

C/PER 000

6 July 1963

To: Miss Nancy A. Gray, Chief of Civilian Personnel
From: Charles Taff, Legal Adviser
Subject: Computation of "Taxe professionnelle"

1. In accordance with the request contained in your memorandum of 4 July 1963, I wish to make the following comments on your memorandum of 3 July 1963 to Mr. de Candia and his reply of 4 July 1963, both dealing with the computation of the Congolese "Taxe professionnelle".
2. My understanding of the relevant provisions of the tax law does not coincide in full with that presented in the memorandum of 3 July 1963 to Mr. de Candia. As I understand it, Article 85, Section 2 of the Decret of 20 January 1960 specifies the rate of the taxe professionnelle to be paid by persons having an income in excess of 30,000 francs. Articles 86, 87 and 88 go on to provide as follows (I quote verbatim because of the importance of the text to the question at hand):

Article 86

La cotisation des contribuables monogames établie par application du paragraphe 2 de l'article 85 est réduite d'une quotité de:

- 5 % pour chacun des quatre premiers membres de la famille à charge;
- 10 % pour chaque membre de la famille à charge au-delà du quatrième.

Article 87

Sont considérées comme étant à la charge du redevable:

- a) l'épouse
- b) les enfants célibataires nés d'un ou de plusieurs mariages monogamiques et dont il prouve l'existence au début de l'année;

- c) les ascendants des deux conjoints à la condition qu'ils fassent partie du ménage du redevable.

Les enfants célibataires et les ascendants ne sont toutefois considérés comme étant à charge que pour autant qu'ils n'aient pas bénéficié personnellement pendant l'année précédant celle de la réalisation des revenus, de ressources nettes dépassant 25% de ces revenus avec maximum de 24,000 fr.

Article 88

La situation de famille à prendre en considération est celle qui existe au premier janvier de l'année de réalisation des revenus.

Toutefois, en cas de mariage dans le courant de l'année, l'épouse exerçant une activité professionnelle est considérée comme étant à charge de son mari, pour l'établissement de la cotisation sur les revenus cumulés des époux.

3. In view of the above, it appears that the law does not limit reductions in the tax to children, and further that the amount of the reduction varies with the number of "membres de la famille à charge". The fact that ONUC may limit the allowances it pays to a maximum of six dependent children does not alter the right of a local employee to the greater tax reductions he might be entitled to under the law.

4. My knowledge of Congolese tax law is very limited, and in view of the complexity of the subject, I would suggest that this question of the computation of the amount of the tax be further pursued with our experts in Civilian Operations. I shall be glad to participate in any discussion on the subject.

C/Percoo

le 6 juillet 1963

Monsieur,

Je vous remercie de vos deux lettres du 26 juin concernant la demande d'expulsion introduite devant le Tribunal de Première Instance par la société Eternit du Congo contre M. Kunitzberger. Conformément à votre demande, je n'ai pas manqué de transmettre à celui-ci une des deux copies de vos conclusions en la cause, que vous aviez incluses dans l'une de vos lettres.

En ce qui concerne la loi relative aux dispositions exceptionnelles en matière de loyers, le Conseiller juridique du Chef de l'Etat nous informe que cette loi a été effectivement signée par M. Kasa-Vubu le 25 juin. Cependant, jusqu'à ce jour, nous n'en avons vu aucun texte.

D'autre part, on nous dit que la loi signée par le Président de la République ne prévoit qu'un préavis obligatoire de trois mois pour tous immeubles loués mensuellement, et de six mois pour les immeubles loués pour un an ou moins. Je doute fort que ces dernières informations soient correctes. Quoi qu'il en soit, je vous serais reconnaissant de me faire connaître votre avis à ce sujet.

Compte tenu de tout ce qui précède, je vous saurais également gré de bien vouloir me renseigner sur la suite donnée à l'affaire Eternit v/ Kunitzberger.

Veuillez agréer, Monsieur, l'expression de mes meilleurs sentiments.

Z.F. Marcella,
Conseiller juridique.

Me Emile J. Jabon,
Avocat à la Cour d'Appel,
(31)647 Angle des Avenues Valcke
et Jules Cornet,
LEOPOLVILLE-Kalina.

C/PER 000

FC /GG

4 July 1963

TO : Mr. Charles Taff
Special Legal Adviser -

FROM : Nancy A. Gray
Chief of Civilian Personnel -

SUBJECT : Computation of "Taxe professionnelle".

Would you please refer to Mr. De Candia's memorandum of 3 July 1963 attached and also to my memorandum of 4 June 1963.

We would greatly appreciate it receiving your comments and guidance. *Please see attached file*

OPERATION DES NATIONS UNIES
AU CONGO



UNITED NATIONS OPERATION
IN THE CONGO

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

4 July 1963

TO : Mr. Charles Taff
Special Legal Adviser -

FROM : Nancy A. Gray
Chief of Civilian Personnel - *N. Gray*

SUBJECT : Computation of "Taxe professionnelle".

Would you please refer to Mr. De Candia's memorandum of 3 July 1963 attached and also to my memorandum of 4 June 1963.

..... We would greatly appreciate it receiving your comments and guidance. Please see attached file.

ORGANISATION DES NATIONS UNIES
AU CONGO



UNITED NATIONS ORGANIZATION
IN THE CONGO

TdeC/KBM

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

FIN. 510. Gen.

3rd July, 1963.

To: Miss Nancy A. Gray,
Chief of Civilian Personnel.

From: T. de Candia,
Chief Finance Officer.

Subject: Computation of "Taxe professionnelle".

Thank you for your memorandum of 4th June, 1963, regarding the computation of the "taxe professionnelle" for locally-recruited Congolese staff.

