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NOTE BY THE SECRETARIAT

The attached report was distributed to the Committee on Budget, Finance and Administration in English only in November 2001. It is being reissued in all official languages to facilitate further consideration in the Committee.

Strategic Organizational Review:
Structure and Staffing Resources of the
World Trade Organization Secretariat



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I. EXECUTIVE SUMMARY

In response to the request of the Committee on Budget, Finance and Administration, this review examines the structure, staffing resources and management and other processes of the WTO Secretariat.

Based on interviews with senior staff and a range of quantitative data, 67 recommendations and proposals are made to improve the structure and management and other processes and to re-deploy staffing resources.

STRUCTURE

The Secretariat is top heavy with too many Deputy Directors-General, Divisions and Directors. Divisions are not grouped under DDGs according to structural/business process lines. The group of Directors is too large to act effectively as a coherent team. Divisions are relatively independent and directors' awareness of the work of and communication with other divisions could be improved. Despite positive recent efforts, the function of providing technical assistance still has serious problems. The following is recommended:

- a reduction from 4 to 1 or 2 DDG positions (paras. 22-23) and a grouping of divisions under DDGs, based on functional/business process lines (paras. 24-25);
- a reduction of 6 divisions and 4 Directors' positions;
- a dismantling of the Development (paras. 33-40) and Trade and Finance (paras. 57-66) Divisions by assigning the work to the Technical Cooperation, Market Access and Intellectual Property Divisions;
- a merging of the Ministerial Sessions and Council Divisions (paras. 50-52), the Textiles and Market Access Divisions (paras. 53-56), the External Relations and Information and Media Relations Divisions (paras. 67-72);
- a classification review of all Director positions to determine if the current grade levels are appropriate;
- a reduction in generalist posts in the Technical Cooperation Division and a corresponding increase in specialist posts in technical divisions to respond better to the shift in demand from general to more specific, technical interventions;
- the assigning to Legal Affairs of the responsibility for providing the principal legal advice to all dispute settlement panels (paras. 74-80);
- the transfer of the information technology portions of the Technical Projects and Telecommunication Section of the Administration and General Services Division (AGSD) to the Informatics Division (paras. 81-84); and
- the creation of a new Infrastructure Section in AGSD (para. 84), a programme evaluation function (para. 85) and a post for resource mobilization (paras. 87-88).

STAFFING LEVELS

Based on the comments of senior staff and on analysis of resources, workload indicators, secretarial to professional ratios and other quantitative data, specific recommendations are made on the appropriate staffing levels for each division.

- resource increases are recommended for 10 divisions (Administration and General Services, External Relations, Informatics, Information and Media Relations,

- Intellectual Property, Language Services and Documentation, Statistics, Trade in Services, Trade Policies Review and the Training Institute;
- reductions are proposed for 5 divisions (Council, Development, Ministerial Sessions, Textiles and Trade and Finance; and
 - no changes or offsetting increases/decreases are proposed for the remaining 12 divisions.

A summary table can be found in para. 107.

The overall effect of these recommendations would be a shifting of resources from management to substantive levels and an increase of 5 regular posts.

MANAGEMENT AND OTHER PROCESSES

Under this section, a series of proposals are made to:

- reduce documents and paper (paras. 111-116);
- improve communication (paras. 117-122);
- provide management training for Division Directors (para. 123);
- leverage better CD-rom and video conferencing technology (paras.124-128);
- improve technical assistance (paras. 129-138);
- increase mobility of staff (paras. 152-155);
- make more effective the programming and budgetary process (paras. 139-142);
- seek outsourcing opportunities (para. 143);
- finance mutually agreed separations of staff members (para. 144);
- reduce certain tensions prevailing in the Secretariat (paras. 145-150);
- develop a human resources planning strategy (para. 151);
- create and fund a staff career development, training and mobility programme (paras. 152-155); and
- make vacancy announcements more attractive (para. 156).

Finally, some suggestions are made on how Members can help improve the efficiency of the Organization. These include:

- a reduction in the length of dispute settlement reports (para. 158);
- a reduction in the number of meetings cancelled (para. 159); and
- suggestions for making more efficient the production of official documentation (para. 160).

II. INTRODUCTION

A. PURPOSE, OBJECTIVES AND SCOPE OF THE REVIEW

1. This report is submitted in response to the request of the Committee on Budget, Finance and Administration to engage "a temporary consultant to look into staffing matters of the WTO with a view to possible redeployment of staff if such were the findings".¹

2. Specifically, the consultant was asked to interview a representative sample of senior staff, review structure, functions and staffing levels and "submit a report evaluating the current structure and staffing levels of the WTO Secretariat and making recommendations for changes/improvements including supporting rationale" (see Terms of Reference in Annex 1). The Director-General decided that in the course of his review, the consultant "...should give special attention to the following Divisions: Information and Media Relations, Language Services and Documentation, Legal Affairs, Rules and Trade and Finance" (hereinafter marked with an asterisk -*).

3. The overall objective of the review was to make recommendations that could assist in achieving the Organization's strategic objectives. Broad goals were:

- structure: an efficient and effective organizational structure seeking synergies, avoiding duplication and overlap, filling lacunae, eliminating waste and
- staffing levels: levels sufficient to carry out mandated activities in an economical and effective manner.

4. Although the focus of the review was on organizational structure and staffing levels, in the course of his work the consultant's attention was drawn by those interviewed to a number of management and other processes where some improvement is desirable. A number of proposals on these are also included with the aim of facilitating and improving the effectiveness of the work of the Secretariat.

5. Not included in the scope of the review are: the Appellate Body, any examination of the grade levels of individual posts and a consideration of the effect any new round of negotiations would have on the Secretariat (in terms of structure, staffing levels etc.).

6. The consultant has sought to make recommendations that are realistically implementable in terms of cost, time, political considerations (e.g. as regards the relationship between the Secretariat and Members through the WTO governing and other bodies, but not in terms of any internal 'politics' within the Secretariat), ability and other factors.

B. METHODOLOGY

7. The review consisted of the following three phases:

1. Data collection and compilation

8. Beginning on 18 June 2001, formal interviews were conducted with fifty-two WTO managers and senior staff members including the Director-General, Deputies Director-General, Division Directors and managers of other large or key units (see list of those interviewed in Annex 2). The sample was selected by the WTO administration. During the interviews, facts and views were collected on:

¹ Report of the Committee on Budget, Finance and Administration (WT/BFA/51, 11 December 2000).

- functions and strategic objectives
- organizational structure
- work processes
- workload
- the impact of technology
- staffing levels
- resources

9. Managers were asked to describe the current situation, identify problems and suggest changes that could lead to improvements (see list of questions covered during the interviews in Annex 3).

