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**Chairman:** Mr. David SILVEIRA DA MOTA  
(Brazil).

AGENDA ITEM 74

**Budget estimates for the financial year 1970 (*continued*)**  
**A/7606, A/7608, A/7710, A/7726, A/C.5/1230, A/C.5/**  
**1231 and Corr.1 and 2, A/C.5/1233, A/C.5/1234, A/C.5/**  
**1245, A/C.5/1248, A/C.5/1249, A/C.5/L.990, A/C.5/**  
**L.993)**

*First reading (continued) (A/C.5/L.990)*

**SECTION 3. SALARIES AND WAGES (*continued*)**  
**(A/7606, A/7608, A/7710, A/C.5/1231 AND CORR.1**  
**AND 2)**

1. Mr. MARTÍNEZ (Venezuela) observed that in his foreword to the budget estimates for the financial year 1970 (A/7606) the Secretary-General had stated that the credits which he was requesting represented the minimum resources which he considered necessary to meet the priority needs of the Organization in the economic, social and human rights fields. His delegation would welcome assurances that the reductions recommended in the initial requests under section 3 would not impair the work programmes of the departments and offices concerned.

2. Mr. ROGERS (Canada) said that he would like to comment on the statement made by the Under-Secretary-General for Administration and Management (1317th meeting) in reply to some of the questions raised in the general discussion concerning the staff utilization and deployment survey. His delegation was gratified to learn that the Secretariat was drawing upon professional expertise in modern management techniques for the survey and hoped that it would continue to do so.

3. Regarding the Controller's replies (*ibid.*) to questions raised by the Canadian delegation in the general discussion, he acknowledged that United Nations staff had problems which were peculiar to the Secretariat and he accepted the need for 74 new established posts in 1970. As to the 234 provisional posts for which the Secretary-General was requesting an appropriation, he felt that since a delayed-

recruitment deduction of 80 per cent was expected to be applied, the number of provisional posts in 1970 would actually represent only about 0.5 per cent of the existing authorized establishment. In the circumstances he wondered whether it would not be preferable to use the 74 additional established posts and fill as many vacant posts as possible instead of resorting to the device of establishing provisional posts.

4. His delegation was aware that the Secretary-General had tried in good faith to avoid prejudging the results of the staff utilization survey. It felt, however, that the Secretariat could cope with the modest increase in its work programme for 1970 without the posts proposed on a provisional basis, which, it was to be feared, might become permanent. His delegation would therefore request a separate vote on section 3, chapter V. It did not object to the amount of money requested under that chapter, but to the principle of provisional posts, and it would accordingly abstain in the vote on the chapter.

5. In conclusion, he wished to emphasize that Canada had always favoured an orderly expansion of United Nations activities which would be of real use to Member States and the peoples of the whole world, and it intended to continue making substantial contributions to cover the cost of such activities. His delegation believed, however, that for the best results it was important for the Organization to marshal its resources of manpower and money in the most effective way. It trusted that the staff utilization survey and the recently augmented Administrative Management Service would have that effect.

6. Mr. S. TRAORE (Mali) said that his delegation was one of those which believed that the United Nations should concentrate its activities on the economic and social areas, which did not prevent it from giving special weight to work in the human rights field and particularly to the activities referred to in paragraphs 78, 79 and 80 of the explanatory statement relating to section 3 in the budget estimates for the financial year 1970. Referring to the statement made by the Controller at the 1317th meeting, he observed that his delegation was prepared to accord priority to development programmes but regretted that it could not regard that priority as exclusive.

7. Turning to the staff problems of ECA he said that it was urgent to find a solution in order that the Commission, which served an entire continent, might play its full role in the Second United Nations Development Decade. The rate at which vacancies were being filled was far from satisfactory; of the 142 Professional posts approved for 1969, 15 were still vacant. In addition, no reclassification of any posts was envisaged for 1970. In the matter of the geographical distribution of established posts, ECA was in

an unsatisfactory position as compared with the other regional economic commissions, although its needs were certainly no less greater than those of the other commissions, given the present economic situation in African countries. Before it took a final decision on section 3, his delegation would like to receive some further information about the steps the Secretariat planned to take in order to provide ECA with an adequate number of competent staff and about the proposal of the Joint Inspection Unit<sup>1</sup> under which ECA would be authorized to recruit staff directly and would enjoy a large measure of financial autonomy.

