



General Assembly

Distr.
GENERAL

A/46/327
29 July 1991

ORIGINAL: ENGLISH

Forty-sixth session
Items 107 and 114 of the provisional agenda*

REVIEW OF THE EFFICIENCY OF THE ADMINISTRATIVE AND
FINANCIAL FUNCTIONING OF THE UNITED NATIONS

JOINT INSPECTION UNIT

Follow-up report on the Management Advisory Service
of the United Nations

Note by the Secretary-General

The Secretary-General has the honour to transmit to the General Assembly the report of the Joint Inspection Unit, entitled "Follow-up report on the Management Advisory Service of the United Nations" (JIU/REP/91/4).

* A/46/150.

FOLLOW-UP REPORT ON THE MANAGEMENT ADVISORY SERVICE OF THE UNITED NATIONS

Prepared by

Norman Williams
Joint Inspection Unit

Table of Contents

| | <u>Paragraph</u> | <u>Page</u> |
|--|------------------|-------------|
| Executive Summary | | ii |
| I. THE EARLY YEARS | 1 - 8 | 1 - 2 |
| II. SHIFTING ORGANIZATIONAL ALIGNMENTS AND STAFF REDUCTIONS | 9 - 20 | 3 - 6 |
| III. STRENGTHENING THE SERVICE | 21 - 26 | 7 - 9 |
| IV. CONCLUSIONS AND RECOMMENDATIONS | 27 - 33 | 10 - 12 |

Annexes

EXECUTIVE SUMMARY

The present report takes a look at the Management Advisory Service of the United Nations in light of an earlier JIU report on management services in the United Nations system and in the context of General Assembly resolution 31/94C which laid down a clear mandate for an Administrative Management Service in regard to administrative and management control of the United Nations.

For some time, the Service has not been allowed to function as originally envisaged by the General Assembly. It has not remained an independent entity. Rather it has been merged with other units and displaced with other services, at times unrelated. It has lost resources and respect and, as a result of the aforementioned exercises, the Service has also lost the lead role which a unit of this kind should exercise in the United Nations. If the Service is to perform its important role, a number of changes must be realised. These are embodied in a set of recommendations which are put forward in this report.

I. THE EARLY YEARS

1. In 1981, the Joint Inspection Unit prepared a report on Management Services in the United Nations system. ^{1/} The present report takes a look to see what has happened over the past decade to one of those services - the Management Advisory Service of the United Nations. Apart from its being a natural sequel to an earlier report, the report was prompted also by recommendation 31 of the Group of High-Level Intergovernmental Experts to review the Efficiency of the Administrative and Financial Functioning of the United Nations (Group of 18), which reads as follows: "The Management Advisory Service, which was established to advise on management methodology and to evaluate management structure and weaknesses, is of marginal usefulness and the Service should be abolished.", (A/41/49, paragraph 44).

2. The authors of the earlier report had stated in their opening paragraph: "The United Nations system is arguably the most complex organization in the world. To be effective it must continuously give thought to what is being done, how it is being done and what could be done better." This statement remains true and valid today.

3. Forward-looking organizations in both the public and private sectors, in their quest to keep on top of things, use a variety of mechanisms in support of programme managers who have primary responsibility for guiding their departments successfully. One institutional tool which has proved itself over time has been the management unit. Independent in thinking and outlook, usually reporting directly to the head of the organization, such units are commissioned to function as agents of change to bring about improvements in the efficiency of operations without damaging the morale of employees.

4. The report cited above found that whilst most organizations in the United Nations system had established management services units, ironically they had given low priority to management improvement. This is true of the United Nations.

^{1/} JIU/REP/81/3, A/36/296.

5. In the United Nations, a unit of this type - an Administrative Management Service (AMS) - was established by the Secretary-General in 1969, following a proposal by ACABQ during its consideration of the budget estimates for that year. It functioned at first as an ad hoc group of experts to advise the Secretary-General on the utilization of manpower resources, and to conduct surveys, organizational studies and systems analysis at the Secretariat ^{2/}. The head of the Service was to report, through the Under-Secretary-General for Administration and Management, to ACABQ and the Fifth Committee. The manpower reviews continued in the early part of the 1970s as the main function of the unit.

