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ADMINISTRATIVE ACTIVITIES AND ORGANIZATIONAL
MATTERS OF UNIDO IN 1969

Report by the Executive Director

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Introduction

1. In addition to the development and strengthening of support services for the substantive divisions of UNIDO, including the recruitment of experts for field projects, administrative activities of the organization in 1969 were concentrated on several actions which are expected to result in an improvement of procedures and management methods in 1970. Details on this subject appear in this report under the headings "Management (External Auditors' Report)" (p. 13) and "Headquarters Planning and Administrative Management Activities" (p. 25). It should be noted that this report supplements the information in previous reports to the Board on administrative activities (ID/B/22 and ID/B/43) and highlights important new developments that occurred during 1969.

2. The report on geographical distribution of the professional staff of UNIDO, which was before the Board at its third session as a separate document (ID/B/52/Rev.1), now appears as annex I to this report. The current organizational structure of the UNIDO secretariat is provided in annex II of this report. Similar organizational information was also before the Board at its third session as a separate document (ID/B/51).

Legal Liaison

Implementation of the Headquarters Agreement

3. The supplemental agreements to the Headquarters Agreement have continued to be the subject of active negotiations in which the Legal Counsel of the United Nations took part. As a result, a number of points were clarified and, although the agreements have not yet been finalized, most of their provisions have been implemented in practice. This applies to the questions of temporary headquarters, the operation of the Commissary, and the social security coverage of local staff. Meanwhile, negotiations are being pursued on the few remaining points where full agreement has not yet been reached.

4. The provisions of the Headquarters Agreement concerning the privileges and immunities of UNIDO, of permanent missions and of the staff have continued to be implemented satisfactorily. Specific questions concerning either permanent missions and/or the staff of UNIDO have been dealt with in a spirit of co-operation, and an agreed interpretation of the relevant articles of the Headquarters Agreement has been reached.

Other legal activities

5. Besides giving legal advice to various administrative committees set up within the UNIDO framework, the Legal Liaison Office has continued to render assistance to the Technical Equipment, Procurement and Contracting Office in the preparation of contracts and to the substantive divisions of the UNIDO secretariat on various legal questions, e.g. provisions on privileges and immunities in plans of operation under UNDP/SF projects; patent practice and policy of the United Nations with respect to work financed by it; extension to UNIDO of standard agreements concerning technical assistance; and granting of requests for technical assistance emanating from regional committees. Moreover, advice was given on a number of legal matters in which UNIDO or the staff were involved, and assistance was rendered to the Industrial Services and Institutions Division in making preliminary studies of selected topics of industrial legislation.

6. The Legal Liaison Officer represented UNIDO at a joint meeting of the Legal Counsels of the United Nations, the specialized agencies and the IAEA, where a number of legal questions of common interest to these organizations were discussed.

Personnel MattersOver-all staffing situation

7. The comparative staffing situation of UNIDO on 1 January 1968, 1 January 1969 and 15 November 1969 was as follows:

	<u>1 January 1968</u>	<u>1 January 1969</u>	<u>15 November 1969</u>
P-5 and above	38	54	63
P-1 through P-4	105	163	190
Field Service Officers	10	12	11
General Service Staff	182	337	386
Manual Workers	52	77	84
Total	<u>387</u>	<u>643</u>	<u>734</u>

8. The above figures include interregional and special technical advisers attached to UNIDO headquarters; ten were in post as of 15 November 1969. The figures do not include short-term conference staff, nor the ten industrial development field advisers appointed jointly by UNIDO and UNDP.

Professional recruitment: UNIDO secretariat

9. On 15 November 1969 there were 17 professional net vacancies against an authorized manning table of 270 professional posts. Of the 253 posts filled, 222 were long-term appointments (one year or more)^{1/} and 31 were short-term appointments (less than one year)^{2/} under the 100 series of the United Nations Staff Rules. Candidates were currently under appointment for 12 of the 17 vacant posts and 13 of the posts temporarily occupied by short-term appointees.

10. The 17 vacancies comprised 7 language posts (translators, interpreters, editors) in Conference Services, and 10 posts in the substantive divisions.

11. An analysis of the geographical distribution of the professional staff of UNIDO on 31 October 1969 is given in annex I.

12. It is envisaged that 27 additional professional posts will be made available to UNIDO in 1970 under the United Nations Regular Budget, in addition to some ten extra posts charged to overhead funds under the Technical Co-operation Programme. Similar additions are foreseen in 1971.

13. Under the Consultants Programme, 243 Special Service Agreements were concluded and administered with outside experts during the period 1 January to 31 October 1969 at a total cost of \$272,963 against a programmed total of \$285,000 for the whole year. For the preparation of technical papers or studies required for implementation of the UNIDO work programme, 137 Agreements were issued (12 of these involved travel in the developing countries); 14 Agreements were awarded for technical consultations at UNIDO

^{1/} This figure includes posts not subject to the principles of geographical distribution adopted by the General Assembly.

^{2/} On 15 November 1969, there were 44 staff members holding short-term appointments under the 300 series of the United Nations Staff Rules, comprising 24 professional and 20 General Service staff. These staff were additional to those indicated in para.7 and 9 above.

headquarters; and 92 Agreements covered both the preparation of technical papers and the participation of the author in a UNIDO expert working group or workshop.

14. It may be recalled that the raison d'être of the Consultants Programme is "that the UNIDO field of activity covers an area of great complexity requiring highly specialized knowledge which is not always available within the staff resources of the secretariat. The recourse to outside consultants for highly specialized tasks that may be called for in connexion with some of the UNIDO activities is clearly more economical than the alternative of making use of highly specialized permanent staff whose competence would not always be utilized to full capacity".^{3/} Details of funds allocated to this programme and their utilization by area of activity were given to the Industrial Development Board in documents ID/B/26 (para. 13, 33 and table 5) and ID/B/44 (para. 15, 41 and table 6).

Recruitment of experts (project personnel)

15. The transfer from United Nations Headquarters to Vienna of responsibility for the recruitment of UNIDO experts has continued. Job descriptions for all UNIDO expert posts have been issued from Vienna as from 1 January 1969. The handover of responsibility for Special Industrial Services (SIS) appointments was completed by 1 November 1969. It is expected that responsibility for recruitment against new posts in the United Nations Regular Programme will be assumed by UNIDO on 1 January 1970, for the UNDP/TA component on 1 March 1970, and for the UNDP/SF posts in autumn 1970. As from 1 January 1971, UNIDO will therefore carry the major and continuing responsibility for recruitment and appointment action for its project personnel in the industrial sector.

16. The roster of suitable candidates has been further developed, and the basic data for the production of lists have been programmed by computer. The results of roster searches have been encouraging and justify further development, including further computerization.

^{3/} Programme of Work of UNIDO for 1969, document ID/B/26, para. 13.

17. Relations with national recruitment authorities will be intensified in order to expand the roster and to associate the national authorities more closely with various contractual arrangements for the provision of expertise to developing countries and with strategic prospection for candidates in certain priority fields. Preliminary discussions have taken place with a view to holding the next meeting of national recruitment authorities in Vienna in early autumn 1970; it is felt that this meeting would provide a useful opportunity to promote UNIDO expert recruitment.

18. Various administrative improvements were introduced in the course of 1969 including: the establishment of an early warning system, whereby experts whose assignments are coming to an end are automatically considered for further assignments; a revised system of technical evaluation of candidates; the preparation of technical questionnaires for the use of interviewing officers and national recruitment authorities; the distribution to all substantive officers of a set of guidelines for the preparation of job descriptions; and the use of contractual arrangements with industrial firms, institutions and organizations. Most of these measures were developed through the intermediary of the UNIDO Inter-divisional Consultative Committee for Technical Co-operation, which was established in the early part of 1969.

19. Serious attention was also paid to devising the most effective operational procedures and form of organization of the recruitment work. The training of the recruitment officers of UNIDO is important and will be a continuing activity throughout 1970. UNIDO Personnel Services were effectively assisted by the detail to Vienna of the Deputy Chief of TARS^{4/} for two months in autumn 1969.

20. A monthly status report on SIS recruitment has been issued from Vienna starting in October 1969. Monthly lists of appointments confirmed and vacant posts will be issued from January 1970 onwards.

^{4/} Technical Assistance Recruitment Service, Office of Personnel, United Nations Headquarters.

Personnel administration

21. A Language Training Officer was appointed in October 1969 to develop a complete programme of courses for UNIDO staff, and a language laboratory as well as classroom audio-visual training equipment were ordered. The first intensive language courses will be introduced early in 1970; by fall 1970, a full range of classes will be offered. The regular evening language training programme will also be intensified. This effort is designed to offer UNIDO staff the same opportunity as staff at Headquarters and at Geneva to meet the requirements of language proficiency introduced by General Assembly resolution 2480 B (XXIII) of 21 December 1968. The programme will also provide additional language skills for staff not affected by the resolution. In 1971, it is intended that language training on a regular basis should be available to all UNIDO staff and to some IAEA staff. The latter will participate as part of the eventual joint language training programme of the two organizations.

22. The preparation of Staff Rules governing the local conditions of employment of the General Service staff of UNIDO is nearing completion. Following approval by United Nations Headquarters, these rules will be promulgated to the staff.^{5/} Similarly, the Staff Rules governing Conference and other short-term staff^{6/} have reached an advanced stage of preparation. It is expected that both sets of rules can be issued during the first half of 1970.

23. The first promotion review of General Service staff was conducted by the UNIDO Appointment and Promotion Panel in the early part of 1969 and resulted in 67 promotions. Recommendations for the promotion of UNIDO professional staff during the 1969 annual review were presented to the appointment and promotion bodies at United Nations Headquarters and resulted in the promotion of 25 staff members.

^{5/} The rules will be published as "Appendix B", applicable to UNIDO Vienna, of the United Nations Staff Rules.

^{6/} The 300 series of the United Nations Staff Rules.

24. The high rate of turnover of secretarial staff created difficulties during 1969. The main problem was retention of English mother-tongue secretaries and the typing pool staff of the Languages Section. Most of the turnover was anticipated and recruitment programmes were developed to find replacements. Efforts have been initiated, and will continue, to improve the off-duty conditions which are a major factor in the turnover. In 1970, training courses are planned to upgrade the skills of the staff so as to lessen the reliance on non-local candidates for a proportion of the secretarial posts.

25. A review of posts to determine the immediate and long-range needs for international General Service staff will be made in 1970, and formal control procedures governing international and local posts will be introduced. As part of the manpower utilization survey, a review of the levels of General Service and Manual Worker posts was begun and will be continued in 1970.

26. It is envisaged that in 1971 supervisory and career development training programmes will be introduced in UNIDO both in conjunction with, and as supplements to, the efforts of United Nations Headquarters in these fields. Clerical and secretarial training will be continued to upgrade the skills of the staff. As a result, it is expected that outside recruitment in 1971 will be mostly at junior level except for the continuing need for some non-locally available secretaries and language pool typists who have one of the United Nations official languages as mother-tongue.