8. Mr. STOBY (Guyana) said that in the general discussion his delegation had cautioned against the danger of anticipating the outcome of the manpower utilization and deployment survey and of predicting that economies in the establishment would necessarily result. It was not inconceivable that the existing establishment would have to be strengthened to enable it to cope with the workload. His delegation was glad that other delegations and the Controller himself had pointed to the danger. His delegation supported the concept of a manpower survey because it felt that the emphasis in the expansion of United Nations activities should be on efficiency. Accordingly, it should be established that optimum use was being made of existing staff within the existing structures before any structural reorganization was considered. He keenly regretted, however, that by entrusting the survey to Secretariat officials and by taking a unit-by-unit rather than the originally envisaged desk-by-desk approach, the Secretary-General had laid himself open to some criticism, regardless of the conclusions of the survey.

9. With regard to the estimates for salaries and wages, the Advisory Committee on Administrative and Budgetary Questions as usual regarded the Secretary-General's requests as fairly reasonable but felt that some reductions could nevertheless be recommended. The Controller had stated at the Fifth Committee's 1317th meeting that the preparation of the estimates for 1970 had been a longer and more intensive process than ever before. All the requirements of every department and division of the Secretariat and every regional economic commission had been most carefully reviewed. The result of the process, which had taken five or six months, had been that the limited number of new established posts and the modest credit for provisional posts requested in the budget estimates represented only a fraction of the initial requests submitted by the various units of the Organization. The Advisory Committee for its part, had indicated in its main report (A/7608, para. 61) that it recognized the position facing the Secretary-General in 1970 in view of the number of new decisions calling for additional Secretariat activities. It had also acknowledged that the Secretary-General had applied a higher turnover factor to his over-all monetary credit for provisional posts than was usually the case for requests for additions to the permanent establishment. In his introductory statement concerning the budget estimates for 1970, the Secretary-General had pointed out (A/C.5/1233, para. 4) that of the posts currently authorized under section 3, 183 had been vacant at the end of January 1969, 162 at the end of May and 129 at the end of August, and that it was moreover expected that some 60 new appointees would report for duty by the end of the year.

<sup>1</sup> See document E/4733, sect. I, paras. 33 and 34.

10. Considering that only 30 new established posts were proposed under section 3 for 1970, the vacancy factor at the beginning of 1970 should certainly be lower than was normally the case. He was therefore surprised at the reasons given by the Advisory Committee in paragraph 61 of its main report for proposing a reduction in the estimates, namely, recruitment difficulties, the existence of vacancies and the probability that the manpower utilization and deployment survey would find that savings could be achieved in respect of staff. He hoped that the Chairman of the Advisory Committee would provide some clarification on that point.

11. With regard to the paragraph (see A/C.5/L.993) proposed by the delegation of the Ukrainian Soviet Socialist Republic for inclusion in the Committee's report, he said that he appreciated the concern to see that all economic and social development programmes planned for 1970 should be carried out, but he felt that artificial distinctions should not be drawn between the recruitment of permanent and temporary staff for the Department of Economic and Social Affairs and the regional economic commissions and the recruitment of staff for other departments. His delegation therefore could not support the inclusion of the Ukrainian text.

12. Mr. YUNUS (Pakistan) said that the request for additional established and provisional posts had been criticized by a number of delegations on three scores. First, the Secretary-General was being reproached for not having kept the promise he had made the previous year to keep the staffing needs for 1970 within the total which he had proposed for 1969. Secondly, the Secretary-General should not have asked for new established posts before the manpower utilization survey was completed. Thirdly, the request for provisional posts was in effect an indirect way of enlarging the establishment.