6. In his report (A/C.5/31/6) to the Fifth Committee, the Secretary-General, responding to the concerns expressed by the Fifth Committee as to whether the full potential of AMS was being utilized and whether sufficient attention was being paid to implementing its recommendations, stated that the rate of implementation of AMS recommendations had varied considerably from project to project. During consideration of the report, both ACABQ and the Fifth Committee again expressed dissatisfaction with the attention paid to the recommendations and the firm conviction developed that AMS should be strengthened to ensure that it was staffed by a small cadre of individuals possessing the highest possible competence in the field of management to be supplemented by experts in particular fields from the Secretariat or outside. Furthermore, to ensure fulfillment of its mandate, the belief was that AMS must have the necessary independence in the exercise of its functions, and that it should be made abundantly clear to staff at all levels that management improvement efforts had the full support of the Secretary-General.

7. The Fifth Committee's consideration of these recommendations led to the adoption of General Assembly resolution 31/94C, (Annex I to this report).

8. The introduction of two new functions in 1977: strengthening of the organizational manual and establishment of a new forms management programme appeared to place some emphasis on AMS's role as an operational, rather than a consultative, unit.

II. SHIFTING ORGANIZATIONAL ALIGNMENTS AND STAFF REDUCTIONS

9. The functions of the Administrative Management Service are outlined in document ST/SGB/Organization, section P(IV)/Rev.1, (Annex II to this report). The document was issued by the Secretary-General in compliance with General Assembly resolution 31/94C and implies a key role for AMS as a major player in management improvement throughout the Secretariat. This bulletin omits, however, any reference to the very important paragraph (e) of resolution 31/94C, which outlined reporting procedures whereby information on the Service's work was to be submitted annually to the ACABQ. Curiously, in the same year (1977) as its functions were promulgated, the Secretary-General recommended to the General Assembly a merger of AMS and the Internal Audit Service, in order to create an "Internal Audit Management Improvement Service". Whilst this proposal may not have been without merit, the General Assembly, nevertheless, did not accept the proposal and decided to maintain a separate AMS, in a sense reaffirming its conviction that AMS should remain an independent, management entity with its own clear terms of reference and reporting on its work to the General Assembly through ACABQ.

10. Evidently, the Secretary-General seems not to share the General Assembly's original vision in this regard since on two subsequent occasions he has sought officially to downplay AMS's role and significance.

11. In 1985, the Secretary-General in a report to the General Assembly 3/ on the proposed reorganization within the Department of Administration and Management stated his intention to merge AMS and Electronic Data Processing and Information Systems (EDPIS) into a new Management Services Division reporting directly to the Under-Secretary-General for Administration and Management. The idea was to forge a link with the new technologies service. The General Assembly took note of this proposal which was implemented in 1986. AMS was renamed the "Management Advisory Service" (MAS).

3/ A/C.5/40/60, 3 December 1985.

12. On 23 April 1986, the establishment of a new organizational entity, the Management Services Division (combining both AMS and EDPLS) was announced in an internal memorandum of the Under-Secretary-General for Administration and Management to the senior officials of the Department. The new alignment and terms of reference of MAS, however, were not officially announced. As a result of this vacuum, the announcement of these changes came from Secretariat.

13. This marriage, which was seen as an internal exercise in management improvement that would have the effect of enhancing the overall performance of the Organization, was short-lived. Later in 1986, the Group of 18 recommended to the General Assembly that MAS should be abolished in the terms quoted in paragraph 1 of the present report.

14. However, the Secretary-General decided to maintain MAS and stated in his report to CPC on the implementation of the Group of 18's recommendations that in view of "the need for a small internal management consultancy service to assist with the task of streamlining the Secretariat and enhancing its efficiency, the Management Advisory Service will now operate under the direct authority of the Under-Secretary-General for Administration and Management." 4/

15. Scarcely had the ink dried, and notwithstanding previous pronouncements by the Secretary-General on the "shortening of lines of communication to ensure maximum efficiency", a press release heralded the latest reorganization of the Department of Administration and Management thus: "The unit to which AMS/MAS belongs will as of 23 July 1987 report to the Controller". 5/

16. Yet another organizational change was made one year later. During the reorganization and retrenchment exercise in DAM, a new Division for Evaluation and Management Services in OPPBF was established; MAS became part of this division. The Chief of MAS reports, through the Director of the Division, to the Assistant Secretary-General who, in turn, reports to the Under-Secretary-General for Administration and Management.