In view of the unusual conditions governing the salary and dependency allowances for local Congolese staff in the Congo, I would suggest that the question of computation of the "taxe professionnelle" be submitted to the Legal Adviser for consideration. This is also the opinion of the Deputy Chief Administrative Officer with whom I discussed this problem.

c.c. Mr. R. Polgar,
A/Deputy C.A.O.

Local Pay Unit.

JUL - 4 1963
ACTION

TO:	<i>Chell</i>
1	<i>H.C. Taff</i>
2	
3	
<input type="checkbox"/>	- Action Completed
<input type="checkbox"/>	- Acknowledged
<input type="checkbox"/>	- No Action Required
INITIALS	<i>Gr</i>

4 June 1963

TO : Mr. T. De Candia
Chief Finance Officer

FROM : Nancy A. Gray
Chief of Civilian Personnel

SUBJECT : Computation of "Taxe professionnelle".

I should like to bring to your attention the fact that the majority of the Congolese staff members have in the last year been paying too high an amount for their "taxe professionnelle" owing to a discrepancy between the entitlements to dependency benefits as established by ONUC, and those allowed by the Congolese Government for the computation of this tax.

ONUC gives allowances for dependent children up to a maximum of six children and no dependency benefit for the wife. The Congolese Government allows a tax deduction in respect of the wife and a progressively higher deduction for each dependent child up to a maximum of nine persons. I understand that in calculating the number of persons for whom the staff member may claim tax deductions, your office works on the basis of the number of children for whom a staff member receives the children's allowance under ONUC Rules. This automatically excludes the wife and does not take into consideration any children above the number of six. Thus staff members with a wife and six children or more are not benefiting from the total number of deductions permissible for the purpose of the "taxe professionnelle".

We understand from the Service des Impôts et Recettes Officials that whenever dependent children are taken into consideration for tax deduction, a further deduction is automatically made in respect of a wife. This last deduction has not, I understand, been included in our computation of the tax and our records should be changed

.../...

JC

to add this additional dependent in all cases where dependent children are the subject of a tax deduction.

Until April 1962, the tax computations were made by Besomo and it is only since ONUC took over the collection of this tax that the discrepancy has occurred. The tax adjustments should, therefore, be made retroactively to that date and the overpayment be refunded to the staff concerned.

Attached is a list of staff members *who would be entitled* to a tax deduction for more than six children and a further list is added for married staff members without children who are entitled to deduction for one dependent i.e. the wife. These lists have been set up as at 1 January 1962 for the retroactive payments and as of January 1963 for the current tax year. This is the date set by the Service des Impôts for establishing the composition of the family for the whole tax year.

It is also permitted to claim as dependents direct ascendants of either spouse, provided they form part of the household and have limited means. Whenever a staff member makes such a claim, the Office of Personnel will take the responsibility of verifying the entitlements and will advise your office of the fact.

The contents of this memorandum should be brought to the attention of the Finance officers in the field and if we can be of assistance to you in this respect, please let us know.

PER and

4 July 1963

To: Mr. S. Habib Ahmed,
Chief of Civilian Operations

From: Max H. Dorsinville,
Officer-in-Charge

Subject: Briefing of Civilian Affairs Officers.

With reference to your memo CIV.OPS./640/63 of 29 June 1963 I too fully endorse Mr. Galy's suggestion concerning the briefing of newly appointed civilian affairs officers, which should be followed to all extent possible.

cc. Mr. Galy
Miss Gray.

OPERATION DES NATIONS UNIES
AU CONGO



UNITED NATIONS OPERATION
IN THE CONGO

CIV.OPS./640/63

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

Wig

29 June, 1963

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

...

I asked Mr. Galy, our acting Principal Adviser on Public Administration, to interview Mr. Helean, and I attach, for your information, a copy of the note which he has submitted.

We too got a very good impression of Mr. Helean, and are inclined to think that he would be best suited to a post of civilian officer or deputy in one of the provinces. In that case, and as a general point, I think that Mr. Galy's suggestion of a few weeks' briefing in Léopoldville, with regard particularly to the administrative organisation of the country, before a civilian officer leaves for the provinces, is a good one.

namur

cc: Mr. Galy
Miss Gray (with att.)

1e 27 juin 1963

A: Monsieur S. Habib Ahmed, Chef des Opérations civiles
De: François Galy, Conseiller principal p.i., Administration publique
Objet: Candidature de Monsieur W. B. Helean

Vous avez bien voulu me demander de rencontrer M. Helean, de nationalité britannique, actuellement chargé de fonctions et missions administratives auprès du gouvernement de Tanganyika, qui souhaiterait être engagé par les Nations Unies pour servir au Congo (Léopoldville).

En présence de M. Vieux, qui a eu l'amabilité de m'accompagner et de participer à notre entretien, j'ai reçu M. Helean, samedi matin 22 juin, dans le bureau de M. Zelleke. M. Helean devait quelques heures plus tard me remettre le "curriculum" (jointe en annexe: texte anglais et traduction libre en français) que je lui avais demandé.

Le passé d'administrateur de M. Helean, les fonctions qu'il a occupées comme commissaire de district et de province, ses activités multiples, son physique même, autorisent à penser qu'il pourrait rendre d'appréciables services au Congo, du moins dans un territoire.

Il est assurément regrettable - non tant parce que c'est la langue officielle de la République, qu'à raison du fait que, dans nombre de régions, les agents publics et les administrés les plus instruits, avec qui M. Helean serait en rapports constants, ont fait leurs études dans des établissements où, avant l'indépendance, l'enseignement était donné en français - qu'il ne le connaisse pas parfaitement.