10. Quantitative data was also collected for each division on workload indicators and on staffing and resource levels (see section on Staffing Levels). Comparisons were sought between divisions, between the WTO at its inception and the WTO of today, and between the WTO and a few other international organizations from the United Nations family and the group of Bretton Woods institutions.

11. It should be noted at the outset that the collection of consistent data from the various units in the Organization that own the data has not been an easy task. Some of the data in this report are different, because they were collected at different points in time. Some of the data are different because they refer to approved posts in the budget and some because they refer to staff employed. Posts can be full or partial, full posts can be partially filled or filled by two staff members on 50% contracts and the grades of some staff can be different from the grades of their established posts because they have been given an ad personam promotion. Indications as to whether the data refer to posts or staff members are provided in the tables and elsewhere to assist the reader.

2. Analysis and presentation of preliminary conclusions

12. Numerous discussions were held with WTO staff and follow-up interviews were held with some managers to understand and compile data. Near the end of this phase, a meeting was held with Mr. Jacques Chabert on 12 September 2001 and with Mr. Andrew L. Stoler on 21 September to present and discuss preliminary findings and recommendations and to obtain feedback in order to correct any factual errors.

3. Preparation of final report

13. The final report was presented to Messrs. Stoler and Chabert on 2 October 2001.

14. The observations, findings and recommendations contained in this report have been arrived at on the basis of some three months of study of WTO data and discussions with its staff and the consultant's career experience in the private sector and in four different organizations of the United Nations system. The consultant wishes to record that he received open and full cooperation from all parties contacted in the course of his work and to the best of his knowledge no restriction or hindrance of any kind was placed by any party on his access to information or on the freedom of staff to communicate with him. Those contacted, he believes, have been open in sharing their views, which have been insightful and often frank. In the short time made available it has not been possible to do a completely exhaustive study. He apologises for any errors or misunderstandings that may be contained in the report. His sincere appreciation is extended to all participants in the process for the time and effort they dedicated to this review.

III. FINDINGS AND RECOMMENDATIONS

A. GENERAL

1. Mandate

15. The WTO's core functions as set out in the Marrakech Agreement are to: facilitate the implementation, administration and operation of its trade agreements; provide the forum for negotiations among its Members concerning their multilateral trade relations and a framework for implementing the results of such negotiation; administer the dispute settlement process; administer the trade policy review mechanism and achieve greater coherence with the IMF, World Bank and affiliated agencies. In the recent past, the WTO has, in addition to these functions, focused more attention on providing technical assistance to developing countries and reaching out to a wider range of international organizations, non-governmental organizations, universities and the general public. At the time of this review², the Secretariat, located entirely in Geneva, Switzerland had 539³ established posts and 551³ regular staff. The difference can be attributed to the factors described in paragraph 11 above.

2. Organizational climate

16. The staff believes that the WTO's role is important on the world scene, that it is a 'serious' and effective Organization and that it is an honour to be a part of it. The staff is for the most part dedicated and hard working. Considering the magnitude of its mandate, the Secretariat is relatively small and appears to be generally well managed and efficient. There is also a sense of pride among the staff in being "lean and mean" by comparison to other international organizations. The Secretariat resources seem for the most part to have been well deployed and the Secretariat has generally leveraged technology effectively and has become, in at least one area, a best practice model for other international organizations. Communication is generally good largely as a result of the size of the Secretariat. The morale of the staff is positive although this has deteriorated to some extent by comparison to that prevailing at the time of the GATT owing to the mainly negative public debate on the merits of the institution and what is considered by staff to be a growing politicisation of the Organization. Although the picture is generally very positive, there are nevertheless a number of opportunities for improvement. These will be examined in this report.

B. STRUCTURE

17. ***The Secretariat is top heavy. There are too many DDGs and Directors⁴ and too many Directors not heading divisions or other units. The number of departments, divisions and directors should be reduced.*** Not only is this the opinion of the great majority of those interviewed (including the DDGs and Directors) but comparisons with some United Nations and Bretton Woods institutions generally bear this out. The table below compares WTO's structure to those of two United Nations organizations considered by WTO management as comparable – the International Telecommunications Union (ITU) and the World Intellectual Property Organization (WIPO), the United Nations as a whole and one Bretton Woods institution, the International Monetary Fund (IMF). As regards the IMF, the line A2 probably reflects the most accurate equivalencies in grade between that organization and the WTO⁵. However the comparisons with ITU and WIPO are more relevant as the size of those organizations is much closer to that of the WTO.

² Figures as of 1 August 2001.

³ Not including Appellate Body.

⁴ Staff graded either 12 or 11, not posts.

⁵ This is because they were provided by the Inter-American Development Bank, whose salaries are based on a methodology approved by Member States which compares IADB grades with those of the Fund (and

18. While the WTO's proportion of support staff to total staff (51.2%) is more favourable (lower) than those of the UN organizations, its proportion of Directors (D2s and D1s for the UN and Grades 12 and 11 for the WTO) is less favourable than those of the UN organizations. The percentage of Grades 12 and 11 total staff is higher (6.2%) than those of ITU (2.0%), WIPO (5.2%) or the UN average (4.1%). The proportion of WTOs Grade 12s (2.2%)⁶ however is considerably higher than those of the UN organizations (0.5% for ITU, 1.2% for WIPO and 1.1% for the UN as a whole). Were the Director of the Appellate Body (not covered in this study) and the Chairman of the Textiles Monitoring Body (an ungraded position) to be counted in the WTO total of directors, the figures would be even higher. If the current number of directors – 34 – were reduced to the UN average proportion there would be 23 directors or 11 less than now. If the number were reduced to the proportion in WIPO there would still be 5 directors less, or a total of 29 directors. It is interesting to note, in this connection, that if the 9 promotions granted between 1.1.98 and 1.1.99 by the Director-General at that time had not been accorded, the WTO proportion of directors would be closer to the UN family and WIPO proportions.

other institutions). Lines A1 and A3 on the other hand are equivalencies established by the Fund and the World Bank informally for recruitment purposes.

⁶ In this case the numbers of approved posts and staff graded at 12 are the same.

