

Subject Files Regarding Organization  
C/ORG/100 - Structure and Responsibilities

11/08/1960 - 06/09/1963

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15 JULY 63

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TERMS OF REFERENCE

Provincial Liaison Officers

1. The PLOs will be located and will be covering areas of responsibility as follows:

ELISABETHVILLE - Sector B, D, and E  
 ALBERTVILLE - Sector A  
 KAMINA - Sector Kamina  
 BUKAVU - Former Province of Kivu  
 STANLEYVILLE - Former Province of Orientale  
 LULUABOURG - Former Province of Kasai

2. The specific duties of the PLO are:

- a. To gain the trust and confidence of subordinates and superiors in or attached to the headquarters in which he works both military and civilian and of the local Congolese civilians in authority.
- b. To get to know Commanders and Officers of the ANC and Police in the immediate area and to foster a friendly relationship with them and, in the case of ANC units under ONUC command, to assist them in any way possible.
- c. To gain a clear understanding of the command and staff, training and operational aspects of the ANC, Police, and local civilian authority.
- d. To collect and collate military, political, and tribal information with special reference to the following:
  - (1) Order of battle, including detailed strength and dispositions, organisation, recruitment, weapons, and armament of ANC, police forces, and para-military organisations of provincial and tribal backings.
  - (2) Raising of new units, movements and intentions of troops or para-military organisations, including the efficiency and morale.
  - (3) Detailed information on the political and tribal trouble - spots, including information on efficiency of local police and names of potential troublemakers.
  - (4) Acting as advisers within their own field to both military and civilian ONUC authorities and to act as sole military adviser to ONUC civilian representation in stations where there are NO ONUC military forces.
- e. To maintain an up-to-date log of military, political, tribal, and economical events of significance which occur in his area, together with the names and positions of the persons associated with these events.

*Mil. adv. to Admin. Officer*



- f. To pay regular visits to all main centres of population in his area to meet military and civilian authorities of ONUC, ANC, and local administration and to make full use of contacts with the population.
- g. To submit weekly sitreps to Force Commander through Chief of Staff and Chief Mil Info covering all notable activities in the following form in five columns:
- (1) Description of Event, date, time, place, names, etc.
  - (2) Possible Causes or Reasons for it
  - (3) Deductions
  - (4) Estimation of the Results which may Accrue
  - (5) Recommendations
- h. This procedure does not exclude however immediate reporting of important events and incidents as and when they occur.
3. Channels of communication from PLO will be through the local ONUC senior military officer. In cases where (as at Stanleyville) there is ~~NO~~ senior ONUC Commander, the PLO will report directly to HQ ONUC (Mil Info).
4. Only in cases of emergency or matters of distinct policy on Mil Info may PLOs (at their discretion) communicate with HQ ONUC without reference to the local Commander.

*B. A. O. OGUNDIPE* Brig.  
B. A. O. OGUNDIPE  
CHIEF OF STAFF

Distribution

✓ All Provincial Liaison Officers  
 HQ Katanga Area EVILLE  
 HQ Sector 'A' AVILLE  
 HQ Sector KAMINA  
 HQ 4 GHANA REGT. LULUABOURG  
 UN Civil Representatives:  
 ELISABETHVILLE  
 ALBERTVILLE  
 KAMINA  
 BUKAVU  
 GOMA  
 STANLEYVILLE  
 LULUABOURG  
 KOLWEZI  
 BAUDOUNVILLE  
 KINDU  
 MANONO

Info:

Officer-in-Charge	Chief Mil Ops
Force Commander	Chief Fighter Ops
Air Commander	Chief Civilian Ops



Job Description

Administrative Officers (provincial)

The Administrative Officer (provincial) where there is no Civilian Affairs Officer will be responsible to the Chief Administrative Officer and the Chief Civilian Operations for the administrative support of Civilian Operations within his area, including in particular:

- (i) Disbursements from official funds placed at his disposal for certain specified purposes. He will be responsible for the safe-keeping of all such funds and for providing a full and detailed account of all sums disbursed. Payments will include various allowances to international staff members and wages to local employees and payments for goods and services supplied to the order of the UN. In addition he will make payments of invoices and personnel in connection with projects financed from counterpart funds;
- (ii) Travel arrangements, hotel bookings, etc. including travel of ONUC fellows;
- (iii) Commissary/PA, including arrangements for supplying Civilian Operations personnel stationed in the interior;
- (iv) Arrangements for communications with headquarters;
- (v) Co-ordination of local transportation;
- (vi) General liaison with local agency chiefs and senior experts;
- (vii) Arrangements for free medical and dental services for Civilian Operations personnel;
- (viii) Provide the Chief Administrative Officer and the Chief of Civilian Operations with such information on general economic conditions or specific problems as may be requested from time to time;
- (ix) All correspondence to and from the Field Offices will be routed through the Field Administrative Report

Where units of the Nigerian Police are stationed in his area, he will provide them with similar administrative support.

Where an ONUC Provincial Liaison Officer (military) is located in his area, he will consult him in all cases of emergency, political or military.

.../...



While the Administrative Officer will not be responsible for maintaining political contacts, and will not be required to provide regular political reports, he is nevertheless expected to be aware of the major political developments in the area covered by the Mission. On such developments he will send concise, explicit reports direct to the Officer-in-Charge.



Terms of Reference

Administrative Officers (Provincial)

*File*

The Administrative Officer, (provincial), where there is no Chief Civilian Officer, will be responsible to the Chief Administrative Officer and the Chief of Civilian Operations for administrative support of civilian operations within his area, including in particular:

- (i) Disbursements from official funds placed at his disposal for certain specified purposes. He will be responsible for the safe-keeping of all such funds and for providing a full and detailed account of all sums disbursed. Payments will include various allowances to international staff members and wages to local employees and payments for goods and services supplied to the order of the UN. In addition he will make payments of invoices and personnel in connection with projects financed from counterpart funds;
- (ii) Travel arrangements, hotel bookings, etc. including travel of ONUC fellows;
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- (vii) Arrangements for free medical and dental services for Civilian Operations personnel;
- (viii) Provide Civilian Operations with such information on general economic conditions or specific problems as may be requested from time to time.



Where units of the Nigeria Police are stationed in his area, he will provide them with similar administrative support.

Where an ONUC Provincial Liaison Officer (military) is located in his area, he will consult him in all cases of emergency, political or military.

He will report to the Chief Administrative Officer through the Assistant Chief Administrative Officer, Civilian Operations.



*file*CONFIDENTIAL

6 September 1963

Mr. Ralph J. Bunche  
Under-Secretary for Special Political Affairs

B. R. Turner  
Controller

Organizational Arrangements for Congo Civilian Affairs

Hereunder are suggestions, which I hope you will find practical and useful, for bringing about a more normal use of the Headquarters' organization for the Congo civilian assistance programme.

1. The Under-Secretary in charge of Congo Civilian Affairs is Mr. Bunche.
2. Within ONUC at Leopoldville, the functional responsibility for field administration of the approved programme rests with the Office of Mr. S. H. Ahmed, the Resident Representative and Director of Special Fund Activities, who continues to be ONUC Chief of Civilian Operations. In the latter capacity, Mr. Ahmed continues to report to the Under-Secretary in charge of Congo Civilian Affairs and to do so under the general authority of the Secretary-General's Representative in the Congo, Mr. Dorsainville.
3. Every effort will be made to bring the programming and administrative responsibilities for economic and social assistance to the Congo into conformity with those for other independent countries.
4. To this end, the normal Headquarters working arrangements applicable to activities of a technical assistance nature should be installed as quickly as possible, without disruption to day-to-day operations.
5. As steps to achieve this end, the following arrangements for project administration should be implemented so as to come fully into effect on 1 January 1964:
  - (a) Each specialized agency to become fully responsible for the sector of programme financed from funds under its control in the same manner and to the same extent as for programmes in other countries. The relationship between the TAB Resident Representative and local representatives of the agencies is to be that called for under the agreed AGC principles; that is, the TAB Resident Representative will represent all organizations and provide a single channel for final programming with the Government, of Expanded Programme and Special Fund monies. In the particular case of the Congo, agencies are



asked to take special care to keep the Resident Representative fully informed and to make maximum use of the good offices of the Resident Representative insofar as the programming in the Congo of regular budget project funds is concerned.