13. With regard to the first of those criticisms, he recalled that the Fifth Committee had reduced by 166 the number of new posts proposed for 1969. The Secretary-General's promise had been to keep staffing needs for 1970 within the number proposed by him for 1969 and not within the reduced number. If the Secretary-General was now obliged to ask for additional posts, therefore, the Committee was partly responsible. It should also be pointed out that the Advisory Committee in its report had not referred to the Secretary-General's promise.

14. Furthermore, as mentioned in paragraph 140 of the main report of the Advisory Committee, the number of additional posts requested under section 3, chapter I, was unlikely to be affected by the results of the manpower utilization survey. It was therefore altogether unjustified to criticize the Secretary-General for not having awaited the outcome of the survey before asking for new established posts.

15. As far as the request for provisional posts was concerned, two factors should be taken into consideration. First, in working out the appropriations needed to finance them, the Secretary-General had applied a delayed recruitment deduction of between 20 and 80 per cent. Secondly, the Secretary-General had himself offered safeguards against any misuse of the credit which was to be made

available to him; those safeguards had been enumerated by the Advisory Committee in paragraph 36 of its report. In addition, the Advisory Committee had suggested in paragraph 43 that it should receive from the Secretary-General at its summer session in 1970 a report on the use that had been made of the provisional posts as of 1 June 1970, and that a further report, effective 30 September 1970, should be made to it at its autumn session. The reports should include, in addition to the financial implications, a complete listing of the provisional posts allocated, showing in each case the organizational unit, the category and level of the post and the justification for its allocation. His delegation felt that nothing more could be asked for in the way of financial discipline and control. It therefore saw no reason to express any further doubts about the device of provisional posts which the Secretary-General was proposing to use. It was in fact precisely in order to keep the number of additional established posts to a minimum that that approach had been adopted.

16. He drew the Committee's attention to the size of the reduction, on \$120,000, recommended by the Advisory Committee under chapter V. Since the Secretary-General had not contested that reduction and the Advisory Committee had given an assurance that it would not adversely affect the work programme, his delegation found no difficulty in approving it. It wished to express a reservation, however, with regard to the vacancy situation. The Controller had stated that \$2,600,000 had been deducted on the assumption that on the average a total of 140 posts would be vacant throughout the year. Judging from past experience, that was a risky assumption, particularly since the Secretary-General had made it clear that, owing to the addition of only 30 posts to the establishment and the decrease in the number of vacant posts, the 6 per cent turnover deduction might prove to have been overestimated, and, in addition, the deferment of the use of provisional posts might become difficult. His delegation had therefore not been surprised to learn from the Controller that the expected saving under section 3 might not be realized. It was an oversimplification to say that the vacancy situation gave grounds for querying the Secretary-General's request for additional posts, since in working out the expenditure under that section, a deduction for staff turnover was always taken into account.

17. The delegation of the Ukrainian Soviet Socialist Republic—in the paragraph it had proposed (see A/C.5/L.993) for inclusion in the Committee's report—had gone considerably further than the Advisory Committee, thereby implying that the latter's recommendations had been too liberal, which was evidently not the case. In his view it would be unwise to postpone the execution of work programmes which were recognized as important simply in order to achieve relatively modest savings, and therefore he could not support that proposal.

18. With regard to the staff utilization and deployment survey which the Administrative Management Service had been instructed to carry out, he wondered whether the General Assembly had really intended to set up a permanent service to be responsible for a continuing study of staff utilization. Although he did not question the desirability of strengthening the Administrative Management Service, he was afraid that such a measure might damage the morale of the staff.

19. His delegation was interested in co-ordination, management surveys and similar measures because it was anxious to see the resources placed at the Secretary-General's disposal put to the maximum possible use. The most important step in that direction had been the establishment of an internal budget review group, originally to examine work programmes in the economic, social and human rights fields but eventually covering the whole Secretariat. The General Assembly had been assured that by carefully studying the work programmes of each unit the group in effect helped the Secretary-General to determine staff requirements, and that that process ensured maximum economy, the co-ordination of activities and the avoidance of duplication and waste.