Staffing Comparisons – HQ and established offices

ORGANIZATION	TOTAL STAFF	UNGRADED (DG/DDG/ADG)		D2 + D1 (Grade 11 + 12)		D2 (Grade 12)		D1 (Grade 11)		PROFESSIONALS		SUPPORT STAFF	
		Total No.	% of Total Staff	Total No.	% of Total Staff	Total No.	% of Total Staff	Total No.	% of Total Staff	Total No.	% of Total Staff	Total No.	% of Total Staff
ITU 1999*	768	5	0.7	15	2.0	4	0.5	11	1.4	253	32.9	495	64.5
WIPO 1999*	747	7	0.9	39	5.2	9	1.2	30	4.0	231	30.9	470	62.9
UN 1999* (all UN agencies**)	42,150	190	0.4	1,744	4.1	463	1.1	1,261	3.0	13,283	31.5	26,933	63.9
IMF 2001*** A1	2,565	87	3.4	439	17.1	192	7.5	247	9.6	1,196	46.6	843	32.8
IMF 2001**** A2	2,565	27	1.1	499	19.4	135	5.3	364	14.2	1,196	46.6	843	32.8
IMF 2001**** A3	2,565	27	1.1	389	15.2	135	5.3	254	9.9	1,306	51.0	843	32.8
WTO 1999***** A4	523	6	1.1	25	4.8	11	2.1	14	2.67	243	46.5	249	47.6
WTO 2001***** A4	551	6	1.1	34	6.2	12	2.2	22	4.0	229	41.6	282	51.2

INFORMAL GRADE EQUIVALENCES PROVIDED BY:

A1 - International Monetary Fund				A2 - Inter-American Development Bank				A3 - World Bank			
WTO	IMF	WTO	IMF	WTO	IMF	WTO	IMF	WTO	IMF	WTO	IMF
DDG	<	B5/DMD	DDG	<	DMD	DDG	<	DMD	<	DMD	
ADG	<	B4	ADG	<	B5	ADG	<	B5	<	B5	
12 (D2)	<	B3/B2	12 (D2)	<	B4/B3	12 (D2)	<	B4/B3	<	B4/B3	
11 (D1)	<	B1/A15	11 (D1)	<	B2/B1/A15	11 (D1)	<	B2/B1/A15	<	B2/B1/A15	
10 (P5)	<	A14	10 (P5)	<	A14	10 (P5)	<	B1/A15/A14	<	B1/A15/A14	
9 (P4)	<	A13	9 (P4)	<	A13	9 (P4)	<	A13	<	A13	
8 (P3)	<	A12	8 (P3)	<	A12	8 (P3)	<	A12	<	A12	
7 (P2/P1)	<	A11/A10	7 (P2/P1)	<	A11/A10	7 (P2/P1)	<	A11/A10	<	A11/A10	

*As at 31 December 1999 (UN SYSTEM data not available yet beyond 1999)

**Includes ITU and WIPO

***As at May 2001

****As at December 1999. Includes 24 posts at 50% counted as 12

*****At 1 August 2001.

A1 Using IMF-provided informal equivalencies

A2 Using IADB-provided informal equivalencies

A3 Using WB-provided informal equivalencies

A4 Does not include Appellate Body

19. Reducing the number of departments, divisions and directors would:

- generate resources that could be redeployed;
- make work easier and probably more effective, by bringing closer together those dealing with related subjects; and,
- improve lateral communication⁷ (less units, less barriers to communication) which would be useful in relating what one does to what is done elsewhere in the Organization.

These should therefore be some of the goals of any structural changes.

1. Deputy Directors-General

20. Division directors are, for the most part, competent experts in their fields who require no or minimal supervision. The role of a DDG is more one of policy orientation and coordination. However the potential for such a role has been greatly diminished under the current structure. *The groupings of divisions under DDGs is not based on any functional or business process lines*; there are no names for each of the departments characterizing its work or focus other than the name of the DDG who heads each. Indeed, it would be difficult to conceive of names that could characterize the current groupings.

21. Instead, groupings have been negotiated with the present incumbents bearing in mind their particular interests, political considerations (e.g. it would not have been acceptable to Members to have the Agriculture and Commodities Division under a European or North American DDG), and a desire to have a certain balance. This makes policy orientation and coordination less possible and where possible less meaningful. Divisions are thus relatively independent "doing their own thing", with little sharing of information or coordination. *Despite each DDG having been assigned some additional cross cutting responsibilities* (e.g. coordinating implementation, opening the Organization more to developing countries etc.), *there is not sufficient work for four DDGs*. If it is recognized that the number of divisions should be reduced, then the case for four DDGs is even weaker.

22. At least one United Nations system organization 9 times the size of the WTO has abolished the DDG level entirely.⁸ Given WTO's size, it is the view of this consultant, as well as that of the majority of those interviewed, that one or a maximum of two DDGs would be sufficient. The GATT, it is reported, managed quite well with two DDGs for 20 years.⁹

Recommendation 1: Reduce the current four departments and DDG positions to one or two.

23. This recommendation is based on functional grounds, the consultant being aware of the political considerations that have led to the current situation. However, similar considerations prevail in other international organizations that have nevertheless managed to keep the number of senior management positions low and even reduce these in recent years.¹⁰ If the number of DDGs is reduced to one or two, there are a few different models that could be applied:

- 1 DDG, to whom all divisions would report. The focus of the DG would be outward and politically oriented (relations with Members; representing the Organization before governments, international organizations, non-governmental organizations and the media; fund raising, providing a strategic vision and an inspiration for the staff of the Secretariat). The focus of the DDG would be inward and management oriented (translation of Members wishes and DG's vision into programs and policies; ensuring technical integrity; providing administrative and financial management, ensuring accountability of managers and staff).

⁷ More is said about communication in the section on Management and Other Processes.

⁸ The World Health Organization.

⁹ From July 1975 to May 1995.

¹⁰ Ungraded positions from 31.12.1995 to 31.12.1999 (latest available statistics): WHO from 17 to 11, IAEA from 10 to 7 and IFAD from 6 to 5 (CCAQ Statistics ACC/1996/PER/R.10 and ACC/2001/HLCM/4).

This model, which is that favoured by this consultant, is based on the theory that the current functions expected of a Director-General are so vast and complex that two distinct skill sets are required and so demanding and time consuming that two people are needed to do all the work. Under this model anyone holding the post of DDG would not, for obvious reasons, be allowed to be elected DG.

- 2 DDGs, with one in charge of technical and one in charge of administrative programs. The technical DDG would also handle political matters on behalf of the DG or in his/her absence. This model is a division based on functional lines.
- 2 DDGs, each having some technical responsibilities and being able to handle political matters. This is a variant of the second model above on the grounds that more than one back up for the DG is required.

Recommendation 2: Group divisions under DDGs on the basis of functional/business process lines.

24. Grouping divisions by business process lines would:

- create more synergies in operations;
- facilitate strategic policy orientation and coordination;
- improve exchange of information useful in carrying out the work; and,
- make performance management more effective.

25. Suggestions for this are made at the end of this section on Structure (para. 89).

2. Divisions and directors

26. As indicated above, there are too many Division Director positions (25)¹¹ and directors not heading divisions (9). The number has grown in recent years because of the Organization's expanding mandate but also because of non-functional reasons (e.g. to provide promotions to staff by departing Directors-General or to place Division Directors who had been removed from their positions). *The group of directors is too large to act effectively as a cohesive team with the result that divisions are relatively independent, and directors are not as aware as they could be of the work of other divisions nor do they consult as much as they could.* Some staff members are jealous of "directors" who receive director pay but who do not head divisions or any other section or unit.

