



Eleventh Session

**Administrative and Budgetary Co-ordination between the United Nations and the
International Labour Organisation with Particular Reference to the
Working of the Expanded Programme of Technical Assistance**

First report of the Advisory Committee on Administrative and
Budgetary Questions to the eleventh session of the General Assembly

TABLE OF CONTENTS

	Page		Page
I. Introduction		6. Location, organization and role of the ILO field offices	7
1. Nature of the inquiry and terms of reference of the Advisory Committee . . .	2	7. Role of TAB Resident Representatives in the development of the ILO pro- gramme	7
2. Developments previous to the inquiry . . .	2	8. Other aspects of the ILO field organiza- tion - Branch Offices and National Correspondents	7
3. Nature of the present report	3	9. The two separate field structures - Field Offices and Branch Offices	7
II. The International Labour Organisation and the International Labour Office		10. The working of the new procedures for country programming	8
1. Establishment and composition of the ILO	3	V. Integration of Expanded Programme with regular programme	
2. Policy-making organs of the ILO	3	1. Provisions of ECOSOC resolution 222 A (IX)	8
3. The International Labour Office and its structure	3	2. Integration of programmes in the ILO . . .	8
III. Scope of the ILO Programme of Technical Assistance		3. Progressive development of the ILO's efforts at integration	8
1. Advisory services of the ILO prior to the institution of the Expanded Programme of Technical Assistance	4	4. Integration of the administrative organi- zation for the Expanded Programme and for the regular programme	9
2. Size of the ILO technical assistance programme	4	VI. Programme Co-ordination and liaison with the United Nations and specialized agencies	
3. Expenditure of the ILO in relation to total expenditure under the Expanded Programme of Technical Assistance . . .	4	1. Scope of programme co-ordination	9
4. Scope of the ILO technical assistance programme and the major fields of activity covered	4	2. Internal administrative machinery for liaison and co-ordination	9
5. Distribution of the ILO technical assis- tance programme by geographical regions	5	3. Problem of increased workload which requests from United Nations bodies en- tail for specialized agencies	10
IV. Development of the ILO programmes		VII. Administrative aspects of the ILO Tech- nical Assistance Programme	
1. General comments	6	1. General considerations	10
2. Development of the regular programme- responsibility of the Governing Body . . .	6	2. Utilization of existing facilities at head- quarters	10
3. Role of the International Labour Office . .	6	3. Administrative servicing of projects in the field	11
4. Procedure for the formulation of country programmes under the Expanded Pro- gramme	6		
5. Co-ordination of programmes at the country level	6		

	Page		Page
4. Integration of administrative services . .	11	2. Procedures for financial and budgetary control	14
5. Administrative and operational services costs - general comments	11	3. Preparation, review and approval of administrative and operational services budget.	14
6. Established posts for administrative and operational services	11	4. Extent of legislative review and efficacy of controls.	14
7. Administrative and operational services costs in relation to total programme expenditures	12	General comments	14
8. The "local costs" plan	13	Annex A. Organization of the International Labour Office	15
9. The experience of the ILO under the "local costs" plan	13	Annex B. Distribution of established posts in the International Labour Office by divisions - regular budget and E.P.T.A.	16
VIII. Financial and budgetary control and procedures of the Expanded Programme in the ILO			
1. Nature and scope of financial and budgetary control	13		

I. INTRODUCTION

(1) Nature of the inquiry and terms of reference of the Advisory Committee

1. The General Assembly, by resolution 884 (IX) of 14 December 1954, invited the attention of the specialized agencies to the recommendations and suggestions contained in the report of the Advisory Committee on Administrative and Budgetary Questions^{1/} concerning the administrative budgets of the specialized agencies for 1955 and to the views expressed on this question in the Fifth Committee at the ninth session of the General Assembly. The relevant report of the Fifth Committee^{2/} included an authorization to the Advisory Committee "to respond favourably to any invitation received from a specialized agency to continue at the headquarters of such agency the study of administrative and budgetary co-ordination between the United Nations and the specialized agencies, including the questions [on technical assistance matters] raised in its first report to the ninth session of the General Assembly^{3/}, if in its judgment such a course would be desirable and practicable in the light of the Advisory Committee's existing responsibilities under its terms of reference".

2. The first invitation to the Advisory Committee in accordance with the foregoing authorization was extended in May 1955 by the Director-General of the International Labour Office, Mr. David A. Morse. The Advisory Committee, during its summer session of 1955, considered this invitation in the light of all relevant factors including its existing responsibilities and programme of work under its terms of reference, and, in consultation with the Director-General of the International Labour Office, decided to continue its study of the matters in question, in so far as they related to the International Labour Orga-

nisation, at the Geneva headquarters of the agency during April 1956.

3. Accordingly, the Advisory Committee held a session of fourteen meetings at the International Labour Office at Geneva from 12 April to 24 April 1956, in the course of which there was full consultation with the Director-General and his representatives on the matters referred to in paragraph 1 above. The Committee wishes to record its appreciation of the co-operation extended to it by the Director-General, who was personally present at all of its meetings with officials of the Office and who put at the Committee's disposal all the necessary services and facilities.

(2) Developments previous to the inquiry

4. The process of co-ordination between the United Nations and the specialized agencies is a continuing one, the importance of which was stressed by the framers of the Charter when, together with provisions for the co-ordination of programmes, they provided, in Article 17, paragraph 3, for co-ordination in administrative and budgetary matters. Progress has been made, over the past several years, in this process; in annual examinations of the administrative budgets of the specialized agencies, on behalf of the General Assembly, the Advisory Committee has had the advantage of consultations on such matters with the executive heads of the agencies or their representatives. Furthermore, since 1949, the United Nations and the specialized agencies have made great strides in the development on a co-operative basis of the Expanded Programme of Technical Assistance. While technical assistance was not even at that time an entirely new activity among international organizations, the scope of such assistance has since been greatly enlarged, so that today the administrative and financial organization and procedures of the Expanded Programme, and the co-ordination and integration of that programme within the normal work programmes of the participating organizations have assumed the highest importance. These matters give rise not only

^{1/} See Official Records of the General Assembly, Ninth Session, Annexes, agenda item 43, document A/2835.

^{2/} Ibid., document A/2861, para. 10.

^{3/} Ibid., document A/2661.

to internal problems within each agency, but to problems of inter-agency co-ordination that, however difficult, are by no means impossible of solution, given the necessary imagination, goodwill and co-operation on the part of the several organizations.

