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ECONOMIC COMMISSION FOR LATIN AMERICA
Office for the Caribbean



R E P O R T
OF
ADMINISTRATIVE MANAGEMENT SURVEY
ON
OFFICE FOR THE CARIBBEAN

OFFICE FOR THE CARIBBEAN

a) Staffing Tables

		I					II	III	
		<u>Professional and Above</u>					<u>Sub</u>	<u>General</u>	
		<u>D-1</u>	<u>P-5</u>	<u>P-4</u>	<u>P-3</u>	<u>P-2/1</u>	<u>Total</u>	<u>Service</u>	<u>Total</u>
(i)	1970 Authorization								
	Established		1		3		4		4
	Provisional				2		2	1	3
<hr/>									
			1		5		6	1	7
(ii)	1970 Actual Post Utilization		2		2	1	5	1	6
(iii)	Recommended by AMS for 1971		2	1	2	1	6	6	12
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(iv)	Difference between (iii) and (iv)				1		1	5	6

b) Functions and Work Programme

The ECLA Office for the Caribbean has three main functions:

- (i) Collection of information and preparation of basic studies, as a part of the projects carried out by ECLA Headquarters in Santiago for the whole region.
- (ii) Advisory services to individual Governments to solve specific projects, including in particular the strengthening of National Planning Machinery.
- (iii) Assistance to regional (non-UN) organizations and institutions with a view to promoting economic integration.

In practice, the sub-regional Office appears to give priority attention to its third function. This is due to the relative importance given, in the work programme, to projects requested by (and implemented in co-operation with) CARIFTA and the East Caribbean Common Market (ECCM). In fact, the professional staff in the Office devote more than two thirds of their time to "integration" projects.

The planning of the work programme is to a large extent conditioned by the great number of requests received from Governments, particularly for assistance directed to economic integration. In practice, this means that other than provision of manpower resources required to fulfil the minimum needs resulting from functions (i) and (ii) above, which requests should be acted upon during a calendar year are decided pragmatically, i.e. priorities appear to be largely established on the basis of the manpower resources available to carry them out as opposed to some overall objective that ECLA would like to achieve. While provision is made in the work programme for ad hoc requests expected from Government, e.g. project number 03-7 "Consultations and Advisory Services to CARIFTA, WISA, ECCM, RDA and Member Governments", there are also cases of specific projects not included in the work programme being initiated on short notice because savings become available in the OTC allocation. For example, a Regional Adviser in Tax Laws was recruited (on a 6-month contract) to assist governments, in the preparation of legislation regarding fiscal and budgetary reforms, fiscal incentives to industries, banking and insurance.

The above-mentioned lack of clarity in what the objectives or role of the sub-regional office should be results in approval being given to an ambitious work programme by ECLA Headquarters which is not revised in accordance with a recognized set of priorities when it is finally determined that necessary manpower resources will not be available or ad hoc requests from countries exceed the manpower provision made for this purpose. For example: the 1970 work programme formulated in early 1969 was not revised or reviewed by ECLA Headquarters from the standpoint of reallocation of resources when the approved manpower resources were finally established. Consequently, the pragmatic selection of projects by the Sub-Regional Office as indicated earlier resulted in specific approved projects being cancelled in a de facto fashion such as projects 06-6 (Co-ordinated Agricultural Development); 01-1 (Social Aspects of Development); and 05-0 (Industrial Economics and Small Scale Industry). In addition, the fact that two of these projects, namely: 05-0 and 06-6, were rated "A", or of high priority, and other projects rated "B", or of medium priority, were acted upon further illustrates that priorities are not related to some overall objective or role for the Office of the Caribbean.

c) Organization, Staffing and Manpower Deployment

While the sub-regional Office for the Caribbean in practice is operated as a single unit, (i.e. the lines of authority and responsibility have not been clearly established below the level of the Chief), the main functions or areas of work into which the staff are deployed is reflected on the present organization chart shown in Sub-Section (h) below.

An examination of the present organization chart will show that in addition to the 1970 Actual Post Utilization of the regular establishment contained in the Staffing Tables in Sub-Section (a) above, i.e., 5 professional and 1 General Service posts, the Office has 15 additional posts financed from extrabudgetary resources. These include:

- (i) Five OTC Regional Advisers,
- (ii) Nine General Service posts financed from a contribution from the Trinidad and Tobago Government, and
- (iii) One General Service post financed from the IDB Trust Fund.