27. A revision of the salary scales for staff in the General Service and Manual Worker categories in Vienna was approved by the Controller's Office at Headquarters. Action to implement this revision was taken in March 1969 with retroactive effect from 1 January 1969.

28. A survey of the cost of living for international officials in Vienna was conducted under the auspices of the ILO Statistical Office in Geneva in October 1968. The survey was approved by the Expert Committee on Post Adjustment which met in Vienna in April 1969, and Vienna was placed in Class I effective 1 April 1969. This change resulted in an average salary increase of approximately 4.5 per cent for professional staff. A full scale place-to-place survey of the cost of living (i.e. as between Geneva and Vienna) will be conducted early in 1970.

29. During 1969, the initial input for the computerization of personnel data was completed. In 1970, much of the routine compilation of lists and notification of the need for personnel action will be generated by computer, leaving more time available for the solution of individual problems and analysis and improvement of the personnel programme.

30. Increasing attention was devoted to providing United Nations Headquarters with comments and suggestions regarding personnel matters affecting the common system of the United Nations family of organizations which are dealt with by the Consultative Committee on Administrative Questions (CCAQ). This activity is expected to continue and increase. Efforts will be continued to obtain UNIDO participation in inter-agency meetings and committees dealing with personnel, financial and budgetary matters.

31. Relations have been maintained with the Division of Personnel of the IAEA so as to pursue a common personnel policy and reduce the disparity existing between the United Nations Staff Rules and those of the IAEA. Plans for common services between the two organizations in the personnel sector will be developed in 1970 and 1971 in preparation for the move of both organizations to their permanent headquarters sites in the Donaupark.

Staff welfare and staff relations

32. The Staff Welfare and Housing Unit has continued to help newly arrived staff members and their families to find accommodation and to adjust to life in Vienna. The number and variety of staff-run clubs and recreational activity groups continue to increase, and the staff are being supplied regularly with information on cultural and sporting events and amenities. Volunteer Services were established in April 1969 to assist staff members in their search for housing, in the provision of information on Austria, the arrangements of social activities, group travel, bookings for special events, and various forms of domestic help. The Volunteers, who are mostly wives of staff members and include German-speaking ladies, are attached to the Staff Welfare and Housing Unit.

33. A second full-time doctor was appointed to the Joint IAEA/UNIDO Health Service on 1 October 1969 in view of the increasing number of staff. A larger medical clinic will be available for UNIDO staff after occupancy of

the hostel building at the Lerchenfelderstrasse site. The hostel building will also include space for recreational and club activities for the UNIDO staff.

34. Periodic medical examinations of staff, which had to be suspended during the heavy recruitment period in 1967 and 1968, were resumed. By mid-1970, the workload will be current and the regular United Nations schedule of examinations will be followed.

35. A provisional Staff Welfare Committee was formed in July 1969 to advise the Director of Administration, Conference and General Services on the best use of funds that may become available for welfare purposes. Discussions were held with the Office of Legal Affairs at United Nations Headquarters on the establishment of a UNIDO Staff Welfare Fund and it is hoped to complete these arrangements soon. It is expected that funds will be available from the Commissary operation to provide welfare facilities similar to those enjoyed by the IAEA staff.

36. Other joint Administration/Staff Council bodies operating by November 1969 were: the Joint Advisory Committee, the Appointment and Promotion Panel (for General Service and Manual Worker staff), the Board of Management of the Commissary and the Restaurant Advisory Committee. The Annual General Meeting of the Staff Association was held in March 1969 and a new Staff Council was elected.

37. The Staff Council, in turn, established its own committees in the following sectors:

Financial and Legal
Housing
Inter-Agency Co-ordination
Staff Welfare and Recreation
Personnel Policies

38. With more funds and office space becoming available for staff welfare, it is expected that amenities and services can be considerably developed during 1970 and 1971, leading to expanded joint activities with the IAEA after the move to permanent headquarters in the Donaupark. Forward planning will be undertaken by the Administration in consultation with the Staff Council with this end in view.

Financial Matters

39. The acceleration and expansion of the programme activities of UNIDO were reflected in the substantially increased workload of all units in Financial Services. Growing requests for financial data, both for internal management use and for submission to legislative organs, put the personnel of Financial Services under severe pressure. The increasing proportion of field programmes, in relation to total volume of activities, and the development of projects to be financed with the resources pledged to the General Trust Fund of UNIDO were additional factors bearing on the volume and composition of the workload, which resulted in the immediate need to improve procedures and augment the capacity for data handling.

Computerization of accounts

40. Earlier recommendations by experts from United Nations Headquarters to increase mechanization of the accounting services by the acquisition of magnetic ledger card equipment were abandoned in favour of the earlier conversion of the accounting system to electronic processing, through the utilization, on a shared basis, of the IAEA computer facilities, in conformity with the recommendations of the Board of Auditors in their "Report on the Management Study of the United Nations Electronic Data Processing Facilities and Operations".⁷ In line with this decision, Financial Services are working in close co-operation with the Office of Headquarters Planning and Administrative Management on the development of the system design and programme for the computerization of the Vienna payroll. This work will be extended in 1970 and 1971 for the computerization of the technical co-operation experts' payroll, the processing of accounting data and other applications leading to the integration of the accounting data system into a comprehensive system of management information.⁸

41. In the meantime, short-term arrangements have been made to cope with the increased workload, while, again in co-operation with the Office of Headquarters Planning and Administrative Management, a review of workload and work methods is under way which may lead to simplification of structure and procedures.

⁷ New York, 1969.

⁸ Details of the programme of work for the implementation of these objectives are described under the heading "Electronic data processing", p. 27.

This study will also yield important subsidies for the systems analysis and design work to be undertaken in connexion with the conversion to electronic processing.

Budget procedures

42. The budget estimates of UNIDO for 1970,^{9/} which were completed in late 1968 and submitted to the Board for information at its third session, were subsequently reviewed in detail by the Advisory Committee on Administrative and Budgetary Questions (ACABQ) in the course of a session of the Committee held in Vienna in June 1969. The planning estimates,^{10/} also submitted to the third session of the Board, were reviewed before submission to the twenty-fourth session of the General Assembly to take into account more recent price trends and other additional information not previously available.
43. The budget estimates for 1971 and the planning forecasts for 1972 have been completed.
44. Refinements in budgetary control were introduced during 1969, especially in the area of follow-up of programme implementation, with regard to both field programmes and headquarters activities. Changes in the UNDP programme procedure for the technical assistance component required the revision of certain financial procedures and reporting methods. A set of new key codes and account codes was put into operation in January 1969. Improvements were also achieved in the process of budget formulation, with extensive participation of Financial Services in the review of financial data of the work programme and field projects. Assistance was also given in the design and completion of new financial and statistical tables which have been submitted to the Board in connexion with the work programme and report of activities of the organization.^{11/} Further improvements are envisaged in the near future as a result of the utilization of electronic data processing methods.

^{9/} Document ID/B/46, Part One.

^{10/} Document ID/B/46, Part Two.

^{11/} Document ID/B/64 and Add.1-15.

Audit of accounts

45. In accordance with the Financial Regulations, the Auditor General of Canada, as member of the Board of Auditors, performed the audit of the accounts and financial statements of UNIDO for the year 1968, including all trust funds and special accounts. The usual scope of the audit was extended to include the management audit of the organization, which is discussed under a separate heading. All required assistance was provided to the External Auditors in the performance of their audit. The observations and recommendations of the Auditors on the financial aspects of the audit have been studied in detail and, with minor exceptions, have been implemented or are in the process of being implemented. Close working relationship has been established with the External Auditors for the review of their recommendations, and useful improvements to the work of Financial Services have resulted therefrom. A new set of financial statements has been prepared for the presentation of the accounts of UNIDO, in consultation with the External Auditors, with the aim of presenting a comprehensive picture of the resources of UNIDO and their application. The statements have been drawn up to show in more meaningful form the accountability of UNIDO for its financial resources.

Management (External Auditors' Report)

46. As an extension of the normal early financial audit of the organization, which is discussed under "Financial Matters" (p. 14), the Auditor General of Canada, as member of the Board of Auditors of the United Nations, undertook a comprehensive management audit in 1969. The resulting observations and recommendations have been examined in detail by the secretariat and will serve in many respects as useful guidelines for the improvement of procedures and management methods.

47. Subsequent discussions have been held with the Auditor General of Canada and his senior assistants on the practical steps to be taken by the secretariat to implement those recommendations for which the secretariat sees immediate application. It is the intention of the Executive Director to continue to work in very close co-operation with the External Auditors and to consult with them on the many aspects of management improvement covered by their report.

48. The recommendations of the External Auditors, which are summarized in the Report of the Board of Auditors to the General Assembly,^{12/} are classified under the following headings:

- (a) Objectives of UNIDO;
- (b) Organization;
- (c) Planning and resource allocation;
- (d) Project administration and control;
- (e) Management information systems;
- (f) Personnel development and assessment.

49. The recommendations, as can be deduced from the above headings, cover a wide area in matters pertaining both to the responsibility of the secretariat and to those that fall within the competence of the legislative organs.

50. There is a wide area of agreement concerning the need to improve the systems of project administration and control, management information and personnel development and assessment. In many respects, the recommendations of the External Auditors coincide fully with the point of view of the Administration and steps towards their implementation had already been taken at the time the report was made available. Effective measures towards the introduction of improved methods in these areas are being taken in continued consultation with the External Auditors and the Office of the Under-Secretary-General for Administration and Management.

51. With regard to the recommendations concerning UNIDO, it is the view of the Executive Director that the improvement of structure and methods of work is a constant necessity, to be undertaken on a continuing basis. The Executive Director feels, however, that there is no immediate need for a re-assessment of the basic organizational structure of UNIDO until the effectiveness of the present structure has been adequately tested over a longer period. The staffing difficulties, of which the Board is aware, have not permitted UNIDO, in its first two years of operation since its move to Vienna, to develop its full potentiality, and there is no evidence to suggest that the flaws that may have been observed in its functioning could be attributed to a defective

^{12/} Document A/7607, pp. 30-31.

structure. The need to reassess the basic organizational structure will, undoubtedly, arise at some time in the future, but in the meantime, it is felt that the present structure should be given the time and opportunity of proving itself.

52. On the questions of planning, resource allocation and definition of objectives, the role of the secretariat is necessarily limited. Its work is conditioned by the directives received from the Industrial Development Board, the wishes of the governments, as manifested through their requests for assistance, and the techniques of budget and planning prevailing in the United Nations as a whole, to which the secretariat of UNIDO must conform. Within these limitations, however, the secretariat can and will take all possible steps to improve the planning process and to introduce more effective measurement of costs and of financial implications in the development of its work programme.