- (b) In the case of United Nations projects, a distinction should be made between those projects which are financed by ONUC and those financed from regular budget sources and from ETAP, Special Fund, and other trust monies. ONUC-financed projects would be charged directly to the ONUC budget (or its successor, if any) and would be administered in the same way as other ONUC expenses. All other projects funds would be administered according to the procedures normally applicable to the source of funds involved.
  - (c) This means that, apart from the few specific ONUC-financed items, the UN technical assistance programme for the Congo would become the responsibility of the BTAO, under such general guidance as the Under-Secretary in charge of Congo Civilian Affairs and the Controller may need to continue to provide.
  - (d) To assist in the transition to normal arrangements, Mr. William Leonard, the Director of Technical Assistance Operations would exercise a special personal supervision of the BTAO responsibility, utilizing the normal machinery of the Bureau as he sees fit. To the extent deemed necessary, the professional posts previously assigned to the Office of Civilian Affairs as programme officer posts would be transferred, for this purpose, to the Office of Director of Technical Assistance Operations. The subsequent re-location of these posts to units of BTAO would be decided upon by the Director of BTAO, in consultation with the Controller, in the light of experience.
  - (e) Until it is determined that this special arrangement may be modified, the Controller's Office would review and approve all financing arrangements associated with the Congo civilian programmes. The officer directly responsible on behalf of the Controller would continue to be Miss Helen Seymour, the Deputy Director of Policy Coordination.
  - (f) Suitable arrangements should be made for the collaboration of the Offices of the Executive Chairman of TAB and of the Managing Director of the Special Fund, looking toward the assumption by these offices of their normal responsibilities in respect of funds allocated for the Congo by the ETAP and Special Fund programmes.
6. The TAB-UNUC Civil Operations Office in the Congo would be financed, as of 1 January 1964, by a combination of the TAB field budget and the ONUC budget (or its successor). For such time as resources of ONUC (or any successor) remain available, the administrative budget estimates for the Office would be prepared on a consolidated basis, showing all sources of funds, and submitted by the Resident Representative



both to the Executive Chairman and to the Controller in order that agreement may be reached between them on the staffing and related provisions to be made. This working arrangement does not accord to the TAB or IAC, when they review the TAB Field Budget, any authority or responsibility in respect to that part of the Office expenses which may be met from ONUC nor is any co-mingling of accounts as between the two sources of funds intended.

7. To the extent that the civilian operations in the Congo receive financial support from such other UN programmes as UNICEF and the High Commissioner for Refugees, the responsibility for the maintenance of working liaison with those programmes should rest in the field with the Office of the TAB Resident Representative and, at Headquarters, with the Office of the Director of Technical Assistance Operations.

8. Insofar as UN recruitment for Congo posts is concerned, the responsibility within the Office of Personnel would remain with the Recruitment Section until such time as the Director of Personnel decides that a transfer of these functions to TABS is appropriate.

9. Concerning channels for communication,

- (a) all incoming communications on Congo civilian operation matters should be immediately available to the Director of Technical Assistance Operations as well as to the Office of Mr. Bunche and, according to subject matter where warranted, to the Controller or to the Director of Personnel;
- (b) all internal Headquarters communications intended to elicit the policy guidance of the Under-Secretary in charge shall, when they relate to programme or administrative matters, be addressed to the Under-Secretary through the Director of BTAO. When such communications concern finance or personnel or common services, they may be initiated by the Office substantively concerned but should be known to the Director of BTAO and ordinarily should be transmitted through him;
- (c) all communications to ONUC should be sent in clear cable rather than code except where a specific decision as to the need for secrecy is made by the Under-Secretary or specifically requested in a particular case by the initiating office.

10. The Field Service should continue to provide its present services as the channel for receipt and dispatch of communications to and from the Congo. Present arrangements for the certification of civilian operations expenses incurred at Headquarters would be reviewed jointly by the Director of BTAO and Mr. Vaughan, Under-Secretary for General Services, in order that proposals for the necessary transfers of certifying authority from Field Service to ASTAO which are needed to implement 5 (c) above can be submitted to the Controller for review and approval.



CIV.OPS./1029/63

13 August, 1963

To: Mr. Carey Seward, Chief Administrative Officer  
From: A. C. Gilpin, Acting Chief, Civilian Operations  
Subject: 1964 budget, office of Chief of Civilian Operations

In a letter from Headquarters dated 31 July, Mr. Ahmed informed me that an administrative budget would be prepared for ONUC for 1964, covering the offices of the Officer-in-Charge and of the Chief of Civilian Operations, and including the direct and indirect administrative support services for the experts. At the same time, the Controller has asked TAB to provide in their budget the maximum amount which they would be prepared to make available for the office of the Resident Representative (who is also the Chief of Civilian Operations), this being treated as a contribution which would reduce the total ONUC budget.

I attach a list of the posts at present constituting the office of the Chief of Civilian Operations, which I think might usefully be submitted to TAB to enable them to decide which posts they would be prepared to include in their 1964 budget. May I suggest that you transmit this to Headquarters with a request that they discuss the matter informally with TAB before the Resident Representative makes a formal submission, in accordance with TAB/CM/FIELD/404.



BUDGET ESTIMATES FOR THE OFFICE OF CHIEF OF CIVILIAN  
OPERATIONS INCLUDING SPECIALIZED AGENCIES FOR THE YEAR 1964

<u>Post title</u>	<u>Level</u>	<u>Annual Estimates U.S. \$</u>
<b>A Professional Category</b>		
Chief, Civilian Operations	D-2	24,350
<u>Administration</u>		
Executive Officer and Chief Adm. Officer	P-5	20,450
Administrative Officer	P-2	15,950
Budget Control Officer	P-2	15,950
<u>Reports Section</u>		
Reports Officer	F-1	14,600
<u>U.N. Projects Section</u>		
Deputy Chief	D-1	21,900
Programme Officer	P-3	17,300
<u>Specialized Agencies and Economics Section</u>		
Deputy Chief	D-1	21,900
Programme Officer	F-1	14,600
Statistician	P-3	17,300
<b>B Admin. and Secretarial Staff</b>		
<b>a) Office of Chief, Civilian Operations</b>		
1 Secretary	FSL-4	13,500
1 Secretary	G-3	13,100
<b>b) Administration</b>		
1 Adm. Assistant	FSL-4	13,500
1 Adm. Assistant	FSL-4	13,500
1 Adm. Assistant	G-5	14,350
1 Secretary	FSL-3	13,000
1 Clerk/typist	G-3	13,100
<u>Reports Section</u>		
Secretary	FSL-3	13,000
<u>U.N. Projects Section</u>		
1 Adm. Assistant	FSL-3	13,000
1 Secretary	FSL-3	13,000
<u>Specialized Agencies and Economics Section</u>		
1 Secretary	G-4	13,600
<u>Correspondence Unit</u>		
Stenographer	G-3	13,100
Stenographer	FSL-3	13,000
Stenographer	FSL-3	13,000



<u>Post title</u>	<u>Level</u>	<u>Annual Estimates U.S. \$</u>
<u>Registry</u>		
Registry Clerk	FS-4	13,500
Registry Clerk	FSL-4	13,500
Registry Clerk	G-3	13,100
SUB-TOTAL		410,150
<u>C Adm Staff assigned to Civilian Operations Sections and Specialized Agencies</u>		
<u>1. Fellowship Unit</u>		
1 Programme Assistant	G-4	13,600
1 Accounts Assistant	E	13,600
1 Secretary	D	13,100
1 Bilingual Typist	FSL-3	13,000
<u>2. Assigned to Central Government</u>		
1 Secretary	E	13,600
<u>3. Monetary Council</u>		
1 Secretary	G-3	13,100
1 Secretary	FSL-3	13,000
<u>4. BCE</u>		
Adm. Clerk	FSL-4	13,500
Secretary	G-5	14,350
Secretary	G-4	13,600
Secretary	FSL-3	13,000
<u>5. PAO</u>		
1 Bilingual Typist	G-4	13,600
1 Secretary	FSL-3	13,000
<u>6. Communications + Transport</u>		
Secretary	FSL-3	13,000
<u>7. ICAO</u>		
Adm. Officer	P-3	17,300
Secretary	G-3	13,100
Bilingual Typist	FSL-3	13,000
<u>8. Telecommunications</u>		
Secretary	FSL-3	13,000
<u>9. WMO</u>		
Secretary	FSL-3	13,000
Clerk-typist	FSL-3	13,000
Bilingual typist	FSL-3	13,000
<u>10. Postal Services</u>		
Bilingual typist	FSL-2	12,500
<u>11. UNESCO</u>		
Adm. Officer	P-2	15,950
Secretary	G-4	13,600
Secretary	FSL-3	13,000
Secretary	FSL-3	13,000
Secretary	FSL-3	13,000
Secretary	FSL-3	13,000
Secretary	G-3	13,100
Bilingual Clerk-Steno	G-3	13,100
Secretary	G-3	13,100
Secretary	FSL-3	13,000
Secretary	E	13,600
Bilingual Typist	FSL-3	13,000



<u>Post title</u>	<u>Level</u>	<u>Annual Estimates U.S. \$</u>
12. <u>Finance</u>		
Secretary	FSL-3	13,000
Secretary	FSL-3	13,000
13. <u>WHO</u>		
Adm. Officer	P-3	17,300
Jr. Adm. Officer	P-1	14,600
Secretary	G-4	13,600
Secretary	G-4	13,600
Secretary	G-4	13,600
Secretary	G-4	13,600
Secretary	G-4	13,600
Secretary	G-4	13,600
Secretary	FSL-4	13,500
14. <u>Judicature</u>		
Secretary	FSL-3	13,000
15. <u>ILO</u>		
Typist	FSL-3	13,000
Secretary	G-3	13,100
16. <u>Mining</u>		
Adm. Assistant	FSL-4	13,500
17. <u>Public Works</u>		
Secretary	G-4	13,600
Secretary	G-3	13,100
Bilingual Typist	FSL-3	13,000
Secretary	G-2	12,650
18. <u>Social Affairs</u>		
Secretary	G-4	13,600
19. <u>UNICEF</u>		
Secretary	FSL-3	13,000
Secretary	FSL-3	13,000
Supply Assistant	FSL-4	13,500
SUB-TOTAL		1,150,000
Office Equipment		5,000
Internal Travel		5,000
GRAND-TOTAL		1,160,000



