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UNITED NATIONS POPULATION FUND

REVISED BUDGET ESTIMATES FOR THE 1988-1989 BIENNium

REVIEW OF OVERALL STAFFING REQUIREMENTS IN THE FIELD
AND AT HEADQUARTERS

Report of the Advisory Committee on Administrative and
Budgetary Questions
UNITED NATIONS POPULATION FUND

Revised estimates for the Administrative and Programme Support Services budget for the biennium 1988-1989

Review of overall staffing requirements in the field and at headquarters

Report of the Advisory Committee on Administrative and Budgetary Questions

1. In accordance with Regulation 9.9 of the Financial Regulations and Rules of the United Nations Population Fund (UNFPA), the Advisory Committee on Administrative and Budgetary Questions has considered, on the basis of advance texts, the Executive Director's reports on revised estimates for the administrative and programme support services (APSS) budget for the biennium 1988-1989 (DP/1988/39), and on review of overall staffing requirements in the field and at headquarters (DP/1988/42). The Advisory Committee met with the Executive Director and her representatives during its consideration of these items.

2. According to the Executive Director, her report on revised APSS budget estimates for 1988-1989 (DP/1988/39) takes into account, inter alia, the consequential financial and related implications resulting from her report on review of overall staffing requirements in the field and at headquarters (DP/1988/42).

REVIEW OF OVERALL STAFFING REQUIREMENTS IN THE FIELD AND AT HEADQUARTERS (DP/1988/42)

3. The above report has been submitted pursuant to paragraph 6 of decision 87/31 (on financial, budgetary and administrative matters), in which the Governing Council:

"Requests the Executive Director, bearing in mind the priorities of the field programmes, particularly of the strategy of assistance to sub-Saharan Africa in the framework of decision 87/32, to undertake and submit to the Governing Council at its thirty-fifth session (1988), a review of overall staffing requirements in the field and at headquarters; in order to achieve the most effective organizational structure in relation to the Fund's priorities and resources, particular attention shall be paid to the possibility of merging units with a view to reaching more balanced distribution and classification of posts."

4. In paragraph 2 of decision 87/32 (on implementation of the strategy for UNFPA assistance to sub-Saharan Africa), the Governing Council, inter alia, requests the Executive Director "... to increase both human and financial resources to African countries for the successful implementation of the strategy ..."
5. With regard to the reorganization of the Fund's organizational units at headquarters which was implemented on 26 August 1987, it is stated in paragraph 5 of document DP/1988/42, that it "... has as its basic objectives the need to enhance the technical and substantive capability and capacity of the Fund and to effect a prudent decentralization with the purpose of increasing the efficiency and effectiveness of limited staff resources". The essential features of the reorganization are described in paragraphs 6 to 17 of document DP/1988/42; the Advisory Committee notes from this description that extensive restructuring of headquarters organizational units and redistribution of staffing resources have taken place without its prior concurrence. For this reason, the Advisory Committee has refrained from expressing its views on whether the transfer of credits between programmes as requested by the Fund in paragraph 24 of document DP/1988/39, is within reasonable limits.

6. Furthermore, the description of the reorganization is not accompanied by adequate supporting information that fully explains the specific management problems being addressed, the rationale and purpose of the changes vis-à-vis the objectives as stated in paragraph 5 above. For example, it is not readily apparent what management and other benefits would be derived by the elimination of the Programme Division and the elevation of the geographical branches in that division to the status of separate divisions (DP/1988/42, para. 7). Similarly, the submission would have benefited from a clearer explanation of how the organizational changes, in conjunction with the Fund's establishment of major new committees and the revision of the mandates of existing ones, would improve the overall process of planning, approving and implementing UNFPA programmes and projects (DP/1988/42, paras. 19 to 22). Indeed, the co-ordination function appears now to be more complex than before.

7. In paragraph 18 of document DP/1988/42, it is stated that "Because of the time required to adjust to the new organizational structure and in view of additional tasks given to many units, it remains to be seen whether the current deployment of posts at headquarters is adequate". It is also stated that when all vacant headquarters posts are filled during 1988-1989 (they were deliberately kept vacant during 1986-1987 to achieve economies in the administrative budget), "... the Executive Director intends to review the staffing at headquarters again, which may result in a request for a small number of additional posts in the 1990-1991 biennium".