53. The improvement of management techniques recommended by the Board of Auditors is intimately linked with the manpower survey that is being undertaken by the secretariat in conformity with the recommendations of the Ad Hoc Committee of Fourteen, endorsed by General Assembly resolution 2370 (XXII), as well as with the recommendations of the Board of Auditors in their "Report on the Management Study of the United Nations Electronic Data Processing Facilities and Operations". It is the intention of the Executive Director to utilize fully the conclusions of the manpower survey in the analysis that will precede the drawing up of detailed plans for the improved systems of project information and control and management information, as well as for drawing up plans for personnel development, as recommended by the External Auditors. Similarly, the availability of computer facilities at the IAEA, to be used jointly by UNIDO, opens up new horizons for the development of management tools, and the Executive Director will keep this in mind in the formulation of his future plans.

Conference Services

54. The constantly and rapidly growing volume of publications and documentation continually tests the limited capacity of Conference Services. The

complexity of building the desired permanent language and editorial staff, coupled with the scarcity of available talent, makes the attainment of work-load targets difficult. Therefore, it is necessary to resort to short-term staff and outside contractual assistance which reduces both the quality and quantity of the output. Further efforts towards the improvement of this situation will be required during the coming year.

55. To accelerate the processing and clearance of manuscripts, it is contemplated to further strengthen the editorial staff and to outpost editors to the substantive divisions. The establishment of a publications committee within UNIDO is also in process.

56. The reproduction of documents for UNIDO and for a number of United Nations conferences held in Vienna was carried out by the Documents Section, either through its own duplicating facilities or under the common-service arrangements with the IAEA. Certain bottlenecks that arose during peak periods are expected to be removed through the purchase of additional equipment. The additional capacity thus available will be used for producing a larger part of the UNIDO publications programme internally, rather than on a contractual basis, thus making possible a considerable reduction in costs, or a considerable increase in output at the same cost.

57. The introduction of the new equipment strengthens the common-service arrangement with the IAEA; it is intended to extend this common service to microfiche. The staffing and recruiting situation in the Documents Section is satisfactory.

58. The Conference Unit is now taking a more active part in the preparation and servicing of UNIDO meetings, both at headquarters and outside, and hopes to improve its standards further. Although it is not anticipated that the conference activities of the United Nations will again reach the level of 1968, when four large meetings were held in Vienna, it is expected that one or two conferences a year may be held. The co-operation with the United Nations European Office in Geneva and with the Austrian authorities in this field is most satisfactory.

59. The common interpretation service with the IAEA has worked satisfactorily and is expected to continue; co-operation in this field with the European Office in Geneva and certain specialized agencies also has been effective.

General Services

60. With the development and expansion of the UNIDO work programme, it has been necessary to provide additional and expanded services in several areas such as registry and archives. During the month of May 1969, the third prefabricated office building in the Lerchenfelderstrasse complex was occupied. The library, with improved facilities, was moved to this building. Also, a carpenter's machine shop and an electrician's shop were established in the basement of the new building to cope with the maintenance requirements of UNIDO.

61. The erection of a storage building adjacent to the Commissary during the course of 1969 facilitated the improvement of operations and services to the approximately 800 customers which it serves. Arrangements are currently being made to establish a restaurant and cafeteria in the new hostel building which will seat approximately 85 and 200 persons respectively. It is expected that these catering facilities will commence operations early in 1970.

62. The sale of United Nations stamps, which began in November 1968, has proven to be particularly successful and provides an avenue for good public relations with the people of Austria as well as a source of revenue for the United Nations.

63. General Services continues to work in collaboration with the Office of Headquarters Planning and Administrative Management in planning the requirements for furniture, office machinery, equipment and other services including transportation between buildings and flow of mail in order to ensure the efficient use of new premises and facilities as they become available.

Technical Equipment Procurement and Contracting

64. In 1969, the Technical Equipment Procurement and Contracting Office (TEPCO) completed its first year of operations under full delegation of authority for purchasing, contracting and property control relating to UNIDO field projects. These responsibilities were further extended in August 1969 to cover technical consultant services required by the UNIDO headquarters.

65. The organization and development of procedures within the office and on an intra-divisional basis continued throughout 1969. Supply and equipment

purchases increased in volume, but the main activity was in contracting operations on which transfer of authority from the United Nations Purchase and Transportation Service has now been completed.

66. As a result of the steady increase in contacts with commercial concerns, TEPCO records now cover more than 700 prospective vendors and nearly 800 consulting firms, which constitute the basis for the selection of bidders and contractors. These contacts have also afforded valuable opportunities to interest companies in general collaboration, including such matters as the provision of short-term experts, with UNIDO.

67. Advice to project staff on supply and equipment matters has been given increased attention through the briefing of personnel at UNIDO headquarters and through the issuance of appropriate instructions to the field offices.

Procurement of supplies and equipment

68. During 1969, supplies and equipment to a value of approximately \$500,000 were purchased, principally for UNIDO/UNDP/SF industrial development centres and institutes. On the basis of international tendering, more than 350 orders have been placed with suppliers in fifteen different countries. Machine tools and industrial research equipment have been the main commodities involved.

Contracting for services

69. In the year under review, TEPCO executed more than thirty contracts for services to a total value of approximately \$1.7 million with individual transactions varying from \$250 to over \$1 million. The awards included such diverse fields as laboratory analyses, information services for the UNIDO headquarters, feasibility studies, industrial surveys and pilot plants, and covered sixteen different countries.

70. In addition to continuing activity on SIS projects, the office concluded its first Special Fund contract in August 1969 for a petrochemical survey in Pakistan, the second Special Fund contract in November for a pilot pyrethrum factory in Rwanda, and at the year's end was engaged in two other major Special Fund plant contracts.

71. Considerable effort has also been expended, with increasing results during the latter half of 1969, on the use of contractual services for the provision of short-term expertise from industries and institutions to augment the normal recruitment of experts through personnel appointments.

Supply and equipment control

72. An effective control system is helping to accelerate the flow of supplies and equipment to field projects. Certified inventory records have been established covering all UNIDO equipment including vehicles already in the field.

Headquarters Planning and Administrative Management Activities

73. The responsibility for both groups of activities rests with the Office of Headquarters Planning and Administrative Management, the functions of which remained the same as described in the "Report on 1968 Activities of UNIDO,"^{13/} with some increased emphasis on administrative management services including electronic data processing.

Temporary headquarters

74. The following information supplements or revises that which appeared in the report for 1968 and reflects the situation as of 30 November 1969.

75. The immediate shortage of space was alleviated during 1969 when the Government of Austria and the City of Vienna provided two additional premises, the particulars of which were described in the report for 1968.^{14/} The first structure, a three-storey prefabricated building with full basement and similar in design to the other two prefabricated buildings, was made available to UNIDO in June 1969. The second building, which will become a students' hostel after UNIDO vacates the premises for its permanent headquarters, was completed in December 1969 and occupancy thereof was scheduled in two or three stages during the period between December 1969 and May 1970.

76. New archives facilities in the Rathaus (Townhall), comprising 649.3m², were provided to UNIDO in January 1969.

^{13/} ID/B/43, Annex I, p. 14.

^{14/} ID/B/43, Annex I, p. 16.

77. A recapitulation of the total space and occupancy in the temporary headquarters buildings as of 30 November 1969, excluding the hostel building, is presented in table 1, below.

78. With the addition of the hostel building, which contains 4,019.25m² (2,699.65m² office space and 1,319.60m² service areas), the total space provided to UNIDO as of December 1969 comprised the following:

Office space	11,039.08m ²
Service areas	<u>6,624.47m²</u>
Total usable space	17,663.55m ²

79. In his detailed report to the Advisory Committee on Administrative and Budgetary Questions in May 1969 on the subject of the temporary headquarters accommodations for UNIDO, the Executive Director drew attention to the fact that, based on the best available estimates of occupancy growth as of that date, the total space to be made available as of December 1969 (17,663.55m²) - which would be sufficient for a maximum of approximately 1,000 occupants - would be exhausted in early or mid-1971, depending on the number of vacant posts. As a consequence, and to provide the Austrian authorities with sufficient time to plan the construction and/or the acquisition of additional premises for 1971, a further request was made to the Government of Austria for 5,281m² of office space and service areas to cover the period from 1971 through 1973, at which time (according to the original estimate) the permanent headquarters would be completed.

80. In October 1969, a further revised projection was made of the potential growth of UNIDO personnel and, as a result of the accelerated pace of UNDP/SF and other technical assistance activities which appear likely in the next few years, the previous estimates of extrabudgetary and overhead posts had to be revised upwards. Accordingly, the Austrian authorities were notified that the total space provided to UNIDO as of December 1969 (which included the hostel building) would probably be exhausted in the third quarter of 1970 instead of early or mid-1971, subject to the continuance of the present rate of recruitment.

Table 1

Total usable space and occupancy in temporary
headquarters buildings as of 30 November 1969^{a/}

	Total usable space (net m ²)	Office space (net m ²)	Service areas (net m ²)	Occupancy (no. persons) ^{b/}			Reserve space	
				Office space	Service areas	Total	Units	m ²
Feilderhaus	5,446.85	4,103.55	1,343.30	383	48	431	-	-
Annex A	1,755.62	1,435.75	319.87	138	40	178	-	-
Annex B	1,922.53	1,314.43	608.10	104	37	141	6	130.79
Annex C	2,152.90	1,485.70	667.20	102	17	119	6	117.75
Hofburg	1,160.00	-	1,160.00	-	11	11	-	-
Rathaus	649.30	-	649.30	-	1	1	-	-
Commissary	557.10	-	557.10	-	6	6	-	-
Total	13,644.30	8,339.43	5,304.87	727	160	887	12	248.54

^{a/} Hostel building not included. This building will provide an additional 2699.65 m² of office space and 1319.60 m² service areas - total net usable 4019.25 m².

^{b/} Includes authorized and extrabudgetary posts, consultants, temporary staff, IAEA personnel and commercial affiliates (Bank, Thos. Cooks, cleaning contractors etc.).

81. Finally, as a result of the recent change in the tentative programme of the planning and construction of the permanent headquarters, now scheduled for completion in 1974 to 1975 as announced by the Austrian Delegation at the last session of the General Assembly, it will again be necessary to request the Austrian authorities for additional temporary premises to cover the period from 1973 through 1975; the latter date being considered more realistic, although the project may possibly be completed at the end of 1974.

82. On the basis of the excellent co-operation of the Austrian authorities, however, and the favourable response towards the fulfilment of the accommodation requirements of UNIDO in the past three years, the Executive Director is confident that the necessary assistance by the Government will be forthcoming and that satisfactory solutions will be found.

Permanent headquarters

83. The following information on the international architectural competition for the construction of the permanent headquarters for UNIDO/IAEA in the Donaupark supplements that which was noted in the report to the Board in 1968.^{15/}

84. The deadline for submission of designs was extended from 30 April to 30 June 1969 and the latest date of receipt in Vienna was 15 July 1969. Six hundred and fifty-six architects from 54 countries expressed interest in the competition, and 272 designs were submitted from 36 countries.