5. In so far as the function of co-ordination is concerned, a special responsibility has been assigned, under the Charter, to the General Assembly of the United Nations. The Assembly, in turn, has entrusted to the Advisory Committee the general task of tendering advice on administrative and budgetary matters, while in particular cases it has called for special studies or reports. Thus, the Advisory Committee was requested during 1953 to review the administrative procedures and expenditures of the Technical Assistance Board and those of the participating organizations (GA resolution 722 (VIII) of 23 October 1953). The Committee's observations on these subjects were submitted in its first report to the ninth session of the General Assembly (A/2661). The study undertaken at the headquarters of the ILO represents a continuation of the Advisory Committee's review both of these matters and of the general problems of co-ordination between the United Nations and the ILO.

(3) Nature of the present report

6. The Advisory Committee interpreted the mandate which it received from the Fifth Committee (A/2861, paragraph 10) to mean that the Advisory Committee should undertake a broad, over-all review of problems connected with administrative and budgetary co-ordination in general, and, in addition, a review of specific problems of co-ordination arising

out of the Expanded Programme of Technical Assistance. For his part, the Director-General of the International Labour Office expressed the desire that the process of consultation on these matters should be as full and comprehensive as possible. He nevertheless suggested that the report to be prepared by the Committee at that stage should be directed to the utilization of Expanded Programme funds within an integrated programme of activities, though necessarily taking account of considerations going beyond the strict confines of the Expanded Programme. Inasmuch as questions of administrative and budgetary co-ordination between the United Nations and the specialized agencies often cut across any lines that may be drawn between normal budgetary programmes and extra-budgetary programmes such as the Expanded Programme, the Advisory Committee is inclined to accept a liberal interpretation of the Director-General's suggestion as being compatible with its own understanding of its mandate.

7. The present report is to some extent of a preliminary character. The Committee proposes, on completion of its studies at the headquarters of the other specialized agencies, to make a further report on administrative and budgetary co-ordination between the United Nations and the specialized agencies, with particular reference to the Expanded Programme of Technical Assistance.

8. As regards the regular budget of the ILO for the year 1957 and questions related thereto, the Advisory Committee will undertake its customary annual review during the autumn of 1956 and submit a separate report to the General Assembly.

II. THE INTERNATIONAL LABOUR ORGANISATION AND THE INTERNATIONAL LABOUR OFFICE

(1) Establishment and composition of the ILO

9. The ILO was created in 1919 as an autonomous body within the League of Nations, in accordance with the provisions of Part XIII of the Treaty of Versailles. Following the establishment of the United Nations, the ILO was brought into relationship as a specialized agency of the United Nations in terms of Article 57 of the Charter, with effect from 14 December 1946.

10. The ILO, which, with the recent entry of five new Members, is composed of seventy-six Members, is unique among the United Nations family in that all its policy-making bodies are tripartite in composition, with members representing Governments, employers and workers. In all cases, employers and workers have equal representation, while governmental representation is in certain cases double, and in other cases equal to, that of each of the other two groups.

(2) Policy-making organs of the ILO

11. The supreme policy-making organ is the International Labour Conference which, under the ILO

Constitution, is made up of tripartite delegations consisting of two governmental representatives and one representative each of employers and workers from each Member State. Within the long-term policy lines determined by the Conference, working policies on matters concerning programmes, finances and administration are laid down by the Governing Body which is composed of forty members, twenty representing governments and ten each representing employers and workers.

(3) The International Labour Office and its structure

12. The executive arm of the organization is the International Labour Office, which is controlled by the Governing Body and headed by a Director-General appointed by that body. The Director-General has exclusive responsibility for the engagement of the staff of the Office, under regulations approved by the Governing Body, and within limits, as regards overall numbers and levels, set in the annual budget.

13. A chart showing the present internal organizational structure of the International Labour Office is attached as annex A.

III. SCOPE OF THE ILO PROGRAMME OF TECHNICAL ASSISTANCE

(1) Advisory services of the ILO prior to the institution of the Expanded Programme of Technical Assistance

14. From its inception, the International Labour Office has had occasion to undertake the provision of technical assistance. Thus, during the period between the two world wars, the Office provided a limited volume of advisory services to Member Governments on such matters as the drafting of new national legislation to implement ILO conventions, the adjustment of existing legislation to meet the standards of such conventions, and the creation of the necessary administrative machinery to apply such legislation. In all these cases, the advisory services were provided by the detachment or special assignment of regular members of the staff of the Office. More recently, in 1949, the Office undertook a more extensive programme of technical assistance in the manpower field as an aid to European emigration. For this special task, funds totalling one million dollars were made available by the countries forming the Organization for European Economic Co-operation. This programme was completed in 1952. Since that time also, the regular budget of the ILO has included some relatively small credits towards the provision of certain types of technical assistance.

(2) Size of the ILO technical assistance programme

15. The institution of the Expanded Programme has, of course, greatly enlarged the scope of the ILO's efforts in the field of technical assistance. The following table shows the volume of technical assistance expenditures since the Expanded Programme was started on 1 July 1950:

TABLE 1

ILO Expenditure for Technical Assistance
(1950-1955)

	Total expenditure under regular budget	Technical assistance expenditure charged to	
		Expanded Programme	Regular budget
	U.S. \$	U.S. \$	U.S. \$
1950 ^a	5,266,854	336,316 ^b	-
1951 ^a	5,834,589		-
1952 ^a	6,389,539	1,876,454	-
1953....	6,509,775	2,268,106	-
1954....	6,574,878	1,991,585	-
1955....	7,041,475	2,632,222	38,594
1956 ^c	7,487,729	3,083,000	150,000

^aIn addition to the figures shown for these years, there were total expenditures of \$846,304 during the period 1950-1952 in connexion with the manpower programme.

^bFor the period of eighteen months, 1 July 1950 - 31 December 1951.

^cFigures represent estimates.

(3) Expenditure of the ILO in relation to total expenditure under the Expanded Programme of Technical Assistance

16. Under the automatic allocation formula established by Economic and Social Council resolution 222 A (IX) of 15 August 1949, the ILO was allotted 11 per cent of the contributions available for distribution to participating organizations. As from 1 January 1955, the funds of the Expanded Programme ceased to be allocated to participating organizations on the basis of percentages fixed in advance. Funds are distributed, in accordance with the provisions of Council resolution 542 B II (XVIII) of 29 July 1954, on the basis of requests submitted by governments and of priorities established by them, subject to the principles and procedures set out in that resolution.

17. The expenditures of the ILO under the Expanded Programme, as compared with total expenditures incurred under that programme, are shown in the table below:

TABLE 2

ILO expenditures as compared to total expenditure under the Expanded Programme
(1950-1955)

Financial period	Expanded Programme	
	ILO expenditure	Total expenditure
	U.S. \$	U.S. \$
First financial period (1 July 1950 - 31 December 1951: 18 months).....	336,316	6,256,771
Second financial period (1952).....	1,876,454	23,905,388
Third financial period (1953).....	2,268,106	23,157,842
Fourth financial period (1954).....	1,991,585	19,911,426
Fifth financial period (1955).....	2,632,222	25,877,409
Sixth financial period (1956) ^a	3,083,000	32,900,000

^aFigures represent estimates.