Furthermore, three full-time General Service posts are provided against temporary assistance funds. This means that the Office for the Caribbean had a total of 24 staff on board at the time of the AMS survey.

While normally, the relatively small size of a sub-regional office would not justify its fragmentation into units or sections etc., an Office containing 24 staff members on board does require some grouping of activities to allow for a greater delegation of authority and responsibility as well as closer supervision of staff. This can be done by delineating more clearly the substantive activities and those of a supporting nature. In addition to the Office of the Chief, three separate reporting units could be established:

- (i) A Programme Section, which would contain all the Economic Affairs Officers and their needed research and programme assistants,
- (ii) An Administrative Section, which would contain all general service staff performing administrative or clerical activities, including accounts, library, telephone exchange, documents reproduction, etc. This would also include establishment of a secretarial pool containing all secretaries and typists except for the one assigned to the Office of the Chief.

- (iii) Regional Advisory Missions which would contain all the Regional Advisers each of whom would report directly to the Chief.

The above suggestion is shown in chart form on the proposed organization chart in Sub-Section (h) below. The staff deployment and utilization are discussed in Sub-Section (e).

d) Relations with Other Bodies and Units

The senior officers, Office of the Caribbean are of the opinion that the office should have a fourth role, that of co-ordinating all technical assistance activities carried out in the sub-region by the UN and specialized agencies irrespective of the source of financing of the projects (UN Regular, UNDP, etc.). However, in addition to the various institutional problems concerning relationships with other agencies that would require resolution, the lack of clarity in the objectives or role of the sub-regional office coupled with the substantial increase in professional manpower which would be required makes it doubtful if the Office could play this role for some time in the future. Furthermore, as indicated in Section III of this Report, the role of sub-regional offices needs to be rationalized with the overall role and goals of the Commission.

e) Management Practices and Manpower Utilization

As shown in the Staffing Tables in Sub-Section (a) above, the 1970 Authorized Establishment contained 4 established professional posts and 2 provisional posts at the P-3 level. The latter 2 posts had not been filled pending completion of the AMS survey. However, a P-5 post of Senior Economic Affairs Officer was transferred in from the Mexico Office so that the actual post utilization for 1970 amounted to 5 Professional posts and 1 General Service post for a total of six regular posts.

The AMS, after a careful review of the approved work programme and functions of the sub-regional Office considers that the 1970 Authorized Establishment of 6 Professional posts, including the 2 provisional posts, are required, and that the 1970 Actual Post Utilization should be increased by one for this purpose. However, the anomaly, as can be seen on the present organization chart in Sub-Section (h), of a P-3 Economic Affairs Officer acting as the Deputy Chief when there is an established, and encumbered, post of P-5 Senior Economic Affairs Officer, needs to be corrected.

The work programme for 1971 suggests the eventual need for a Social Affairs Officer, and for this reason, the P-5 post (Senior Economic Affairs Officer) could be transferred to another Office in exchange for a P-3 post (Social Affairs Officer) to not only meet this need but also correct the anomaly pointed out in the preceeding paragraph. It is also suggested, that the additional post suggested above be established at the P-4 level and become the post established for the Deputy Chief to provide recognition for the added responsibilities this entails over the P-3 posts.

It is recognized, however, that it may take some time to arrange for the appropriate exchange of the P-5 post for one at the P-3 level. For this reason, the AMS recommended establishment for 1971 in the professional category, as shown in Sub-Section (a) above and deployed as shown in the proposed organization chart in Sub-Section (h) below, still includes provision for the P-5 (Senior Economic Affairs Officer).

It should also be pointed out that while the draft programme of work and priorities 1969/1971 approved by the Commission at its 13th Session represents a requirement of 84 man-months of professional services for 1971, i.e. approximately 7 Professionals instead of the 6 suggested above, some of the projects fall mainly within the spheres of other organizations of the UN family. Until such time as a specific agreement between ECLA and the organizations concerned (FAO and UNIDO) has been reached concerning the initiation of joint programmes in the sub-region, a seventh Professional post does not appear to be needed. Furthermore, the decision of UN Headquarters to assign to the Caribbean sub-region one of the four multi-disciplinary teams to be organized, hopefully in the near future, is another factor to be considered before the establishment is increased beyond the six Professional posts suggested above.