CIV.OPS./917/63

Confidential

25 July, 1963

To: Mr. M. Dorsinville, Officer-in-Charge  
From: A. C. Gilpin, Acting Chief, Civilian Operations  
Subject: Mr. Vaughan's letter of 15 July regarding phasing out operation

I should like to offer the following comments on Mr. Vaughan's letter of 15 July:

1. Disposal policy

Much of the surplus ONUC equipment and supplies, including food, will be of great value to Civilian Operations, and it is satisfactory to note that it has been agreed, in principle, that we should have the first claim on all such items before they are advertised for sale or otherwise disposed of. Our interest covers both "serviceable" and "unserviceable" items. Where such items are durable assets, e.g. vehicles, they would presumably be merely transferred from ONUC to Civilian Operations inventories. Where they are perishable, e.g. food, they would be charged to the projects concerned, e.g. Community Development, at a reasonable price. So-called "unserviceable" items would of course be transferred free to Civilian Operations. It is most important that these arrangements should be notified to all persons concerned with disposal of surplus supplies. Otherwise valuable items may be lost to our work and even, in some cases, destroyed.

2. PX and commissary facilities

It is essential that basic commissary and PX facilities should continue for civilian operations and administrative personnel after 31 December 1963. This will be especially important in the provinces, where shortages of many basic items may be expected to continue for a long time. So far as these PX and commissary facilities for civilians are concerned, it would seem unlikely that there will be any substantial surpluses and there should, in any case, not be a "complete liquidation".

.../...



Since the PX and commissary facilities are already on a self-supporting basis, it is not clear why their administration should be changed. On the other hand, I see no objection to the proposal that they should be managed by a staff cooperative. Whatever arrangements are decided upon, the staff responsible for the future management should be represented on the Survey Board so that they will have a say in regard to disposal of surpluses and residual stocks and future orders.

The proposal that, insofar as "liquidation costs" are incurred in connection with the PX and commissary facilities, these should be charged to PX profits and reserves, is reasonable. But this should be done on a detailed accounting basis, and any profits or reserves remaining should be carried forward to the new management.

It is disturbing to read of "drastic action" having been taken to cancel many requisitions for PX and commissary supplies. Since the PX and commissary have been self-supporting operations, this action appears to have been unwarranted and, in any case, there should have been consultation with the staff who will be affected by such action. On the face of it, there seems to be a real danger that, through such cancellations, there will be serious shortages of essential supplies for the large number of staff members who will probably be here in 1964.

### 3. Local transport

The target figure of 300 vehicles and 75 local drivers to meet the needs of Civilian Operations will require detailed study, especially in the light of essential needs in the provinces where there has already been a waste of experts' services due to lack of transportation.

### 4. Telecommunications

Any attempt to rely on commercial facilities for communications is likely to be disastrous so far as telecommunications are concerned. Commercial telegrams often take several days, or even weeks, to reach their destinations within the country.

### 5. Aircraft

The proposal to dispose of all UN-owned aircraft is tantamount to closing down the offices in Luluabourg and Elisabethville, where chief civilian officers are expected to remain after the end of 1963. Without ONUC aircraft, especially in Kasai, the chief civilian officer could not function effectively.

### 6. Field offices

It is understood that chief civilian officers will be retained in Elisabethville and Luluabourg beyond the end of 1963, and that



administrative offices (primarily concerned with providing administrative support for civilian operations) will be maintained in the other former provincial capitals, namely, Coquilhatville, Stanleyville and Bukavu. The terms of reference of these administrative offices should be established with some precision, and the administrative officers should be chosen with regard for the fact that, in certain exceptional circumstances, they might have to deal with political problems. It will be essential to maintain official communications between the field offices ~~and~~ Leopoldville, and it will also be advisable for these offices to be visited fairly regularly by senior Civilian Operations officials. A budget to permit some travel by the administrative officer to provincial capitals within his region will also be necessary.

As a general comment, I would add that, while the need for sharply reduced expenditures is fully appreciated, Mr. Vaughan's letter takes inadequate account of the continuing needs of the ONUC operation as a whole. Civilian operations are an integral part of ONUC. Certain economies, especially in regard to administrative support for civilian operations, - not to mention action tending to cause a hasty withdrawal of civilian operations personnel - might well have the effect of dissipating much of what ONUC has achieved.

cc: Mr. Twigt



ACTION	
STY	NY

DPG 100

10136 NY 20 25 21072 ;

LTF

ONUC

LEO ;

5499 DOSSINVILLE GILPIN EFFECTIVE THURSDAY FIVE SEPTEMBER

RALPH BUNCHE WILL TAKE CHARGE OF CONGO CIVILIAN AFFAIRS ;

AKACHREE \*

COL 5499 \*



ORg 100

ONUC  
LEOPOLDVILLE

C.O. Circular N° 123

21 July 1963

To : All members of the Consultative Group  
From : S. Habib Ahmed, Chief of Civilian Operations

During my absence on official business in New York and subsequently on leave until the beginning of September, Mr. A. Gilpin will act as Chief, Civilian Operations.



Mr. G. ...  
Mr. B. ...  
Mr. ...  
1977

222

INFO. COPY

cc: N. A. (MCI)

16 July 1963

ORR 100

PROPOSED ACTION REGARDING ONUC FIELD OFFICES

ALBERTVILLE

To be reduced to the level of Administrative office when Ghaleb leaves on 17 July 1963. To be closed down as of 31 December 1963.

BUKAVU

To be reduced to the level of Administrative office when Gaviola's term expires on 16 September 1963. (Gaviola's contract not to be renewed). To continue as such after 1963. After 1963 Administrative Office to be responsible for the whole of the former KIVU province as KINDU and GOMA will then have been closed.

COQUILHATVILLE

To be reduced to the level of Administrative office as of 31 July 1963. (Jackman to be transferred to LEO at that date). To continue as such after 1963.

ELISABETHVILLE

To continue until further notice.

GOMA

To be closed as soon as possible.

JADOTVILLE

To continue until withdrawal of ONUC troops.

KAMINA

To continue until end of UN trust.

KINDU

To continue until end of 1963.

KITONA

To continue in present status until end of UN trust.



KOLWEZI

To continue until withdrawal of ONUC troops.

LULUABOURG

To continue until further notice.

STANLEYVILLE

To be reduced to the level of Administrative office when Kaufman leaves. To continue as such after 1963.

NOTE: The Office of Personnel shall endeavour to effect a reduction of the staff in all remaining offices in consultation with the Office of the Officer-in-Charge and the local representatives concerned.

Approved by the Officer-in-Charge



16 July 1963

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Approved by the Officer-in-Charge



DRAFT

To : Secretary General  
From : Dorninville

T. 10000000

ORG 100

12/7/63

The administrative support of Civilian Operations has been provided from the very outset from the ONUC budget while the Congo Fund has been used exclusively for technical assistance. The Civilian Operations are thus supported on the one hand by ONUC common administrative services such as Finance, Procurement, Personnel, Accommodation, Travel, etc. and on the other by the detail of professional, administrative, clerical and secretarial staff which works directly in support of technical assistance activities. The Office of the Chief of Civilian Operations and his Consultative Group are maintained on ONUC establishment and the administrative, secretarial and clerical staff provided to assist the experts is financed from the ONUC budget. Office accommodation, transport, stationery etc. are supplied to Civilian Operations on the ONUC budget.

The professional, administrative, clerical and secretarial staff directly engaged in Civilian Operations numbered 104 at the end of June. It is estimated that with the implementation of the approved Civilian Operations programme for 1963, this number will grow to about 130.

The amount of staff engaged in common administrative services serving the Civilian Operations cannot be precisely estimated. For 1964, the size of the administrative staff in the common services needed for Civilian Operations would depend upon the size of the programme undertaken in that year. For the balance of the current year however it is essential that the ONUC common administrative services should be maintained at a level at which ONUC could satisfactorily carry out its residual responsibilities as well as provide satisfactory administrative support to the Civilian Operations. In submitting our estimates of reduction we have kept these two considerations constantly in view. In particular, we have made efforts to apply the average reduction of 30 percent in the total establishment after excluding the ONUC staff engaged exclusively on Civilian Operations. This has in effect meant aiming at a reduction of approximately 40 percent in areas other than Civilian Operations.