(4) Scope of the ILO technical assistance programme and the major fields of activity covered

18. The basic continuing work of the ILO, as laid down in its constitution, is concerned with the principles of social justice, particularly in relation to conditions of employment. Much of the work in this field consists mainly of standard setting or legislative work, and research and information. The organization's activities under the Expanded Programme have

likewise been directed to those fields, but with a difference in emphasis to take account of priorities and of the relationship of the activities to economic development. The Advisory Committee further notes with interest that more than half of the ILO's share of the Expanded Programme is concentrated in the field of

organization of manpower, including vocational training.

19. The distribution of total expenditure on project costs in 1955 among the major fields of activity is shown in the following table:

TABLE 3
ILO: Obligations incurred on project costs by major fields of activity - 1955

Field of Activity	Obligations incurred in 1955			
	Expanded Technical Assistance Programme		ILO regular budget	
	Amount U.S. \$	percentage to total	Amount U.S. \$	percentage to total
1. Manpower Organization including Vocational Training.....	1,210,948.65	52.42	12,255.57	31.75
2. Productivity.....	159,433.97	6.90	-	-
3. Co-operation and Handicrafts	305,936.12	13.24	-	-
4. Social Security	88,415.53	3.83	4,819.27	12.49
5. Labour Conditions and Administration	330,041.32	14.29	21,519.39	55.76 ^a
Andean Indian Programme	215,295.98	9.32	-	-
	2,310,071.57	100.-	38,594.23	100.-

^aThis amount includes \$10,266.84 for the Internships Programme and \$1,728.06 for the European Social Welfare Personnel Exchange Programme.

(5) Distribution of the ILO technical assistance programme by geographical regions

20. In addition, the distribution of the programme by geographical regions has an impact both on the

organizational arrangements in the field and on the related administrative costs. The following table shows the regional distribution of the programmes for the years 1953, 1954 and 1955:

TABLE 4
Total amounts obligated on ILO technical assistance projects by regions (distribution based on TAB classification)

Region	1953		1954		1955	
	Amount	per cent	Amount	per cent	Amount	per cent
Africa ^a	191,228	9.85	232,198	13.44	283,346	12.27
Asia and the Far East.	595,100	30.64	430,200	24.89	640,748	27.74
Europe ^b	344,006	17.71	298,551	17.28	294,984	12.77
Latin America	581,657	29.95	549,143	31.77	760,796	32.93
Middle East ^c	182,406	9.40	156,732	9.07	274,690	11.89
Inter-regional.....	47,628	2.45	61,362	3.55	55,508	2.40
	1,942,025	100.-	1,728,186	100.-	2,310,072	100.-

^aIncludes Egypt and Libya.

^bIncludes Greece and Turkey.

^cIncludes Afghanistan.

IV. DEVELOPMENT OF THE ILO PROGRAMMES

(1) General comments

21. This section of the report gives a brief description of the procedures for the development of programmes in the ILO from the standpoint of their bearing on organizational and co-ordination arrangements and on administrative costs. While the broad lines of the regular programme are determined solely by the General Conference and the Governing Body of the ILO, those for the Expanded Programme are established by the Economic and Social Council and its subsidiary organs, although the administrative arrangements for their execution are the responsibility of the ILO.

(2) Development of the regular programme - Responsibility of the Governing Body

22. The Governing Body of the ILO is responsible for the development and control of the regular programme within the long-term policy laid down by the Conference and for ensuring that the programme is related, by the application of priorities, to available resources. The Governing Body is assisted by some thirty-five advisory committees which suggest, in the first instance, the work programmes in their respective fields of competence. Despite the administrative and financial problems inherent in such a structure, these arrangements contribute to a closer association of Governments, employers and workers with the development of the programme and lead to a possible economy in secretariat costs. The Advisory Committee also understands in this regard that the administrative and financial aspects of such advisory and consultative machinery are under continuous scrutiny with a view to securing a maximum advantage without uneconomical expenditure.

(3) Role of the International Labour Office

23. While the Governing Body, aided by its advisory committees, decides on the programme, the International Labour Office plays an important and indispensable role in the development of the programme. In this task the Director-General is assisted within the Secretariat by a Research Planning Board on the standard-setting and research work of the Office, and by an Operations Planning Board on all operational work, including technical assistance.

(4) Procedure for the formulation of country programmes under the Expanded Programme

24. In so far as the Expanded Programme is concerned, a broad outline was given, in the Advisory Committee's first report to the ninth session of the General Assembly (A/2661), of the somewhat complex processes involved in the formulation of a comprehensive country programme. The sequence of procedures, in their particular application to the ILO, may be summarized as follows:

(a) The target level for the following year for each country is determined by the Technical Assistance Board at its spring meeting, at which time the participating organizations exchange views on their

shares of the country total, i.e., the sub-country targets;

(b) With the ILO sub-country target as the basis, the officials of the appropriate field office of the ILO (see chart in annex A) or other ILO officials, as may be necessary, discuss programme proposals with the interested departments of the recipient Government. During this stage, the officials in question have the advice of ILO experts already in the country, as well as of the substantive divisions, at ILO headquarters. The recipient Government is, of course, free to alter the emphasis within the country target, and accordingly to suggest projects within the fields of competence of the ILO, the aggregate costs of which may differ from the sub-country target of the ILO. On this point, the Advisory Committee understands that the ILO is at pains to avoid any spirit of competition. The Resident Representative or the liaison officer of TAB is usually associated with the discussions at the country level, although the degree of such association varies considerably. This aspect of the matter is considered in greater detail in paragraph 30 below;

(c) The individual projects are then considered by the co-ordinating machinery of the recipient Government and moulded into a single programme integrated with any bilateral or multilateral programmes already in operation and with any plans for national economic development. The Resident Representative takes part in these discussions;

(d) Then follow the procedures established in subparagraphs b (iii) to (vii) of paragraph 1 of economic and Social Council resolution 542 II (XVIII) concerning the submission of the programmes to TAB, the review of the programmes by TAB and TAC, and final approval of the allocation of funds by the General Assembly.