Cependant nous ne croyons pas que ce soit une raison dirimante pour écarter la candidature de M. Helean. S'il ne le parle pas couramment, il sait néanmoins assez de français pour être capable de se perfectionner assez vite.

En définitive nous sommes d'avis, non seulement de prendre en considération la candidature de M. Helean, mais d'insister auprès des Nations Unies pour qu'il puisse être à la disposition de l'ONUC en septembre prochain. Toutefois, je suggérerais, avant de l'envoyer

.../...

dans un territoire, de lui faire faire un stage de quelques semaines, voire d'un ou deux mois, à Léopoldville. Il pourrait, ainsi, apprendre la terminologie administrative et à rédiger en français, se familiariser avec l'organisation et le fonctionnement des services, notamment des administrations centrales, ce qui lui serait d'ailleurs éventuellement fort utile, pour l'exercice de ses fonctions en province.

W. B. H E L E A N

né le 16 août 1917 à Wellington (Nouvelle-Zélande)

Etudes et diplômes

Etudes primaires et secondaires en Nouvelle-Zélande.

Université de Victoria (N.Z.): licencié-ès-lettres
diplômé de science politique

Université d'Oxford (Angleterre), Balliol College: diplômé d'anthropologie.

Carrière et fonctions

3 ans dans le commerce.

4 ans fonctionnaire d'Etat en Nouvelle-Zélande.

5 ans dans l'Armée (campagnes de Grèce, Crète, Egypte, Lybie, Tunisie, Italie). Major de l'artillerie néo-zélandaise - cité à l'ordre du jour.

Administrateur, puis conseiller du gouvernement de Tanganyika (service administratif colonial de Sa Majesté, devenu Administration d'Etat d'Outre-Mer de Sa Majesté).

1947/ Affecté aux services centraux (Administration générale, puis en province,
1960 successivement comme fonctionnaire de district (commissaire) et commissaire de province - en cette double qualité: responsable de l'observation des lois et du maintien de l'ordre public; chargé de la politique économique et sociale (suggestions, préparation de textes, application) et de la réforme de l'administration locale (à ce titre associé étroitement à la direction de la politique de développement local).

1960/ Adjoint au Secrétaire permanent du Ministère de Gouvernement Local;
1963 fonctions administratives auprès des services du Premier Ministre et du Vice-Président; spécialement chargé de la politique de recrutement de personnel (promotion, mesures diverses, nomination), singulièrement de la formation des fonctionnaires d'un rang au moins égal à celui d'administrateur (cours et séminaires de formation ou perfectionnement, en relation avec l'Institut d'Administration publique de Dar-es-Salaam); chargé du budget de la vice-présidence.

Divers

Conférences, de temps à autre, sur l'administration publique à l'Institut, Centre de formation de personnel civil, et au collège (privé) Kivukoni; chargé de définir une politique en ce qui concerne l'établissement de centres pour les populations rurales et les réfugiés. Membre du Comité de la langue Swahili.

N.B. Le mot "politique" semble correspondre à ce que l'on pourrait appeler en français une doctrine administrative générale.

Vice-President's Office
P. O. Box 2366
Dar-es-Salaam
Tanganyika

W. B. HELEAN

Administrative Officer
Tanganyika Government

Born : 16 August, 1917
Wellington, New Zealand

Education

Various primary schools in New Zealand.

Otago Boys' High School, Dunedin, New Zealand.

Victoria University College, New Zealand/ Bachelor of Arts;
Diploma in Political
Science.

Balliol College, Oxford, England/ Diploma in Anthropology.

Experience

3 years in commerce.

4 years in New Zealand Civil Service.

5 years Army service: Greece, Crete, Egypt, Libya,
Tunisia, Italy.

New Zealand Artillery.

Major. Mentioned in Despatches.

Tanganyika Government

(Originally H.M. Colonial Administrative Service, subsequently
H.M. Overseas Civil Service).

1947 General duties administrative office, serving in provinces
to as District Officer, District Commissioner and Provincial
1960 Commissioner.

Generally responsible in district or province for maintenance of law and order. Duties also included formulating policy regarding social, economic, political development of rural populations. Responsible for development of local government, training of staff of all grades. Closely associated with guiding local political development.

1960 Deputy Permanent Secretary in the Ministry of Local Government,
to Administration, the Prime Minister's Office and Vice-President's
1963 Office. Now deputy and adviser to African Permanent Secretary
to Vice-President.

Duties involve staff recruitment policy, promotions, dispositions and all establishment commitments. A particular involvement in staff training at the administrative officer level, including designing of training and refresher courses, seminars and symposia in consultation with the Institute of Public Administration, Dar-es-Salaam. Responsible for financial budgeting of Vice-President's Office.

Occasional lecturer at the Institute, Civil Service Training Centre and Kivukoni (private) College on public administration.

Responsible for policy formulation in rural and refugee settlement.

Member of Swahili Language Committee.

C/PER 000

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 ^{carefully} a ~~fully~~ detailed reduction programme for each office in consultation with this office and with the office concerned.

cc. Mr. Ahmed
Miss Gray

C/PER 000

21 June

3

To: Personnel Office (Miss Chell)

From: K.W. Cuperus

I suggest that you send a short letter to Mr. Ndaye, giving him the correct facts and informing him that our decision will not change.

PER 000

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Wk

14 June 1963

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

From : S. Habib Ahmad, 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.