Recommendation 3: Reduce the number of Divisions/Director positions through mergers and splits based on functional/business process lines.

27. Reducing the number of divisions and division director positions would:

- promote more teamwork and lateral communication, and
- generate resources that could be shifted from the management to substantive levels where there is a (greater) need, as discussed in the section on Staffing Levels below.

28. Implementing such a reduction is facilitated somewhat by the demographics of the staff: Of the (34) currently serving directors, 7 will reach mandatory retirement age within one year (4 Grade 12 Division Directors and 3 Grade 11s)¹².

Recommendation 4: Carry out a classification review of all Director's positions (Grades 12 and 11).

¹¹ Not counting Appellate Body but counting the Textiles Monitoring Body posts.

¹² Messrs. Alcoba Enciso, Barthel-Rosa, Cardoso, Hartridge, Millan, Saliba and Sørensen.

29. The purpose would be to see if the differences between grade 12 and grade 11 Division Director positions are justified according to job content; and to verify if the current grade 11 is justified for each of the positions not heading any division. The result could be:

- a reduction in top heaviness;
- cost savings;
- greater equity of remuneration levels among staff; and
- elimination, or at least a reduction, in jealousy felt by other staff.

3. Division mergers and splits

30. Before turning to specific suggestions for mergers and splits, some general comments on the organization of work within divisions are in order. Within the great majority of technical and small administrative/service divisions, as well as within sections of large administrative/service divisions, the work is organized on a relatively flat structure. Generally each staff member has been given responsibility for a specific area or group of areas which (s)he is expected to master and is encouraged to be seen as the 'expert' or 'specialist' in the area(s). This encourages professionalism and pride in the work and boosts morale. At the same time however, there is another staff member who is expected to be the 'back-up' person for each area. This provides safeguards and promotes a better understanding of the work of the division, and communication and teamwork within the division. Guidance/supervision is provided informally by more senior experienced staff members in the division and formally by the Division Director.

31. By comparison to other organizations, *the WTO flat structure and modus operandi within divisions has generally¹³ achieved a good balance of supervision over and independence of staff and is operationally effective.* Although such flat structuring should be encouraged, there is nevertheless some scope for the creation of some sections in larger operational divisions and there would be more scope following any mergers. Creation of sections could also open some possibilities for career development and management experience for mid-level staff.

32. The sequencing of actions suggested above should be:

1. Division mergers and splits;
2. Establishment of any sections; and,
3. Classification review of all Director and Grade 12 and 11 positions.

(a) Technical Cooperation and Development

33. The Technical Cooperation Division is responsible for the providing of technical assistance, coordinating of the WTO's contribution to the Integrated Framework for LDC's trade development including chairing the Inter-Agency Working Group, coordinating the WTO's input to the Joint ITC/UNCTAD/WTO Technical Assistance Programme for selected LDC's, and for establishing WTO Reference Centres. The Development Division is responsible for development related trade issues, supporting the work of the Committee on Trade and Development and the Committee on Regional Trade Agreements and in this connection the provision of studies and background documents on development related issues.

34. Although not identified originally as a WTO core mandate, *it is generally accepted now that the provision of technical assistance is essential to furthering the aims of the Organization.* While *technical divisions* may have accepted this, they *nevertheless see technical assistance as a secondary priority in addition to their "main work" of servicing committees, supporting the dispute settlement process or conducting research.* The demand for technical assistance is already insatiable and growing and it is the technical divisions that are increasingly being called upon to provide it. They have tried to respond to this growth in demand, but without a corresponding increase in resources,

¹³ There are some problems in some divisions where experienced staff members are micro-managed by the Division Director or where there is not sufficient internal communication. There is also a problem of communication between divisions (see under Management and Other Processes).

they feel that both their efforts to accommodate the additional workload and the effect this is having on their other work (e.g. not servicing committees as effectively as they could, not doing necessary research etc.) has gone unrecognized.

35. ***Not only has the demand for technical assistance increased, but the balance in the type of output sought has also shifted.*** General interventions (general seminars on the WTO, its agreements, the benefits of the multilateral trading system etc.) are less in demand. More specific, technical interventions that help countries implement the agreements and that are capacity building are now sought (advice on how to obtain a waiver, advice on draft legislation and whether it is in conformity with WTO's rules, workshops on specific subjects such as anti-dumping, case studies etc.). This is because more countries have become Members and the WTO has become better known.

36. The incredible growth in the demand for technical assistance is in one sense a testimony that recipients consider the Organization's interventions effective and useful. Nevertheless, for lack of sufficient resources and other reasons, ***the Organization has not gone far enough to:***

- ***define what and how much technical assistance should be carried out and what are the priorities,***
- ***link closely technical assistance activities with development policy, and***
- ***plan sufficiently its assistance activities or monitor effectively their impact.***

37. Despite the majority of efforts being positive, some operational problems exist. Those identified to the consultant were: requests for technical assistance are received by both the Technical Cooperation Division and technical divisions and are not always coordinated sufficiently; response is many times based on a first come, first served basis rather than need; attendance at lectures outside Geneva often drops significantly after the first day due to lack of interest; lecturers sometimes know less than seminar participants; travel is not managed as well as it could be; and, the Technical Cooperation Division has sometimes been the "dumping ground" for staff who have not been able to perform effectively in operational divisions. Many staff in other operational divisions see the staff in the Technical Cooperation Division as frequent travellers who, organized on a geographical basis, are expected to be experts in all areas, but who are masters of none.

38. The Director-General and WTO management are well aware of these problems and the DG has recently reorganized the technical cooperation function by consolidating the Secretariat Working Group for Least Developed Countries and the Integrated Framework back into the Technical Cooperation Division; establishing the Management Committee on Trade-Related Technical Assistance to oversee strategy, modes of delivery, management, follow-up etc of technical assistance; and, creating a Technical Cooperation Audit function. The new Director of Technical Cooperation is also taking action to resolve these problems. ***All of these steps are positive and should lead to an improvement of the current situation. They are also seen to be positive by the great majority of staff interviewed.*** There are, however, some additional actions that could be taken which, in the consultant's view, would assist this reform.

Recommendation 5: Merge the Development Unit in the Development Division with the Technical Cooperation Division.

39. This merger would:

- integrate operational activities with policy analysis;
- promote a better understanding of trade and development linkages;
- strengthen the development impact of WTO agreements;
- tie development needs more closely to technical assistance objective setting; and,
- place (under the current structure) all of the Divisions and units dealing with technical assistance as a major focus (Technical Cooperation, Training, the Development Unit and Technical Cooperation Audit) under the same DDG thus promoting improved coordination

and performance management and facilitating reporting to the Committee on Trade and Development;

- save two posts.