(5) Co-ordination of programmes at the country level

25. The stages in the development of the programme beginning with the review by TAB involve all the participating organizations, and move successively from TAB to TAC (Economic and Social Council), and finally the General Assembly. It is in the earlier stages of programme planning that problems of co-ordination are more likely to arise. At the country level, for instance, Council resolution 542 B II (XVIII) provides that "participating organizations shall continue to be responsible for advising and assisting the appropriate government authorities in the technical planning of individual projects. The responsibility for co-ordinating consultations between Governments and participating organizations shall rest with the Resident Representatives or such representatives of TAB as may be specially assigned for the purpose". While the distinction is valid and perhaps necessary, it is often difficult in practice to draw a clear line of demarcation or to ensure that the two functions shall be dovetailed in the most economical manner.

26. The Advisory Committee has enquired into this aspect of programme development in the ILO. It may be useful first to give a brief description of the field organization which is responsible for this work.

6) Location, organization and role of the ILO field offices

27. As may be seen from the organizational chart in annex A, the International Labour Office has at present four field offices as follows:

Field Office for Asia.....	Bangalore, India
Field Office for South America .	Lima, Peru
Field Office for Near and Middle East	Istanbul, Turkey
Field Office for Central America, Mexico and the Caribbean Area	Mexico City, Mexico

28. Each field office is headed by a Counsellor (Senior officer - P-5) and has a total staff of about five officials in the Professional category and two in the General Service category. The field offices report to the Technical Assistance Division at headquarters, which, in turn, is responsible to the Deputy Director-General of the ILO.

29. The field offices play an important part in the planning, implementation and evaluation of both regular and expanded technical assistance programmes in their respective regions. Under the direction of headquarters, and in liaison with Resident Representatives of TAB, they give advice, both of a general and a technical character, to the Governments concerned, thus enabling the latter to formulate their requests for assistance on the basis of national priorities.

7) Role of TAB Resident Representatives in the development of the ILO programme

30. As regards the role of TAB Resident Representatives in the development of the ILO programme, the Advisory Committee is informed that generally full use has been made of the services of such representatives in co-ordinating negotiations with the technical ministries of Governments, and more particularly in co-ordinating the final consultations with the responsible planning unit or department of the Government concerned. In a number of countries it has been the practice for the Resident Representative to participate with the ILO Field Office in all discussions, while in others the Resident Representative has, by mutual agreement, confined his direct participation to the final stage of negotiations with the responsible government co-ordinating unit. The difference in the degree of such participation is not determined by any rule, but depends rather on the personality of the Resident Representative.

31. The Committee is also informed that the ILO initiated the practice of making use of the Resident Representatives in 1954, prior to the establishment by the Economic and Social Council of the country programming procedure, and that the present practice of the ILO fully conforms to the instructions which the Executive Chairman of TAB has issued to Resident Representatives concerning the 1957 target figures and planning procedures.

8) Other aspects of the ILO field organization - branch offices and national correspondents

32. The Committee is satisfied that, as now administered, the field offices of the ILO fulfil an important

function in securing a closer appreciation of the requirements of the recipient country, and that their establishment makes for economy and efficiency in the administration of the programme. The Committee is impressed moreover by the economical staffing of these offices, each of which is responsible for a wide geographical area.

33. The Advisory Committee also notes in this connexion that the Office has another and wider field organization in the network of branch offices and national correspondents. The Committee has already had occasion in a previous report^{4/} to refer to this matter in some detail. Branch offices exist in nine countries^{5/}, and there are correspondents in thirty-seven others. The system of branch offices and national correspondents is non-operational in character, and was instituted in 1919 in order to maintain liaison with the Government, employers' organizations, and workers' organizations in the countries concerned and to provide the headquarters of the ILO with the raw material for the work of the organization in the form of monthly reports on local developments in the social and economic fields. At present, the branch offices also assist in certain duties related to the Expanded Programme, such as the recruitment of experts and the placement of fellows and trainees.

34. The branch offices and national correspondents report to the External Services Division (see chart in annex A). The staff of the branch offices and the national correspondents are nationals of the countries in which they serve. Remuneration in general is based on that of comparable officials in the national Government concerned and takes account, in the case of a national correspondent, of whether he is a full-time or a part-time official of the ILO.

(9) The two separate field structures - Field Offices and Branch Offices

35. The field offices, on the one hand, and the branch offices and national correspondents, on the other, perform functions which differ in character. The branch offices were organized in the manner most appropriate, at the time of their inception in 1919, to their specific duties. The field offices were established much later, initially in connexion with the implementation of the manpower programme, and subsequently for the regional planning and control of technical assistance. While the one set of offices is concerned with liaison and research, the other is operational in character, although field offices only service technical assistance and do not themselves offer expertise in any field.

^{4/} See Official Records of the General Assembly, Ninth Session, Annexes, agenda item 43, document A/2835.

^{5/} France (Paris); United Kingdom of Great Britain and Northern Ireland (London); United States of America (Washington, D.C.); India (New Delhi); Italy (Rome); Canada (Ottawa); Federal Republic of Germany (Bonn); Japan (Tokyo); and Brazil (Rio de Janeiro). The number of staff in the branch offices varies between 3 and 12 (excluding the maintenance staff).

36. Although some doubt may be felt regarding the necessity for two separate organizational structures in the field, the Advisory Committee is glad to note that these arrangements are under continuous review by the Director-General, and that a special study is now being made. This study, the Committee understands, will be devoted in the first instance to a consideration of the possible merger of the two controlling units at headquarters, namely, the Technical Assistance Division and the External Services Division. Further comment on this matter must await the findings of the study in question.

(10) The working of the new procedures for country programming

37. As regards the working, from the standpoint of the ILO, of the new procedures for country programming, it is clear that these are somewhat complex and involve much labour. The Advisory Committee is, however, informed that sufficient experience has not yet been gained for a critical analysis intended to determine whether the procedures might not be simplified with advantage to the Expanded Programme as a whole.

V. INTEGRATION OF EXPANDED PROGRAMME WITH REGULAR PROGRAMME

(1) Provisions of ECOSOC resolution 222 A (IX)

38. In its first report to the ninth session of the General Assembly (A/2661) the Advisory Committee, after recalling the principle laid down by the Economic and Social Council resolution 222 A (IX) that "the work undertaken by the participating organizations under the Expanded Technical Assistance Programme should be such as to be suitable for integration with their normal work" and "within the wide range of activities envisaged, the participating organizations should practise concentration of effort and economy [and] ensure the fullest use of any existing facilities", expressed some concern over the fact that the participating organizations, with few exceptions, tended to the view that Expanded Programme activities should pay their way.

(2) Integration of programmes in the ILO

39. The Advisory Committee has therefore given particular attention, in its study of technical assistance matters in the ILO, to the integration of Expanded Programme activities with the regular programme activities and the related organizational structure of the International Labour Office. A table showing the distribution, among the various divisions of the Office, of the posts charged to Expanded Programme funds is attached as annex B to this report.