✓ am  
OUTGOING CODE CABLE

ORC 100

ROUTINE

TO: SECRETARY-GENERAL/COPY ROLE-SHENTT  
FROM: BORDINVILLE, LEOPOLDVILLE  
DATE: 12 JULY 63  
N° : 0-294

YOUR GLEO 176

MOST GRATEFUL FOR YOUR INDICATIONS. WISH TO ASSURE YOU WE SHALL  
IMPLEMENT YOUR INSTRUCTIONS REGARDING STAFF REDUCTION FAITHFULLY AND  
LOYALLY WHILE ENDEAVOURING TO PRESERVE EFFICIENCY OPERATION AND  
MORALE STAFF TO ALL EXTENT POSSIBLE. PENDING FINAL DECISION ON  
EXTENT REDUCTION FOR 1964 WE ARE UNDERTAKING CAREFUL STUDY HERE ON  
BEST MANNER ACHIEVING REDUCTION.

cc: Mr. Ahmed  
Mr. Tedyt



*File*

CONFIDENTIAL

15 July 1963

My dear Mr. Ambassador,

The Chief Administrative Officer in his Administrative Report No 71 had requested clarification of certain administrative aspects of the ONUC operation and Headquarters guidance in view of the probable run-down of the Force by 31 December. Upon instructions of the Secretary-General we have held a series of meetings with those concerned and I would like to give you and the C.A.O. the thinking of Headquarters which might be useful in planning for the eventuality of the withdrawal of all contingents from the Congo before 31 December. More particularly, if the military operation is to be completed within the very limited funds authorized by the General Assembly for this mission.

You have been informed, I believe, of the Secretary-General's Provisional plan that reductions of the Force be accomplished along these lines:

- (a) The Force would be reduced to 7,400 (including the Congolese Contingent) by 1 July 1963.
- (b) Would be reduced to 6,000 by 1 October 1963.
- (c) The remainder would depart as quickly as possible thereafter during October and November.
- (d) No Force would remain after December (except for a small group which may be required to assist in liquidation).

Ambassador Max H. Dorsinville  
Officer-in-Charge  
ONUC



1. Disposal Policy

This will of course be the most complicated area of all. As a general guide:

- (a) Contingent owned equipment and ammunition should, wherever possible, be removed with the contingents on their departure.
- (b) Property drawn from U.S. Government or other government sources should be returned to them for credit wherever feasible, particularly for unused items.
- (c) Vehicles: In general, vehicles should be disposed of on an "as is" and "where is" basis in the Congo.
- (d) Ordnance Stores: Ordnance stores should be properly warehoused in a restricted number of places - perhaps Leopoldville and Elisabethville - for eventual disposal.
- (e) Ammunition: This should also be stored in two central places for eventual disposal to governments, or by other action.
- (f) Telecommunications Equipment: Complete inventories should be submitted to Headquarters soonest for possible usage of this equipment in other areas by U.N. and determination that portion to be disposed of.
- (g) Food: Surpluses should normally be disposed of "as is" and "where is" in the Congo.
- (h) Aircraft and Special Equipment: Upon receipt of inventories at this Headquarters, we will advise and arrange for disposal.

It is most urgent that action be taken to complete all inventories, and your recommendations submitted to Headquarters, taking into account the need to give priority to the requirements for civilian operations.

2. PI and Commissary Facilities

- (A) There will probably have to be a continuing obligation to provide some commissary and basic PX items for civilian and administrative personnel remaining as part of the Congo fund operations after 31 December 1963.

.../



This operation will have to be completely manned by civilian personnel on a greatly reduced scale. Luxury or special order items will have to be eliminated and facilities restricted to the provision of only essential household, commissary and PX items.

- (b) Surpluses on hand after 31 December will have to be consolidated and warehoused on a temporary basis until proper disposal action can be completed. Staff necessary for this function will have to be extended until complete liquidation is effected.
- (c) Survey Board action should be taken as soon as possible on surpluses and residual stocks in order that disposal by sale or other recommended action can follow quickly.
- (d) Security of stocks after 31 December will have to be relegated to Field service security personnel as required.
- (e) All charges for personnel retained in connection with disposal of PX and commissary surpluses should be charged to the PX activity.
- (f) No further disbursements should be made from PX surplus funds or reserves. Cash monies should be immediately credited to the United Nations to off-set whatever losses and liquidation costs occur as a result of this closing down action. The UN must immediately distribute as quickly as possible their stocks even at cost to avoid building up cash reserves in local currency.
- (g) Immediate plans should be made for the establishment of a PX-Commissary Cooperative beginning 1 January 1964, to be financed completely on a share cost basis by personnel continuing in the Congo beyond 31 December 1963. Accountability for this operation will rest completely with the staff and will not involve the United Nations in any way.
- (h) No assurance can be given that adequate stocks or particularly choice of brands will be maintained to meet all demands between now and the end of the year. You are already aware that we have taken drastic action to cancel many requisitions and in the case of PX, have limited quantities to very minimal amounts.



3. Procurement

As a matter of policy, with minor exceptions, no further requisitions should be submitted for items supporting military operations and a "wear-out" "use-up" "take-or" programme is to be adhered to for these last few months. We are following through as to transportation and delivery of pending orders and where possible will still take appropriate cancellation action. Requirements for civilian operations concerning the purchasing of stock and issuing of bulk supplies will be limited to necessities. Steps should be taken to have this handled and controlled by a few civilian staff.

4. Freight and Traffic Management

Whatever freight and traffic movement will be needed beyond 31 December 1963 for civilian operations will have to be accommodated under the control of a reduced civilian movement control unit.

5. Finance

Those units having staff directly concerned with military operations should be immediately reduced to an absolute minimum and if possible abolished by 31 December 1963. A small finance office should remain to service the requirements of civilian operations functions.

6. Audit and Inspection

- (a) As they relate to military activities, audit and inspection staff will require a longer period but should be reduced as much as possible and it is expected, eliminated no later than 31 March 1964.
- (b) Activities relating to equipment, supplies, etc. may have to be continued somewhat longer until perhaps 30 June 1964. Every effort should be made to expedite disposal action to shorten the terminal date.

7. Accommodations

- (a) All accommodation services relating to military should be discontinued no later than 31 December 1963, and earlier if possible.
- (b) A minimum/maximum range of apartments in Leopoldville (from 100 to 150 apartments) should be set aside for civilian operations and administrative overhead requirements with a small unit in charge of it.

.../



8. Local Transport

- (a) Military vehicles should be phased out as soon as practical allowing only a minimum number of cars required for use by civilian operations and on a rigidly controlled basis.
- (b) Provision of spare parts as well as repairs and maintenance of civilian operations vehicles will have to depend on services of local garages or some common service arrangements you establish.
- (c) A maximum number of local vehicles and drivers should be determined for the needs of civilian operations. We presently estimate and suggest that 300 vehicles and 75 local drivers be a target figure.

9. Communications

- (a) The cost of communications must be reduced to an absolute minimum.
- (b) With the departure of the military, we should be able to dispense with 24 hour coverage and revert to normal shifts with one station in Leopoldville and possibly not exceeding three or four field stations to cover only minimum needs. Where possible, every effort must be made to utilize existing facilities at key air fields.

10. Security

We estimate that approximately 10 to 15 security personnel will be required to meet your minimum security needs for offices and warehouses where surplus stocks will be stored. Your earliest evaluation of this estimate will be appreciated to be sure that we do not withdraw the security personnel too soon.

11. Restaurants

Legation Restaurant should remain and be run as a cooperative project not involving United Nations funds.

12. Aircraft

All United Nations owned aircraft should be disposed of and any aircraft required for civilian operations should be on a commercial or charter basis.



### 13. Field Offices

It is requested that you provide precise proposals as to the number of field offices you expect to retain for civilian operations and advise the maximum number of international and local staff planned for each location.

### 14. Personnel

- (a) As stated by the Secretary-General in his recent cable on the subject, every opportunity must be taken to reduce the ONUC staff through the non-renewal of mission contracts. To as large an extent as is practicable, this advice supersedes our earlier decision that except in unusual circumstances contracts should not be extended beyond 31 December 1963.
- (b) Unfortunately, the non-renewal of contracts will probably not produce the scope of reduction which is necessary and we must also, therefore, envisage a certain number of terminations of contracts. These, however, must be geared to the reasons stated in Staff Rule 9.1(b), which provides that the Secretary-General may terminate the appointment of a staff member with a fixed-term appointment on the following grounds:
- (1) if the necessities of the service require abolition of the post or reduction of the staff;
  - (2) if the services of the individual prove unsatisfactory;
  - (3) if the individual is incapacitated for health reasons;
  - (4) if the staff member's conduct does not meet the highest standards of integrity required by the Charter;
  - (5) if facts anterior to the appointment of the staff member and relevant to his suitability come to light;
  - (6) if such action would be in the interest of good administration and is not contested by the staff member (an "agreed" separation).
- (c) The reason specified in (1) above - redundancy - will presumably be applied most frequently to the ONUC situation. There might also be a certain number of "agreed" separations (item (6)).

.../



- (d) Before deciding to terminate a staff member on grounds of redundancy, we must be able to certify that he is not to be replaced, either by a new recruit or by the renewal of a contract -- unless in the latter circumstance we can demonstrate, as substantiated by reports on the relative performances of the staff members concerned, that the terminated staff member is clearly less useful than the person who is to be kept on. If, for instance, the Finance Office were to be reduced by 30%, we would prefer that staff whose contracts were expiring should go first, but would be prepared to consider a planned programme for the extension of certain contracts and the termination of others, provided we had sound evidence, to be presented in the Administrative Tribunal if necessary, to justify our actions.
- (e) Even though replacement posts are involved, we would expect that during the run-down period OMUC might rely heavily upon staff detailed from the United Nations and from the Specialized Agencies. These people are on the whole more experienced and their assignments are more flexible from an administrative standpoint.