20. Unfortunately, that same duplication and waste seemed to reappear when the staff utilization survey was being carried out. In that connexion there were various points on which he would like further information. First of all, he would like to know whether it was necessary to have both an internal review group and an Administrative Management Service, and how their existence could be reconciled with the need for economy which was so readily invoked in connexion with requests for posts submitted by the Secretary-General to ensure the implementation of work programmes. It might well be asked whether efforts to reduce the cost of programmes did not in fact lead to additional administrative expenses. For example, when the internal budget review group had determined the minimum number of man-months needed to carry out a given programme, ensuring that there would be no duplication, and when the Advisory Committee had scrutinized the budget estimates and satisfied itself that they were up to standard in terms of economy and efficiency, what remained to be done by the Administrative Management Service that could not be done by the internal budget review group? That question assumed particular relevance now that it was known that the Service was not a temporary arrangement and that the activities of the two bodies could be expected to go on expanding. The fact of the matter was that the Assembly's concern with co-ordination and economy was leading to a proliferation of inspection and control organs, not only at the intergovernmental level and expert level, but also within the Secretariat. The establishment of new posts for the purpose of reducing existing posts was a device fraught with difficulties as well as dangers. It gave rise to vested interests, since the new posts could be justified only if their incumbents could eliminate some established posts. Furthermore, there was a risk that it might set one department against another and thus produce results which were the opposite of those sought. He hoped that the Secretary-General would review the implications of the existence of the Administrative Management Service in the light of the experience gained from the manpower utilization survey. Serious problems would inevitably arise if the current level of activity of the Service was to be maintained even after the completion of the survey. Until the Secretary-General had carried out his review, therefore, it might perhaps be preferable to regard the Administrative Management Service more as an *ad hoc* body than as a standing authority with powers of jurisdiction over the various Secretariat departments.

21. His remarks were in no way intended as a challenge to the prerogatives of the Secretary-General, who clearly had

full latitude to manage the Secretariat's affairs as he deemed appropriate; they were simply a warning against pitfalls.

22. One consequence of the manpower survey was the device of provisional posts which the Secretary-General had been obliged to employ. The situation was made worse still by the assumption in certain quarters that the survey would produce startling results leading to substantial reductions in established posts. In its statements during the general discussion (1307th meeting) his delegation had already explained why it regarded that assumption as completely untenable; it would not, therefore, comment on the matter again. On the other hand, it would stress that, because the efficiency of members of the Secretariat had been questioned, the latter had to concentrate more on justifying their own existence to the expert surveying their posts than on the performance of their tasks. Obviously, such a state of affairs could have only a demoralizing effect on the staff. Admittedly, the Under-Secretary-General for Administration and Management had told the Committee that the staff was co-operating whole-heartedly with the Administrative Management Service. Gratifying as that was, there was a limit to the staff's goodwill. Staff morale was an extremely important factor; it was clear that, if it was threatened, no management survey would succeed in ensuring the proper utilization of staff resources.

23. Mr. SABIK (Poland) said that, even taking account of the reductions recommended by the Advisory Committee, the appropriations requested under sections 3 and 4 totalled more than \$90 million. His delegation approved increases in appropriations resulting from a necessary and justified increase in expenditure on staff. It quite understood the increase in the number of posts in services where it was not possible to re-allocate to new programmes staff servicing programmes being discontinued. There appeared to be less justification for the other increases and, in that connexion, he drew the Committee's attention to paragraph 29 of the Advisory Committee's main report which indicated that, even if no new posts were to be authorized in 1970, there would still be additional resources equivalent to an additional 150 posts available for programme expansion. The Committee should bear that comment in mind when taking a decision on the requests for appropriations under section 3.