40. The Committee is glad to find that the operational programmes of the ILO, including technical assistance activities, have been conceived as practical extensions of basic functions. Had the original functions of the Organization been of an operational character, technical assistance under the Expanded Programme would have been merely a matter of expansion, and the process of integration would probably have been simpler. In spite, however, of this distinction, the ILO has sought to develop its programmes of technical assistance as a logical and useful complement to, or continuation of, its standard-setting work.

(3) Progressive development of the ILO's efforts at integration

41. The advisory services of the earlier days which were performed by regular officials of the ILO set the pattern in this direction. But the increased scope of technical assistance activities and the broadening of the field covered inevitably gave rise to problems

of integration, not only of programmes, but of the related organizational structure and administrative machinery. The progressive development of the ILO's efforts to produce rational and economical relationships is traced below:

(a) At the inception of the Expanded Programme in 1950, an Assistant Director-General was made responsible for all the operational activities of the organization, whether financed from the regular budget or from the Expanded Programme. This official assumed complete responsibility for such programmes, subject only to direction from the Director-General.

(b) The technical divisions of the Office were then progressively drawn into the operation of the technical assistance programme as regards technical advice on projects, establishment of job descriptions, selection of experts and advice to the experts during the execution of projects;

(c) Since March 1954, a further change has occurred as the management responsibilities for the Expanded Programme have been shifted from a single Assistant Director-General to all the Assistant Directors-General, each being responsible for projects in the fields of his competence. The Deputy Director-General is responsible for the programme as a whole;

(d) The integration of programmes is also ensured through the instrumentality of the Operations Planning Board which is advisory to the Director-General. The Board comprises the Deputy Director-General as Chairman, all Assistant Directors-General and the Treasurer, with the Chief of the Technical Assistance Division acting as Secretary.

42. Evidence presented to the Advisory Committee shows that Expanded Programme activities permeate every substantive part of the Office, each substantive division being responsible for the technical aspects of the entire work of the Office which falls within its fields of competence, whether such work is financed from the regular or Expanded Programme budget. This combination of operational responsibilities with responsibilities for the standard-setting and research work of the Office requires, at any rate at the supervisory levels, officials combining administrative ability with the necessary qualifications for research. The Advisory Committee is impressed by the evidence regarding the attention that has been paid in the ILO to the selection and training of officials for these dual

functions. While the application of priorities, and the postponement of less important activities provide the principal means of stabilizing the budget, the flexible use of staff is also a necessary factor, and one of great potential value.

43. The close association of all the technical divisions with the Expanded Programme activities helps to ensure that, in spite of the separate sources of funds and the separate lines of legislative authority and control, the two programmes - Expanded Programme and regular budget - will together form a total integrated programme of international action within the ILO's fields of competence. Furthermore, the Advisory Committee understands that the Governing Body - and this applies also to the conference - keeps itself actively informed, through its Technical Assistance Committee, of programme developments under the Expanded Programme. It is true however, that, for various reasons, some of which are related to the differing time-schedules in the planning of the two programmes, neither the Governing Body nor the Conference is provided with proposals for a consolidated and integrated programme of work. While recognizing the difficulty, under present circumstances and procedures, of such a presentation, the Committee trusts that efforts will be made towards the introduction of a consolidated programme and budget such as would promote the maximum of economy in the administration of a total programme of the nature outlined above.

(4) Integration of the administrative organization for the Expanded Programme and for the regular programme

44. As regards the integration of Expanded Programme activities in the regular structure of the Office, the Office has a separate Technical Assistance Division, which now is merely a servicing unit, without operating responsibilities. Its functions include the

provision of a secretariat to the Operations Planning Board, assistance to the Deputy Director-General in attendance at TAB and related meetings, the channelling and processing of reports from the field, and the co-ordination of the work of the Field Offices. Further reference to the work of this division, in its bearing on the administrative and operational services costs of the programme, is made in paragraphs 54 to 57 below. The integration of the two programmes in the matter of their administrative and financial procedures is dealt with in section VII.

45. It is worthy of note that in several cases qualified and experienced members of technical divisions of the Office have been deputed as technical assistance experts under the Expanded Programme. Thus, during the period 1950-1955, members of the Office have served as experts on approximately 50 technical assistance assignments. This figure compares with a total of 522 experts recruited from outside during the period.

46. While a large degree of integration of programmes, and particularly in their operational phases, has already been achieved, there remain, in the Advisory Committee's view, certain areas in which the necessary measures towards this end could be strengthened, with a correspondingly greater effectiveness of the total programme. Thus, integration is important at the programme planning level, when the initial casting of the programme, which largely determines even the operational patterns, is done. Equally important is the development of means of presenting a picture of the total activities of the ILO, both under the regular budget and under the Expanded Programme, in a form which will help governments towards an intelligent judgment on the work of the organization. The question of the separate field organizational structure has already been treated in a previous section.

VI. PROGRAMME CO-ORDINATION AND LIAISON WITH THE UNITED NATIONS AND SPECIALIZED AGENCIES

(1) Scope of programme co-ordination

47. The Advisory Committee also enquired into the general problem of programme co-ordination, with particular reference to the machinery for such co-ordination, between the ILO and other United Nations organizations. The basic responsibility for programme co-ordination is, of course, vested in the Economic and Social Council; the Advisory Committee's study accordingly covered, in the case of the ILO, the administrative machinery at the Secretariat level for the co-ordination of programmes, together with its bearing on the organizational and financial structures.

48. Apart from the Economic and Social Council's review both of the regular programme and the Expanded Programme (the latter, through TAC), the ILO's relations with other United Nations organizations are developed through the Administrative Committee on Co-ordination and TAB, and through bilateral liaison arrangements with individual agencies. The ILO has played an active part in the work of ACC and

its committees and working parties on land reform, community organization and development, co-operative housing, rehabilitation of the handicapped, and other matters. The ILO has similarly played an important role in the work of TAB.

49. Frequent and extensive consultations are moreover held between the ILO and other agencies, on a bilateral or multilateral basis, on problems or projects of common interest; a good example is the Andean Indian programme, in which the United Nations, FAO, UNESCO and WHO also participate, with the ILO as the agency responsible for the implementation of the project.

(2) Internal administrative machinery for liaison and co-ordination

50. Besides the Director-General, the Deputy Director-General, the six Assistant Directors-General, and the Treasurer and Financial Comp-

troller, who, as part of their functions, attend to matters of inter-agency liaison, the ILO also has the following internal services which provide the machinery for such liaison:

The International Organisations Division, which constitutes the secretariat of the International Organisations Committee of the Governing Body;

The Liaison Office with the United Nations in New York, which maintains continuous liaison with the United Nations both at the programme and the administrative levels;

The Field Offices, which similarly maintain liaison in the field with the Resident Representatives or other officers of TAB, and with the secretariats of ECLA and ECAFE; and

The Branch Offices in Paris, Rome and Montreal, which, apart from other duties, maintain continuous liaison respectively with UNESCO, FAO and ICAO.