ROUTING SLIP

TO

LIV

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

Affaires spéciales -
 avec l'attention du repré-
 sentant de l'ONRSC
 Jacobson et Holweg sur
 l'élaboration (6) de
 la circulaire (2) de
 rapport à Wille pour
 des avis émis
 sur les 5 points

DATE

FROM

WJ

C/PER 000

CONFIDENTIAL

16 May

3

TO : Mr. M. Dorsinville, Officer-in-Charge
FROM : Charles Taff, Legal Adviser
SUBJECT : Mr. E. Mitton

By memorandum dated 1 May 1963, Mr. Ahmed suggested that the case of Mr. E. Mitton be reviewed by the Legal Adviser before the Minister of Lands, Mines and Energy be advised of the decision of CNUC as to whether or not the services of Mr. Mitton would be continued. I have carefully reviewed the pertinent papers and discussed the questions involved with Messrs. Ahmed and Twigt.

The questions involved herein are twofold: the quality of the services he has rendered to the Ministry and the moral integrity (or lack thereof) he displayed in connection with a recent automobile accident. On the initial point it appears that the Ministry of Mines has stated that he has performed his services well, and this evaluation has been accepted by the Chief of Civilian Operations. In the light of these facts, and in the absence of any evidence to the contrary, it seems to me that this evaluation should be accepted by CNUC.

In my opinion, the evidence as to whether or not Mr. Mitton committed any wrongdoing in connection with the automobile accident in which he was recently involved is inconclusive. This being the case, it would not be proper to deny an extension of Mr. Mitton's contract on the basis of a lack of integrity.

As has been stated, I have discussed the matter with Messrs. Ahmed and Twigt. Mr. Ahmed is agreeable to extending Mr. Mitton's employment to the end of 1963, with his salary being charged to Civilian Operations. Mr. Twigt has indicated that he has no objection to this action. In view of the considerations set forth above, I fully agree with this decision.

cc. Mr. Ahmed
Mr. Twigt

CT/aa

ROUTING SLIP

TO

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

Je pense qu'il est
absolument nécessaire
d'avoir des moyens de
communication sur.
Les stations de radio
devraient être acti-
vées. WJ

DATE

FROM

OPERATION DES NATIONS UNIES
AU CONGO



UNITED NATIONS OPERATION
IN THE CONGO

C/PER 000

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

CONFIDENTIAL

15 May 1963

To: Officer-in-Charge
From: Chief Administrative Officer
Subject: Reduction of Staff

1. In order to be able to plan properly the reduction of staff in Field and Sub-Field Offices where no troops will be stationed (for example Bukavu, Goma, Kindu, Albertville, Coquilhatville, Manono), I kindly request you to let me have your guidance on personnel to be retained in these offices, the responsibilities of which will mainly be political, in addition to give administrative support to experts of Civilian Operations.

2. Among other it would be necessary to decide whether UN Radio Stations should be maintained in all above mentioned offices.

7 MAY 1963

Personnel Directive No. 2 /63

To : All Executive Officers and
All Administrative Officers in the Office of Personnel

From : The Director of Personnel *by J. Michelman*

Subject : Personnel Record Forms

1. The purpose of this directive is to describe the procedure to be followed in maintaining up-to-date Personnel Record [P.44 (11-62)] forms, which have recently been introduced by the Office of Personnel to replace the earlier Fact Sheets and Personnel Qualifications Cards.

2. The Personnel Record Form provides two distinct categories of information. The lower portion, Status, is a record of the staff member's qualifications, experience, and status in the Organization. The upper portion, Evaluation, comprises a cumulative summary of periodic reports made on the staff member's performance.

3. The Status part of the Personnel Record is filled out by the Rules and Reports Section on the basis of information contained in the staff member's file and is maintained by reference to personnel actions processed in his respect. The Evaluation part is prepared and revised by departmental personnel officers, who are responsible for summarizing reports made on the staff member.

4. The preparation of summaries has, in practice, become linked to the timing of the annual promotion review. As a result, a not inconsiderable workload has tended to be concentrated in a relatively limited period of time, usually under pressure of other urgent business. To spread the workload over the whole year, personnel officers are requested to complete regularly, once a week,

.../

summaries of periodic reports received in their office during the preceding week. The summaries should then be sent to the Rules and Reports Section for processing.

5. The attention of personnel officers is further invited to the need to ensure a measure of uniformity in the preparation of the summaries of periodic reports. The summaries should not be so brief as to be uninformative, or so extensive as to detract from the significance of the main points. The following guidelines should be observed:

(a) Changes in the staff member's duties and/or location, or special assignments during the period covered by the periodic report, should be recorded by brief reference from the file or from the supervisor's statements under Section I.A of the periodic report;

(b) Care should be taken to record the important points of the supervisors' evaluation, including such special comments as appear to add significantly to the standard ratings. These are entered under Sections I.F, II.B or III of the periodic report forms for both Professional and General Service Staff. Such comments may also be found in the supplementary periodic report form for language staff.

(c) The overall rating under Section II.A should always be included in the summary;

(d) The names of rating supervisors under sections I and II should be recorded; and, finally,

(e) When, in application of ST/Al/115, a staff member has made a written statement in explanation or rebuttal of part or all of any report, a notation to that effect should be made in the summary (e.g., "Comments by staff member on file").

C/PER 000
J

MEMORANDUM

PROPER STAFF WORK

A. Main Points

(i) A Headquarters is always divided into Branches. It must therefore necessarily be ensured that one case is handled by one Branch and its action not duplicated elsewhere in the Headquarters. When more than one Branch is involved there should be co-operation between those concerned but one of them must always carry the ultimate responsibility for finalisation.

(ii) There should be cohesive regulations regarding priority. Eligibility for priority treatment should be decided upon within the Headquarters itself and it does not necessarily follow that an incoming message with high priority marking should be dealt with before another message. The main consideration should of course be which case Headquarters considers to be the most essential and the most urgent.