4/ A/42/234 of 23 April 1987.

5/ SG/A/306/87.

17. Institutionally, AMS/MAS has gone through myriad changes, each change purporting to achieve greater efficiency in doing things and/or shortening lines of communication. This has not happened. In reality, structural and reporting changes in MAS often occurred for reasons other than "achieving greater efficiency" as cited by the Inspector. These reasons were generated, inter alia, from loss of identity and raison d'être of the Service, absence of its precise mandate and, most of all, the quick turnover at the supervisory level heading the Service (e.g., since 1987, 2 Under-Secretaries-General, 2 Assistant Secretaries-General, 4 D-2s, and 4 D-1s have supervised MAS for unusually short durations).

18. Coupled with the institutional buffeting to which AMS/MAS has been subjected has gone reductions in its staffing complement. Over the last decade, the Service has lost 4 professional and an equal number of general service posts as reported below:

| <u>Period</u> | <u>Professionals</u> | <u>General Service</u> |
|-----------------|----------------------|------------------------|
| 1976-83 | 11 | 9 |
| 1984-85 | 9 | 7 |
| 1986-87 | 8 | 7 |
| 1988 to present | 7 | 5 |

The four professional posts lost were: 1 D-2 (transferred to the immediate Office of the Under-Secretary-General for Administration and Management); 1 D-1 (deployed with its incumbent to EDPIS); 1 P-5 (deployed to the immediate Office of the Under-Secretary-General for Administration and Management); 1 P-3 was retrenched in the wake of the financial crisis. In addition, 1 P-4 post was released by AMS in return for a P-3 post. This means a staff reduction of close to 40 percent, much of it at the senior level.

19. This erosion of the resources and confidence of the Service has affected its output and the Group of 18's recommendation cited above may be seen in this light. However, the role which the Service has to, and must, play is too important for the idea of its abolition to be entertained.

20. Over the years, AMS/MAS has contributed effectively to various functional and structural improvements in the Secretariat. Apart from the areas of inquiry mentioned in paragraph 5, the Service has assisted departments in office systems analysis, establishing programme priorities, and identifying areas of duplication. The Inspector has not conducted a detailed review of MAS's work, but he has come away with the impression that things can be improved as they nearly always can. But what is infinitely more important to him than whether or not at this point in time MAS is performing or not performing to an acceptable standard of efficiency is the Service's mission. That mission, enshrined in resolution 31/94C, transcends immediate or intermediate difficulties. It is without doubt more important today than it was two decades ago and must be pursued.

III. STRENGTHENING THE SERVICE

21. The medium-term plan for 1992-1997 6/ suggests in broad-based terms the following functional role for MAS:

(a) Providing management advisory assistance to client offices and departments by giving critical attention to bettering efficiency, and to providing more timely and effective responses to management problems identified by, inter alia, the General Assembly, ACABQ, CPC, JIU and the External and Internal Auditors;

(b) Providing support services to the Under-Secretary-General for Administration and Management in the issuance of administrative instructions, up-dating and maintaining the Organization Manual of the Secretariat and managing the supply and design of forms.

22. MAS activities as realized at present can be summarised as follows:

(a) Management advisory activities which include:

- (i) improving and streamlining organizational entities;
- (ii) the setting of performance targets;
- (iii) the simplification of day-to-day administrative practices and procedures.

(b) Control functions:

- (i) Control of the administrative issuance system (Secretary-General's bulletins, administrative instructions and information circulars);
- (ii) Management and control of the use of standard administrative forms (new forms, revisions and rerolls/reprints);
- (iii) Maintenance of the Organization Manual.

6/ A/45/6, pp. 42.49(c) and 42.49(d).

23. The "control" functions mentioned above do carry some importance, but they are not, in the view of the Inspector, the raison d'être of a management service which must be in full rhythm with the managerial pulses of the Organization. To do so implies a continual outreach to the various client departments it has been set up to serve. It must get to know of their problems intimately and must be competent to suggest at least approaches to a solution. Sound advice need not come only in the form of a written report. Where the Service does not have the degree of expertise required to solve a problem, it should be in a position to suggest sources of such expertise and must be fully associated with the conduct of such outside consultancies. In this connection, the Inspector was taken aback on learning that MAS is never, or hardly ever, associated with managerial studies commissioned by Departments. It should be the rule that whenever such studies are to be commissioned MAS should, from the outset (drawing up terms of reference, for example), be associated with them.