51. There is therefore adequate machinery for the effective co-ordination of ILO programmes with those of the other organizations. Nevertheless, instances have come to the notice of the Advisory Committee where programme co-ordination has probably suffered owing to an insufficient use of existing machinery. While the respective fields of competence of the specialized agencies can obviously be determined with relative ease the demarcation of responsibility as between the agencies and the United Nations is difficult in many border areas. This consideration applies perhaps more to the fields covered by the ILO than, for instance, to those covered by WHO.

(3) Problem of increased workload which requests from United Nations bodies entail for specialized agencies

52. Reference may also be made to a related question discussed in an earlier report of the Advisory Committee^{6/} concerning the increased workload which requests from the United Nations entail for certain of the specialized agencies, including the ILO. In presenting the 1957 budget estimates to the Finance Committee of the Governing Body, the Director-General again drew attention to this matter and suggested that the Advisory Committee might usefully look into the question during its visit to the ILO. The Committee has now discussed the matter with the Director-General and understands that no serious problems have arisen in this regard. In any case, the question seems to be one not primarily of the co-ordination of the programmes, but of a strain on the financial resources of the ILO, such requests constituting an added factor to be taken into account in determining its programme and budget. The Advisory Committee has, however, been assured that all these requests have been made, in the view of the ILO, after the most serious consideration in the relevant requesting organs of the United Nations. As a further safeguard, the Advisory Committee suggests that no such request should be made before the General Assembly has considered a statement of financial implications submitted by the Secretary-General with the concurrence, as regards the agency's share of the expenses, of its executive head.

^{6/} See Official Records of the General Assembly, Tenth Session, Annexes, agenda item 45, document A/3023, para. 7.

VII. ADMINISTRATIVE ASPECTS OF THE ILO TECHNICAL ASSISTANCE PROGRAMME

(1) General considerations

53. The Advisory committee's study of the administrative aspects of the ILO's technical assistance activities, both under the regular programme and the Expanded Programme, was governed by three specific considerations. First, along with the maximum integration of the technical assistance programmes in the regular activities of the participating organizations, the Council called in resolution 222 A (IX) for the fullest use of existing facilities in the development and administration of the programme. Secondly, the Advisory Committee, in a previous report (A/2661, paragraph 22), expressed the opinion that for a programme of the size then under review (about 22 million dollars), a proportion of less than 12 per cent for administrative costs^{7/} could be regarded as reasonable. Thirdly, in a 1955 report on technical assistance^{8/}, the Committee referred to the revised definitions of costs chargeable to the Expanded Programme Special Account which had been developed in consequence of a suggestion by the Committee (A/2661, paragraph 21), and reserved judgment pending an examination of the application of these definitions in the several participating organizations.

^{7/} The term "administrative costs" was used in that report to cover the combination of what were then known as "central administrative costs" and "indirect operational costs".

^{8/} See Official Records of the General Assembly, Tenth Session, Annexes, Agenda item 24 (c), document A/2994, paras. 8-11.

(2) Utilization of existing facilities at Headquarters

54. The various stages in the development of a country programme have been outlined in paragraph 24 above. After an individual project involving the services of an expert is approved, the administration of the project requires the drawing up of a job description, the recruitment and briefing of the expert, arrangements for his travel and that of his dependants (if permissible) to the recipient country, arrangements for the payment of his salary and other remuneration, local arrangements in the field for necessary administrative and financial services, the provision of the necessary books, equipment, etc., and arrangements for periodic progress reports and for the processing and submission of the expert's final report.

55. The Personnel Office of the ILO is responsible for the recruitment of all personnel, whether under the regular programme or the Expanded Programme. The process of determining the necessary qualifications and preparing an appropriate job description calls for a pooling of resources between the technical division concerned and the Personnel Office. Under the over-all direction of the Chief of Personnel, some specialization is necessary as between the recruitment of staff for regular work and the recruitment of experts for technical assistance projects. In the actual process of recruitment, the resources of the technical division and the Personnel Office are supplemented by

the local contacts of field offices and branch offices. The clearance with the recipient government is handled, as appropriate, through a branch office, field office or the office of the TAB Resident Representative, the field offices being in all cases informed of the situation with regard to the countries in their respective regions.

56. The briefing of the expert and the completion of the preliminary administrative and financial arrangements are normally undertaken by the Technical Assistance Division in collaboration with the technical divisions and the Administrative services, while the travel to the country of assignment is arranged by the regular transportation section. In some cases, for reasons connected with the cost of travel, the briefing is undertaken by the Field Office concerned.

57. The Technical Assistance Division is also responsible for co-ordinating the work of the Field Offices as well as that of individual experts, and acts as a channel for the proper and immediate handling of all technical assistance matters.

(3) Administrative servicing of projects in the field

58. The administrative servicing of a project in the field is provided by the Field Office concerned or by the office of the Resident Representative. It is customary, where major regional projects such as the Andean Indian project are concerned, for a considerable amount of administrative support to be given by the Field Office in the region. In the case, however, of individual country projects, such support is normally provided through various channels: ILO headquarters, the interested Field Office, and the office of the TAB Resident Representative or Liaison Officer.

59. The Advisory Committee believes that the greatest possible use by all participating organizations of the TAB offices in the field for the provision of administrative and financial support services would contribute to a reduction in the administrative costs of the Programme. In the case of certain participating organizations, including ILO, which have offices in the field, some duplication occurs in the machinery for the provision of administrative support services. Thus, in the specific case of the ILO, while it is true that the Field Office structure was originally envisaged in connexion with the manpower programme, at present that structure largely serves the purposes of the Expanded Programme, the operational part of the regular programme being small in volume. The problem is a general one: whether the establishment by participating organizations of individual field offices, in addition to the field offices of TAB, for the purposes of the Expanded Programme results in maximum efficiency

consistent with economy. In considering this problem, account should be taken both of the practical desirability of common administrative servicing for all projects and of the need for adequate and timely technical guidance from the participating agencies.

(4) Integration of administrative services

60. The Advisory Committee has been impressed by the conscious effort on the part of ILO to make the fullest possible use of existing facilities at headquarters before additional items are charged to the Expanded Programme. Appreciable progress has been achieved in the integration of the administrative structures for the provision of such facilities, although some additions have been necessitated, in part by the increased volume of operations, and in part by variations in requirements between the two programmes.