Insofar as the General Service posts are concerned, the AMS suggests that the 1970 Actual Post Utilization, see Sub-Section (a), be increased from one to six to form the basis of the 1971 Authorized Establishment. Three of the five additional posts, however, are intended to regularize the conditions of service of two research assistants and one stenographer, currently paid out of temporary assistance funds. The AMS is satisfied that the workload of the Office requires this action and that the morale of the three employees concerned will be improved immeasurably.

In fact, the research assistance needs of the Office are such, that AMS believes that an additional research assistant is required, over and above the two presently employed under temporary assistance, to allow internationally recruited officers to concentrate on duties of a professional nature and to reduce the excessive amounts of overtime (average of $57\frac{1}{2}$ hours per month for the 75% of the staff involved) which they must work under present circumstances.

The remaining General Service post, i.e. the fifth, suggested as an additional need is a Programme Assistant. The workload involved in programme co-ordination and technical assistance presently occupying the full time of one Professional, along with some administrative matters, and engages the attention of other Professionals requires the full time services of an additional post for this purpose if the substantive programme is to be carried out.

The deployment of the suggested 1971 authorized establishment, along with posts financed from extrabudgetary sources, is shown on the proposed organization chart in Sub-Section (h) below.

f) Conclusions

It can be concluded from the brief summary of findings and suggestions above that the basic aims and objectives of the Office of the Caribbean, including the role it is expected to play in ECLA, need clarification and a series of priorities related thereto for the development of work programmes and allocation of scarce manpower resources. This can be done with the co-operation, and leadership, of the proposed new Programming Office recommended earlier in this Report.

The Office of the Caribbean could be re-organized into three separate reporting Units to permit a greater delegation of authority and responsibility of Chief's Office. In addition to the Chief's Office, the three Units could be:

- (i) A Programme Section - which would contain all Economic Affairs Officers and their needed research and programme assistants.

- (ii) An Administration Section - which would contain all General Service staff, except the Secretary to the Chief, performing administrative and clerical support functions including establishment of a secretarial typing pool.
- (iii) Regional Advisory Missions - which would contain all Regional Advisers each of whom would report directly to the Chief.

It can also be concluded that the work programme of the Office for 1971 requires an increase of one Professional post at the P-4 level (i.e. over the 1970 Actual Post Utilization) to provide for a Deputy Chief. Furthermore five additional General Service posts are required - three of which would regularize conditions of service for three employees paid out of temporary assistance funds and two of which are needed to reduce overtime and free professionals for more productive work.

g) Staffing and Other Recommendations

Recommendation 50. The basic aims and objectives of the Office of the Caribbean, including the role it is expected to play in ECLA, should be clarified in co-operation with the new Programming Office at ECLA Headquarters, and a series of priorities relating thereto developed for the determination of work programmes and allocation of resources.

Recommendation 51. The Office should be re-organized along the lines suggested earlier and as shown in chart form in the proposed organization chart in Sub-Section (h) below.