24. MAS should become more active in identifying management problems, either independently or in association with Departments, and with the internal and external auditors. There could also be a closer linkage with the Joint Inspection Unit in the sense that MAS could pursue, within the ambit of the United Nations, issues raised or recommendations made by the Unit. Above all, MAS should draw up a biennial programme of work which should be submitted to the ACABQ for review and comment prior to its inclusion in the programme budget. The work programme might, by dint of circumstance, have to be adjusted each year. The idea is that MAS should play a much more active role in inducing management change rather than being reactive or even passive.

25. In the previous chapter, it had been mentioned that MAS had lost 4 professional and 4 general service staff. To the extent possible, these losses should be restored. Appointments should be at the senior level. Without a bolstering of its staffing complement, the Service would be hard-pressed to play the role originally envisaged for it by the General Assembly and would find it difficult to engage in the active role outlined above. Moreover, it seems highly unlikely that MAS would come any way near completing the ambitious work programme it has set for itself in 1991 (see Annex III). Should it be found not possible to restore the full complement of professional staff, then much more use should be made of within house expertise, either formally (full-time attachment to specific studies) or

informally in terms of brain-storming sessions. Whatever is done, the Inspector sees the need for appointing a first class industrial engineer with a degree and practical experience in business administration, and an able systems analyst.

26. In terms of emphasis, whilst solving specific problems in individual organizational entities may be more rewarding work both in terms of the Service and its clients, the thin resource base of MAS may not permit too widespread a use of this facility, even though the Inspector remains convinced that existing resources could be better harnessed and concentrated in pursuit of a well-designed programme, approved in advance. Should a resource gap persist, recourse would have to be made to studies of a more general, normative nature. Some examples of this type follow:

- providing advice on matters involving general management principles and techniques;
- the development of productivity standards;
- the determination of staffing requirements;
- organizational analysis and reviews;
- the rationalization of policies and administrative practices.

IV. CONCLUSIONS AND RECOMMENDATIONS

27. To function effectively and efficiently, an entity as large and complex as the United Nations must undertake a continual revision of its day-to-day managerial operations. Fully aware of this, the General Assembly, on the basis of a recommendation by ACABQ, endorsed, in the form of an Administrative Management Service, the role of a "competent central internal machinery endowed with the necessary mandate and the maximum support of the Secretary-General", geared towards effective and continuing management improvement.

28. The Secretary-General, in addressing recommendation 31 of the Group of 18 which called for the abolition of the Management Advisory Service, clearly reaffirmed the important role this Service was called upon to play, in asserting that "upon careful examination of the question, he could not propose such abolition without seriously affecting the work of the Department of Administration and Management" 7/, and averred further 8/ that the Service had performed particularly important functions during the period under review and continued to do so. Nevertheless, despite these pronouncements, the Management Advisory Service is not being used in the manner envisaged by the General Assembly two decades ago. To be more faithful to its original purpose the Service must, above all, be organizationally positioned to exercise its independence of thought and action. Ideally, that would imply, as in most organizations, direct access to the Head of the Organization, in this case the Secretary-General himself. However, given the complex nature of the United Nations and the very heavy burdens already placed on the Chief Executive, such an organizational linkage, unless embraced by the Secretary-General personally, may not be workable. Something less than the ideal would, therefore, have to do: the Management Advisory Service should report directly to the Under-Secretary-General for Administration and Management.

29. At the present time, MAS forms part of the Office of Programme Planning, Budgeting and Finance under the leadership of the Controller. It has no business there, just as it had no business tied to EDPIS. Its mission is

7/ A/43/286 and Corr.1, paras. 57 and 58.

8/ A/45/226, para. 131.

much broader than the narrow confines of United Nations controllership functions, and its freedom of action to identify, investigate and solve managerial problems must not be hemmed in. MAS should, therefore, once more be established as an independent entity, endowed with requisite staff and with the authority to carry out the mandate enshrined in resolution 31/94C. It must have the full, express support of the Secretary-General.

30. For some time, MAS seems to have lost the confidence of its clients, i.e., the Departments and other organizational entities which it must help to bring order to their affairs. Its reputation seems also to have been tarnished within the Department of Administration and Management itself. This is due in no small measure to the manner in which the Service has been shunted and treated as an appendage of other offices with incompatible responsibilities. It is also due to the reduction in its staff complement at a time when there are repeated calls for improved efficiency.