8. In response to its inquiries, representatives of the UNFPA Administration confirmed to the Advisory Committee that the UNDP/UNFPA Classification Panel will review the classification of headquarters posts in the context of their revised responsibilities under the reorganized structure and that, after the review, it was likely that a number of post reclassification requests would be submitted in the 1990-1991 biennium. In this connection, the Advisory Committee recalls that the results of a job classification exercise on all of the Fund's headquarters posts were submitted by the Executive Director in document DP/1985/39/Add.1. In its related report (DP/1985/40, paras. 42 to 49), while not interposing any objection to its outcome, the Advisory Committee noted that of the 99 Professional and higher level headquarters posts reviewed, 37 posts would be upgraded and 8 posts downgraded. The Governing Council approved the implementation of these reclassifications in its decision 85/20 I, paragraph 14. In document DP/1987/41,
the Executive Director requested the reclassification of another four Professional and higher level headquarters posts. In its related report (DP/1987/44, para. 16), the Advisory Committee expressed no objection to the requests. The Governing Council approved these reclassifications in decision 87/31, paragraph 7.

9. Taking into account its observations in paragraphs 5 to 8 above, the Advisory Committee does not interpose any objection to the Fund's reorganization at headquarters. At the same time, the Governing Council may wish to seek further reassurance from the UNFPA Administration that the revised functional allocations will, inter alia, achieve the objectives of maximizing efficiency and eliminating duplication of work, and that the fragmentation of organizational units will not lead to future grade creep in the form of substantial new requests for post reclassifications.

10. The objectives and results of the Fund's review of its field office requirements are discussed in paragraphs 23 to 42 of document DP/1988/42. According to the Fund, a key step in its principal goal "to increase the quality, effectiveness and outreach of UNFPA-assisted programmes and projects" is the delegation of authority to the Deputy Representatives in the field to approve individual projects, within prescribed limits (DP/1988/42, paras. 23 and 24).

11. The Advisory Committee understands from additional information provided by representatives of the UNFPA Administration that in the past, decisions on approval of projects were made exclusively at headquarters. Under the new procedures introduced during mid-February 1988, subject to certain exceptions which require submission to UNFPA headquarters for a decision, authority to approve projects has been delegated to the UNFPA Deputy Representative and Senior Adviser on Population (DRSAP) for the country in which he or she is resident. Such authority is limited to projects with a total budget of up to $US 250,000, with the proviso that the total amount of funds approved for that country does not exceed 25 per cent of a total country programme (or, in cases without a Governing Council approved programme: 25 per cent of the country ceiling over a four-year period). The new modality also envisages that the delegated approval authority for a project is initiated by the DRSAP, who before making a final decision must obtain the clearance of the UNFPA Representative. In the case of a disagreement, the matter will be referred to UNFPA headquarters for a decision. According to the UNFPA Administration, the financial parameters adopted were partially based on an analysis of past project proposals during 1986-1987. It was found that an estimated 41 per cent of all UNFPA country projects approved during that period were below $250,000 in countries with a resident DRSAP.

12. According to the Fund, the delegation of authority and "the large increase in the number and size of UNFPA country programmes in sub-Saharan Africa, as well as the need to speed up the implementation of projects, require a strengthening of UNFPA's field offices, notably in sub-Saharan Africa" (DP/1988/42, para. 25). The Fund's proposals on strengthening UNFPA's field offices are contained in paragraphs 26 to 42 of document DP/1988/42. As can be seen from paragraphs 28 to 30 below, the Advisory Committee has no objection to the Fund's proposals for the field offices.

Revised 1988-1989 estimates of overall income and expenditure

13. As shown in table 1 of document DP/1988/39, the Fund's revised estimate of income, $400.9 million, is $59.6 million, or 17.5 per cent, higher than the initial approved estimate of $341.3 million. The projected net increase of $59.6 million assumes increases of $49.3, $10.6 and $0.7 million respectively under general resources income, carry-over general resources income from prior years and carry-over trust fund income from prior years, to be offset by an increase of $1 million in the amount to be transferred to the operational reserve from general resources.

14. As indicated in paragraph 6 of document DP/1988/39, at the end of 1987, the Fund's operational reserve amounted to $37.0 million and the proposed increase would result in an operational reserve level of $44 million by the end of 1989. According to the Fund's representatives, this level is equivalent to 24.2 per cent of some $182 million in anticipated contributions and pledges in 1989. This percentage would come close to achieving the approved Governing Council target of 25 per cent of contributions (see Governing Council decisions 81/7 III, para. 5 and 86/34 IV, para. 4).