(iii) In a large organization it is necessary to have a good system of decentralisation. The Supreme Commander and the Chief of Staff should handle major problems only. Cases which are not of prime importance and routine matters should be delegated to Branches and Staff Officers empowered with the necessary authority. Reporting to Sector Headquarters and daily reports to New York should be automatically despatched without involving more people than necessary.

(iv) It is important that files be maintained in such a way as to afford easy reference and to this end it is expedient that cases of the same nature be kept together.

(v) A procedure should be established whereby messages are addressed to the post-title and not to the name of the person holding that particular post. Personal names should only be used for private messages or secret correspondence by pouch. The fact that even a highly confidential cable is revealed to the signal operator eliminates any extra precaution gained by addressing it personally to the post incumbent.

No
Why?

B. The Present System

ONUC Headquarters should be regarded as a common Headquarters comprising Office-in-Charge, Force Headquarters, Administrative Office and Civilian Operations. It is naturally extremely difficult to co-ordinate this composition unless staff work is well organised. At present copy cables are often distributed to many Branches without it being pointed out where the responsibility lies. I feel that immediately upon receipt of a cable it should be possible to decide which part of Headquarters should bear the responsibility for it. I furthermore feel that all cases affecting the Force should be handled by military staff.

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If political views are involved the final decision will probably be taken by the Officer-in-Charge but this should not change the initial distribution of the responsibility to the military staff.

Cables marked "Priority Nations" do not follow the same procedure as other cables, which means that if two cables dealing with the same matter are sent from different Sector Headquarters in the Congo - one marked "Priority Nations" and the other "Priority" - they will each be processed differently. This creates discord and delays the handling of that cable. A typical example was the arrival of a most immediate cable from New York asking if a certain aeroplane had landed or not. The Duty Officer, according to established procedure, sent this in the middle of the night to the Force Commander who naturally could not answer this question. Had the Duty Officer been authorised to do so he would have passed this cable immediately to the Air Duty Officer who would have investigated the matter and cabled his findings to New York.

In a small office comprising ten persons it is possible to follow the procedure of everyone dealing with everything. In an organization of this size it is quite impossible and it may be noticed that there are more than 200 persons in the Military Headquarters alone. If Commanding Officers are kept busy by details their time will be wasted and they will be inaccessible for more important and immediate work. The morale of the staff is also involved and if Staff Officers are accustomed to refer every detail to higher authorities they will, at the least, lose the capability of acting on their own initiative. It is more useful that the Staff Officers should know the principles of the Commanders and be capable of acting on their behalf.

C. Filing

In my opinion the files and serial numbers of this Headquarters are quite confusing. Branches have their own serial numbers but others are used for a combined cable, specifically important cables are unnumbered and dealt with in a special manner. Numbers should be the means by which cables are traced but it is now often impossible to find the whereabouts of a copy cable dating only one month. There are two methods to file cables - one according to the time of despatch and the other according to the Branch initiating the action. Nowadays the latter system is widely used and it is the one used in this Headquarters. I feel strongly that it cannot be right to have a special serial for so-called combined cables and even if a matter is decided upon by the Officer-in-Charge or the Force Commander the cable should nevertheless bear the serial of the Branch concerned. Consequently where military matters are concerned there should be no unnumbered important files or special number messages.

It has been pointed out to me that New York Headquarters will probably take the view, that a cable dealing with military matter but involving some "political views" and emanating "From Kebbede" only can be interpreted as a sign of bad co-operation. For this reason every cable containing both military and political views should be signed Dorsinville/Kebbede. I do not agree with this and feel that it will be very difficult indeed for the Officers of this Headquarters to decide to what degree a matter is political and there must be many views on such evaluation. Furthermore, this will affect the principle of decentralisation. One possible procedure would be to put "From Dorsinville/Kebbede" on every cable to New York but in this case it will be absolutely necessary that the Officer-in-Charge authorises this Headquarters to send out such cables without his approval in every case. As already pointed out we should not in future use names and should this be agreed upon cables should read "From Officer-in-Charge/Force Commander". Such a new procedure should be brought to the knowledge of New York and we should accordingly request them to adopt the same method.

No!

I wish to strongly point out that the above written are my personal views. No change in our procedure should be taken in the absence of General Kebbede.

G. af Klintberg
(G. af Klintberg) Maj Gen
Mai
4 April 1963.

C / PER 000

ORGANISATION DES NATIONS UNIES
AU CONGO



UNITED NATIONS ORGANIZATION
IN THE CONGO

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

30 April 1963

TO: Miss Mary Robertson, ~~Personal Asst.~~ to the Offr. in Charge,
Office of the Officer-in-Charge

FROM: *for* Nancy A. Gray, *Rekwell*
Chief of Civilian Personnel

SUBJECT: List of Invitations

For the monthly revision of the list of invitations, we should appreciate receiving any corrections, additions and deletions to the attached list. The new list will be effective 1 May 1963.