24. The Secretary-General's request for additional posts—30 established and 160 provisional posts—raised questions as to the methods and criteria used in evaluating Secretariat staff needs. In that connexion, it was noteworthy that, in the Advisory Committee's view (A/7608, para. 34), the man-months system of evaluating such needs gave only a rough indication of comparative needs and should not be used as a substitute for a more thorough examination of work and work programmes. He drew the Fifth Committee's attention to the recommendations of the Committee on the Reorganization of the Secretariat in paragraphs 49 and 50 of its report<sup>2</sup> in which that Committee recommended a new review process whereby organizational units would submit their expenditure requests, which would be synthesized and each part weighed

against the other as well against the whole. The Secretary-General would thus be in a position to submit recommendations for a unified and balanced programme. That procedure would be extremely valuable in examining staff needs.

25. At the twenty-third session, the Committee had decided that the Secretary-General should not request more posts than were strictly necessary. The Committee should abide by that decision; there could be no justification for departing from it. His delegation therefore supported the Ukrainian proposal (see A/C.5/L.993). Furthermore, it was still convinced that reductions could be made under section 3 if there was a better use of posts and a judicious redeployment of staff.

26. Mr. BENNET (New Zealand) endorsed the Canadian representative's comments on section 3, chapter V. Quite apart from the fact that the total appropriation requested under that chapter was extremely large, his delegation had reservations with regard to the principle underlying the request for provisional posts and would be obliged to abstain in the vote on that chapter.

27. Mr. GONSALVES (India) said that, whatever view was taken of the practice of requesting provisional posts, it was clear that the Secretary-General had little alternative to resorting to it in view of the reasons for his undertaking not to seek any additional permanent posts. He was glad that the Secretary-General did not intend to use the credit requested for those posts until he was sure that all possible efforts had been made to fill existing vacancies, but he was still convinced that, with the best will in the world, the Secretary-General would be unable to avoid making a certain number of provisional appointments and the Committee should readily agree to his doing so. It was regrettable that efforts should have been made on grounds of budgetary principle to bind the hands of the Secretary-General. The Advisory Committee, which was the best judge in the matter, had endorsed a sizeable proportion of the amount requested by the Secretary-General for those posts. In the circumstances, his delegation would vote in favour of section 3, chapter V.

28. The Ukrainian delegation had proposed, in its draft paragraph (see A/C.5/L.993), that the Committee should approve, in addition to the staff costs for 1969, the appropriations recommended by the Advisory Committee under sections 3 and 4 only in the amounts necessary for the recruitment of staff for new permanent and provisional posts in the Department of Economic and Social Affairs and the regional economic commissions. If the sponsor pressed for a vote on that proposal, his delegation would not be able to support it. There was a continuing need to allow the Secretary-General full latitude in making appointments in all areas according to his best judgement.

29. His delegation had had serious reservations with regard to the proposal to institute a manpower utilization survey. The survey was now in progress and his delegation could only hope that the Committee would not base its decisions regarding section 3 on unjustified assumptions with regard to the results of the survey. As a developing State making a significant contribution to the Organization's budget, his country was concerned that the resources placed at the

<sup>2</sup> Official Records of the General Assembly, Twenty-third Session, Annexes, addendum to agenda item 74, document A/7359, annex.

disposal of the Secretary-General should be used in the most efficient and economical way. Nevertheless, the survey should not suffer on that score but should be conducted with all due care. In other words, it would be regrettable if the Committee forced the Secretariat to complete the survey in haste by refusing to approve the appropriations requested for the recruitment of additional staff until the results of the survey were available, thereby imposing—even though temporarily—a ceiling on the budget. Such an approach would presuppose that the results of the survey would lead to significant savings; that was an unjustified assumption, which his delegation could not support. It would be unfortunate if pressure were brought to bear on the Secretariat to coerce it into preparing a report which would support certain preconceived ideas. Such a move would be unfair to the staff themselves and would detract from the value of the survey, which should be carried out, as the Committee had requested, in as thorough a manner as possible and without any outside interference.