31. Even though departmental programme managers bear the primary responsibility for ensuring the smooth, efficient functioning of their offices, MAS's responsibility in this association is still so heavy that its present resources and those which could reasonably be expected by way of increase at a time of scarce resources, are hardly sufficient to fully service all its potential clients, which include the regional economic commissions, UNCTAD and UNHCR. MAS will, therefore, have to limit the number of specific departmental management improvement studies and shift to studies of a more normative type. For example:

1. Simplifying procedures and developing more cost effective ways of performing tasks.
2. Developing standards for work allocation.
3. The demarcation of lines of authority and responsibility and the elimination of overlap and duplication.
4. The logical and efficient use of available human resources.

32. In light of the above, Member States may wish, after consideration of this report, to:

- (i) reaffirm the mandate given in resolution 31/94C strengthening it as necessary to ensure a more vigorous, independent Management Advisory Service. RECOMMENDATION ONE
- (ii) authorize the re-establishment and/or redeployment of four professional posts at the senior level. RECOMMENDATION TWO

33. The Secretary-General, on his part, should:

- (i) ensure that MAS prepares a biennial programme of work for submission by the Under-Secretary-General for Administration and Management to ACABQ for review and comment prior to its inclusion in the biennial programme budget. RECOMMENDATION THREE
- (ii) submit a biennial report to the General Assembly on the work of MAS. The report should be analytical and results oriented. RECOMMENDATION FOUR
- (iii) ensure that MAS interacts more closely with other management advisory services in the system as well as with the JIU and the external and internal auditors. RECOMMENDATION FIVE
- (iv) ensure that MAS is intimately associated with all consultancies engaged to undertake managerial reviews. RECOMMENDATION SIX
- (v) ensure that MAS reports directly to the Under-Secretary-General for Administration and Management. RECOMMENDATION SEVEN

Annex I

Resolution 51/94C.

Administrative and Budgetary Co-ordination of the United Nations with the Specialized Agencies and the International Atomic Energy Agency

"The General Assembly,

Noting with appreciation the report of the Secretary-General 52/ on the review of action taken on the recommendations of the Administrative Management Service and the related report of the Advisory Committee on Administrative and Budgetary Questions, 53/

Convinced that an effective and continuing management improvement programme is essential for the efficient and economical functioning of the Organization and that this, in turn, requires a competent central internal machinery endowed with the necessary mandate and the maximum support of the Secretary-General,

Noting the view of the Secretary-General that, while "an acceptable degree of success" 54/ has been achieved in implementing the past recommendations of the Administrative Management Service, further measures are needed throughout the Secretariat for securing better results from management improvement efforts,

Noting also the statement made by the Under-Secretary-General for Administration and Management before the Fifth Committee on this matter, in particular paragraph 17 of the summary record containing that statement, 55/

Agreeing with the observations of the Advisory Committee on Administrative and Budgetary Questions as contained in paragraphs 12 to 19 of its report, particularly those in paragraph 14,

1. Requests the Secretary-General:

(a) To put into effect promptly the measures mentioned in paragraph 67 of his report, 52/

(b) To strengthen the existing role and functions of the Administrative Management Service by:

- (i) Authorizing the Service to identify management problems or areas requiring management improvement and to examine and report thereon with specific recommendations as to action required;
- (ii) Reviewing the reports and recommendations when received and by taking the necessary steps to ensure the prompt and effective implementation by the offices or departments concerned of those recommendations which he has approved;

52/
A/C.5/31/6.

53/
Official records of the General Assembly, Thirty-first Session, Supplement No. 8 (A/31/8 and Add.1-26), document A/31/8/Add.5.

54/
A/C.5/31/6, para.64.

55/
Official Records of the General Assembly, Thirty-first Session, Fifth Committee, 24th meeting; and *ibid*, Fifth Committee, Sessional Fascicle, corrigendum.