(5) Administrative and operational services costs - general comments

61. In reporting during 1955 on technical assistance matters the Advisory Committee suggested (A/2994, paragraph 9) that the revised definitions of "administrative" and "operational services" costs adopted by TAB had failed to remove the somewhat artificial distinction between what were previously known as "central administrative" costs and "indirect operational" costs. Under the revised definitions, the "indirect operational" costs have been reclassified as "operational services" costs, to form, together with direct project costs, the "operating" costs of the programme. For purposes, however, of review and control, the "operational services" costs remain in the same category as "administrative" costs.

62. The Advisory Committee has inquired into the application of the revised definitions in the ILO, and understands that there has been no fundamental change in the manner of, or the criteria for, charging costs to the Expanded Programme. Changes in definitions only affect the grouping of costs for purposes of analysis and study and, in this sense, are important. The Advisory Committee reserves judgment on the validity of these definitions until it has studied the position in the other participating organizations as well.

(6) Established posts for administrative and operational services

63. The following table shows the posts in the ILO charged to Expanded Programme funds for administrative costs and operational services costs for the years 1955 and 1956, together with an indication of their functions:

TABLE 5

**ILO: Established posts for E.P.T.A. Administrative Costs and Operational Services:
1955 and 1956**

Functions	Number of posts		1956
	1955	1956	Salaries U.S. \$
I. Administrative posts			
1. Immediate staff in the Office of the Head of the Programme: e.g., Deputy Reg. Officer, Reports Officer, Briefing Officer.....	2	2	9,507
2. Recruitment and administration of staff and experts and for administrative management and analysis	7	10	36,717
3. Central budgetary, accounting and auditing functions including presentation of details to Governing Body and to receive, record, report, disburse, inspect and audit financial resources received from Special Account.....	15	18	61,276
4. Other (Registry, documents, stenographic pool and travel).....	8	8	20,749
	<u>32</u>	<u>38</u>	<u>128,249</u>
II. Operational services' posts			
1. (a) Planning and supervision of a specific field of activity (manpower, productivity, co-operation, social security).....	8	12	62,215
(b) Advising and assisting governments in planning and carrying out projects in the Field (posts are in T.A. Division and Field Offices).....	14	14	48,415
2. Technical officers and clerical staff directly servicing projects.....	9	10	36,905
3. Additional staff for procurement of equipment and supplies used in field activities.....	1	2	6,974
	<u>32</u>	<u>38</u>	<u>154,509</u>
Grand total (I and II)....	<u>64</u>	<u>76</u>	<u>282,758</u>

(7) Administrative and operational services costs in relation to total programme expenditures

64. The total of administrative and operational services costs charged to the Expanded Programme for 1955 and 1956 is as follows:

TABLE 6

**ILO: Administrative and operational services costs:
1955 and 1956**

	1955	1956 ^a
	U. S. \$	U. S. \$
Level of ILO share of Expanded Programme (1)	2,632,222	3,083,000
Administrative and operational services' costs (2)	322,150	400,000
Proportion of (2) to (1)	12.24%	12.97%

^aPlanning figures only.

65. The figures shown in the above table do not give a complete picture of the total cost of administration (including operational services) of the ILO share of the Expanded Programme, inasmuch as they represent only the additional administrative costs which are charged to Expanded Programme funds over and above the cost of many services provided under the regular budget. The Advisory Committee is informed that it is difficult to identify or isolate the costs of administrative and operational services provided to the Expanded Programme by the several units of the Office, but charged to the regular budget. All of the administrative and servicing departments of the organization come into play, though in varying degrees, with regard to Expanded Programme projects. Specifically, however, the regular budget posts in the Technical Assistance Division (11 posts: \$77,085) and the Field Offices (27 posts: \$159,712) can be largely identified with servicing Expanded Programme projects since the regular operational projects which they also service represent only a very small programme.

66. It seems therefore, on the basis of the above-mentioned considerations, that the cost of adminis-

tering and servicing the Expanded Programme is still on the high side, even though a part of the costs is attributable to the somewhat complex procedures of the programme. The present efforts to reduce these costs are therefore to be welcomed. The results of the study which the ILO is now making of the system of Field Offices and Branch Offices should help in the development of a rational and economical organizational structure in the field, with some reduction in administrative costs.

1) The "local costs" plan

67. The Advisory Committee has also studied, as part of the administrative aspects of the ILO's technical assistance programmes, the working of the "local costs" plan. Under this plan, the recipient government pays centrally to TAB (which subsequently allots credits to the participating organizations on the basis of the number of expert man-days which each provides) a lump-sum contribution towards the local subsistence costs of experts. Normally, the contribution is calculated at the rate of 50 per cent of the daily subsistence allowance per expert man-day, 40 per cent being intended to meet lodging costs, and the remaining 10 per cent to cover the full subsistence expenses of an expert for the first month after arrival and during periods of travel within the country on official business.

68. The payments to the expert are made by the participating organizations or, on their behalf, by the TAB Resident Representative. Any excess of actual payments over the amount received by TAB from the Government on the basis of the above formula is charged to the project budgets concerned as direct project costs.

1) The experience of the ILO under the "local costs" plan

69. The following figures for 1955 (actual expendi-

ture) and 1956 (estimates) reflect the ILO's experience under the "local costs" plan:

TABLE 7

	<u>Local costs - 1955 and 1956</u>	
	<u>1955</u>	<u>1956</u>
	U. S. \$	U. S. \$
Charged to local costs funds ..	118,797	205,886
Charged to project budgets	51,104	61,535
	<u>169,901</u>	<u>267,421</u>

70. Even allowing for the fact that a part of the excess shown in the foregoing table is due to the granting of local costs waivers in respect of certain projects, the figures indicate that in the ILO local costs expenditures have appreciably exceeded the assumptions in the formula governing the recipient country's contribution. While an adjustment in the basis would ease the situation as far as a participating organization is concerned, regard must also be had to the burden on the interested Government.

71. The Advisory Committee understands, in this connexion, that the internal travel of experts is normally authorized by the competent technical department of the recipient Government, which pays the costs of transportation, while subsistence is paid out of local costs funds. Inasmuch as subsistence payments for long periods of travel often exceed the costs of transport, it is important that by mutual arrangement between the Government department and the TAB office in the country, proper procedures should be established for the control of internal travel and the duration of journeys.

VIII. FINANCIAL AND BUDGETARY CONTROL AND PROCEDURES OF THE EXPANDED PROGRAMME IN THE ILO

1) Nature and scope of financial budgetary control

72. The responsibility of a participating organization for the financial control of its share of the Expanded Programme extends over the following stages:

- (a) The initial costing of the projects;
- (b) Control to ensure that expenses on an individual project are kept within the costed total;
- (c) Control to ensure that the total of Expanded Programme expenditures is kept within the earmarkings from the Special Account;
- (d) Control to ensure compliance with the relevant regulations and directives of TAB;
- (e) Control to ensure that the financial transactions with each expert, including local costs payments, are maintained in proper order;
- (f) Control to ensure that contractual commitments will be fulfilled; and
- (g) The preparation of the necessary information and reports to TAB and other central bodies of the Programme.