15. As indicated in table 1 and paragraphs 19 to 21 of document DP/1988/39, it is also proposed to increase correspondingly the Fund's total expenditure estimate for 1988-1989 by $59.6 million, from $341.3 to $400.9 million. Within this revised total expenditure estimate, the Fund is requesting that the APSS budget component (comprising headquarters and field office costs), be increased by $3 million, or 5.4 per cent, from 55.3 million to 58.3 million on a net basis, as follows:

<table>
<thead>
<tr>
<th>APSS Budget (headquarters and field offices)</th>
<th>1988-1989</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Initial approved estimate</strong> $</td>
<td><strong>Proposed increase</strong> $</td>
</tr>
<tr>
<td>Headquarters</td>
<td>35'393'100</td>
</tr>
<tr>
<td>Field offices</td>
<td>19'930'600</td>
</tr>
<tr>
<td>TOTAL</td>
<td>55'323'700</td>
</tr>
</tbody>
</table>

16. According to the Fund, the revised estimate of $58,345,400 would constitute 15.9 per cent of the revised estimate of $366.0 million in general resources income. This compares with the initial 1988-1989 APSS budget estimate of $55,323,700 which constituted 17.5 per cent of the initial approved estimate of $316.7 million in general resources income (DP/1988/39, para. 22).
Revised 1988-1989 APSS headquarters requirements

17. Increased requirements estimated at $1,075,200 for headquarters costs relate to the Fund's requests (a) to increase by $270,700, the amount allocated for reimbursement to the United Nations for services to be provided to UNFPA; (b) to increase by $10,800, the provision for external audit expenses; and (c) to provide $900,000 for remodelling and refurbishing the Fund's rented premises. These additional costs would be offset by a reduction of $106,300 in the provision for the subvention to UNDP for services to be rendered to UNFPA (DP/1988/39, para. 19). The Advisory Committee recommends that the requests in (a) and (b) above be accepted.

18. As regards the request for an additional $900,000, the Committee, as a general rule, believes that revised estimates should be limited to requests for additional expenditures to cover currency fluctuations and/or inflation; or to finance new priority activities based on legislative mandates, the cost of which has not been included in the approved APSS budget and cannot be absorbed. On this basis, the Advisory Committee would normally recommend rejection of the request for $900,000 submitted in the context of the revised estimates. However, the Committee is aware that expenditure of this nature might increase if the remodelling is postponed. Under the circumstances, and taking into account information contained in paragraph 15 of document DP/1988/39 as well as additional information provided by the UNFPA Administration, the Advisory Committee recommends that the Governing Council approve the Fund's request, but in an amount not exceeding $600,000. Should the actual cost of this remodelling project exceed $600,000, the difference must be met from savings, the possibility of which is alluded to in paragraph 16 of document DP/1988/39.

19. The reclassification of two Professional posts at headquarters is also proposed: one from P-5 to D-1 for the post of Chief, Special Unit for Women, Population and Development; and the other from D-1 to D-2 for the post of Chief, Division for Finance, Personnel and Administration. In paragraphs 2 (e) and 14 of document DP/1988/39, the Fund indicates that should the reclassifications be approved, the additional 1988-1989 costs involved would be absorbed. Information in support of the requests is provided in the document's programme narratives (Programme I, para. 5 and Programme II, para. 3 respectively).

20. In view of its general position on revised estimates (see para. 18 above), the Advisory Committee is, as a rule, against the inclusion of proposals to reclassify posts in revised budget estimate submissions. Moreover, in this particular case, the Committee questions the urgency of submitting such requests at this time since, as a consequence of the reorganization of UNFPA at headquarters, a review of headquarters posts is being conducted by the UNDP/UNFPA Classification Panel (see para. 8 above). Furthermore, taking into account supporting information provided in document DP/1988/39 as well as additional information provided by representatives of the UNFPA Administration, the Advisory Committee is not convinced that the two proposed reclassifications are justified. Accordingly, the Advisory Committee recommends that the Governing Council not approve the requests to reclassify the post of Chief, Special Unit for Women, Population and Development from P-5 to D-1, and the post of Chief, Division for Finance, Personnel and Administration from D-1 to D-2.
21. Organizational changes and staff reassignments at UNFPA headquarters are referred to in paragraphs 12, 13 and in the programme narratives of document DP/1988/39. In paragraph 2 (d) of document DP/1988/39, it is stated that these changes affect the appropriations at the programmatic level but have no effect on the total amount appropriated for headquarters. Without taking into account the two proposed reclassifications (see para. 19 above), the approved APSS headquarters staffing establishment, including the Geneva Liaison Office, currently comprises 219 posts. Of this total, 93 posts are at the Professional and higher levels (1 USG, 2 ASG, 3 D-2, 11 D-1, 28 P-5, 25 P-4, 18 P-3, 5 P-2/I) and 126 are General Service posts (including 43 at the Principal level). The re-distribution of these posts by programme as a result of the reorganization is summarized in table 3B of document DP/1988/39.