40. The remaining function of the Development Division, the Regional Trade Agreements Unit, could be placed in the Market Access Division or, because the regional agreements cover more than market access, in a division with a horizontal focus such as Trade and Finance (see also Recommendation 9 below). The Development Division would no longer exist thus reducing the number of divisions and Division Director positions by one each. An Administrative Assistant post could also be eliminated.

Recommendation 6: Increase specialist posts in technical divisions by reducing generalist posts in the Technical Cooperation Division.

41. This would:

- increase substantive divisions' capacity to respond to the increasing demand for technical assistance;
- provide both a recognition of substantive divisions' increasing technical assistance workload and a confirmation that it is one of their core functions;
- better align the Organization's resources with the change in technical assistance demand from more general to more specific/technical interventions;
- reduce the Technical Cooperation Division's direct operational activities enabling it to focus primarily on policy and coordination of operations; and,
- improve the quality of technical assistance products.

42. Under this scenario, the Technical Cooperation Division would focus on: defining what technical assistance should be carried out and what are the priorities based on development objectives and needs (including vetting and screening all requests); planning technical assistance interventions (based on need and not on a first come, first served basis); putting more rigor into interventions (determining in advance what is the purpose of the intervention, the objectives to be accomplished and how these will be measured etc. and rationalizing travel); coordinating the delivery of interventions; and, monitoring impact, what was accomplished. The Division would continue to be involved in delivering assistance, by providing a reduced number of the general type of intervention. This would be useful because there is still, although diminished, a need for such, and in order not to become ivory towered in its primary role of policy and coordination. All of this would, of course, be done in close consultation with technical divisions and in coordination with the Management Committee on Trade-Related Technical Assistance.

43. The merger of the Development Unit with Technical Cooperation would provide an opportunity to *rethink the recently established organizational structure of the division which appears from the published charts to have staff member's responsibilities too fragmented*. The current chart shows a total of 27 boxes for only 15 professional staff (not counting the Director) with 4 staff showing up in 3 or more boxes each and one staff member showing up in as many as 5 different boxes. One section head is also shown as a unit head reporting to himself and the other section head (who himself supervises several units) as head of another unit in the other section head's section. On the same page there is another chart showing Committee Secretaries with 6 more boxes, but the same people repeated again (with the man previously shown in 5 boxes appearing in 2 more). Although it is noted that the two section heads are playing a coordinating role, at the very least, these charts are confusing and have been reported to have been found so by staff both in and outside the division.

44. Whether the devolution of posts from the TC Division to substantive divisions would be immediate or gradual should be based on a plan taking into account the demand for technical assistance from each technical division and the demographics (nearness to retirement, grade etc.) and skill mix of staff holding the posts in the TC Division (some TC staff have served previously in

operational divisions). However, no further resources would be allocated to the TC Division for operational activities (see section on Staffing Levels below).

45. There are a number of other steps, such as product rationalization, lecturer training and screening, distance learning and mobility¹⁴, which could be taken to improve technical assistance. More is said about these in the section on management and other processes.

(b) Technical Cooperation Audit and Training

46. Before leaving the area of technical cooperation, a word on the Technical Cooperation Audit Division and the Training Institute is in order. Given the problems that currently exist in the provision of technical assistance, *establishment of a dedicated audit function* in this area (i.e. separate from the Technical Cooperation and Training Divisions) *is necessary* at least until such time as these problems have been solved or significantly reduced. However it is hardly possible to consider this function a "division" at its current size – with only 1 manager, some temporary assistance resources and 1 secretary – or even with some projected growth.

47. The function could therefore be a unit reporting to the same DDG responsible for those divisions and units dealing with technical cooperation as a major focus. Under this scenario, the Division Director position would disappear. There would still be a manager position, the appropriate grade of which could be established following a classification review. As regards the current incumbent, he would, of course, under the established human resources policies, be allowed to maintain his current grade.

48. As regards the Training Institute, there is an argument for merging it with Technical Cooperation. Its traditional functions (the organization of the residential Trade Policy courses to widen participants' understanding of the multilateral trading system and international trade law and of the activities, scope and structure of the WTO) are closely related to those of the Technical Cooperation Division and indeed the two were previously merged in the Technical Cooperation and Training Division until 1998. Unifying the two once again could help provide more coherence and coordination in the provision of technical assistance (see section on Technical assistance under Management and Other Processes) but it is not a necessary condition.

49. *It is not recommended to merge Training with Technical Cooperation* for the following reasons:

- there has been and continues to be a growth in demand for technical assistance and training;
- at this point in time there are a number of problems that need sorting out in Technical Cooperation;
- Training's functions have recently been expanded to include training for trainers, a diversified range of short-term policy courses, distance learning services and cooperation with universities and other institutions of learning in curriculum development on WTO and trade-related issues.

It might therefore be too much for one director to manage at this point in time. In addition, keeping the training function separate as an Institute should help in drawing funds from donors.

(c) Ministerial Sessions and Council

50. The Ministerial Sessions Division is responsible for servicing ministerial sessions and the Council Division for servicing the General Council and the Dispute Settlement Body. Both divisions: organize and service meetings; brief, advise and prepare notes for the chairpersons; brief, advise and coordinate with delegations and WTO staff in respect of the meeting; prepare records, reports and papers that may be required; ensure the proper handling and distribution of documents; and, assist the

¹⁴ Mobility of staff between those divisions focusing on technical cooperation and technical divisions would improve the delivery of technical assistance and reap other benefits. However this is not a complete solution to the present problem because it is not immediate enough and would not address the current imbalance of assigned resources between general and specialized interventions.

flow of communication between these bodies and the Secretariat. In addition, the Council Division is responsible for coordinating the de-restriction of WTO documentation and the Ministerial Sessions Division for contributing to the Secretariat's efforts to promote transparency and dialogue with the public and for assisting with implementation issue (which are seen as important in preparation for the Doha Ministerial Conference.)

51. *The functions of both divisions are very similar. When the staff in one division is busy servicing a meeting, the staff in the other is relatively idle.* Prior to 1998, when the Ministerial Sessions Division was created, the Council Division alone carried out all of the functions (except for the implementation work). Together the two Directors (both grade 12) supervise a total of only 15.5 regular staff (10.5 professionals and 5 support staff)¹⁵.

Recommendation 7: Merge the Ministerial Sessions and Council Divisions.
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52. The merger would result in a more economical allocation of resources by:

- better responding to peaks and troughs and
- generating savings as 3 posts could be eliminated (1 director position, 1 administrative assistant and 1 professional post¹⁶).

It could take place at the end of this year, which would coincide with the completion of the Doha Ministerial Conference and with the retirement of one of the directors. The new division, which could be named Governing Bodies, could report to a Deputy Director-General. It is the consultant's understanding that senior management is already considering this merger.