(iii) Empowering the Service to monitor and, whenever necessary, assist in the implementation of recommendations which he has approved;

(iv) Calling upon the offices or departments responsible to report at six-monthly intervals on the progress being made in implementing the approved recommendations, together with any problems and difficulties encountered in the process;

(c) To inform all staff of the Secretariat of the revised role and functions of the Administrative Management Service and of his strongest support for the Service, and to call upon them to extend to it full co-operation and assistance;

(d) To give special attention to the matter of staffing of the Administrative Management Service so as to ensure that the Service is staffed at all times by individuals possessing the highest degree of technical competence;

(e) To submit annually to the Advisory Committee on Administrative and Budgetary Questions a report in summary form on the management improvement projects and other advisory services rendered by the Administrative Management Service during the preceding twelve months; such reports should also include:

(i) A complete list of all reports and recommendations made by the Administrative Management Service during the year, with an indication of the recommendations, or parts thereof, not approved by the Secretary-General;

(ii) A summary of the progress reports submitted during the past year in accordance with sub-paragraph (b) (iv) above, together with an evaluation by the Secretary-General of the benefits derived to date or expected to be derived in the future from the implementation of the approved recommendations dealt with in these reports;

(f) To ensure that the programme budget proposals, beginning with those for the biennium 1978-1979, reflect all the benefits derived from the management improvement efforts referred to in sub-paragraph (e) (ii) above;

(g) To report to the General Assembly at its thirty-third session on the results obtained through the application of the measures mentioned in paragraph 6 of his report 52/ and the procedure set out in the present resolution;

2. Requests the Advisory Committee on Administrative and Budgetary Questions:

(a) To draw the attention of the General Assembly to any situation or problem requiring its attention which may arise from the annual reports mentioned in paragraph 1 (e) above;

(b) To submit its views and recommendations on the report of the Secretary-General requested in paragraph 1 (g) above;

3. Decides to review, at its thirty-third session, the question of administrative and management control of the United Nations, on the basis of the report of the Secretary-General requested in paragraph 1 (g) above and the views and recommendations submitted thereon by the Advisory Committee on Administrative and Budgetary Questions.

98th plenary meeting
14 December 1976"

Annex II

Section P (IV)

ADMINISTRATIVE MANAGEMENT SERVICE

Functions

Serves as the internal management consulting staff in the Secretariat and, in that capacity:

Identifies management problems or areas requiring management improvement and examines and reports thereon to the Under-Secretary-General for Administration and Management and other appropriate officials, with specific recommendations as to action required;

Undertakes management surveys or studies at the request of the Secretary-General or of the heads of Departments and Offices and reports the results to the appropriate officials, as well as to the Under-Secretary-General for Administration and Management for their attention;

Assists and advises, where requested, in the management improvement efforts of Departments and Offices by participating in working groups, task forces, etc., convened by them;

Provides advice and comments on questions involving management principles and techniques referred to it by the Under-Secretary-General for Administration and Management or heads of Departments or Offices;

Sponsors productivity studies in specific Units and for specific categories of work;

Monitors and, whenever necessary, assists in the implementation of the recommendations approved by the Under-Secretary-General for Administration and Management;

Assists, as necessary, the Budget Division in ensuring that the programme budget proposals reflect the benefits derived from the implementation of all the approved recommendations of AMS;

Compiles and maintains the manual of the Organization of the Secretariat and authorizes amendments thereto;

Reviews and authorizes the publication and distribution of all policy bulletins, administrative instructions, manuals and information circulars;

Manages and controls the use of standard administrative forms;

Undertakes such ad hoc tasks in respect of the above functions as may be assigned to the Service by the Under-Secretary-General for Administration and Management.

ST/SGB/Organization
Section P (IV)/Rev.1

MAS WORK PROGRAMME FOR 1991

| Activity/Project | Client | MAS Staff | Schedule | Status |
|--|---|--|--|---|
| <p>I. <u>Work in progress</u></p> <p>(a) <u>Organization/management studies</u></p> <ol style="list-style-type: none"> 1. Review of the organization and operations of the Publishing Division DCS - Phase II 2. Review of public information activities in the Secretariat 3. Review of information centres 4. Systems and procedures review of Insurance Unit 5. Secretary-General's report on administrative, structural and other aspects of the improvement of the efficiency of the Organization 6. Management review of the Staff Counsellor's Office 7. Workload measurement project 8. Organizational review of DAM 9. Organizational review of OPGS | <p>DCS</p> <p>DPI</p> <p>DPI</p> <p>USGAM</p> <p>OHRM</p> <p>Controller DAM</p> <p>OPGS</p> | <p>Olivero</p> <p>Madarshahi/ Kedir</p> <p>Madarshahi Klein</p> <p>Klee/Olivero</p> <p>Olivero</p> <p>Klein</p> <p>Madarshahi/ Kedir</p> <p>Klee</p> | <p>May/June</p> <p>April-Oct.</p> <p>Open</p> <p>March - open</p> <p>April-May</p> <p>March-July</p> <p>Jan.-May</p> <p>Open</p> | <p>Phase I completed; distribution to be reviewed.</p> <p>Began work on improvement of ASHI form.</p> <p>Starting 15 April.</p> |