22. The Advisory Committee sought additional information concerning UNFPA's vacancy situation at headquarters for posts at the Professional and higher levels. Representatives of the UNFPA Administration informed the Committee that at the end of 1987, 11 posts (1 ASG, 1 P-5, 3 P-4, 5 P-3, 1 P-2/I) were vacant. However, as of the end of April 1988, one P-3 post had been filled and six other posts were expected to be filled within the next two months.

23. With regard to the post of Assistant Executive Director at the Assistant-Secretary-General level (see para. 22 above), representatives of the UNFPA Administration also informed the Committee that this post had been filled since March 1988 by a UNFPA staff member who continued to retain his personal rank at the D-2 level. According to the representatives of the UNFPA Administration, the Secretary-General of the United Nations had concurred in this decision of the Executive Director, and that since the Executive Director firmly believed that the post needed to be filled at the Assistant-Secretary-General level, she continued to discuss this issue with the Secretary-General. In this connection, the Advisory Committee notes that in paragraph 13 of his report (A/C.5/43/I and Corr.1) to the United Nations General Assembly at its forthcoming forty-third session, the Secretary-General states:

"Recommendation 15 specifies that there should be a comparable reduction in posts at those levels which are funded from extrabudgetary resources. At the beginning of 1987, the Secretary-General brought this recommendation to the attention of the heads of organizations concerned and reported on their replies [A/42/234, para. 53]. Heads of these organizations were subsequently requested to forward a note from the Secretary-General to their various governing bodies, highlighting the fact that the Member States which are represented on their boards had joined in the unanimous decisions of the General Assembly to adopt resolution 41/213, including recommendation 15. It since has been decided not to fill three posts at the Assistant-Secretary-General level in the United Nations Development Programme (UNDP), the United Nations Population Fund (UNFPA) and the United Nations Environment Programme (UNEP)."
Revised 1988-1989 APSS field office costs

24. An object of expenditure breakdown of the initial and revised estimates is provided in table 23 of document DP/1988/39. As shown in this table, increased requirements for field office costs totalling $1,946,500 would cover additional requirements under international staff salaries ($385,000), local staff salaries ($768,400), travel ($104,300), equipment ($410,800) and other service costs ($278,000). This request for additional resources is attributable to the Fund's proposals to increase its staffing establishment in the field (see paras. 26 and 27 below). The Fund's rationale for these field staffing proposals is described in greater detail in paragraphs 25 to 42 of document DP/1988/42.

25. Information on the approved and proposed revised disposition of the Fund's field staffing establishment is provided in tables 24 and 25 of document DP/1988/39. Additional information on the areas of responsibility and levels of international field posts (i.e. Deputy Representatives and International Programme Officers) is contained in table 26 of the same document. Should the Fund's field staffing proposals in paragraphs 26, 27, 29 and 30 below be approved, the Fund's international field staffing establishment would increase from the initial approved level of 53 posts (45 Deputy Representatives and 8 International Programme Officers) to 57 posts (50 Deputy Representatives and 7 International Programme Officers). The local field staffing establishment would increase from the initial approved level of 289 temporary posts to 346 posts, all on an established basis. Concomitantly, the approved number of 45 Deputy Representative Offices and 29 Programme Support Units would increase to 50 Deputy Representative Offices and 36 Programme Support Units.

26. The Fund proposes to establish eight new Deputy Representative posts, provisionally at the P-5 level pending further classification by the UNDP/UNFPA Classification Panel. These eight posts are to be located in Algeria, Angola, Botswana, Central African Republic, Costa Rica, Guinea, Mali and Uganda. However, four of the new posts requested would be met by redeployment of three Deputy Representative posts currently located in Malaysia, Tunisia and Turkey and one International Programme Officer post in Pakistan. Hence, the net request is for four new Deputy Representative posts (DP/1988/39, para. 2 (a) and 10).