As you know, Mr. Carey Seward, who is Chief of my Field Operations Service, has been designated to replace Mr. Tdgt as Chief Administrative Officer and is expected to arrive in Leopoldville by about 1 August. He has participated fully in the discussions here, is familiar with all phases of our administrative requirements, and has our complete confidence.

While the above broadly outlines our objectives and the evaluation here at Headquarters, we must, of course, take fully into account the on-the-spot appraisal of you and the Chief Administrative Officer. I will appreciate receiving at your earliest convenience an overall detailed evaluation of the practical application of the programme, and of any suggestions which might expedite its implementation.

I have sent a copy of this letter also to Mr. Tdgt.

Sincerely,

David B. Vaughan  
Under-Secretary  
Director of General Services

cc: Mr. Andrews  
Mr. Bando  
Mr. Alexander MacFarquhar  
Mr. Karaschman  
Mr. Jarrow  
Mr. Seward  
Mr. Tdgt



INCOMING CODE CABLE

PRIORITY

029 100

To : Doreinville, copy Rols Bennett.  
From : Secretary-General, Geneva.  
Date : 30 July, 1963.  
No : 2145. UNDA; GLEO 176.

A. Your unnumbered A of eight July has been considered by Headquarters Departments. Clear cable correspondence continues on field radio stations, and I am here concerned with personnel situation.

B. I share your concern about maintaining operational efficiency and staff morale and wonder whether this might be assisted by your calling senior staff together and giving them comprehensive review of the situation for communication to all staff members serving under them. However, I am content to leave this to your judgement.

C. The situation in 1963 as <sup>seen</sup> at Headquarters is that the rundown of staff is controlled by General Assembly document A/5416, paragraph 4 and annex section 11 ( roman ) the reduction of 15 percent for salary costs of onus International staff from 1962 level will of necessity be concentrated in second half of 1963 and thus involves a cut in staff averaging 30 percent in that period. In a total establishment of 63 of whom 470 held mission service contracts and 163 were on detail from permanent appointments, elsewhere, this meant an early reduction of the other of 200 people. The reduction in staff after first January 1964 will be much more severe. We have already over 80 mission contracts running into

./..



1964 for periods between January and April and we are reluctant to add significantly to this commitment, particularly as there is a parallel Headquarters problem of reduction of replacement and overload posts totaling 242. It is thus clearly desirable that, unless circumstances of exceptional difficulty would otherwise arise, every opportunity should be taken to reduce staff by nonrenewal of mission contracts falling in.

D. On other hand I recognize your difficulty in absence of precise directive for reduction in activities during remainder of 1963 and on level of activities for 1964 for which I shall have to request financial appropriation. This is under intensive consideration here, and on my return I would like to finalize it with your assistance. Doubtless you will be developing your own ideas towards this so that we can shortly concentrate on the phasing-out of the ONUC operation. When a plan is established it would be my wish to ~~maximise~~ devolve maximum authority to the field.

E. None of this immediate analysis concerns civilian operations staff paid from Congo fund, regarding which I shall send separate communication later, nor local staff. As to local staff, I recognize obstacles to any significant reduction so long as we held Kamina and Kitona bases, but you may be able to reduce at field offices.

F. I hope this goes some way to reduce your difficulties, but please let me know what further help you need.-



INCOMING CODE CABLE

ROUTINE

To: Ahmed and Twigt, Leopoldville  
From: Macfarquhar, New York  
Date: 10 July 1963  
NO: 4658

*copy to  
per to Personnel  
11/18  
L*

Your 4537.

As previously agreed, ONUC administrative staff transferred to Civilian Operations will continue under IOO rules for balance existing contracts. However, for issuing new contracts in direct contradiction to Staff Rules and, equally important, contrary to widespread and long-established precedent in technical assistance programme. Further cannot understand why payment in currency of country of residence would constitute a general hardship. When fully satisfied as to the existence of unusual circumstances, which must be more than favourable exchange possibilities, we will make exceptions per Staff Rule 203 (b).

cc: Mr Dorsinville



SECRET

INCOMING CODE CABLE

ROUTINE

PER 320

ORC 100

30-11

01-14

35-02

85-01

To: Ahmed, Leopoldville  
From: Amachree, NewYork  
Date: 9 July 1963  
Re: 4631

Your 4425, 4432 and 4442.

Am discussing with Controller and Office of Personnel  
problems raised in these cables as well as the  
appointment of Belgian Public Works experts. Hope a  
workable decision will be taken.

cc: Mr Dorsinville



Outgoing Code

Routine

To : Amachree and MacFarquhar, New York  
From : Ahmed and Twigt, Lao  
Date : 5 July 1963  
No : ONUC 4425

Reur 4537. I am sorry to pursue this matter but wish to request your reconsideration in the interest of the United Nations and morale of staff concerned. The results of inquiries so far made on possibilities of transfer of ONUC administrative personnel to Civilian Operations has indicated that such cases will be very small in number and those in which hardship may be caused by transfer to 200 series may be even smaller. I therefore very much hope that in the light of the exceptional situation of Civilian Operations Programme you would be good enough to consider favourably recommendations in specific cases.

cc: Mr. B. Twigt

Office of Personnel with enc.

ORS 100  
PER 320



4 July 1963

CAO INFORMATION CIRCULAR No.171

To: All ONUC Personnel  
From: Ben T. Twigt, Chief Administrative Officer  
Subject: Administration: Civilian Operations

With reference to CAO Information Circular No. 157 of 30 May 1963 and No. 168 of 25 June 1963, all communications and information papers concerning routine administrative matters relating to Civilian Operations, including such services as travel, accommodation, finance, personnel and transport, should in future be addressed to Mr. Trisciuzzi, as Assistant Chief Administrative Officer and Executive Officer, Congo Fund.

Mr. Tooby, as Deputy Chief Administrative Officer (Civilian Operations) will in future deal only with the projection of future administrative support needs of Civilian Operations.



ONUC  
Léopoldville

4 juillet 1963

CIRCULAIRE D'INFORMATION N° 171 DU CHEF DES SERVICES ADMINISTRATIFS

Destinataires : Tous les membres du personnel de l'ONUC  
Origine : Ben T. Twigt, Chef des Services administratifs  
Objet : Services administratifs pour les Opérations civiles

Les précisions suivantes sont apportées aux Circulaires d'information N° 157 du 30 mai 1963 et N° 168 du 25 juin 1963 du Chef des Services administratifs :

Toutes les communications et tous les documents d'information touchant les questions courantes d'ordre administratif qui intéressent les Opérations civiles, notamment celles qui concernent les voyages, le logement, les finances, le personnel et les moyens de transport, devront, à l'avenir, être adressées à M. Theodoro Trisciuzzi, Assistant du Chef des Services administratifs et Administrateur pour le Fonds du Congo.

M. Tooby, en sa qualité de Chef adjoint des Services administratifs (Opérations civiles), ne s'occupera désormais que de la détermination des besoins futurs des Opérations civiles en ce qui concerne les services d'appui administratif.



DRG 100

Mr. G. 222  
Mr. B. 262  
Mr. T  
577.

3 July

3

To: Mr. Ben T. Twigt, Chief Administrative Officer  
From: Max H. Dorsinville, Officer-in-Charge  
Subject: Organisation and Staffing of Field Offices

With reference to your memorandum of 28 June 1963 I wish to inform you of the following:

1. The plan set forth in your memorandum concerning closing of the offices of Albertville, Kindu and Manono is correct. I would also agree to the closing of the Goma office. However, I understand this office has to remain open mainly for administrative reasons.
2. The offices of Elisabethville, Kolwezi, Jadotville, Luluabourg, Bukavu, Stanleyville and Coquilhatville will remain open, until further notice, most probably beyond 1963.
3. The offices of Kamina and Kitona will have to remain open as long as the bases are under UN trust.
4. In all field offices that remain open we will endeavour to reduce the personnel to the minimum without, however, affecting their efficiency. While an over-all reduction of 30 per cent. or even more is our goal, the rate of reduction will necessarily vary according to local circumstances. For instance, it would be unwise to reduce the staff of the office of Luluabourg too drastically while tension in the former Kasai province is still great. But for different reasons it seems possible to cut the staff of the Elisabethville and Bukavu offices by more than 30 per cent. In any case the Personnel Office should prepare a <sup>carefully</sup> ~~fairly~~ detailed reduction programme for each office in consultation with this office and with the office concerned.

cc. Mr. Ahmed ✓  
Miss Gray

INFO. COPY

Action	.....
File No.	.....