OPERATION DES NATIONS UNIES
AU CONGO



UNITED NATIONS OPERATION
IN THE CONGO

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

4 April 1963

C/PER 000

noted
Ref 4/4

To : Mr. R. Gardiner, Officer-in-Charge
From : S. Habib Ahmed, Chief of Civilian Operations
Subject : Office hours for ONUC

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1. In considering the five day work week the following considerations, I suggest, be taken into account with respect to Civilian Operations:

(a) Experts. With the exception of some experts whose offices are located in the Chanic Building and the Royal and who will eventually move into the Ministries, all experts of the Civilian Operations work with the offices of the Government. The working hours of the Government offices are as follows:

Monday to Friday: 8:00 a.m. - 12:00 noon
2:00 p.m. - 4:30 p.m.
Saturday : 8:00 a.m. - 12:00 noon

The working hours of the experts should correspond to the working hours of the Government offices and it would not, in my view, be desirable for our experts to be away on holiday on a Government working day. A five day work week would not therefore be suitable for them;

(b) Field Offices. These offices are outposts of Headquarters and are, in most cases, very thinly staffed. They are working almost seven days a week now and I do not think it will make any difference to them if we provided a five day work week for them. However, from the operational point of view it would create some difficulties as experts working in the interior of the regions usually are able to come up for consultations with regional offices during weekends only. A skeleton working office during weekends would not be able to provide them with the services they need.

(c) Civilian Operations Headquarters. This office consists of a very small staff and it has never been possible so far for the senior staff to be away from their offices even on Sundays. In fact, Sunday has been one of our busiest days as experts working

in the Ministries of the Central Government are only able to come on that day to discuss their problems. There would therefore be no advantage to placing the Office of the Chief of Civilian Operations on a five day work week as this would not achieve the purpose intended;

(d) General. A five day work week would probably imply that staff members would work an extra hour a day either in the morning or the afternoon. I am reluctant to propose that we should open our offices at 7:00 a.m. as many staff members might find this inconvenient. An extra working hour in the afternoon would mean staying in the office up to 6:00 p.m. which would mean that for five days in the week there would be no possibility for recreation except at lighted tennis courts or swimming pools which are few and extremely overcrowded. Shops in the town are usually closed after that hour and since staff members cannot do shopping during the lunch hour because shops are closed between 12:00 and 3:00 p.m. this would mean that day to day needs cannot be purchased except during weekends.

2. In my view it would be desirable if we put our working hours generally on the lines of hours observed by the Government. The Government offices work $34\frac{1}{2}$ hours a week spread over six days. This is of course much lower than the official working hours of the United Nations but in terms of working conditions it might be more easily justified than to concentrate work at the rate of eight hours a day for five days which most staff members would find tiring and inconvenient.

3. Finally I would like to suggest that whatever working hours or working days are decided upon the staff should be consulted. In 1961 I consulted with the staff on the existing working hours and they were favoured by the majority of them particularly over one of the alternative proposals of a longer lunch period with a corresponding extension of office hours in the afternoon.

cc: Gen. Kebbede Guebre, Force Commander
Mr. A. Marx, Deputy Chief Administrative Officer

C/PER 000

2 April 1963

To : Mrs. E. Knoll, Head of Admin. Support Section
Office of Civilian Personnel

From : Mary W. Robertson, Assistant to Officer-in-Charge

Subj.: Travel on mission of OIC and his staff

1. Your memorandum of 30 March requesting that your office be advised of any travel on mission of the staff of this office has been duly noted.
2. I understand from the secretaries handling the travel authorization forms that they are processed through Miss M. Seilaz. Such a case is that of Mr. F. T. Liu, whom Mr. Gardiner asked on Sunday last to leave for Elisabethville first thing on Monday morning, 1 April. The date of Mr. Liu's return to Leopoldville is not yet known, but we will advise you of his return.
3. Exceptional cases arise from time to time as, for instance, when it was decided on Friday evening that Mr. Jacobs should accompany a Government commission to Boma last Saturday, by a Government-chartered plane. As Mr. Jacobs was not travelling by ONUC aircraft no travel authorization was made out. He left for Boma as stated on Saturday, 30 March, and is expected to return by SF 7 from Kitona on Wednesday, 3 April.
4. In all cases, I shall endeavour to keep you informed.

ORGANISATION DES NATIONS UNIES
AU CONGO



UNITED NATIONS ORGANIZATION
IN THE CONGO

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

C/PER 000

30 March 1963

TO: Miss Mary Robertson, Personal Assistant,
Office of the Officer-in-Charge

FROM: E. Knoll, Head of Admin. Support Section
Office of Civilian Personnel *E. Knoll*

SUBJECT: Travel on Mission - Officer-in-Charge and
Staff of his Office

As you know, Travel Authorizations for the Officer-in-Charge and staff of his office should originate in the Office of Civilian Personnel. We realize that this may not be practical or possible in all instances, but would appreciate very much your reporting to this office ~~all~~ travels on mission of Mr. R. Gardiner and his immediate staff with departure and return date. This is necessary because we are required to furnish this information to Finance for clearance of accounts.

ORGANISATION DES NATIONS UNIES
AU CONGO



UNITED NATIONS ORGANIZATION
IN THE CONGO

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

PERSONAL AND CONFIDENTIAL

28 March 1963

To : Mr. R.K. Gardiner
Officer-in-charge of the ONUC Mission

From : A.C. Gilpin

Subject : Staffing of the Office of the Chief of Civilian Operations

You have asked for my personal comments on your memorandum of 20 March regarding the staffing of the Office of the Chief of Civilian Operations.

The present situation is not really comparable with that in 1962 when Mr. Khiary was Chief of Civilian Operations. In the first place, there are considerable additional duties - analysis, evaluation, reporting, etc., - involved in the fact that the Chief of Civilian Operations is now also Resident Representative of TAB and Director of Special Fund Programmes in the Congo; these duties will increase, especially as Special Fund projects get under way. This work alone in a country the size of the Congo would normally occupy a Resident Representative (of equivalent rank to that of the Chief of Civilian Operations), Deputy Resident Representative, and supporting staff full-time. Secondly, although Mr. Khiary's Relief Coordination Office (not referred to in your 1962 comparison) has been abolished, there is still quite a lot of work to be done on relief and supply questions. Thirdly, the re-integration of South Katanga has added to the work of the office.