(d) Textiles, Market Access and the Textile Monitoring Body

53. The Market Access Division is responsible for advising on questions concerning trade in goods and for servicing the Council for Trade in Goods and its subsidiary bodies. The Textiles Division is responsible for monitoring the implementation of the Agreement on Textiles and Clothing (ATC), which sets the rules for the phasing out of the former Multifibre Arrangement quota system on the imports of textiles and clothing scheduled for completion in 2004. It also services the Textiles Monitoring Body, which is charged with supervising the implementation of the ATC.

54. The Textiles Monitoring Body unit is composed of a Chairman and an Administrative Assistant and it shares with the Textiles Division one professional level staff member. The Textiles Division has 2 other professionals (including the Director) and 1.5 support staff. The Market Access Division has 9 professional and 5 support staff.¹³

55. *Questions concerning trade in textiles and clothing, like any other goods, could be handled by the Market Access Division* which handles trade questions regarding all other goods with the exception of agricultural goods and commodities. Both textiles and agriculture questions are highly politically charged, but unlike the Agriculture Division, the Textiles Division is relatively small (4.5 posts compared to the Agriculture's 16 posts) and the work of the Textiles Monitoring Body (which it supports with one-half of one of its P posts) is phasing out and will be completed in December 2004. In addition, if both Agriculture and Textiles were merged with Market Access, the new division would become the largest substantive division with 34.5 posts (4.5 from Textiles, 14 from Market Access and 16 from Agriculture. If, as recommended above, the Regional Trade Agreements Unit,

¹⁵ Established posts.

¹⁶ If a new round is launched and implementation issues brought into the negotiations, the majority of the work involved on the specific issues (e.g. on services, textiles etc.) could be repatriated to the respective operational divisions.

with 5 posts, were also merged, the division would become even larger¹⁷). This makes the case stronger for merging only Textiles and not Agriculture as well.

Recommendation 8: Merge the Textiles and Market Access Divisions.

56. The new Market Access Division could contain a Textiles Section to continue to provide a high political visibility for these questions. Under this scenario, 1 division director position would be replaced by a Section Head position (no overall reduction in director positions). The broad consensus of those interviewed was that such a merger would make sense from an organizational structure and staffing level perspective. However, there is a difference of view on whether this could take place now or should await the termination of the Agreement on Textiles and Clothing in 2004 at which time the Textiles Monitoring Body¹⁸ would also disappear. This latter determination is largely a political one and would involve consultations with Members before implementation.

(e) Trade and Finance* and Intellectual Property

57. After the Technical Cooperation Audit, the Trade Information Centre and the Textiles and Council Divisions, the Trade and Finance Division is the smallest¹⁹ with only 7 regular posts. *Further opportunities for consolidation could be realized if the Trade and Finance Division were dismantled and its work assigned to other divisions.* A Division Director post could be eliminated and one Administrative Assistant and one Secretary post would be freed for redeployment (see Intellectual Property and Trade and Finance under the Staffing Levels section below).

58. The work on investment could be assigned to Intellectual Property and merged with competition as the areas are substantively closely linked (the amount of investment affects competition) and the respective working groups serviced were established under the same Ministerial Declaration²⁰ that also links the two areas. Investment was part of Intellectual Property prior to the Trade and Finance Division's establishment in 1998. (1½ Ps would move to Intellectual Property.)

59. The coherence work (aimed at achieving greater coherence in global economic policy making) could also be assigned to Intellectual Property because of its linkages with investment since coherence tries to ensure, among other things, that the International Monetary Fund's policies on capital investment are consistent with WTO policies on investment. (Another 1½ Ps would move to Intellectual Property.)

60. Balance-of-payments is, of course, linked to investment as the TRIMs Agreement allows developing-country members having balance-of-payments problems to deviate temporarily from its provisions. It, too, could thus be assigned to Intellectual Property. However, if the workload of Intellectual Property would be too great by receiving all three functions from Trade and Finance, then the balance-of-payments work could be given to the Market Access Division on the grounds that countries with balance-of-payments problems cut off imports thus creating a market access issue. (1 P would move to the Market Access Division.)

61. Government procurement (currently with Intellectual Property) is a sub element of competition policy. However, to reduce the burden of the additional workload falling on Intellectual Property by the transfer of work from Trade and Finance, the government procurement work could be assigned to the Rules Division since it involves an agreement that lays down rules to deal with non-tariff barriers to trade (as is the case for anti-dumping, safeguards etc. handled by Rules). This would also respond to the current view of staff in Intellectual Property that government procurement has no

¹⁷ If the Regional Trade Agreements Unit of the Development Division were merged with Market Access (see para. 40 above), the three sections could become Textiles, Trade Agreements and either Other Goods or Industrial Products.

¹⁸ Because the Textiles Monitoring Body is an independent function reporting to the Director-General it is not proposed that it be merged with the Market Access division.

¹⁹ The Textiles Monitoring Body is not counted in this comparison.

²⁰ The Singapore Ministerial Declaration of 1996.

strong links with the bulk of the division's work – trade-related intellectual property issues. (1½ P posts dedicated to Government Procurement work would transfer to Rules – see section on Staffing Levels below.)

62. Under these scenarios, the regional trade agreements work (recommended above to be assigned either to Market Access or Trade and Finance) would, of course, be assigned to Market Access.

63. If it is considered that the workload of Intellectual Property would still be too great with the assignment of these additional functions, the load could be lightened by the coherence work being also assigned to Technical Cooperation and linked with TC's (new) development policy work. However, the new investment/competition section should remain with trade-related intellectual property issues (TRIPS) since the competition and TRIPS areas are complementary: TRIPS gives limited monopoly rights to investors and competition policy aims at preventing too much monopoly.

64. It is obvious from the above discussion and WTO's own history that *there are several viable structural alternatives* for these areas including the current arrangement. The configuration set out in the above paragraphs aims at eliminating the current separation of investment and competition and at reducing further WTO's current top heaviness by the elimination of another division and division director position. Both of these changes would be improvements. However, another factor needs to be considered. The consensus opinion is that if another round is launched, investment will likely be a subject thus increasing the workload in that area and in such a case making the workload in Intellectual Property probably too great. If investment becomes a subject of a new round and if there is a significant increase in workload as a result, then the Trade and Finance Division could be retained and its role significantly expanded by including within its mandate all its current functions (coherence, investment and balance of payments) as well as competition (because of the strong linkages with investment) and regional trade agreements. Government procurement could also be added making the division the repository of many crosscutting issues.