85. The international jury, appointed by the Austrian Government, were from Austria, Czechoslovakia, Finland, France and the United Kingdom; seven alternates represented Austria, the Federal Republic of Germany, Poland, Switzerland and the United Kingdom. Sir Basil Spence, United Kingdom, was nominated by UNIDO and Heikki Siren, Finland, by IAEA.

86. The jury met from 30 to 31 May 1969, 4 to 9 August 1969 and 17 to 23 September 1969. The results of the competition were announced on 24 September 1969 as follows. The first prize of AS500,000 (approximately \$19,400) was awarded to Cesar Pelli, of Gruen Associates, Los Angeles, California, United States of America. The second prize, AS450,000 (approximately \$17,400), went to

^{15/} ID/B/43, Annex I, pp. 18-20.

Building Design Partnership of London, United Kingdom. The third prize, AS350,000 (approximately \$13,500), was won by architects F. Novotny and A. Mihner of Offenbach, Federal Republic of Germany. The winner of the fourth prize, AS250,000 (approximately \$9,700), was Johann Staler of Vienna, Austria. In addition, five entries received honourable mention and AS150,000 (approximately \$5,800) was awarded to each.

87. Photos of the mock-ups of the four prize-winning designs for construction Phase I are attached. The Austrian Government has formally named this project the Vienna United Nations Centre to indicate its support and interest in the activities of the United Nations.

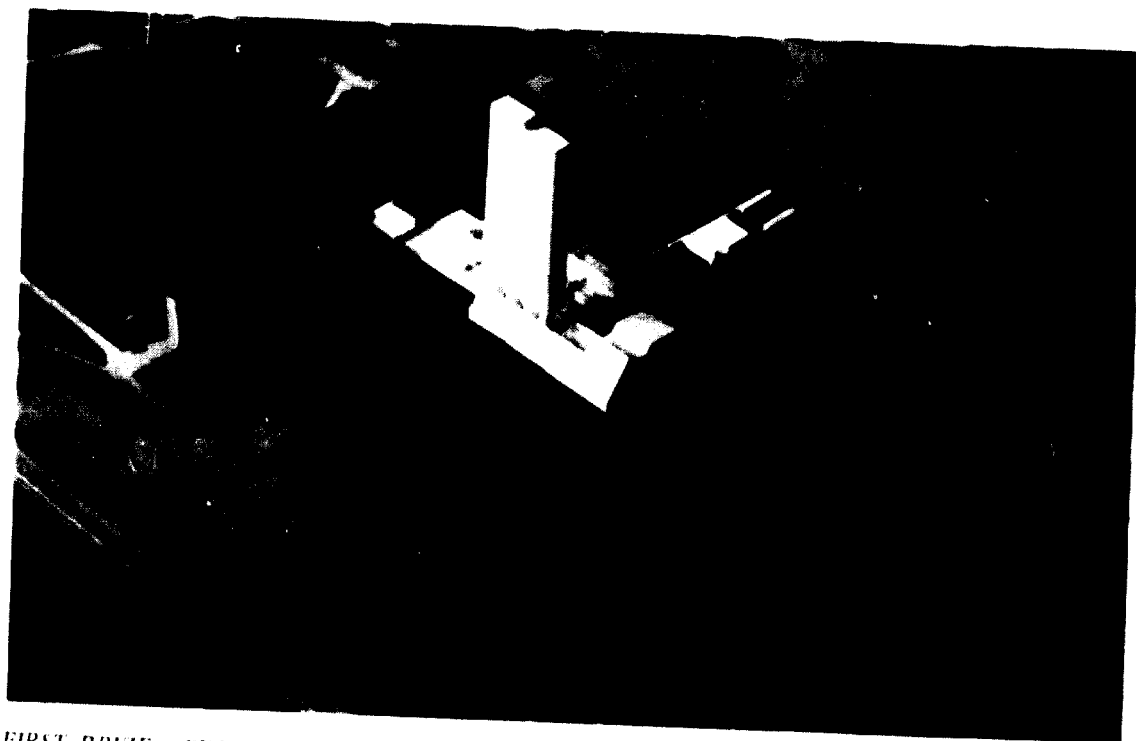
88. The Chairman of the international jury, in announcing the four prize winners, emphasized the positive and negative aspects of the four designs and stated that none of them was entirely suitable for immediate execution in its present form. As a consequence, the Austrian authorities decided to commission the four prize winners to revise their designs in the light of the observations made in the report of the jury and to provide detailed plans for Phase I of the construction programme. Phase I is to comprise headquarters buildings for UNIDO and IAEA, common services areas and conference facilities of the two organizations and the first part of the Austrian Conference Centre.

89. At the request of the Austrian Government and in consultation with IAEA, UNIDO examined the designs of the four prize winners and submitted preliminary observations in the light of the functional requirements.

90. The general comments of the two organizations, together with additional technical data, have been transmitted to the Austrian authorities for incorporation in their specifications for the revised designs. It is anticipated that the revision of the four designs will be completed in four to six months, after which the Austrian Government and the Municipality of the City of Vienna would make their choice, in consultation with UNIDO and IAEA. Based on this schedule, it is expected that a decision may be reached by mid-1970.

91. Pending a more detailed study of the costs of this project, the Austrian Government and the Municipality of Vienna have tentatively estimated the cost of Phase I of the construction at AS 1.2 billion (approximately \$46,457,600), of which 65 per cent is to be contributed by the Federal Government and 35 per cent by the City of Vienna.

RESULTS OF COMPETITION FOR DESIGN OF VIENNA UNITED NATIONS CENTRE *



FIRST PRIZE: CESAR PELLI (Gruen Associates) - United States of America



SECOND PRIZE: BUILDING DESIGN PARTNERSHIP OF LONDON - United Kingdom

* First Phase of Construction



THIRD PRIZE: F.NOVOTNY & A.MAHNER - Federal Republic of Germany



FOURTH PRIZE: JOHANN STABER - Austria

92. In 1967, the Austrian Permanent Representative to the United Nations informed the Executive Director of UNIDO that the construction period would not exceed four years. Recently, at the twenty-fourth session of the General Assembly, the Austrian representative to the Fifth Committee confirmed that the Austrian authorities intended to conform strictly to that time limit and perhaps even shorten it. The duration of the work would, however, depend on the final choice of design; in any event, it was emphasized that the construction period would only begin to count from the time the initial work had effectively begun. In the view of the Executive Director, therefore, it appeared that UNIDO would have to plan to remain in temporary headquarters buildings through 1974 or early 1975, at which time the permanent headquarters should be ready. Accordingly, the Executive Director has informed the Austrian authorities that additional temporary premises would be required during the interim period.

Administrative management activities

93. The major administrative management activities undertaken during 1969, other than the routine organization and method studies, establishment of procedures, forms control and review of administrative issuances, were related to (a) electronic data processing, (b) common services arrangements with the IAEA and (c) manpower utilization pilot project.

Electronic data processing

94. During 1969, rapid progress was made in the computerization of the personnel records and regular payroll; the computerization is expected to be fully operational in January 1970. Since the IAEA was well advanced in this area of activity, it was advantageous for UNIDO to co-ordinate its efforts with the IAEA and to make minimum use of the existing programmes. Some preliminary systems analyses were undertaken in respect of personnel records and regular payroll. Due to the limited available resources, however, the final systems analyses and systems design work cannot be undertaken before mid-1970. The major objective for the future is to develop an integrated management information system which would eliminate or reduce considerably manual processing

and retrieval. The potential savings to be realized by conversion to computer processing will not be achieved, however, until the detailed systems analyses and design studies of the over-all requirements are completed and implemented.

95. The following applications are scheduled to be operational in 1970:

- (i) Administrative system -
 - personnel files
 - manning tables
 - staff listings
 - regular payroll
 - pension fund
- (ii) Experts' rosters -
 - by nationality
 - by industrial area
- (iii) Mailing lists
- (iv) Statistics

96. Subject to the availability of personnel resources, it is intended upon the completion of the above commitments to undertake systems studies in the following areas:

- (i) Finance system including General Accounts and Technical Assistance Accounts
- (ii) Experts' payroll
- (iii) Industrial information system

97. In 1969, various electronic data processing training courses were organized in-house and under the auspices of the IAEA and IIR. Twenty-six staff members attended the courses which covered computer concepts, techniques and applications, basics of data processing, input/output media, central processing and programming. A larger training programme is planned for 1970. Approximately 50 staff members in the Division of Administration, Conference and General Services are expected to attend various courses in order to provide the necessary support services for the administrative system.

98. To ensure proper utilization of computer facilities, the Executive Director has established an inter-divisional working group on computer utilization. The terms of reference of the group are to: review the information reporting requirements of UNIDO; examine and define EDP applications; establish project priorities; control the project implementation.

99. Further, the representative of UNIDO has been participating regularly in the meetings of the Computer Users' Committee in Geneva.

Common services arrangements with the IAEA

100. The provisional arrangements concluded with the IAEA in 1967 and 1968 for the provision of various common services to UNIDO have continued very successfully during 1969 with but some minor changes and additions. The facilities and services presently being provided to UNIDO or shared on a reimbursable or other basis are:

- (i) Medical services
- (ii) Procurement services
- (iii) Interpretation services
- (iv) Reproduction services
- (v) Computer services

101. Pending the move to the permanent headquarters in the Donaupark, it is intended to continue the present arrangements of common services during the transitional period of four to five years. These transitional arrangements have been made with a view to their eventual replacement by joint common services at the new headquarters location. Thus, all commitments that have been entered into by both organizations for staff, equipment and other facilities have been closely co-ordinated, taking into account the future requirements for the joint services. A brief description of the various arrangements in force is given in the following paragraphs.

102. Medical services. The arrangements with IAEA provide for pre-employment examinations for UNIDO staff members, technical experts and conference staff hired for United Nations conferences held in Vienna, periodical check ups, emergency treatment, and inoculations in connexion with mission travel. The Head of the Medical Service in IAEA acts as consultant on all health problems and on questions relating to the Pension Fund and the medical insurance schemes covering the staff.