| Activity/Project | Client | MAS Staff | Schedule | Status |
|---|--|---|--|---|
| <p>(b) <u>Management/ad hoc advice</u></p> <ol style="list-style-type: none"> 1. Technical advice on FER reform 2. Secretariat support for the SIRC 3. Space survey - working group 4. IAN Task Force 5. Agency support costs <p>II. <u>Possible additional projects and follow-up services in 1991</u></p> <ol style="list-style-type: none"> 1. Organizational study to consolidate the United Nations drug structures in Vienna 2. Follow-up of study on common services in Vienna 3. Follow-up on ECA language study 4. Organizational study on the integration of CSC with UNCTAD 5. Follow-up study on ECR 6. Review of staffing needs in JIU 7. Organizational review of ECLAC | <p>OHRM</p> <p>USCAM</p> <p>USCAM</p> <p>USCAM</p> <p>Controller</p> | <p>Klee</p> <p>Olivero/Klein</p> <p>Olivero</p> <p>Olivero</p> <p>Olivero</p> | <p>Depending on meetings</p> <p>To be scheduled</p> <p>Open</p> <p>April</p> | <p>Ongoing.</p> <p>Ongoing.</p> <p>Ongoing.</p> <p>Resolution 248 B (ECOSOC)</p> <p>A/C.45/L.15, page 34.</p> <p>A/C.5/45/L.15, pages 39 and 40.</p> <p>A/45/714, page 20.</p> <p>A/45/237.</p> |

| Activity/Project | Client | MAS staff | Comments |
|--|---|---|--|
| <p>III. <u>Continuing functions</u></p> <p>1. <u>Organization Manual</u></p> | <p>USGAM, Secretariat departments and offices</p> | <p>Klee Klee Klee Klein Klein Olivero Klee Klee Klein Klee Olivero Klee Klee Olivero Kedir Kedir Olivero Olivero Madarabahi Kedir Kedir Madarabahi Klein</p> | <p>SC & BOSC - Draft submitted in 1987. DC/DIEC - Awaiting new draft. CPGS - Awaiting request for organizational review. OALOS - Guidelines for preparation of SEB sent to OALOS. PSCA - Awaiting approval from Office of USGAM. DCS - Awaiting comments and new draft on Publishing Division from DCS. DTCO - Draft finalized. One point needs clarification. UNCTC - Draft received. CSTD - Draft requested. ECA - Awaiting approval from ECA on final draft. ESCAP - Awaiting approval from ESCAP on final draft. ECE - Draft requested. ECLAC - Draft sent to ECLAC. ESCA - Draft sent to ESCA; on hold due to crisis. UNCTAD - On hold (?) UNEP - Draft forwarded to UNEP for comments. UNCHS - Draft received. UNDR0 - Forwarded to UNDR0 for approval. UNHCR - Draft received but incomplete. WFC - Draft requested. DAM: - OGS - Draft received. - OEPBP - Draft received; being revised. - OHRM - Awaiting approval from ASC on final draft. - IAD - Draft received. DIESA - Awaiting new draft. UNO - New draft requested. UNOV - Gioconelli's office was contacted through liaison office. New structure will be ready in June 1991.</p> |

| Activity/Project | Client | MAS staff | Comments |
|---|---|-----------------------------|--|
| <p>2. Administrative Issuances</p> <p>3. Forms management</p> | <p>USGAM, Secretariat departments and offices</p> | <p>Nolan</p> <p>Kilfoil</p> | <p>ST/SCB: _____</p> <p>ST/AI: _____</p> <p>ST/IC: _____</p> <p>Rerolls: _____</p> <p>Revisions: _____</p> <p>New forms: _____</p> |