65. In review, the possibilities are:

Elimination of Trade and Finance Division (favoured if investment does not become a subject of a new round)

Alternative A:

- **Intellectual Property:** absorbs investment, coherence and balance-of-payments (from T&F)
- **Rules:** absorbs government procurement (from IP)²¹

or if this makes the workload for IP too great

Alternative B²²:

- **Intellectual Property:** absorbs investment and coherence (from T&F)
- **Market Access:** absorbs balance of payments (from T&F)
- **Rules:** absorbs government procurement (from IP)²¹

Creation of a large crosscutting Trade and Finance Division (favoured if investment becomes a subject of a new round)

Alternative C:

Trade and Finance: all current functions (coherence, balance-of-payments, investment) plus competition (from IP) and regional trade agreements (from Development)
Rules: absorbs government procurement (from IP)²¹

²¹ See further changes proposed for the Rules Division under the section on Other Organizational changes.

²² Alternative B is the arrangement reflected in the following section on Staffing Levels.

Alternative B above is favoured. Any of the alternatives will result in saving 3 posts: one Director, one Administrative Assistant and one Secretary post.

Recommendation 9: Dismantle the Trade and Finance Division or (in the event of investment becoming a subject of a new round) create a large cross-cutting Trade and Finance Division.

66. A decision on this recommendation could be taken following the forthcoming Doha Ministerial Conference.

(f) Information and Media Relations*, External Relations and the Trade Information Centre

67. The Information and Media Relations Division (IMRD) is responsible for informing the public about the WTO, publications, the library, the WTO website and support for WTO Reference Centres. The External Relations Division is charged with expanding and intensifying relations with non-governmental organizations (NGOs), parliamentarians, and inter-governmental organizations (IGOs) and for the management of the registry. The Trade Information Centre has recently been established to facilitate Members and Observers by enhancing access to WTO's information and services through the use of information technologies.

68. *Including the registry, the Director of External Relations supervises only 2 regular professional staff and the division's work is closely related to IMRD's outreach activities.* The Public Affairs Officer in IMRD works more closely with one of these two professionals than with other staff in his own division. Merging the External Relations Division with Information and Media Relations would create synergies for outreach work as well as eliminate one further division and division director position. It could also assist with some IMRD management issues as explained below. To move the Public Affairs Officer to External Relations would make less sense since IMRD is the repository for the information that is used in the outreach work.

69. *The Director of IMRD has two full-time jobs – Director of the Division and de facto member of the DG's cabinet as media adviser.* This situation, which has resulted from the constantly growing public attention (not always positive) given to the WTO, already prevailed under the previous Director-General and, if anything, has become more acute today. In order to respond to this, the Director, an excellent media professional with good contacts outside the Organization, spends the majority of his time working with the Director-General to promote the WTO's image with insufficient time left over for management of the staff of the division. If the External Relations Division were merged with IMRD, its Director could, as Deputy Director of the new Division, assume the bulk of the daily supervisory responsibilities thereby liberating the Director to provide overall direction and act as media adviser to the office of the Director-General.

Recommendation 10: Merge the External Relations and Information and Media Relations Divisions.

70. The public might see the dismantling of the External Relations Division as the Organization taking less, rather than more, interest in expanding and intensifying external relations. In response, the new division could be called Outreach and its creation explained and publicized as helping these efforts by consolidating the related functions in one unit. It could also be pointed out that the External Relations function would report directly to the Director-General thus giving it greater prominence. In order to gain greater credibility with NGOs, IGOs and the public, there should be more interaction with the policy people in substantive divisions as there are problems not only of 'marketing' WTO's image, but also of content. The role of the new division in this area would be to develop the strategy, broaden participation and to coordinate its own actions with those of substantive divisions.

71. Having the publications (including the production of CD-rom material), *the WTO website and outreach functions together in the same division achieves synergies*: it helps ensure coordination of information dissemination through the various different media and the website can also be more effectively used as publicity or a marketing force for the sale of publications.

72. As regards the Library, it can be (and has been) placed in several different locations as it has always operated relatively independently. *There are, however, some doubts among those interviewed as to the efficacy of the library, its use of modern technology and whether it is having a significant impact on the work of the Organization.* An in depth review of the functioning of the Library would have been recommended here if it had not already been recently decided by the Director-General. The review is to be conducted by the Director, Trade Information Centre, whose function is to improve Member's and Observer's participation in the WTO through enhanced access to the Organization's information and services. This could be the first step in developing *a strategy to manage the Organization's knowledge that is currently missing.* A knowledge management strategy would take stock of the knowledge the Organization has, determine what knowledge needs to be shared and with whom (not only as regards clients – Members and Observers – but also the Secretariat staff) and devise a strategy for sharing it. Being a knowledge-based institution and considering the growth both in information and the need for it to be shared, such a strategy would seem essential for the WTO's future success. With only one Director and no other staff however, the Trade Information Centre is currently ill positioned to deliver it. As the Library currently acts independently with little supervision and is the repository of a good deal of the institution's knowledge, it could be merged with the Trade Information Centre as a first step in supporting such a strategy. In order to seek synergies (as well as possible savings) between the archive function of the Library and the central Registry the Registry, currently with External Relations, could also be allocated to the Trade Information Centre.

Recommendation 11. Place the Library and the central Registry under the Trade Information Centre.
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73. The new division would be called the Knowledge Management Centre.

4. **Other organizational proposals**

(a) **Legal Affairs* and Rules***

74. The Legal Affairs Division is primarily responsible for providing legal analysis and advice on what can be termed administrative issues (personnel, procurement, contracts, the headquarters agreement with the host country, use of funds etc.) and legal assistance in support of the dispute settlement process (advice to technical divisions, advice to panels and assistance in drafting of panel reports). The Rules Division's primary responsibilities are to monitor and provide assistance in the implementation of agreements in the areas of anti-dumping, subsidies and countervailing measures, safeguards, state trading and civil aircraft, and legal assistance in support of the dispute settlement process in the rules area. Rules is the only operational division that has primary responsibility for managing the dispute settlement panels for their area, whereas Legal Affairs is responsible for the panels for all other divisions.

75. *There are two clear organizational models possible – a decentralized and a centralized one.*

76. In the decentralized model, every operational division that administers an agreement would be responsible for both the technical and legal inputs into the dispute settlement process, as is the case for Rules. Under this model, Legal Affairs would be a smaller division that would be consulted on coherence and systemic issues concerning the dispute settlement process (as well as providing legal advice on administrative issues). Operational divisions would do specialized legal work and Legal Affairs more general legal work. The argument for this model is that the possibility of panel decisions that are not technically viable or practical would be reduced.

77. In the *centralized* model, operational divisions would be responsible for the technical input and Legal Affairs for the legal input into the dispute settlement process, as is now the case for all operational divisions other than Rules. There would still be lawyers in the operational divisions to provide legal expertise regarding technical work – legal analysis of technical issues, drafting of committee reports etc. – but for the dispute settlement work Legal Affairs would have the primary responsibility. The argument for this model is that the possibility of panel decisions that are legally too narrow and incoherent with other decisions would be reduced.