73. Apart from the foregoing matters which are directly connected with the administration of individual projects, the participating organization is responsible for the preparation, approval (by its legislative organs), and administration of the budget for administrative and operational services costs.

74. The costing of projects is an exclusive responsibility of the participating organization, subject only to its adherence to the broad principles laid down by TAB. The over-all programme of each participating organization comes under the legislative review of TAC, but, with that exception, and at any rate in so far as ILO projects are concerned, there is no legislative or inter-governmental review of the projects or their estimated costs. It is therefore essential that great care should be taken in such matters as the level of remuneration for experts in order to ensure that, while an equitable rate is fixed, the resources of the Programme are used to the best advantage.

(2) Procedures for financial and budgetary control

75. While the procedures whereby the ILO exercises the various types of control mentioned in paragraph 72 above are generally similar to those applied in the case of its regular budget, the fact that operations under the Expanded Programme are geographically more widespread and involve transactions in a multiplicity of currencies gives rise to problems of a more complex nature. The increasing similarity of procedures for the recording of accounts between the regular and the Expanded Programme activities of the ILO (e.g., the common list of objects of expenditure) has made it easier to maintain, and submit to two separate legislative authorities, the financial statements and accounts.

76. The Advisory Committee has paid special attention to the procedures for the preparation, review and approval of the estimates of administrative and operational services costs, as well as to those governing the administration of the approved budgets for such costs.

(3) Preparation, review and approval of administrative and operational services budget

77. The time-table for the preparation and approval of the ILO budget for administrative costs and operational services is broadly as follows (the 1956 budget serving as an example). The regular budget for 1956, including regular budget posts (for example, posts in the Technical Assistance Division and the Field Offices) servicing Expanded Programme projects, was prepared and submitted to the Governing Body during the spring of 1955. The budget, as recommended by the Governing Body, was approved by the International Labour Conference in June 1955.

78. The Technical Assistance Board met in New York during October 1955 to prepare for submission to TAC its recommendations on the 1956 programme.

79. In the light of the programme recommendations approved by TAB for submission to TAC, the Director-General of the ILO presented to the Governing Body

during November 1955 a proposed budget for administrative costs and operational services under the Expanded Programme for 1956. This budget was approved by the Governing Body, and thus constituted an authorization to the Director-General to incur the necessary financial obligations.

(4) Extent of legislative review and efficacy of controls

80. While there is, in the above sense, a legislative review of the estimates for administrative and operational services costs chargeable to the Special Account, the review does not simultaneously cover the related provisions in the regular budget for administrative and other servicing of Expanded Programme projects. A concurrent review of that kind would be useful not only in giving a clear picture of the total costs of administering and servicing the programme, but in determining the appropriateness of any additional estimates submitted. It is, of course, true that an estimate of administrative and operational services costs, if submitted during the spring in conjunction with the regular budget estimates, would necessarily be based, under present arrangements, on an assumed level for the Expanded Programme during the following year. Such a procedure would nevertheless offer advantages, for two reasons: first, changes in the level of the programme from year to year are not likely to be of such magnitude as seriously to affect the original estimates for administrative and operational services costs; and, secondly, it would in any case be open to the Governing Body to make a further review during November - December, should the level of the programme be appreciably different from that originally assumed. Such a procedure would be identical with the one applying to supplementary estimates under the regular budget.

81. Evidence presented to the Advisory Committee indicates that the controls applied in the ILO to the administration of Expanded Programme funds utilized for administrative and operational services costs have been effective and have contributed to an efficient running of the programme.

GENERAL COMMENTS

82. As stated in paragraph 7 above, the observations in the present report are based on consultations held at the headquarters of the ILO. They are therefore submitted without the advantage of a first hand study of operations in the field.

83. During the course of its visit to the ILO headquarters, the Advisory Committee, in accordance with its mandate, also held consultations with the Director-General on various other matters which, though not directly related to the Expanded Programme, are of considerable importance to the system of administrative and budgetary co-ordination between the United Nations and the ILO. These matters included, principally, the administrative and financial procedures

and practices in the ILO, the extent of administrative co-ordination with the United Nations (and in particular with the European Office with regard to conferences and meetings, utilization of facilities and common and joint services), and various questions arising out of a preliminary and informal consideration of the 1957 budget estimates of the ILO.

84. The Advisory Committee intends, during the autumn of the present year, to include its observations on all these questions in its customary annual report to the General Assembly on administrative and budgetary co-ordination between the United Nations and the specialized agencies.

ANNEX B

Distribution of established posts in the International Labour

Office by divisions - regular budget and E.P.T.A.

<u>Division or Post</u>	<u>Number of Posts</u>			<u>Division or Post</u>	<u>Number of Posts</u>		
	<u>Regular budget</u>	<u>E.P.T.A. Budget</u>	<u>Total</u>		<u>Regular budget</u>	<u>E.P.T.A. Budget</u>	<u>Total</u>
Director-General	1	-	1	Brought forward	510	38	548
Deputy Director-General	1	-	1	Economic Division	15	1	16
Assistant Directors-General	6	-	6	Statistical Division	24	-	24
Treasurer and Financial Comptroller	1	-	1	Manpower Division	35	11	46
Other Directorate Staff	23	-	23	Co-operation and Handicrafts	7	3	10
Legal Division	7	-	7	Conditions of Work Division	14	-	14
International Organisations Division	7	-	7	Industrial Law and Labour Relations	17	-	17
Liaison Office (New York)	14	-	14	Industrial Committees Division	27	-	27
Official Relations Division	27	-	27	Women's and Young Workers' Division	8	-	8
Employers' Relations Service	4	-	4	Non-Metropolitan Territories Division	7	-	7
Workers' Relations Service	6	-	6	Maritime Division	5	-	5
Application of Conference Decisions Division	13	-	13	Agricultural Division	8	-	8
Public Information Division	14	-	14	Social Security Division	17	1	18
External Services Division	11	-	11	Occupational Safety and Health	17	-	17
Administrative Division	204	9	213	Special Research and Reports	10	-	10
Personnel Office	15	10	25	Technical Assistance Division	11	9	20
Budget and Finance	26	18	44	Field Offices	27	11	38
Editorial and Translation	106	1	107	Branch Office (Bonn)	-	1	1
Library	24	-	24	Andean Indian Programme	-	1	1
Carried forward	510	38	548		<u>759</u>	<u>76</u>	<u>835</u>