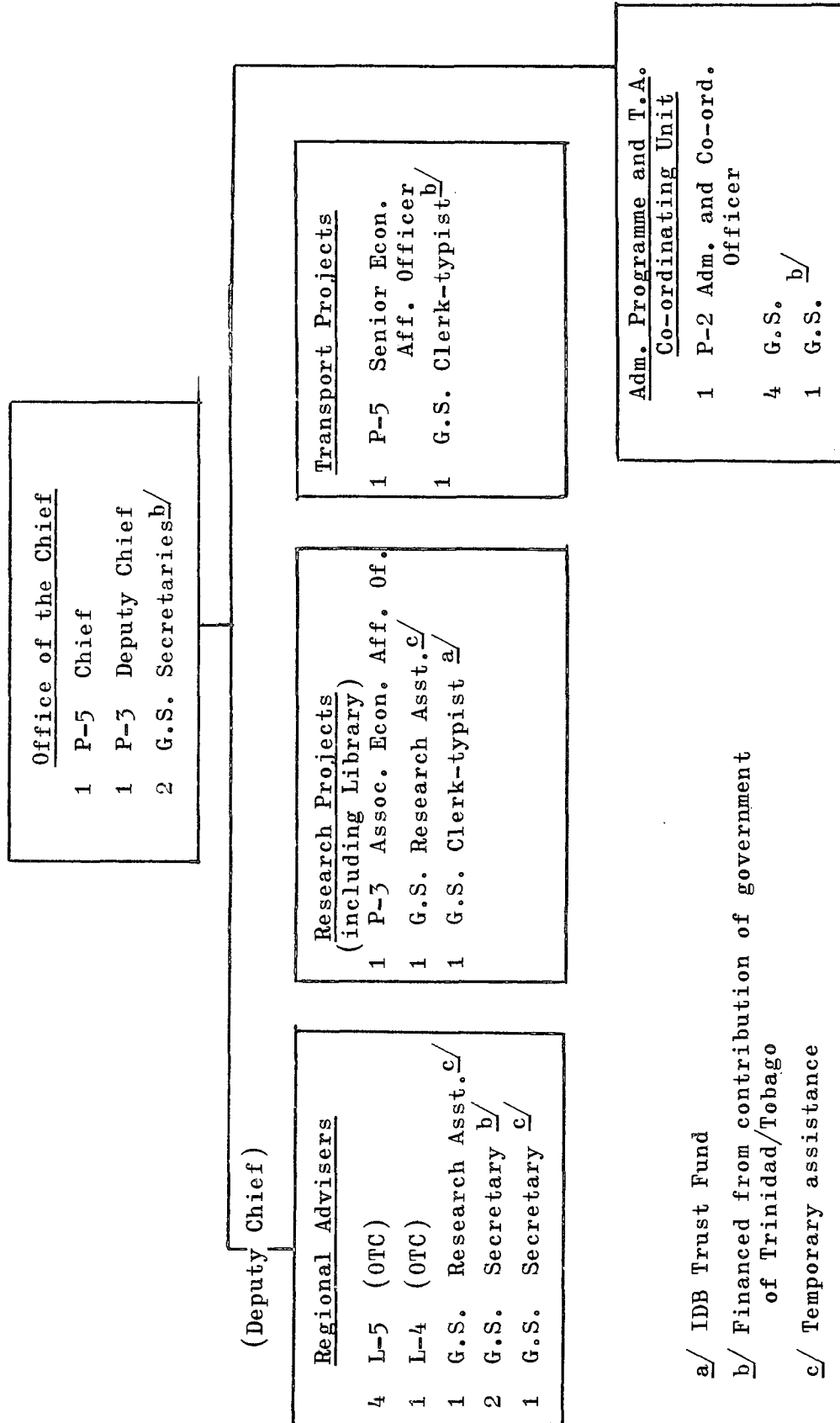
Recommendation 52. The 1970 Actual Post Utilization should be increased by six posts, i.e. one P-4 (Deputy Chief) and five General Service posts to provide the basis for the 1971 Establishment as shown in Sub-Sections (a) and (h).

Recommendation 53. The staff of the Office, including posts financed from extrabudgetary sources, should be deployed as shown on the proposed organization chart in Sub-Section (h) below.

Recommendation 54. The P-5 post (Senior Economic Affairs Officer) should be exchanged for a P-3 post (Social Affairs Officer) in another office of ECLA as soon as practicable.

(h) Organization and Staffing Charts
(i) Present Organization

SUB-REGIONAL OFFICE FOR THE CARIBBEAN
Actual Post Utilization (October 1970)