27. The Fund also proposes the creation, on an established basis, of 75 new local field posts, comprising 23 National Officer posts, 32 National Programme Assistant/National Administrative and Finance Assistant posts and 20 other Ancilliary and Custodial Staff posts. These would be offset by the abolition of 18 National Secretarial and Clerical posts. On that basis, the Fund therefore requests the net establishment of 57 new local field posts (DP/1988/39, para. 2 (a) and 10).

28. Taking into account its observations in paragraphs 10 to 12 above, the Advisory Committee recommends approval of the requests to establish four new Deputy Representative posts and 57 new local posts (see paras. 26 and 27 above).

29. In paragraph 2 (b) and 10 of document DP/1988/39, the Fund requests the conversion of 289 existing local field posts from a temporary to an established basis. Changing their status would have no budgetary impact. In this connection,
the Advisory Committee recalls that these 289 local field posts were previously project-funded. In document DP/1987/41, the Fund had proposed their inclusion in the APSS budget and conversion to an established basis. For reasons stated in paragraph 18 of its related report (DP/1987/44), the Advisory Committee had recommended approval of this request. However, by its decision 87/31, paragraph 5, the Governing Council decided to approve their inclusion in the APSS budget, but on a temporary post basis. In response to its inquiries, representatives of the UNFPA Administration informed the Advisory Committee that the Governing Council's decision was attributable to its related request to the Executive Director that a review of overall staffing requirements in the field and at headquarters be carried out. Since the review had been completed and its results submitted in document DP/1988/42, the Fund was re-submitting its request for conversion of these 289 local field posts to an established basis. In the circumstances, the Advisory Committee reiterates its recommendation (DP/1987/44, para. 18) that this request be approved.

30. In paragraphs 2 (c) and II of document DP/1988/39, the Fund requests confirmation of the classification of six Professional and higher level Deputy Representative posts located in Ethiopia, Kenya, Bangladesh, China, India and Thailand at the D-I level. The necessary resources have already been included in the approved 1988-1989 APSS budget. In this connection, the Advisory Committee recalls that in document DP/1987/41, the Fund had submitted these same reclassification requests. For reasons stated in its related report (DP/1987/44, para. 19), the Advisory Committee did not interpose any objection to the proposed reclassifications. In response to its inquiries, representatives of the UNFPA Administration informed the Advisory Committee that the Governing Council had not acted upon these reclassification requests at its thirty-fourth (1987) session in view of the Council's related request to the Executive Director that a review of overall staffing requirements be carried out. Since the review had been completed and its results submitted in document DP/1988/42, the Fund was re-submitting its request for reclassification of these six posts. In the circumstances, the Advisory Committee's recommendation in this regard also remains as stated in paragraph 19 of its earlier report (DP/1987/44).

Information on the use of project funds for headquarters-based activities

31. Pursuant to the provisions of Governing Council decision 86/35, paragraph 8, the Executive Director provides, in the annex to document DP/1988/39, information on the use of project funds for four headquarters-based activities. They comprise (a) a project for development and acquisition of a management information system (MIS); (b) a project on production and distribution of publications aimed at increasing awareness of population issues; (c) a review and assessment project to develop programme strategies in all areas of population activities; and (d) a project to determine the scope and procedures for the regular monitoring of multilateral population projects.

32. According to the Fund, the project to develop and acquire an MIS system is required "in view of the increasingly complex task of monitoring the implementation of population policies, programmes and projects". The Fund also envisages that "such a system should be accessible to Governments and as such should also contain the main relevant substantive population data which are the basis of all..."
programming activity of a Government" (DP/1988/39, annex, item 1). For these reasons, and on the basis of a preliminary estimate of $3.6 million in resource requirements in 1988-1989 for developing and acquiring this MIS system, the Fund is proposing that this amount be financed from a mix of sources, namely, $1.6 million in resources available in the approved APSS budget and $2 million from programme resources. According to the Fund, at this stage, the future funding needs of the MIS project beyond 1988-1989 "cannot yet be determined". In response to the Advisory Committee's inquiries, representatives of the UNFPA Administration clarified that it was envisaged that both the APSS budget and the programme resources components would share the financing of, among other things, the cost of posts, equipment, training and sub-contracts for systems design. The APSS budget component estimate also took into account the cost of existing headquarters Professional level and General Service staff assigned to the MIS project. Representatives of the UNFPA Administration also informed the Advisory Committee that the project document for this project could not be made available since it was still being finalized.