While a third Deputy Chief may not be essential, I cannot agree on the basis of my experience in the last 5 months, that the supervision of the entire Civilian Operations Programme, both United Nations and specialized agencies, should fall on one of two Deputies. Moreover, if the TAB and Special Fund responsibilities are to be adequately carried out, and if the Chief of Civilian Operations is to exercise an effective coordinating role in regard to the whole Civilian Operations programme, some less senior professional staff ("programme officers") will be needed. I also feel that a special assistant could usefully be added to the Office of the Chief of Civilian Operations to carry out the functions described in Mr. Ahmed's memorandum of 28 February.

I agree that a second, relatively senior, reports officer is not essential. The present set-up, i.e., a reports officer, assistant reports officer, and

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secretary, should be sufficient to make effective use of the considerable volume of material available and to deal with the TAB and Special Fund reporting requirements.

As regards budgetary and financial control, I agree that transfer to the Chief Administrative Officer would be of advantage, provided that he designates a deputy with direct responsibility for this and all other administrative matters relating to Civilian Operations.

To sum up, it seems to me that differences of opinion regarding staffing reflect, basically, differences of approach to the work which the office of the Chief of Civilian should be doing. I have already referred to the TAB and Special Fund responsibilities, whose relative importance is likely to increase. It is also necessary to distinguish between the work which falls under specialized agencies and the many other areas of work which do not. In practice, the latter call for considerably more supervision by the Chief of Civilian Operations just because there is no agency (apart from the United Nations itself) to provide support and direction. Compared with programmes in other countries, these areas of work form a relatively large proportion of the programme in the Congo. Again, compared with the work of other TAB/Special Fund offices, there are relief and supply questions, as well as day-to-day support for field offices, which are quite exceptional to Civilian Operations in the Congo. For these reasons, I believe that an appreciably larger staff is necessary than that which you propose.

ach

C/PER 000

CONFIDENTIAL

20 March

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TO: Dr. Ralph J. Bunche
Under-Secretary for Special Political Affairs
UN Headquarters, New York

FROM: R. K. A. Gardiner, Officer-in-Charge, *RKAG*
ONUC, Leopoldville

SUBJECT: Staffing arrangements and plans for Office
of the Chief Civilian Operations, ONUC

As promised in my earlier communications, following are my proposals for staffing the Office of the Chief of Civilian Operations:

Office of the Chief Civilian Operations

In 1962 this office had the following principal posts:

Chief of Civilian Operations
Deputy Chief (1)
Deputy Chief (2)
Reports Officer
Special Assistant

— 5 in all.

One Deputy Chief post was created because Mr. Dumontet could not fit into the Office of Officer-in-Charge and work had to be found for him elsewhere. On several occasions, he complained to me that he did not have enough to do in Civilian Operations. The post of Special Assistant also grew out of similar circumstances and the then Chief of Civilian Operations made use of the holder of this post for odd jobs.

Under the new proposals submitted by Ahmed to MacFarquhar on 28 February 1963, the Chief of Civilian Operations office will consist of:

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Chief of Civilian Operations and an Assistant
Reports Officer and an Assistant
Deputy Chief (1) plus 3 other Officers
Deputy Chief (2) plus 3 Programme Officers
Deputy Chief (3) plus 3 Programme Officers -- 16 in all.

I fail to see the need for Project Programme Officers in the Office of the Chief of Civilian Operations, since under the proposals I have already submitted, programming will be done in ministries and in consultation with the Prime Minister's office. ONUC experts and advisers at the disposal of the Congolese Government will be fully involved in all aspects of programme:

Under the new proposals, Deputy Chief (1) will be in charge of all United Nations projects and the Fellowships Unit and Deputy Chief (2) will be in charge of the co-ordination of the programmes of Specialized Agencies. These two officers are to be supported by six professionals. The division of functions is unnecessary and wasteful. One Deputy Chief could be responsible for supervision of both United Nations projects and programmes of Specialized Agencies. Experts placed in the Office of the Prime Minister or Special Fellowships Unit and specialists in the various ministries should send their reports to the Chief of Civilian Operations for information, evaluation and direction, if necessary. Instead of 3 Deputy Chiefs of Civilian Operations, only two are really necessary and one of them should act as Special Assistant to the Chief of Civilian Operations in charge of administration. I therefore propose the following staff for the Office of the Chief of Civilian Operations:

Chief of Civilian Operations
Deputy Chief (1)
Deputy Chief (2)
Reports Officer
One Assistant to Deputy Chief (1)

I would also recommend a maximum of 4 to 5 bi-lingual secretaries capable of translating and drafting simple letters and memoranda for this office. I suggest that the budgeting for and financial control of Civilian Operations should be transferred to the Chief Administrative Officer.

With the staff proposed above, ONUC will have an organization which can adjust itself to either expansion or contraction of activities relative to the availability of funds.

BKG/ln

cc: Mr. Amahree
Sir Alexander MacFarquhar
Mr. Ahmed ✓

Mr. Twigt
Mr. Gilpin



BF 21/3/63

INTER-OFFICE MEMORANDUM

19 March 1963

*Photocopy sent to
Mr. Amichree, NY.
29.3.63*

A: Mr. R.K.A. Gardiner, Officer-in-Charge
DE: L. F. Thompson, Executive Officer of the Congo Fund
OBJET: Yesterday's Meeting

L.F.T.

1. Pursuant to your instructions, I drafted a memorandum setting forth some ideas regarding organization plans. However, upon rereading it I concluded that it was confusing and would serve no useful purpose.

2. I prefer to leave the New York decisions without argument and to withdraw from the same quietly and without involving myself in any controversy.