BOITE POSTALE 1248  
LEOPOLDVILLE  
REPUBLIQUE DU CONGO  
CABLE: ONUC, LEOPOLDVILLE

28 June 1963

CONFIDENTIAL

To: Mr. Max H. Dornainville, Officer-in-Charge  
From: Ben T. Twigt, Chief Administrative Officer  
Subject: Organization and Staffing of Field Offices

I understand that as a result of your recent tour of ONUC field offices the following action is being contemplated by you:

Albertville - close by 31 December 1963  
Kindu - close by 31 December 1963  
Manono - close immediately (expected date, 15 July)

As you know, New York has instructed us to effect a 30 per cent reduction of staff by 31 December 1963. This means an overall reduction of 30 per cent is required: how this reduction is achieved (whether by making a reduction of 20 per cent in one office and 40 per cent in another) is immaterial provided, of course, we maintain in the locations decided upon adequate staff to ensure their proper functioning.

For example, in Elisabethville, it should be possible to make a reduction of at least 30 per cent, which would offset lesser, or no reductions, in some of the smaller offices already operating with minimum staffs (e.g. Goma, Jadotville), and where 30 per cent reductions, or less, would have the effect of practically eliminating the office.

Insofar as the remaining field offices are concerned, I would appreciate to receive your decision as regards eliminations or reductions and in case of their continued existence, an indication of the functions you expect the remaining offices to perform.



3 July

3

To: Mr. Ben T. Twigt, Chief Administrative Officer  
From: Max H. Dorsinville, Officer-in-Charge  
Subject: Organization and Staffing of Field Offices

With reference to your memorandum of 28 June 1963 I wish to inform you of the following:

1. The plan set forth in your memorandum concerning closing of the offices of Albertville, Kindu and Manono is correct. I would also agree to the closing of the Goma office. However, I understand this office has to remain open mainly for administrative reasons.
2. The offices of Elisabethville, Kolwezi, Jadotville, Lulubourg, Bukavu, Stanleyville and Coquilhatville will remain open, until further notice, most probably beyond 1963.
3. The offices of Kamina and Kitona will have to remain open as long as the bases are under UN trust.
4. In all field offices that remain open we will endeavour to reduce the personnel to the minimum without, however, affecting their efficiency. While an over-all reduction of 30 per cent. or even more is our goal, the rate of reduction will necessarily vary according to local circumstances. For instance, it would be unwise to reduce the staff of the office of Lulubourg too drastically while tension in the former Kasai province is still great. But for different reasons it seems possible to cut the staff of the Elisabethville and Bukavu offices by more than 30 per cent. In any case the Personnel Office should prepare a fairly detailed reduction programme for each office in consultation with this office and with the office concerned.

cc. Mr. Ahmed  
Miss Gray



INCOMING CODE CABLE.

PER 320

DRS 100

ROUTINE.

TO : AHMED, TWIST, LEO.  
FROM : AMACHREK, MACPARKHAR, NEWYORK.  
DATE : 3 July 1961.  
No. : 4537.

SECRET

See DYC  
5025

Your 4136 and 4204. We consider it necessary to maintain the position stated in our AB 44, item 21 regarding staff subject to the 100 series of rules who are reassigned to service as experts. Specifically, they will continue to be governed by the 100 rules until the expiration of their existing contracts; should new contracts be offered the conditions of service must correspond with the 200 series including currency of salary payment.

copy sent  
to Personnel  
8/7  
R

SECRET

cc. DIO.



10-05  
85-01  
35-02

CONFIDENTIAL

25 June 1963

AIDE-MEMOIRE

To: Mr. Alexander MacFarquhar  
Director of Personnel

From: Godfrey K.J. Amachree  
Under-Secretary for Civilian Operations  
in the Congo

This aide-mémoire is a summary of the discussion we had last Friday.

Mohammed H. Gidamy (UAR) - WMO Meteorologist

When I was in Geneva, Mr. Davies, Secretary-General of the WMO, discussed Mr. Gidamy's grading with me. He informed me that Mr. Gidamy is perhaps the best qualified meteorologist he has in the Congo and that he intends to appoint Mr. Gidamy as head of the WMO mission in Leopoldville when the present incumbent leaves in October. Mr. Gidamy has twice acted as head of the WMO mission in Leopoldville. Both Mr. Davies and Mr. Ahmed feel that Mr. Gidamy be re-graded as a P-5, and I strongly support their recommendation. Mr. Gidamy is 50 years old and as you will see from his file, he is a very highly qualified expert.

Michel Larcher (French) - at present in charge of  
UN Public Works Project in the Congo

Since the departure of Mr. Malchoir de Lisle, the former engineer in charge of the UN public works project in the Congo, Mr. Larcher has been in charge of the project. Although he is a young man of 35, he is without question a very highly competent engineer and has worked extremely hard in the Congo. In his case, his age seems to be against him and I would therefore suggest that he be given a few more steps at the P-5 level.



Neal A. Morrison (British) - Bureau of  
Economic Co-ordination

Mr. Morrison is about 42 years old, and as you will see from his papers, he has had considerable experience as an administrator in Nigeria. He has replaced Mr. Tooby in the EEC and is doing a good job. He was graded as a P-4, Step 1, whilst Mr. D'Astugues who was only a grade senior to him in Nigeria, is a P-5, Step 1. I would strongly recommend that he be given at least six steps at the P-4 level, and my reason for making this suggestion is as follows: Mr. D'Astugues was a Deputy Permanent Secretary in Nigeria on a salary of £2,496 per annum. Mr. Morrison was a Senior Assistant Secretary on a salary of £2,292 per annum, and in fact acted for a long time as a Deputy Permanent Secretary in the Ministry of Economic Development on the same salary as Mr. D'Astugues. The difference between Mr. D'Astugues' salary and Mr. Morrison's was only £204 per annum. According to the present grading of the two officers, the difference between the two salaries is \$1,520. I suggest that Mr. Morrison's salary be adjusted in the manner recommended so as to reduce this difference.

Alexandre Stathis (Greek) - Statistician

Mr. Stathis will be 50 on 29 July. His present grading is P-3, Step 1. He is a very competent statistician and was recruited by us on the recommendation of Mr. James Brooks, Deputy Chief of Civilian Operations, who had worked with him in Greece. I am very satisfied with Mr. Stathis' work and feel very strongly that he is under-graded. Representations were made to me by Mr. Ahmed and Mr. Brooks to upgrade Mr. Stathis to P-4. I support their recommendation. Good statisticians are not easy to come by, and in Mr. Stathis' case, he has had wide experience in his field and deserves every encouragement from us.

Miss Nancy Gray (Canadian) - Chief of Personnel

I requested you to consider the granting of a long-term contract - say 5 years - to Miss Gray to enable her to continue her service with the UN. Mr. Ahmed would like Miss Gray transferred to his office. Miss Gray will not continue with the UN unless she is given a contract of from 4 to 5 years.

cc: Mr. Ahmed ✓  
Mr. Duran



ORG 100

ONUC

LEOPOLDVILLE

25 June 1963

INFORMATION CIRCULAR NO. 168

To: All ONUC Personnel  
From: Ben T. Twigt, Chief Administrative Officer  
Subject: Staff Appointment

With effect from 18 June 1963, Mr. Theodoro Trisciuzzi has taken over the duties of Assistant Chief Administrative Officer (Civilian Operations) and of Executive Officer for the Congo Fund.

ONUC

LEOPOLDVILLE

25 juin 1963

CIRCULAIRE D'INFORMATION NO. 168

A: Tout le personnel de l'ONUC  
De: Ben T. Twigt, Chef des Services Administratifs  
Objet: Nomination

A partir du 18 juin 1963, M. Theodoro Trisciuzzi a pris en charge les fonctions d'Assistant du Chef des Services Administratifs (Opérations Civiles) et Administrateur pour le Fonds du Congo.



→ ORG 100  
PER 320

Routine

To : Amchree, New York  
From : Ahmed, Leopoldville  
Date : 23 June 1963  
N° : ONUC 4156

We are attempting to fill some of the expert posts in Civilian Operations by transfer of suitable officers from ONUC Administration. This is however raising a technical difficulty inasmuch as experts under Civilian Operations are subject to Rule 200 series under which their salaries are paid partly in home currency and partly in currency of Mission. Under ONUC contracts however the salaries are paid in US dollars and hence transfer to Civilian Operations constitutes a change in terms of payment. To overcome this difficulty I suggest that officers transferred from ONUC Administration to Civilian Operations should continue to maintain their original payment terms, particularly as in the case of operational personnel financing by Government would be obtained in convertible currencies only.

cc: Office of Personnel



# ROUTING SLIP

TO Mr. Brooks  
Mr. Gilpin

210

*any*

APPROVAL	NOTE AND RETURN
SEE ME, PLEASE	YOUR COMMENTS
YOUR SIGNATURE	YOUR INFORMATION
NOTE AND FILE	FOR ACTION

For your information.

S. Habib Ahmed  
Chef des

DATE

21.6.63

FROM

Opérations civiles



*Mr. Ahmed:*  
INFO. COPY

GF/jd

ORG 100

Action To.....

File No.

18 June 1963

TO: Mr. T. Trisciuzzi, Assistant Chief Administrative Officer  
(Civilian Operations)

FROM: Ben T. Twigt, Chief Administrative Officer

SUBJECT: Your Duties

Following the conversation I had with you in my office on the 17th June I wish to confirm to you the following points:

- (1) Effective immediately you will take over the duties of Assistant Chief Administrative Officer (Civilian Operations) and of Executive Officer for the Congo Fund.
- (2) You will be fully responsible for all financial matters concerning the Congo Fund under delegated authority from Headquarters.
- (3) Mr. Tooby, Deputy Chief Administrative Officer, (Civilian Operations) will be the person in charge of all administrative matters concerning Civilian Operations (see GAO Information Circular No. 157).

cc: Mr. S.H. Ahmed ✓



INFO. COPY *Mr. Ahmed*

GF/jd

Action To.....  
File No.