30. Mr. ZIEHL (United States of America) said that he was speaking on section 3 partly because of the size of the appropriations requested in that section and the related section—section 4—amounting to over \$90 million, or at least 55 per cent of the budget for 1970, not to mention staff costs under other sections. The real size of the increase in staff costs had been pointed out (1310th meeting) by the United Kingdom representative, who, on the basis of the comments made in paragraph 29 of the Advisory Committee's main report, had shown that the number of posts for which appropriations were requested was in fact larger than it seemed from the figures in the budget. Furthermore, those figures did not fully take into account the posts which became vacant owing to death or retirement and which, generally speaking, were not all filled.

31. His delegation had voted on first reading for the appropriation requested under section 2 but had explained that it had done so on the understanding that the Committee would deal realistically with agenda item 76 on the pattern of conferences. It had also voted for the appropriations requested for UNCTAD and UNIDO, but that did not mean that it had no reservations about the number of provisional posts requested in the relevant sections; in fact, it was far from convinced that all the provisional posts were necessary. Its vote in favour was primarily a vote of confidence in the Secretary-General and his staff, who had made every effort to submit a balanced and rational budget to the Committee. The fact that his delegation had voted in favour of the appropriations requested, despite its reservations, provided ample proof that, contrary to what had been said, it was not prejudging the results of the manpower utilization survey. In any case, his delegation considered that the Secretary-General, the Under-Secretary-General for Administration and Management, the Controller and their staffs were dealing efficiently with those matters.

32. With regard to section 3 itself, his delegation would vote, on first reading, in favour of the appropriation recommended by the Advisory Committee, but with two reservations, which had been formulated by the United States representative in the general discussion (1309th meeting). First, his delegation would vote in favour of that

appropriation provided that the Committee took effective action with regard to conferences and documentation, on the basis of the recommendations of the Committee on the Reorganization of the Secretariat and other bodies, which might require some changes in the appropriations requested under section 3, and other relevant sections. His delegation would therefore reserve its final position until the Committee had considered the question of conferences and documentation. It hoped that the Committee on Conferences would give due attention to the views of the United States in preparing its report. Secondly, his delegation would vote in favour of the appropriation in question, while reserving the position it would take in second reading, when the total amount of the budget was known. It supported the suggestion in that regard just made by the Canadian delegation. In summary, his delegation would vote for the amount requested under section 3 on first reading, while expressing its hope of results from the management survey and its expectation of action at the current session on the question of conferences and documentation as well as its full confidence in the Secretary-General, and with a weather eye on the budget total for 1970.

33. Mr. BYKOV (Ukrainian Soviet Socialist Republic) said that in submitting the proposal appearing in document A/C.5/L.993, his delegation's sole concern had been to ensure that the savings on staff costs would not jeopardize the execution of the work programmes for 1970. By adopting that proposal, the Committee would have enabled the Secretariat to intensify its efforts and to utilize the available staff to the best advantage by using more efficient administration and management techniques, which would make it possible to carry out the programmes envisaged without any increase in staff. It was obviously easier to request additional staff to cope with the Secretariat's increased workload, but it was essential not to neglect the interests of Member States, which wanted the Organization to be administered with maximum efficiency and economy. His delegation's proposal, while not jeopardizing the implementation of the work programmes, would have made it possible to avoid over-hasty approval of the particularly high number of posts requested by the Secretary-General. The adoption of that proposal would not have affected the resources of the regional economic commissions, UNIDO, UNCTAD, the International Court of Justice, the Office of the United Nations High Commissioner for Refugees or the Secretariat services carrying out economic and social programmes.

34. In the light of experience, it could be assumed that the number of vacant posts would remain high. When those posts were filled, the Secretariat would undoubtedly have all the staff it needed. The *Ad Hoc* Committee of Experts to Examine the Finances of the United Nations and the Specialized Agencies had drawn attention to the need for utilizing first of all the existing staff to the best advantage. The manpower utilization and deployment survey would soon be completed as far as the Office of General Services was concerned and much more complete information on the real needs of that Office would then be available. With regard to the other departments and unity of the Secretariat, better utilization of staff and the use of more efficient management methods should produce satisfactory results.

