

join the Preparatory Commission were transferred to the Commission's Headquarters at Geneva. For reasons of operational facility, the Field Liaison Centre in Paris, which had been created by UNRRA, was maintained for a few weeks by PCIRO. The Field Liaison Centre supervised the amalgamation in the various areas of operation of the missions or field offices of UNRRA with those of the IGCR. The Field Liaison Centre was closed during August 1947 and the necessary staff transferred to PCIRO Headquarters at Geneva.

SECTION III

Scope of Operation

On 1 July 1947, PCIRO became the largest operating agency of the United Nations in both the geographical scope of operations and numbers of people employed and served. It undertook the operation of missions and field offices in twenty-five different countries on five continents. The number of international staff members taken over from the predecessor organizations during July was 1,950, including 30 who had already been engaged in the preliminary work of the Organization. This international staff represented thirty-two different nationalities. In addition, 2,833 local employees came on to the payroll of the Organization during July 1947.

The Organization inherited four separate headquarters—those of IGCR in London, UNRRA in Paris, UNRRA Finance in London and the PCIRO staff in Geneva—and field missions and offices of the two predecessor organizations. The consolidation of the headquarters elements in Geneva and the field missions throughout the areas of operation was an administrative task of considerable magnitude.

Moreover, in order to introduce into PCIRO persons who had no connexion with either of the predecessor organizations and to secure the widest geographical representation possible among the staff, new personnel of the nationalities of the countries Members of the Preparatory Commission were recruited and incorporated into the new Headquarters and into the reorganized establishments in the field. A salary scale suitable to attract sufficiently experienced and qualified personnel (some of them to do work of a highly specialized nature) and yet at a level which could be met from the limited funds at the disposal of the Organization was drawn up and detailed conditions of service established.

Total emoluments for PCIRO staff members are, in general, lower than those of other comparable United Nations agencies, particularly in the matter of family and travel allowances.

The budget of the Organization had been originally calculated in mid-1946 and was finally approved by the General Assembly in December 1946, six months before the Preparatory Commission assumed operational responsibility. Many of the assumptions on which it had been based, therefore, were no longer valid when operations began. Moreover by 1 July 1947 only twenty governments had signed the Constitution of the IRO, and the contributions which would fall due from them upon their ratification would only have amounted to about 75 per cent of the total budget.

Expenses on personnel and establishment were of necessity higher during the early formative period and, in attempting to keep within the amount of \$15,100,000 approved by the Preparatory Commission in May 1947 for such expenses for the first financial year of the Organization, the Executive Secretary had to make considerable reduction in the number of personnel employed. On 31 January 1948, the numbers had dropped to 1,769 international staff members and 2,135 local employees.

In view of the economies which he had been able to make in other items of expenditure and in recognition of the changing nature of the Organization's programme, which necessitated increases in staff to perform certain essential functions such as resettlement, child care and legal and other protection, the Executive Secretary has since been able slightly to increase the Organization's staff, which on 30 June 1948 comprised 1,894 international staff members and 2,392 other employees recruited locally in the areas of operations.

At the end of the first twelve months of operation, the total number of main offices had risen to twenty-five through the establishment of new offices in several of the countries of resettlement. Some of the difficulties of financial administration in the thirty-eight different currencies required by those operations are dealt with in a succeeding chapter on Finance.

In Geneva, it has been necessary to distribute Headquarters staff in three buildings. This has presented numerous administrative difficulties and continuing efforts have been made in co-operation with the authorities of the Canton of Geneva and the Swiss Confederation to obtain accommodation for the entire staff in one location.