103. Procurement services. UNIDO has limited its own facilities to the procurement of technical equipment and the contracting for services in respect of its operational programmes in the field. Procurement services for all headquarters and conference requirements are provided by IAEA, including the solicitation and review of bids, the placement of orders and the receipt and inspection of goods. In addition, both organizations make use of common storage facilities in the Hofburg.
104. Interpretation services. Arrangements provide for the combination of the interpreters of UNIDO and IAEA into a joint service available to the conferences of both participants on the basis of the consolidated meetings schedule of the two organizations. However, each organization provides interpreter posts in its own establishment.
105. Reproduction services. The IAEA provides UNIDO, on a reimbursable basis, with a full range of printing and reproduction services, including procurement and storage of materials. The arrangements established in 1967 and subsequently revised in 1969 continue to work satisfactorily. The capacity of the common service reproduction facilities, to which UNIDO contributes some capital equipment, will be increased in 1970 to meet the peak work load periods and priorities of UNIDO.
106. Computer services. In 1969, UNIDO established a close working relationship with IAEA and a formal agreement was reached on the use of the latter's computer facilities on a reimbursable basis. Detailed arrangements, which are being elaborated upon, call for processing by IAEA of the electronic data requirements of UNIDO on a time-rental basis as well as for the standardization of records and processes in order to achieve a maximum of joint programming in such areas as personnel records, payrolls and reports on technical co-operation activities. UNIDO will continue to rely on the strengthening of IAEA facilities rather than establish a separate data processing centre. To ensure close co-ordination between the two organizations in all matters relating to data processing activities, UNIDO is now represented on the IAEA Computer Committee.

107. Language training programmes. In early 1970, it is anticipated to pursue an additional area of common services relating to the language training programmes. Consultations with IAEA in 1969 have indicated that a joint programme may be desirable and, if implemented, could result in considerable savings to both organizations.

Manpower utilization pilot project

108. In his statement to the forty-seventh session of the Economic and Social Council in August 1969, the Executive Director drew attention to the extensive discussions at the last session of the Industrial Development Board in respect of the need for re-examining and streamlining the administration of UNIDO and its organizational structure. He further stated that, since then, the Secretary-General had decided to conduct a desk-to-desk survey of staff and functions of UNIDO early in 1970. Finally, he noted that the External Auditors of the United Nations would resume the management audit of UNIDO, which was started in February 1969 as a pioneering experiment for the whole of the United Nations.

109. In light of the above developments, the Executive Director established an internal management team in August 1969 to undertake a preliminary and pilot programme to review the utilization of staff resources in UNIDO, including the preparation of all necessary background material which would facilitate the work of the various United Nations survey teams.

110. The pilot project was launched in the latter part of September 1969 and, as of this writing, the functions and staffing arrangements of some twelve sections representing 200 staff members have been carefully examined and detailed analysis made of the information received. More specifically, the objectives of the pilot project can be summarized as follows:

To define and analyse the work accomplished by each staff member, clarifying tasks, functional relationships, responsibilities, workload, and operational or other characteristics of the individual assignment;

To study the tasks assigned as a whole to each organizational unit and to comment on the distribution of the various tasks with a view to eliminating any overlapping and to improving the over-all performance of each unit;

To obtain a factual and quantitative picture of the activities developed by each section and division as well as of the functional and operational relationships with other units of the organization;

To accumulate preliminary data on the processes of decision making, the systems of communication and the flow of information relating to the activities of each organizational component. These data will be used in a second review (long-range) to design and implement an information system for planning and resource allocation, project administration and control. This phase will include the preparation of activity flow charts.

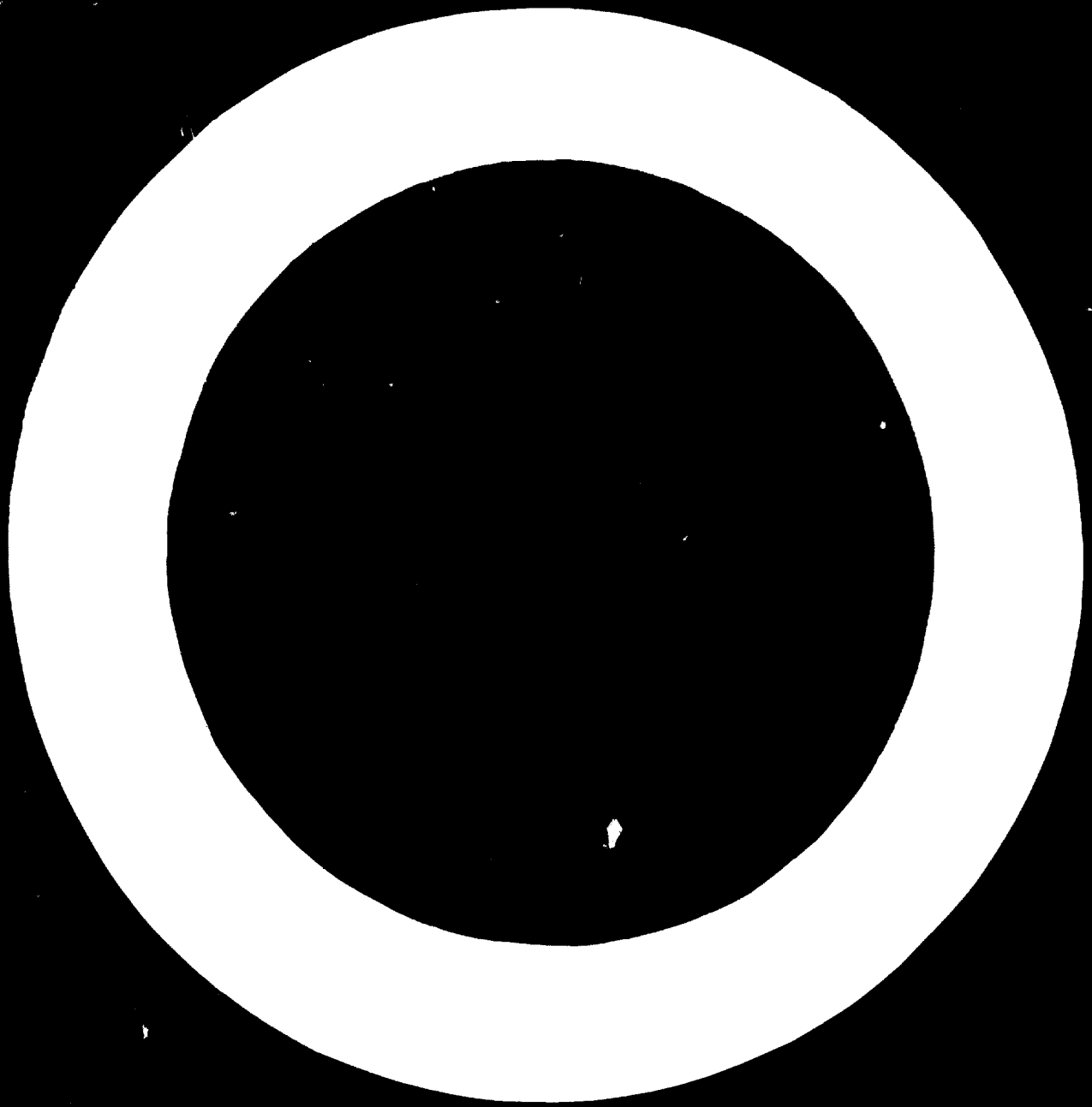
111. The methodology applied to the pilot project includes questionnaires, interviews and procedural analysis. The last two techniques are aimed at supplementing the information collected through statement of duties and at giving a comprehensive picture of the organization from a static and dynamic viewpoint. Interviews were held at all levels, wherever deemed necessary, in order to obtain clarification of functions and relationships. The procedural study involves the analysis of the major procedures developed in the organization.

112. Upon completion of the fact-finding phase of the review and its preliminary analysis, scheduled for end January 1970, it is intended to undertake further studies in 1970 to cover: (i) structural analysis; (ii) functional analysis; (iii) information flow analysis; and (iv) quantitative analysis. While points (i) and (ii) will furnish a static picture of the organization, points (iii) and (iv) will provide a dynamic representation which will integrate and complete the first one.

113. The Executive Director is of the opinion that the above pilot project, apart from providing considerable background data to the United Nations Survey Team, External Auditors and Joint Inspection Unit, might also provide a test of the methodology that could be applied in future surveys of manpower utilization.

ANNEX I

GEOGRAPHICAL DISTRIBUTION
OF THE PROFESSIONAL STAFF OF UNIDO



1. Structurally and administratively, the UNIDO secretariat forms part of the United Nations Secretariat,^{1/} and therefore UNIDO does not appoint its own staff in the professional and higher categories. These staff members are appointed by the Secretary-General of the United Nations in accordance with the established United Nations procedures.
2. The geographical distribution situation in the Secretariat as a whole is reviewed annually in a report of the Secretary-General. A recent report entitled "Composition of the Secretariat" was submitted to the twenty-fourth session of the General Assembly.^{2/} Delegations interested in the question are referred to this report and to the subsequent discussions of the Fifth Committee of the General Assembly.
3. As part of the United Nations Secretariat, the UNIDO secretariat is subject to the over-all guidelines on geographical distribution established by the General Assembly. The Secretary-General is also endeavouring to assure wide representative geographical distribution within the UNIDO secretariat. Throughout 1969, UNIDO, in conjunction with the Office of Personnel, has searched for qualified candidates from under-represented Member States in order to attain the widest possible geographical distribution within UNIDO.
4. As of 31 October 1969, there were 192 staff members serving with UNIDO on appointments of one year or more who were occupying posts subject to the principles of geographical distribution. These staff members represented 61 nationalities, as outlined in the attached table. The comparable figures as of 1 January 1969 were 167 staff members representing 57 nationalities.

^{1/} General Assembly resolution 2152 (XXI) of 17 November 1966.

^{2/} General Assembly document A/7745 of 5 November 1969. Agenda item 83(a).