35. His delegation would not press for a vote on its proposal, in view of the disappointing results of its consultations with other delegations. It wished, however, to reiterate its concern about the continuing increase in the number of posts requested for the various branches of the Secretariat and to stress that, if that trend was not checked, the Organization might soon face insoluble problems.

36. Mr. WILTSHIRE (Trinidad and Tobago) said that, although the problem of the increase in staff arose each year in connexion with the consideration of section 3, nothing but temporary solutions had ever been adopted. His delegation attached particular importance to that section, for the Secretariat could not meet the needs of the developing countries unless it had enough qualified staff.

37. Some delegations had objected to the fact that so-called "purely administrative" expenses represented much too high a percentage of the total budget. It was, however, necessary to agree on what was meant by "purely administrative" expenses. The expenses relating to the Offices of the Secretary-General, the Offices of the Under-Secretaries-General and the Administrative Management Service unquestionably fell into that category, but those units certainly did not absorb a large part of the human and financial resources of the Secretariat. Furthermore, concern for efficiency had prompted the delegations which were the most opposed to a general increase in the number of posts to approve the increase in staff resulting from the strengthening of the Administrative Management Service. It therefore seemed that those delegation's criticisms were really aimed at the increase in the Secretariat staff in general, as opposed to technical assistance experts. That approach called into question the value and interest of the work programmes of the various substantive services. Although the Fifth Committee had never openly discussed the question, that seemed to be the real substance of the debate.

38. It was true that basically the work programmes of the substantive services consisted of research carried out at Headquarters by the Secretariat, as also the organization of conferences, seminars and so on; most of the staff were assigned to such programmes. Hence, the value of those programmes had to be determined in order to find out whether the staff was efficiently utilized. His delegation attached great importance to the research and study programmes carried out by the Secretariat at the request of the Governments of developing countries. The centralization of those activities made it possible to avoid duplication, to consult all available sources more easily and to disseminate the information more rapidly. For example, his Government wanted to improve its legislation for the avoidance of double taxation in order to promote the country's industrialization. The necessary research was being done by the Division of Public Finance and Financial Institutions of the Secretariat, which possessed all the necessary documents and could call on experts throughout the world. It was obvious that the Fifth Committee unfortunately did not always realize the full importance of those activities and programmes. The same was true of many other Headquarters units. It was therefore necessary to avoid hasty generalizations and to refrain from stating that 60 per cent of the appropriations were devoted to "purely administrative" staff costs.

39. The manpower utilization and deployment survey, which was originally to have been carried out on a desk-by-desk basis, was apparently being carried out unit by unit. The Secretariat's explanation on that point was not completely satisfactory. That new trend was likely to have unfortunate consequences in that the Secretariat would not be able to state with complete certainty that every single post had been reconsidered and that all unnecessary ones had been abolished. Admittedly, the survey was likely to raise certain political problems, but it would be better for them to be exposed and duly brought to the notice of the Committee to enable it to decide in full knowledge of the facts. In that respect, there was another question which had not been sufficiently elucidated: namely, the way in which use would be made of the staff members who might be freed in certain sections as a result of the survey. The Secretariat did not appear to have made any special provision for that point. The problem would be worth considering, however, for it was obvious that staff could not be transferred from one section to another without any regard for their skills and experience. He would like to know what measures had been contemplated with regard to the reduction, transfer or possible retraining of the staff in question.