18 June 1963

TO: Mr. Frederick W. Tooby, Deputy Chief Administrative Officer  
FROM: Ben T. Twigt, Chief Administrative Officer  
SUBJECT: Your duties

Following the conversation I had with you in my office on 17th June I wish to confirm the following points:

- (1) As Deputy Chief Administrative Officer (Civilian Operations) you are responsible for all administrative matters concerning Civilian Operations (see CAO Information Circular No. 157).
- (2) Effective immediately Mr. Trisciuzzi is taking over functions of Assistant Chief Administrative Officer (Civilian Operations) and Executive Officer for the Congo Fund. He will be fully responsible for financial matters concerning the Congo Fund under delegated authority from Headquarters.

cc: Mr. S.H. Ahmed ✓



OR 110

10

14 June 1963

To : Civilian Affairs Officer at Albertville, Bukavu,  
Coquilhatville, Elisabethville, Goma, Luluabourg  
and Stanleyville  
Base Administrator at Kamina and Kitona  
From : S. Habib Ahmed, Chief of Civilian Operations, ONUC  
Subject : Job description for ONUC Civilian Officers

..... In view of changes which have taken place  
in the field offices, the Officer-in-Charge has  
requested me to invite your attention to Mr.  
Gardiner's circular dated 17 July 1962, a copy of  
which is enclosed setting out certain aspects of the  
functions and responsibilities of the Civilian  
Representatives in the field.

cc: Force Commander



### Job description for ONUC Civilian Officers

1. ONUC has appointed a Civilian Officer in every province and a Deputy Civilian Officer in most provinces. The responsibilities of the Civilian Officer are:

2. (a) to represent the Officer-in-Charge of ONUC in the province with respect to all political questions. He maintains constant contact with the provincial government and with the principal personalities of the province, in order to interpret ONUC policy to them with a view to the application of the decisions of the General Assembly, the Security Council, the Secretary General and the Officer-in-Charge. He supplies the Officer-in-Charge with information covering all developments in the province which may be of concern to him;

(b) to advise the Commanding Officer of the UN Force in the province on political questions. It is of utmost importance that the relations between the Commanding Officer and the ONUC Civilian Officer should be close and continuous. So many questions are of mixed nature, having both military and political implications, that full and frank consultations and agreement between the Commanding Officer and the Civilian Officer are essential;

(c) under the direction of the Chief of Civilian Operations in Leopoldville, to coordinate the programmes of Civilian Operations in the province and to advise the chiefs of the different technical missions on political and general issues. At the provincial level, the Civilian Officer has the final say as regards decisions in these spheres;

(d) to exercise at the provincial level a supervisory and coordinating role vis-à-vis administrative, finance, procurement and other personnel who report to the Chief Administrative Officer in Leopoldville.

3. For questions of a political nature, the Civilian Officer reports to the Officer-in-Charge in Leopoldville. For questions relating to Civilian Operations or Technical Assistance, he reports to the Chief of Civilian Operations in Leopoldville. For questions relating to the Administrative Services, he reports to the Chief Administrative Officer in Leopoldville. For questions of mixed nature, he addresses his communications, as appropriate, simultaneously to the Officer-in-Charge, to the Chief of Civilian Operations and to the Chief Administrative Officer. In cases where a mixture of military and political considerations are involved, the Civilian Officer and the Commanding Officer of the UN Force in the province should agree upon and sign communications jointly, which, in this case, should be addressed simultaneously to the Officer-in-Charge and to the Force Commander in Leopoldville.

4. The Deputy Civilian Officer in the province assists the Civilian Officer in the discharge of all his responsibilities and acts in his place when he is absent.



ORL 100

14 June 1963

To : Civilian Affairs Officer at Albertville, Bukavu,  
Coquilhatville, Elisabethville, Goma, Luluebourg  
and Stanleyville  
Base Administrator at Kamina and Kitona

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ORC 100

CivOps 462/63

10 June 1963

To : Gen. Kabbadu Guebre, Force Commander  
From : S. Habib Ahmed, Chief of Civilian Operations  
Subject : Coordination between Civilian Officers and Military Commanders

.. With reference to your recent discussion with Mr. Dorsinville concerning coordination between the Civilian Officers and the Military Commanders in the Provinces, attached herewith is a copy of circular dated 17 July 1962 which was sent by Mr. Gardiner to all field Civilian Officers. The point raised in our discussion seems to me to be well covered by para 2(b) of the circular. Mr. Dorsinville has seen it and has suggested that as some changes in the staffing in the field offices have taken place it might be useful to remind the Civilian Officers of Mr. Gardiner's circular. If you agree, would you kindly have a message sent to me by telephone to this effect and I will arrange to have Gardiner's memo recirculated to the field offices.



ORGANISATION DES NATIONS UNIES  
AU CONGO



UNITED NATIONS ORGANIZATION  
IN THE CONGO

BOITE POSTALE 7248  
LEOPOLDVILLE  
REPUBLIQUE DU CONGO  
CABLE : ONUC, LEOPOLDVILLE

JB/rm

CivOps. 173/63.

16 May 1963

TO : Mr. S. Habib Ahmed  
Chief, Civilian Operations

FROM : James R. Brooks  
Deputy Chief, Civilian Operations

SUBJECT : Division of work for my staff

With your approval, I am designating Mr. Eugene Adoboli and Mr. Peter Foster as Programme Officers and Mr. Alexander Stathis as Statistics and Reports Officer. The arrangements of work among these men will be as follows:

- (1) Mr. Adoboli will be responsible for the following subjects:

Title I Counterpart Committee Secretariat;  
Public Works;  
Finance and economic matters;  
Economic coordination and foreign aid.

- (2) Mr. Foster will be responsible for the following subjects:

Agriculture;  
Labour;  
Education;  
Meteorology;  
Telecommunications;  
Civil Aviation;  
UNICEF.

- (3) Mr. Stathis will be responsible for the statistics, charts, and periodic reports on the following subjects:

Economic and financial;  
Foreign aid (import support and technical assistance;  
Counterpart Funds;  
ONUC Civilian Operations.



TEC 100  
→ ORG 100  
30 April 1963

To : Mr. M. Dorsinville, Officer-in-Charge  
From : S. Habib Ahmed, Chief of Civilian Operations  
Subject : Civilian Operations Programme

1. At our meeting on Monday I gave you a copy of the revised estimate for the Civilian Operations Programme for 1963.

2. The Revised Programme amounts to about \$23 million and covers a total of 1828 experts and technicians and the training of 3983 Congolese Nationals. The administrative support of Civilian Operations is provided by ONUC and the cost is not included in the Programme.

3. The Congolese Government have undertaken to pay the cost of the programme incurred in local currency which amounts to about \$7.8 million. In addition the Congolese Government have undertaken to contribute two-thirds of the salaries and travel costs of experts and of the equipment required for the agricultural rehabilitation and the public works projects. The total contribution of the Government for these two programmes amounts to \$535,000.

4. Taking into account the contribution of the Government towards local costs and the special contributions made for the agricultural and public works projects the amount of funds to be found by the United Nations for financing the total programme is estimated at \$14.7 million.

5. The Civilian Operations Programme is at present financed in the following manner:

(a) voluntary contributions from Governments to the Congo Fund;

(b) allocations from the Expanded Programme of Technical Assistance - \$500,000;

(c) reimbursement by ONUC for operational experts in the fields of aviation and meteorology and other projects related to ONUC operations (Total expected reimbursement - \$3.5 million);

(d) financing by ONUC of administrative support of Civilian Operations coordinating organisation and of technical assistance projects.



6. The Programme has run into difficulties in the area of contributions from Governments. As far as I am advised the following contributions from Governments have so far been received by the Secretary-General:

Finland	\$25,000
Norway	40,000
Switzerland	350,000

7. Contributions are expected to be made by Sweden and United States but no word has so far been received from New York to this effect.

8. The United States has taken the position that it will make its contribution on the basis of matching of contributions from other countries. Hence unless contributions are made by other countries the United States matching will not yield sufficient funds to finance the programme as at present formulated.

9. The serious financial situation of the Congo Fund is exemplified by a recent decision taken by New York to control the recruitment of experts by approving each expert appointment themselves. It has been explained that this course of action was dictated by the necessity to maintain the solvency of the Congo Fund. It appears that for the same reason no indication has yet been given by New York on the Revised 1963 Programme which was submitted by me on 10 April. A cable requesting New York's reaction has been sent and the reply is awaited.