	<u>Number</u>
<u>AFRICA</u>	
Burundi (1 P-1)	1
Dahomey (1 P-3)	1
Gambia (1 P-2)	1
Ghana (1 P-3)	1
Libya (1 P-2)	1
Mali (1 D-1)	1
Morocco (1 P-2)	1
Nigeria (1 P-3)	1
Senegal (1 P-4)	1
Somalia (1 P-2)	1
Sudan (2 P-3)	2
Togo (1 P-2)	1
United Arab Republic (1 USO, 1 D-1, 1 P-5, 4 P-4)	1
	<u>7</u>
Total	20
<u>ASIA AND THE FAR EAST</u>	
Australia (1 D-1, 1 P-5, 3 P-2)	5
China (1 P-4, 1 P-3)	2
India (2 P-5, 1 P-4, 1 P-3)	4
Indonesia (1 P-5)	1
Japan (1 P-5, 1 P-4, 1 P-3)	3
New Zealand (1 P-4)	1
Pakistan (1 P-5, 1 P-4)	2
Philippines (1 P-1)	<u>1</u>
	19
Total	19
<u>EASTERN EUROPE</u>	
Bulgaria (2 P-4)	2
Czechoslovakia (1 D-1, 1 P-5, 2 P-4, 1 P-1)	5
Hungary (1 P-5, 1 P-4, 1 P-3)	3
Poland (3 P-4, 1 P-3)	4
Romania (1 P-3)	1
Ukrainian Soviet Socialist Republic (1 P-2)	1
Union of Soviet Socialist Republics (1 D-2, 1 D-1, 7 P-4, 4 P-3)	13
Yugoslavia (1 D-1, 1 P-5, 1 P-4)	<u>3</u>
	32
Total	32

WESTERN EUROPE

	<u>Number</u>
Austria (3 P-4, 3 P-3, 2 P-2)	8
Belgium (1 P-4, 2 P-2)	3
Finland (1 P-4)	1
France (1 D-2, 2 D-1, 3 P-5, 1 P-4, 2 P-3, 1 P-2)	10
Greece (2 P-4)	2
Iceland (1 P-2)	1
Ireland (1 P-5, 1 P-3, 1 P-2)	3
Italy (2 P-4, 2 P-3)	4
Luxembourg (1 P-4)	1
Netherlands (2 P-4, 1 P-1)	3
Norway (1 P-4)	1
Portugal (1 P-1)	1
Spain (1 P-4, 1 P-3, 1 P-1)	3
Sweden (1 P-5, 1 P-4, 1 P-2, 2 P-1)	5
United Kingdom of Great Britain and Northern Ireland (4 P-5, 1 P-4, 5 P-3, 1 P-2)	<u>11</u>
Total	57

LATIN AMERICA

Argentina (1 P-5, 1 P-4, 1 P-3)	3
Brazil (2 P-5, 1 P-3)	3
Colombia (1 D-2)	1
El Salvador (2 P-3)	2
Haiti (1 P-2)	<u>1</u>
Total	10

MIDDLE EAST

Iran (1 P-5)	1
Iraq (1 P-4)	1
Israel (1 P-4)	1
Jordan (1 P-4)	1
Lebanon (1 P-3)	1
Syria (1 P-5, 1 P-4)	2
Turkey (1 P-3)	<u>1</u>
Total	8

	<u>Number</u>
<u>NORTH AMERICA AND THE CARIBBEAN</u>	
Canada (1 P-5, 1 P-4)	2
Jamaica (1 P-1)	1
United States of America (1 D-2, 1 D-1, 7 P-5, 9 P-4, 7 P-3, 10 P-2)	<u>35</u>
Total	38
<u>NON-MEMBER STATES</u>	
Federal Republic of Germany (1 D-1, 1 P-5, 3 P-3, 1 P-2, 1 P-1)	7
Switzerland (1 P-5)	<u>1</u>
Total	8
Grand Total	<u>192</u>

5. In addition to the 192 staff members referred to above, on 31 October 1969 there were 25 candidates under recruitment for posts within the UNIDO secretariat which were subject to geographical distribution. These 25 candidates came from the following regions:

Africa	3
Asia and the Far East	1
Eastern Europe	3
Western Europe	5
Latin America	2
Middle East	3
North America and the Caribbean	6
Non-Member States	2

ANNEX II

ORGANIZATION OF THE UNIDO SECRETARIAT

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The secretariat of UNIDO comprises the Office of the Executive Director and five Divisions. Details on their functions and set-up are listed below. Organizational charts appear on pages 8 to 14.

Office of the Executive Director

The Executive Director is responsible for the provision of policy guidance and for the over-all planning and direction of UNIDO activities. He undertakes and co-ordinates the following activities in collaboration with the various Divisions and Units of the Organization:

- Relations with Governments of Member States and with intergovernmental, non-governmental and industrial organizations;
- Provision of the secretariat and services for the Industrial Development Board and its subsidiary organs;
- Co-ordination of activities of United Nations organizations in the field of industrial development;
- Maintenance of close liaison, contact and co-operation in fields of common interest with regional economic commissions and the specialized agencies;
- Preparation of documentation for the General Assembly, the Industrial Development Board, the Committee for Programme and Co-ordination and other United Nations bodies;
- Liaison with United Nations Headquarters, Missions to the United Nations, intergovernmental organizations and other institutions in North America through the New York liaison Office of UNIDO;
- Dissemination of information on the work and activities of UNIDO.

The Office of the Executive Director is composed of:

The Executive Director
Senior Adviser to the Executive Director
Co-ordination and External Relations Section
Secretariat of the Industrial Development Board
Information Service
New York Liaison Office

Technical Co-operation Division

The functions of this Division are to:

- Programme and implement field activities and their over-all co-ordination;
- Co-ordinate the activities of UNIDO as a participating agency in the United Nations Development Programme and maintain relations with the offices of the resident representative;

- Organize teams of experts and staff from different branches of industry for field missions as requested by Governments of Member States;
- Report on operational and field activities.

The Division is composed of:

- Office of the Director which includes
 - Evaluation Unit
 - Reports Unit
 - Field Advisers Support Unit
 - Expert Recruitment Planning Unit
- Section for Programme Co-ordination
- Section for Africa
- Section for the Americas
- Section for Asia and the Far East
- Section for Europe and the Middle East
- Section for Interregional Projects and Fellowships

Industrial Technology Division

The functions of this Division are to:

- Provide support for technical assistance activities in developing countries for strengthening existing and establishing new industries;
- Provide support for technical assistance activities in developing countries for the introduction of appropriate technologies;
- Review the development of industrial branches and the applicability of new technologies to the needs of developing countries;
- Organize workshops, seminars and expert group meetings to review and disseminate experience and information on the development of industrial branches and new technologies;
- Prepare publications on industrial branches, technology and processes;
- Prepare relevant documentation for the Industrial Development Board and other United Nations bodies.

The Division is composed of:

- Office of the Director
- Industrial Sectors Development Section
- Metallurgical Industries Section
- Engineering Industries Section
- Fertilizers, Pesticides and Petrochemicals Industries Section
- Chemicals, Pharmaceuticals, and Building Materials Industries Section
- Light Industries Section

Industrial Policies and Programming Division

The functions of this Division are to:

- Provide support to technical assistance activities in the field related to industrial policies, export and investment promotion;
- Deal with matters related to planning and programming of industries, project preparation and implementation, industrial programming data, industrial location and regional development;
- Deal with matters related to industrial policies, industrial financing and promotion of specific industrial projects;
- Deal with matters related to the identification of viable export-oriented industries and evaluation of the export potential of existing industries;
- Prepare industrial development surveys and collaborate with developing countries in preparing national industrial surveys, and relevant documentation for the Industrial Development Board.

The Division is composed of:

- Office of the Director
- Industrial Programming Section
- Industrial Policies and Financing Section
- Export Industries Section
- Survey Section

Industrial Services and Institutions Division

The functions of this Division are to:

- Provide support to technical assistance activities in the field and to organize seminars and technical meetings;
- Assist developing countries in establishing and strengthening institutions serving industry, including legislation and patent systems, relevant government departments, research institutions, industrial development centres and relevant non-governmental organizations;
- Provide central services for industrial information and promotion at UNIDO headquarters and to assist developing countries in these fields;
- Carry out assessments of requirements and facilities for industrial training and organize relevant programmes;
- Assist developing countries in improving industrial management skills and practices and in developing and using industrial consulting services;
- Assist developing countries in establishing and improving service organizations and programmes for small-scale industries, including industrial estates and industrial extension services;
- Prepare current publications and relevant documentation for the Industrial Development Board and other United Nations bodies.

The Division is composed of:

Office of the Director
Industrial Information Section
Industrial Institutions Section
Industrial Training Section
Industrial Management Section
Small-scale Industry Section

Division of Administration, Conference and General Services

The functions of this Division are to:

- Administer, in close co-operation with the central administrative services of the United Nations, matters pertaining to personnel, budget and finance of UNIDO;
- Provide general administrative management services, surveys and periodic organization and methods studies and to develop the use of electronic data processing for administrative purposes entailing systems studies and analyses;
- Provide conference services for UNIDO meetings;
- Provide services for editing, translation, reproduction and distribution of UNIDO official records, documents and publications;
- Provide general services including the management of UNIDO buildings and the co-ordination of planning for the permanent headquarters buildings in Vienna.

The Division is composed of:

Office of the Director, including
Office of Headquarters Planning and Administrative Management
Administrative Management Section
Headquarters Planning Section
Technical Equipment Procurement and Contracting Office
Central Administrative Office
Legal Liaison
Protocol and Liaison (Austrian Government)

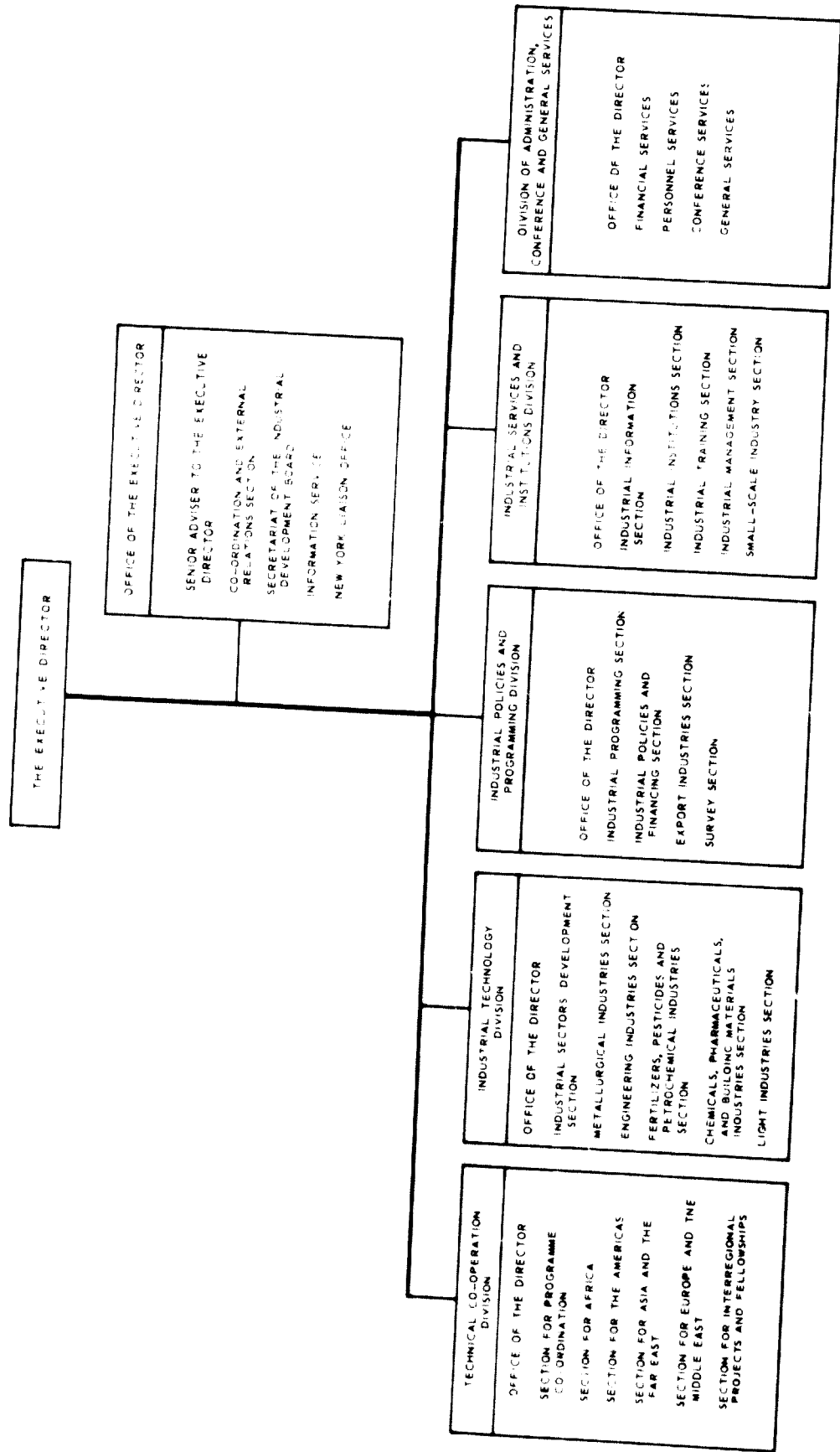
Financial Services, including
Office of the Chief
Budget Section
Finance Section
Technical Programmes Financial Management Section