33. The Advisory Committee questions the Fund's rationale for proposing mixed funding for the MIS project. In the opinion of the Committee, the proposed project is infrastructure support and consequently should be a charge against the APSS budget, if approved. Furthermore, given the proposed scope of the MIS project and the related significant potential capital expenditure involved, the Committee would have expected a detailed cost-benefit analysis of the project, including the development of the overall design on which the subsequent components of the project would be established. Under the circumstances, the Committee is not in a position at this stage to express an informed opinion on the MIS project.

34. None the less, should the Governing Council at its forthcoming thirty-fifth session decide, in principle, to authorize the Executive Director to proceed with the development and acquisition of the proposed MIS system, the Advisory Committee recommends that the full cost of the project be considered a charge against the APSS budget. Furthermore, initial 1988-1989 expenditures should be limited to the $1.6 million available in the approved APSS budget to cover the initial cost, including the cost of developing the overall design of the project. Additional resource requirements for the MIS project should be submitted by the Executive Director to the Governing Council at its thirty-sixth (1989) session. This submission should, inter alia, provide full details of the MIS project, a detailed cost breakdown of its components and a cost-benefit analysis.

35. With regard to the project on production and distribution of publications aimed at increasing awareness of population issues, the Fund indicates that the cost of producing and distributing these publications (estimated at $735,000 in 1988-1989) has always been financed from project budgets. However, the Fund also states that "The Governing Council may wish to decide whether these costs, which relate to a major UNFPA programme objective, should continue to be charged to a project" (DP/1988/39, annex, item 2). In response to its inquiries, representatives of the UNFPA Administration informed the Advisory Committee that these publications had been produced annually by the Fund since 1973, and that the related costs covered approximately six work-months of consultancy and printing costs. The Advisory Committee believes that this activity should be funded from the APSS budget up to $500,000.
36. Resource requirements in 1988-1989 for the review and assessment project to develop programme strategies in all areas of population activities are estimated at $548,600 and would cover the cost of consultants, expert meetings and travel (DP/1988/39, annex, item 3). The Advisory Committee is of the opinion that this non-recurrent activity should also be a charge against the APSS budget up to $300,000.

37. With regard to the project to determine the scope and procedures for the regular monitoring of multilateral population projects, the Fund indicates that implementation of its initial stage during 1988-1989 would require $48,000 in programme resources for consultants and travel. Subsequently, the Fund "expects to incorporate the recurrent costs of this activity into the APSS budget of the 1990-1991 biennium" (DP/1988/39, annex, item 4). The Advisory Committee is of the view that this activity should be charged against the APSS budget.

38. In response to its inquiries, representatives of the UNFPA Administration informed the Advisory Committee that should the Governing Council decide to include these four projects in the APSS budget, the MIS project would be included under Programme I (Executive direction and management); the publications project under Programme II (Administration and information support services); and the latter two projects on review and assessment and on monitoring under Programme III (Programme planning, appraisal and monitoring).

39. The Advisory Committee notes that should the Governing Council adopt the Committee's recommendations in paragraphs 17, 18, 20, 28, 29, 30 and 34 to 37 above, there will be need to appropriate an additional amount of $548,000 and to increase the revised 1988-1989 APSS budget estimate to $58,893,400. On that basis, there would also be need to modify the draft decision recommended by the Fund in paragraph 24 of document DP/1988/39. The amount of $58,893,400 would constitute 16.1 per cent of the revised 1988-1989 estimate of $366.0 million in general resources income.

TRANSFER OF CREDITS BETWEEN PROGRAMMES OF THE 1986-1987 APSS BUDGET

40. In accordance with Governing Council decision 86/35, paragraph 2, the Executive Director sought, in March 1988, the concurrence of the Advisory Committee in the transfer of $247,373 from Programme III (Programme planning, appraisal and monitoring) of the 1986-1987 APSS budget to Programme I (Executive direction and management). According to the Executive Director, over-expenditures in Programme I were due to unanticipated increases in staff costs arising from the sudden death of the former Executive Director, the unexpected early retirement of the former Deputy Executive Director and the agreed termination of a P-5 staff member. There were also cost overruns under general expenses. Under-expenditures in Programme III were largely due to savings under staff and travel costs. On an overall basis, the Executive Director reported that actual net expenditure for the 1986-1987 APSS budget totalled $34,626,908, as against an approved net appropriation of $36,300,400, with resultant savings of $1,673,492 for the biennium.

41. The Advisory Committee has concurred in the proposed transfers of credits.