently published by the former Secretary-General, threw much light on the problems now being considered by the Fifth Committee and the situation with which the present Secretary-General had to cope. A reorganization of the Secretariat had become imperative. A new structure, better adapted to present-day requirements, was needed and a readjustment of the staff was consequently called for.

56. His delegation would support most of the Secretary-General's proposals. It considered the reductions made in the budget estimates highly commendable. The tendency to increase the budget of the United Nations had been checked and he hoped that the proposed reductions would become effective in the near future and that unforeseen expenditure would decrease yearly.

57. The Secretary-General's proposal for a thorough review of the structure of the subsidiary organs situated away from Headquarters was praiseworthy. Caution should be exercised, however, in dealing with TAA and the regional economic commissions, whose beneficial work was well known.

58. He agreed with the suggestion of the Survey Group that the budget of the Department of Public Information should be reduced and he approved of the Advisory Committee's recommendation in its sixth report, A/2745, that the reorganization of the Secretariat should be accelerated.

59. He could not support the Advisory Committee's recommendation that the budget of the Library should be reduced but felt rather that it should, if necessary, be increased, in order that the Library's services might be extended and improved.

60. He trusted that in filling vacant posts in the Secretariat, the principle of geographical distribution would be strictly applied and that preference would be given to nationals of Member States not adequately represented at present. Such action would comply with the provisions of the Charter and be in accordance with the lofty ideals of the United Nations.

The meeting rose at 1 p.m.