Personnel Services, including
Office of the Chief
Professional Recruitment and Placement Section
Staff Services Section
Special Services Section
Joint IAEA/UNIDO Health Service

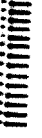
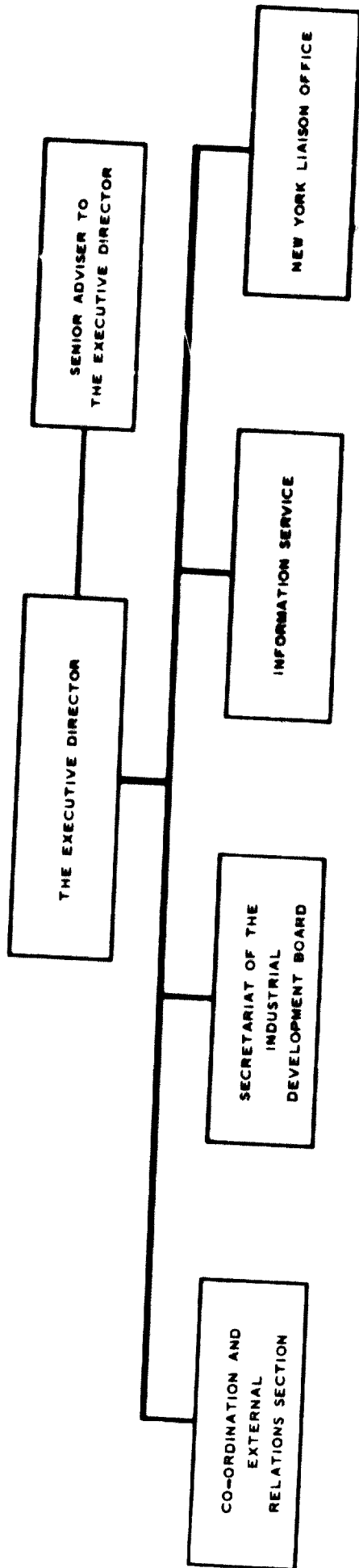
Conference Services, including
Office of the Chief
Documents Section
Editorial Control Section
Language Section
Interpretation Section

General Services, including
Office of the Chief
Purchase and Transportation Section
Communications and Records Section
Buildings Management Section

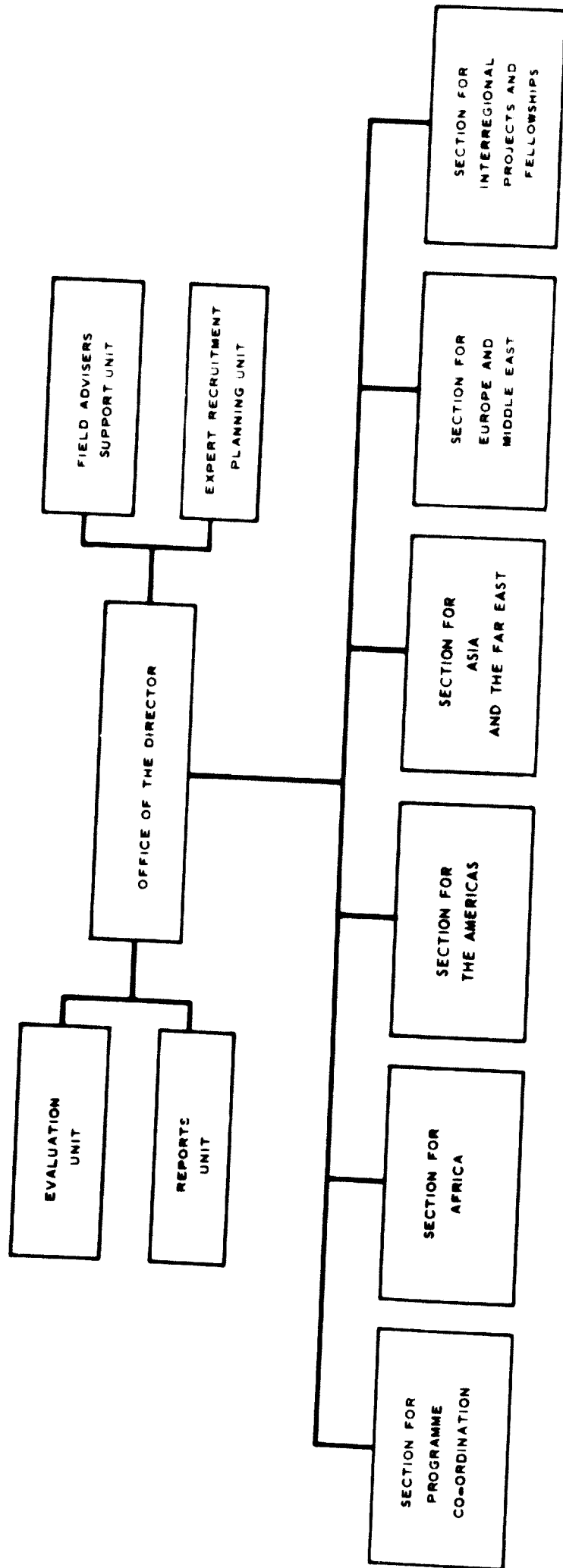
UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION ORGANIZATION CHART



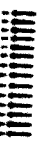
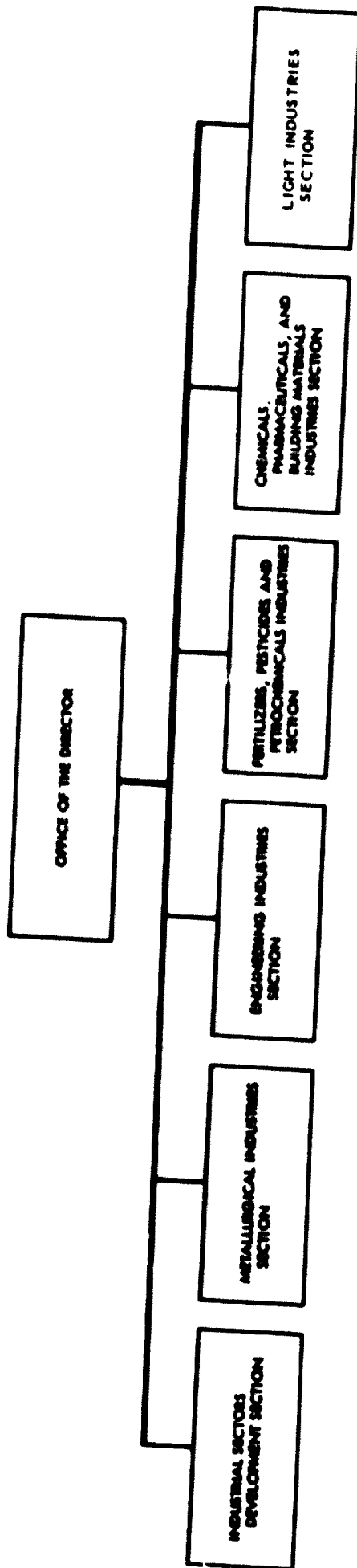
OFFICE OF THE EXECUTIVE DIRECTOR