40. With regard to the report on budget performance, he had hoped that that report would constitute a working paper which would allow of a detailed study of the utilization of resources, with due regard to the programmes. Unfortunately, it was not so. It was in 1967 that the Secretary-General had placed before the Committee for Programme and Co-ordination the first report of that kind, which had given a detailed study of the programmes of work of the Organization. The outcome had been that in 1968 the Advisory Committee had cut down the appropriations requested by the Secretary-General even more than usual, with the result that some programmes had had to be modified or cancelled, as could be seen from the decisions taken by the bodies responsible for drawing up the programmes. It had been impossible to carry out some programmes, owing to a lack of resources, whereas it had been repeatedly stated in the Fifth Committee that reductions of appropriations should not jeopardize the execution of work programmes. That aspect of the problem had been completely ignored in the report on budget performance. Yet the necessary data were available, as for example in the reports of CPC; all too often, however, the information was dispersed among different documents. It would be useful if future reports on budget programmes could give all the necessary information for assessing the degree to which budgetary restrictions had jeopardized the execution of certain programmes.

41. The establishment of the internal review group was one of the most effective steps that the Secretary-General had taken to ensure, in accordance with the wishes of the Fifth Committee, the most efficient use of resources and manpower. His delegation would like to know exactly how that group had functioned the previous year. Its work had apparently been somewhat disorganized. Study groups had been sent to all services, including the regional economic commissions. He wondered whether the Secretary-General had reached the same conclusions as the internal review group or whether his conclusions had been to some extent influenced by approaches made to him by certain great

Powers with a view to limiting the increases in the budget. He would also like to know the precise terms of reference of the group, why it had not yet resumed its work in 1969 and whether the Secretary-General had doubts about its usefulness.

42. The report on budget performance highlighted a problem which was apparently a permanent one, namely, the difficulty of recruitment. It was time that the Committee considered whether the problem was really insoluble and whether it was not possible to find ways and means of avoiding its harmful effects. Perhaps it would be possible to have recourse to floating credits or to create surplus posts. In that connexion it was interesting to observe that the Centre for Development Planning, Projections and Policies, which benefited from the special trust fund so generously financed by the Netherlands Government, had no recruitment difficulties; it was almost fully staffed and the fund provided it with a reserve in case of need.

43. He could see no valid reason for refusing the Secretary-General the provisional posts he was requesting. To delay the decision until the manpower utilization and deployment survey had been completed could only be prejudicial to the implementation of the programmes. Moreover, the Secretary-General had virtually no other choice, since some of the posts filled by temporary personnel were in fact of a permanent nature and there were not enough permanent posts to cover the needs. That was the situation with regard to a Professional post in the Economic Commission for Latin America and another in the United Nations Economic and Social Office in Beirut. He, for his part, was quite prepared to approve those posts on a permanent basis, but he understood that the Secretary-General preferred to await the results of the manpower survey. He failed to see why some delegations were criticizing the Secretary-General on that point. The posts corresponded to genuine and identifiable needs and would without any doubt be approved by the Committee.

44. His delegation welcomed the decision of the Ukrainian delegation to withdraw the proposal contained in document A/C.5/L.993. It would have been difficult to accept that proposal, since it could not be claimed that the economic and social programmes of the United Nations were entities totally distinct from other programmes and that the departments responsible for implementing them had no direct connexion with the other substantive divisions of the Secretariat.

45. Lastly, there was a problem which had been raised by the representative of Saudi Arabia at the twenty-third session (1248th meeting), namely, that of the salaries and wages of officials in the lower echelons of the Secretariat. He would like to be informed of the steps taken by the Secretary-General in that matter, in particular with regard to the security guards, guides and messengers. He drew attention to what appeared to be an anomaly: the Fifth Committee, which was concerned with personnel problems—salaries, conditions of employment, methods of recruitment transfers—never had the opportunity of listening to a representative of the staff. He thought that the Committee should be able to be directly informed of the opinion of the staff on problems that closely affected them, especially since the Administration seemed sometimes to oppose certain requests on the grounds that the mood of the Committee did not lend itself to a study of those requests. Furthermore, it would be only right to refrain from taking decisions concerning the staff until its representatives had at least been given a hearing. He would like to know if the Secretariat would have any legal, moral or other objections to the Chairman of the Staff Council being present when the Committee was considering personnel questions. It would seem that such a course could only help to promote good relations with the staff.

*The meeting rose at 1.15 p.m.*