ORGANISATION DES NATIONS UNIES
AU CONGO



UNITED NATIONS ORGANIZATION
IN THE CONGO

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

C/ PER 000

18 March 1963

TO: Mr. R.K.A. Gardiner, Officer-in-Charge
FROM: Louis F. Thompson, Executive Officer Congo Fund
SUBJECT: Organizational Suggestions

This memorandum is written pursuant to your instructions this morning.

Basically, I think a reorganization is required to give emphasis to the Civilian Operations and minimize the military aspects of ONUC. Whether this is accomplished thru such a thing as the Congo Fund is not material.

I believe you want me to confine my remarks to administrative matters. There are undoubtedly many alternatives but only two seem to me to be worthy of consideration. I have seen both (and others) in actual operations and neither one is without its drawbacks.

1. In the organization of the Chief Administrative Officer, there are the following main functions which are necessary to service the Civilian Operations Programme:

- (a) Personnel
- (b) Procurement
- (c) Finance
- (d) Travel
- (e) Transport
- (f) Accommodation.

At present a representative of the Personnel Office is designated as the liaison man for Civilian Operations. In my opinion, this arrangement has worked very well, no doubt due in part at least to the fine personality and cooperative spirit of the staff member involved.

I suggest that the Chief Administrative Officer make similar designations in the other five areas of his organization so that the Chief of Civilian Operations could feel with confidence that his interests were being looked after with full appreciation for requirements. All members of Civilian Operations staff would then have these representatives to whom they could take their problems relating to any particular function. In the immediate office of the Chief of Civilian Operations, an Administrative Assistant could be in contact with the six administration areas to which he would look for appropriate and prompt service.

There would certainly be cases of alleged neglect or of preferential treatment and I do not think any system could avoid them.

2. The other alternative would be for the Civilian Operations to establish its own complete administration service. The present Chief Administration Officer organization would be primarily concerned with military support.

Such a plan would avoid some of the competition inherent in the first alternative but would undoubtedly be more costly and would result in some duplication.

Its chief merit is that it would be self-contained and clearly identifiable if and when the military operation is phased out. Its financing would not be buried and confused as at present.

* * * * *

not necessary
I do not favor any combination of the two plans such as seems to have been envisaged by the proposal approved in New York, namely to have the Executive Officer as a buffer state or Gaza Strip. If plan number one were adopted, the post of Executive Officer could be abolished.

Insofar as the organization of Civilian Operations is concerned, the following specific functions appear to require staffing, either in separate units or in some acceptable combination:

(a) Procedural analysts. The need for clear procedures, regulation, flow-charts, etc. is glaring. A manual of operation should be developed quickly and kept current. The defining of areas of responsibilities and authorities should have top priority.

(b) All new arrivals should have a short course of indoctrination during which top-level officials would appear on the programme and explain their particular area, organization or function.

(c) There should be a budget unit experienced in budget analysis, preparation and presentation. Proper budgeting is as important in the matter of raising funds as it is in the matter of controlling the spending of money.

(d) Adequate accounting is needed as a specialty and not as a step-child, because only from this can proper financial reports be prepared to keep those responsible for operating fully informed of the monetary aspects of their programmes.

One last word, may I reiterate what I said this morning and make a plea for the unification of responsibilities in field offices so that there are no longer separate officials reporting to the Chief of Civilian Operations and to the Chief Administrative Officer. The Administrative Officer in the field is there to service the operations and should therefore be under his supervision. This would not preclude a finance officer from reporting on technical matters to the Chief Finance Officer in Leopoldville.

C/PER 000

20 August 1960

Dear Bob,

I was very distressed indeed to hear of the horrible experience your wife had to-day. I hope that she is getting over it well and will not suffer any lasting effects. Please give her my sympathy - and to both of you my warmest good wishes and thanks for the great part you are playing in this difficult, and sometimes disagreeable, operation.

Yours ever,

Mr. R. West
Edifice Cinquantenaire
Place Braconnier
Léopoldville

ORGANISATION DES NATIONS UNIES
AU CONGO



UNITED NATIONS ORGANIZATION
IN THE CONGO

INTER - OFFICE MEMORANDUM

20 August 1960

TO : Dr. R. Bunche

FROM : Sture Linnér

Linnér

SUBJECT :

At about 4.15 today I got a telephone call from Mr. Victor Amedee of the Socophar Pharmacy, Place Braconnier, which is right in the centre of the town (close to the Belgian Embassy). He reported that Mrs. E. West had been attacked by a Congolese and had been brought into his shop. I rushed over together with one of our security officers and some Congolese soldiers (policemen). Mrs. West had been brought up to the 11th floor into an apartment belonging to a Belgian pharmacist in an adjacent building. Outside of the building there was a crowd of Congolese stopping the attacker from escaping. I had him immediately arrested and taken away. I then went up to Mrs. West, who had had a bad shock. I telephoned to Dr. Bunche who arranged for a doctor to be sent over.

Meanwhile Mrs. West told me the story, which was also taken down by our security officer and the Congolese soldiers (policemen) in the presence of witnesses: Mrs. West had come to visit a friend, went into the elevator and was followed by a young Congolese (22 years of age). On the way up he drew a knife and attacked her, trying to choke her and rape her. She was slightly wounded in her right arm but managed to press the "down" button and once down called for help. A Congolese nearby heard her and rushed to her assistance.

The attacker was either drunk or under the influence of drugs.

I also called for Mr. West, who happened to be at the Stanley Hotel and asked him to come over and join his wife.

The doctor who talked with her gave her some sedative pills. Once the initial shock was over Mrs. West carried herself admirably well.