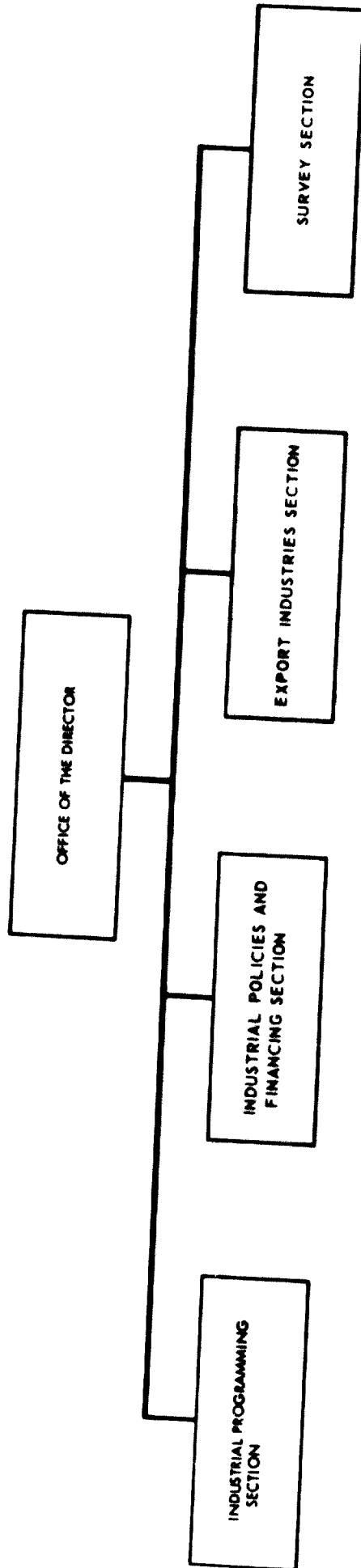
TECHNICAL CO-OPERATION DIVISION



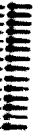
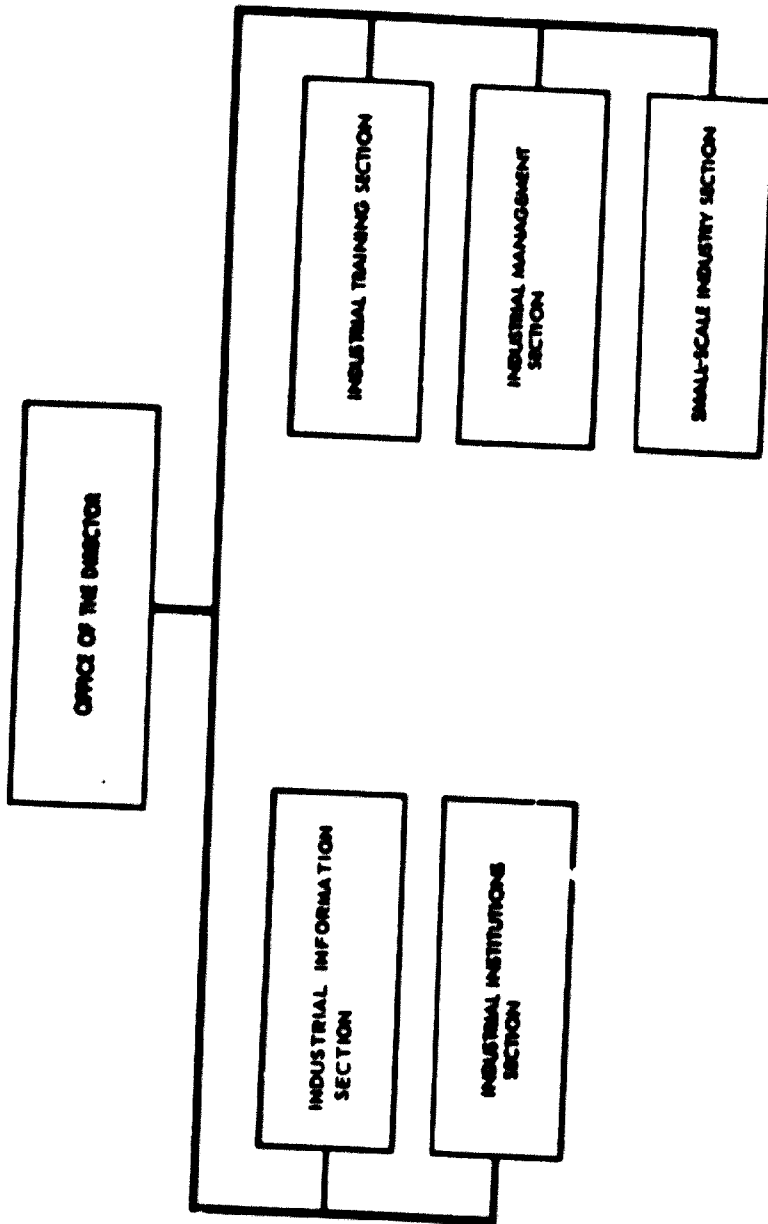
INDUSTRIAL TECHNOLOGY DIVISION



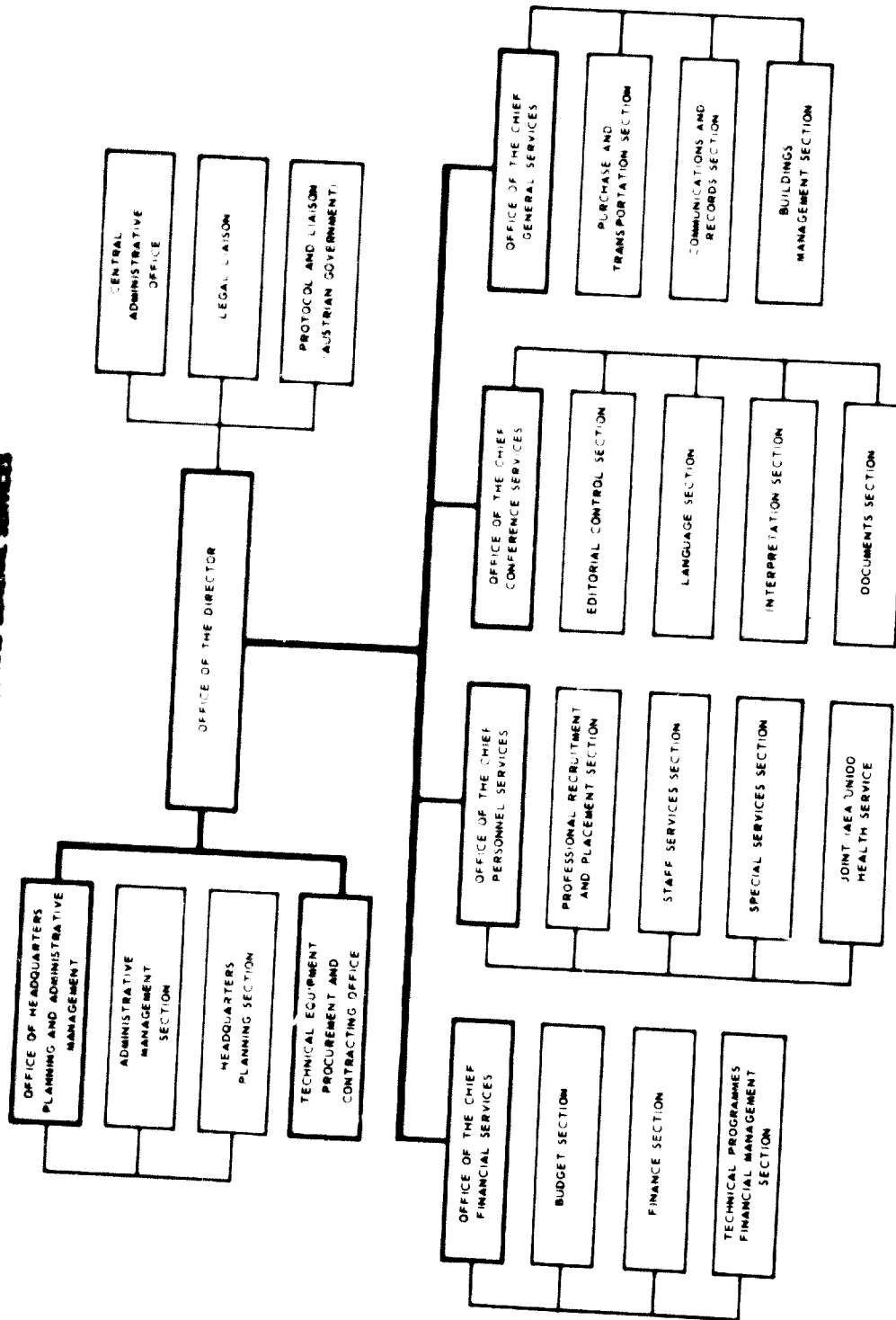
INDUSTRIAL POLICIES AND PROGRAMMING DIVISION

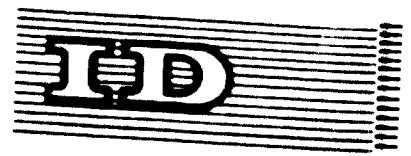


INDUSTRIAL SERVICES AND INSTITUTIONS DIVISION



**DIVISION OF ADMINISTRATION,
CONFERENCE AND GENERAL SERVICES**





United Nations Industrial Development Organization

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Vienna, 20 - 30 April 1970

Agenda item 8

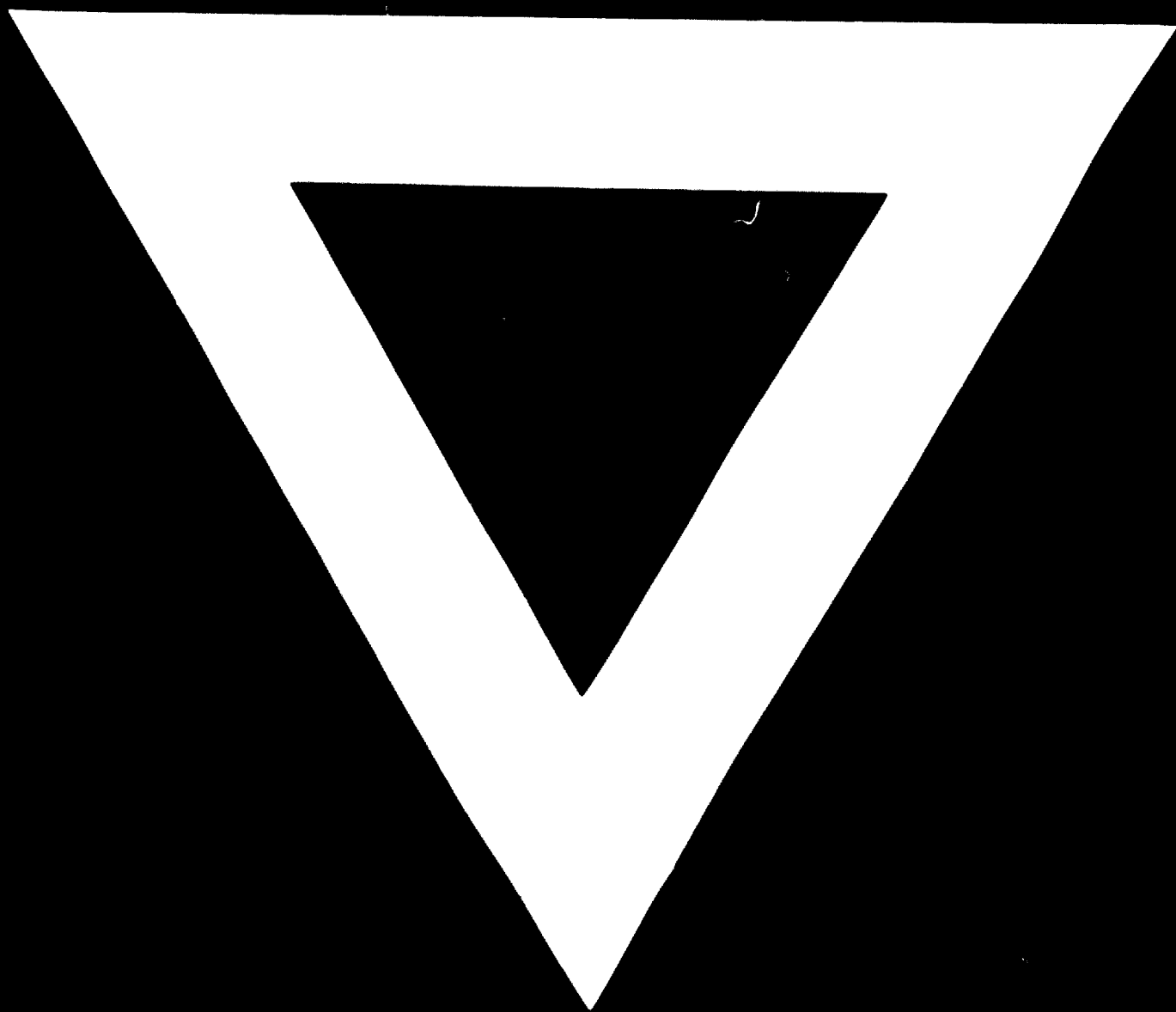
ADMINISTRATIVE ACTIVITIES AND ORGANIZATIONAL MATTERS OF UNIDO IN 1969

Corrigendum

Page 27, para. 94, fifth line

Change to read as follows: "... and to make maximum use of the
existing programme ..."





28.3.74