10. There also seems to be some hesitation in New York as to the extent of the administrative support which could be provided to the Civilian Operations in a diminishing ONUC budget. During my visit to New York in March last it was agreed that the administrative support hitherto provided would continue. In a recent cable from New York requesting a twenty percent cut in the ONUC civilian staff no mention was made that this cut would not apply to the Civilian Operations. Furthermore we have been asked to provide for the internal air transport of experts from the Civilian Operations budget which indicates a desire to shift the present financial responsibilities so far undertaken by ONUC to the Civilian Operations. Fortunately in the case of internal air transport we could possibly try to obtain financing from the Congolese Government as the cost is incurred in local currency. If this did not prove possible it will have the effect of reducing the resources available for technical assistance.

11. It is clear that the ability of the United Nations to finance the technical assistance programme at the existing level depends upon the receipt of contributions from Governments to the Congo Fund. The prospects in this respect do not seem promising at the moment and it is therefore important that plans should be



ad as quickly as possible whereby adjustments in the programme made according to the diminishing financial resources. Changes should not be made on an ad hoc basis from day to day. In a programme which involves some 1150 experts and technicians, contracts cannot be changed on that basis.

12. If it now appears that difficulties of financing the 1963 programme are going to be further aggravated in 1964, procedures should then be worked out whereby the programme could be gradually reduced and brought to a level at which technical assistance could be financed in the Congo on the conventional level through the Expanded Programme, the Special Fund and the regular programmes of the United Nations and the Specialized Agencies.

13. Instructions on points mentioned in paragraphs 11 and 12 have been requested from New York. In the meantime it is extremely important that local administrative support of the programme should not be allowed to be weakened.



# ROUTING SLIP

TO

Mr. Thompson

*noted*

APPROVAL	NOTE AND RETURN
SEE ME, PLEASE	YOUR COMMENTS
YOUR SIGNATURE	YOUR INFORMATION
NOTE AND FILE	FOR ACTION

Please note from the attached cable that New York have agreed with our suggestion concerning secretarial and clerical assistance to Civilian Operations.

DATE

1.5.63

FROM

S. Habib Ahmed  
Chef des  
Opérations civiles



RECEIVED  
O.N.U.C.

22:38  
1963 APR 29

Copy for  
secretarial help

ACTION  
CIVILIAN  
file

CR

Mr. Ahmed  
Giffin  
OK 100

YC31 F NY 31 29 2224Z ;  
ETAT EQ NO WWVR V  
ONUC  
LEO ;

Copy sent to chief civ. pers.

3134 AHMED YOUR CUNCO 883. AGREE YOUR SUGGESTION TO MAINTAIN  
EXISTING ARRANGEMENTS FOR THE PRESENT AND POSTPONE REVIEW OF  
THE QUESTION UNTIL 1964 BUDGET IS PREPARED ;

AMACHREE "

COL 3134 883 1964 "

EQER SEE QOUD 7





Outgoing Code

Routine

To : Amehree, New York  
From : Ahmed, Leo  
Date : 25 April 63  
No : ONUC 2890

RR 100

Reur 3023. Delighted to learn of nomination of ~~xxxxx~~  
Trisciuzzi and extend him my warm welcome. Assume he will be  
designated as Executive Officer and Deputy ~~xxxx~~ Chief  
Administrative Officer as agreed in discussions in New York.

cc: Mr. G. Fulcheri with enc.



RECEIVED  
ONUC

ACTION	
CIVILIAN	MILITARY
MR Ahmed.	

NOV 24 23:45

INCOMING TELEGRAM DELIVERED TO:

S.R.S.	CIV.	C.A.	C.F.	C.P.O.	C.F.A.	C.F.D.	C.G.S.	MAILS	P.X.	F.A.O.	I.T.N.	W.M.G.	WELFARE
	✓												

MILITARY

YC-119

44 24 2328Z ;

4

36:119 F NY

ETAT  
ONUC  
LEO ;

3023 CONFIDENTIAL AHMED. GLAD TO INFORM YOU THAT ARRANGEMENTS  
HAVE BEEN MADE WITH TURNER AND VAUGHAN FOR THE ASSIGNMENT  
OF TRISCIUZZI FOR AN INITIAL PERIOD OF SIX MONTHS TO  
REPLACE THOMPSON. DETAILS ON ETA, ETC. WILL FOLLOW ;

AMACHREE "

COL 3023 "



025 100

1963 APR 24 PM 5:33

O.N.U.C.

UNATIONS NEW YORK

ONUC 2884 AMACHREE FROM AHMED. AMEND PARA TWO OF MY MEMO OF  
23 APRIL CONCERNING ADMINISTRATIVE SUPPORT PERSONNEL OF CIVILIAN  
OPERATIONS. PLEASE AMEND FIGURE OF 63 TO READ 83.

cc: Mr. G. Fulcheri

RECEIVED  
OFFICE OF THE  
SECRETARY  
GENERAL  
UNITED NATIONS  
NEW YORK

Ahmed  
24.4.63



Outgoing Code

OK  
th  
Routine

To : Amachree, New York  
From : Ahmed, Leopoldville  
Date : 24 April 63  
No : ONUC 2885

Reur 2983. Memo containing our comments on subject pouched 23 April. ONUC presently financing a total of 83 international posts for administrative support of Civilian Operations. This includes Office Chief Civilian Operations and administrative, secretarial and clerical personnel provided in support of projects. Total posts revised to 96 when approved manning table for Office, Chief Civilian Operations is fully implemented. Additional administrative and secretarial staff required for support of expanded projects in Agriculture, Public Finance, Public Works, etc will raise total requirements for 1963 programme as presently planned to 110 posts. Adjustment of this figure will depend upon final decision of level of 1963 programme and progress of recruitment of experts.

cc: Mr. G. Fulcheri



CUNCO-083

23 April 1963

To : Mr. E. Amachree, Under-Secretary in charge of civilian  
affairs in the Congo

From : S. Habib Ahmed, Chief of Civilian Operations

Subject : Secretarial and clerical support for Civilian Operations

1. I have been discussing with ONUC Administration the matter of provision of secretarial and clerical services to experts of the Civilian Operations in the light of the recent communication from Headquarters envisaging a reduction of about twenty percent in the civilian staff of this Mission.

2. According to ONUC's Office of Personnel a total of 63 international secretaries and clerks are assigned to the various sections of the Civilian Operations to provide services to the experts. This figure includes international personnel in the office of the Chief of Civilian Operations and in the Fellowship Unit in the Ministry of Foreign Affairs which will be moved shortly to the Bureau of Economic Coordination.

3. The problem of secretarial assistance in the Congo is of a far more serious character than is normally experienced in other developing countries. There is a serious shortage of trained Congolese stenographers, typists and clerks and the Government is not in a position to provide this kind of assistance to the experts. A training programme for secretarial and clerical personnel has been started by us recently under Project N° 55-10 of the 1963 programme. Some ninety young men already employed in the service of the Government are at present receiving training under this project in shorthand, typing, bookkeeping, etc. The duration of the course is about eleven months. A second training course along the same lines is scheduled to be started shortly at Stanleyville. The personnel trained in these two courses would, however, hardly meet even a small proportion of the Government's needs and it will be impossible to obtain any but a very small number of them to work with our experts.

4. As things stand at present it does not appear that we shall find a solution to the problem either during the current year or next year and international secretarial staff would have to be continued to be provided to make the best use of our experts. One of the following three courses of action would therefore have to be considered:



(a) maintenance of existing arrangements for financing of administrative support services from the ONUC budget;

(b) financing from project budgets which would reduce the level of technical assistance programmes as a whole;

(c) reimbursement of the cost by the Government.

5. I would suggest that the existing arrangements should continue for the present and that the matter be reviewed in the fall when the ONUC budget for 1964 is brought up for consideration by the General Assembly. If it should appear at that time that the common administrative costs of the United Nations activities in the Congo could not be maintained on the present basis and separate arrangements for financing of administrative services for Civilian Operations are required to be made the matter may then be examined in the light of the level of the contemplated technical assistance programme for 1964 and the ability and willingness of the Government to contribute to the administrative costs of the Civilian Operations if so required.

cc: Office of Personnel



Org 100

REMOVING FROM CABLE

SECRET

To: Seward, Fieldserv., N.I.  
From: Twigt, ONUC  
Date: 23 April 1963  
Re: ONUC 2853.

CALCULATING ACCEPTABLE TWENTY PERCENT DECREASE ONUC STAFF MAKES  
IT NECESSARY TO REVISE YOUR DECISION ON METHOD OF REDUCTION ONUC STAFF  
PRESENTLY EMPLOYED IN CIVILIAN AND MILITARY ONUC BUDGET. AS OF 1963  
875 APPROVED ONUC FUND REPORTS REQUIRE 96 ONUC WHOLLY ADMINISTRATIVE  
AND PROGRAMME STAFF PLUS 12 LOCALS. IN ADDITION THERE ARE A NUMBER  
OF 24 STAFF EXCLUSIVELY EMPLOYED FOR CIVILIAN. ANTICIPATE FOR 1963  
1,100 APPROVED ONUC FUND REPORTS. THIS ESTIMATED 110 ADMINISTRATIVE  
PROGRAMME STAFF CHARTERED 7. 100 24 4 100 12. IN THE VIEW TO GO  
AHEAD WITH CALCULATED INCREASE FROM 96 TO 110 OR 10 PERCENT 20 PERCENT  
DECREASE TO NUMBER OF 96 QUARTY