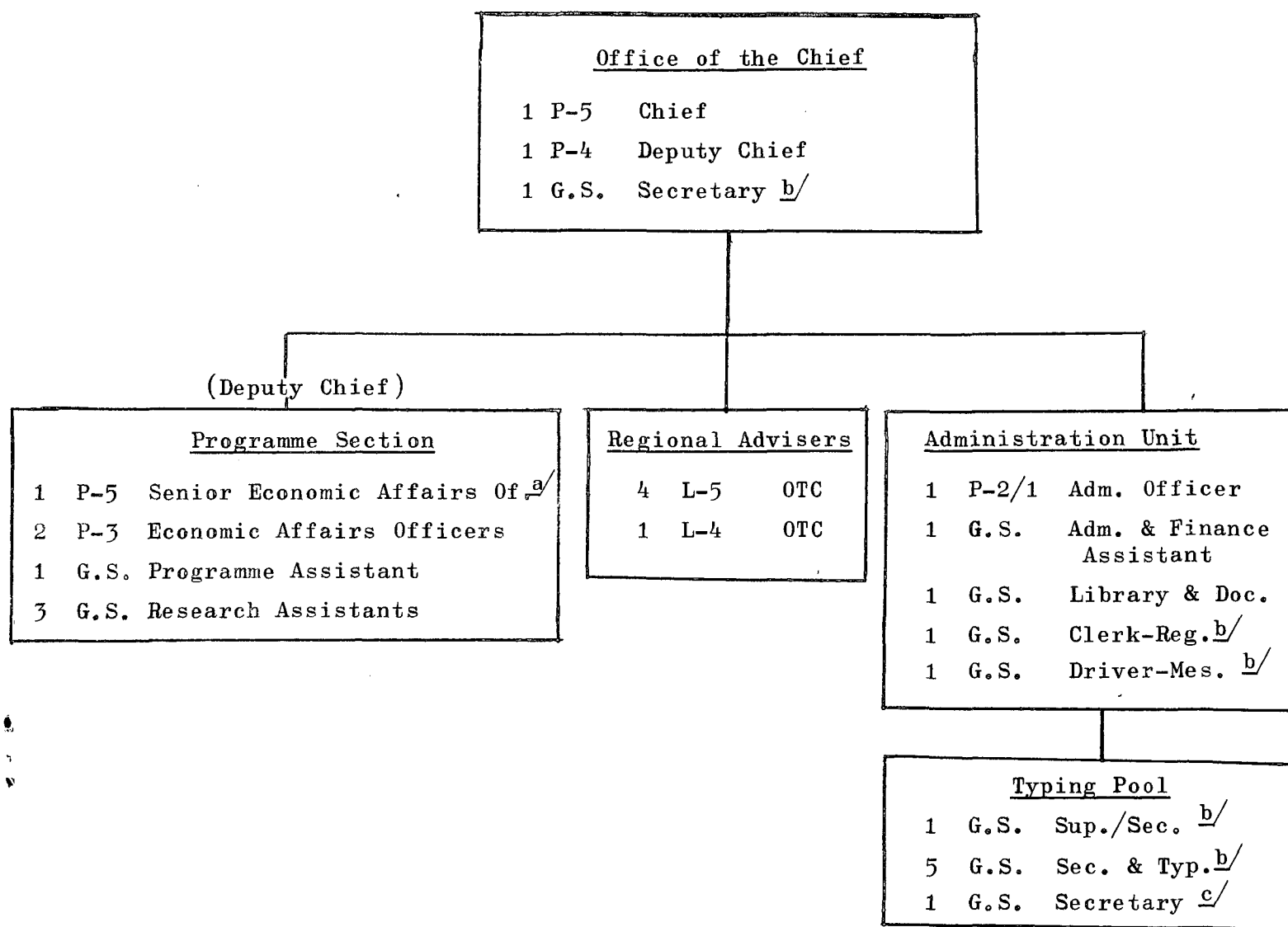
- a/ IDB Trust Fund
b/ Financed from contribution of government of Trinidad/Tobago
c/ Temporary assistance

(h) Organization and Staffing Charts

(ii) Proposed Organization

SUB-REGIONAL OFFICE FOR THE CARIBBEAN

Proposed Staffing (AMS 1971)



	<u>P-5</u>	<u>P-4</u>	<u>P-3</u>	<u>P-2/1</u>	<u>Sub-Total</u>	<u>G.S.</u>	<u>Total Reg.</u>	<u>XB0s & TA</u>	<u>Grand Total</u>
1970 Actual Post Utilization	2	-	2	1	5	1	6	18	24
AMS Recommendation - 1971	2	1	2	1	6	6	12	15	27

a/ to be replaced by a post of Social Affairs Officer (P-3) as soon as practicable.

b/ financed from contribution of government of Trinidad/Tobago.

c/ IDB Trust Fund.