78. *What exists now is neither one nor the other, but a hybrid of the two.* This apparently has been established on the basis of the argument, made forcefully by the Director of Rules, that the rules area is so complex that it requires specialized legal as well as technical expertise. In the consultant's view the Organization should abandon the present anomaly, which treats one substantive area differently from all others and choose either the centralized and decentralized model.

Recommendation 12: Assign to Legal Affairs the responsibility for providing the principal legal advice to all dispute settlement panels.

79. The centralized model is favoured on two grounds. There are disputes in other highly complex areas that are serviced adequately by Legal Affairs and the likelihood of technical considerations taking precedence at the expense of legal coherence is greater under the decentralized model, where both types of advice are provided by the same division. Under the centralized model on the contrary, each panel has one technical expert from the substantive division (overseeing the technical viability of any decisions) and one legal expert from Legal Affairs (overseeing their legal viability) thereby providing a balance.²³

80. If responsibility for providing primary legal advice to all dispute settlement panels were assigned to Legal Affairs, then the 4 Legal Officer posts in Rules, could be transferred to Legal Affairs²⁴.

(b) Administration and General Services and Informatics

81. One focus here is on the relationship of AGSD's Technical Projects portion of the Technical Projects and Telecommunications Section (TPT) to Informatics. As is commonplace today, the WTO has implemented a range of information systems and those delivering specialized applications have been developed by the user division, by Informatics or jointly between the two and are run by the user division with assistance when necessary from Informatics or run jointly by the user division and Informatics. Informatics does the purchasing for equipment, provides the maintenance, provides solely or jointly any enhancements, and ensures the operation of the infrastructure covering desktops, the local area network, intranet/internet, email and the divisional systems.

82. Unlike most organizations, however, *there is a major corporate system* – an Oracle enterprise resources system (ERP) covering financials, human resources, purchasing etc. – *that has been developed and is maintained and operated outside Informatics* by AGSD's Technical Projects Section. *This has resulted in two separate units each responsible for IT strategy and operations:* purchasing of equipment, maintenance of the systems etc.; two systems administrators, servers not to capacity, two different platforms deployed (windows 2000 for AGSD staff and windows '98 for other

²³ Proponents of the decentralized model would argue that coherence is nevertheless safeguarded because Legal Affairs would come in at the end of the process to "sign off" on texts for legal coherence and consistency before they are finalized. However, as most dispute settlement cases involve preliminary rulings, an interim review phase and a final text, if Legal Affairs were brought in only at the end, it would likely be too late in the process and its advice ignored by the panel. This is because preliminary decisions having legal implications would already have been taken earlier and the panel would be reluctant to overturn these.

²⁴ Possibly one of the two Committee Secretary posts whose incumbents also act as legal officers could be transferred to Legal Affairs, but a decision on this could only be made after determining the proportion of time the committee secretary and legal adviser functions each absorbs and obtaining the views of both division directors.

staff) and two different help desks. Until some years ago, there were also two local area networks. The original justification for this arrangement was twofold: that IT security at the time was not reliable enough to have confidential budgetary and personnel data residing outside AGSD and that responsiveness could not be guaranteed. The first is no longer applicable and the second, while still maintained, should be able to be overcome through management and the allocation of sufficient resources.

83. If the IT portion of the Technical Projects and Telecommunications Section were merged with the Informatics Division this duplication could be eliminated, synergies achieved and responsibility for corporate IT strategy, planning and coordination placed under one division. It might also be possible to save one P post through this merger, by consolidating operations and avoiding duplication of work (see however following paragraphs). The logic of this structure is that major corporate systems would be managed centrally by Informatics to ensure coordination and avoid duplication. It is noted here that AGSD and Informatics have agreed that Informatics will take over the responsibility of supporting AGSD's network and desktop related functions. This is a positive step.

Recommendation 13: Merge the information technology portion of the Technical Projects and Telecommunications Section of the Administration and General Services Division with the Informatics Division.

84. Another area of concern is the number of sections/units reporting directly to the Division Director. *With the merger of Human Resources with AGSD, there are now 7 section or unit heads who report directly to the director. In an area of high volume and constant pressure such as this, this is too many.* The Director has mentioned his intention to create an Infrastructure Section that would group together the current Procurement, Insurance and Transportation Unit, the Mailing Unit and the Security Unit, which is presently under the Finance and Accounts Section. This is a welcomed initiative because it would relieve the Division Director of some of the burden of direct supervision and remove the present anomaly of Security reporting to Finance and Accounts. The move of the IT portion of the Technical Projects and Telecommunications Section to Informatics would allow for the transfer also of the remaining portions of the Section – Telecommunications and the Technical Services and Buildings Section – to the new Infrastructure Section.

Recommendation 14: Create a new Infrastructure Section in the Administration and General Services Division by merging the following sections/units: Mailing, Procurement, Insurance and Transportation, Security, Telecommunications and Technical Services and Buildings.

85. Currently *there is no dedicated programme evaluation unit or function in the Secretariat.* Traditionally budget implementation has been evaluated and monitored more from a quantitative (verification of commitments, checking of availability of funds, verification of payments against budget, balancing of accounts etc.) rather than qualitative (review of: suitability of objectives and expected outputs, work plans to achieve these and programme performance against stated objectives to be used as an element in determining future allocations). Recently divisions have been asked to set objectives and work plans that will be reviewed by the Committee on Budget, Finance and Administration. This is a clear improvement, but there is still an important part missing: a report on previous programme performance. *Stated simply, divisions now ask for money each year without having to show what they have done with last year's money.* The "Budget Questionnaire" used in submitting and reviewing budgetary proposals does not request this information. As a consequence, decisions on the allocation of resources (as well as the proposals in this report) are now made without an evaluation of previous programme performance.

Recommendation 15: Establish a Programme Evaluation function.

86. If the practice in some other international organizations were to be followed, this function would be placed in what is presently the Budget and Control Section. It is dubious that the Section could absorb this function within its present staffing levels. However, this can only be determined after a more thorough review of the workload of the section and a determination by management of the extent of the new evaluation function, both of which are outside the scope of this review.

(c) Resource mobilization

87. The General Council has recently given its approval for the Organization to receive donations from foundations to be used for technical assistance and training. *However efforts to mobilize resources are dispersed and uncoordinated.* Guidelines have been established that regulate the handling of any monies received and that centralise authority for entering into discussions with potential donors for contributions. Despite these guidelines, however, some divisions seek funding on their own and the potential of using other division's networks and contacts to raise funds have not been sufficiently exploited.

Recommendation 16: Create a Resource Mobilization post.

88. The post would be at a rather senior level (subject to classification, but probably at the grade 10 level) and filled by a professional fundraiser. It could be attached to the Office of the Director-General (preferably, at least initially), Technical Cooperation, or to the new Outreach Division and would be a full-time function, at least initially. In summary, the duties would be to develop strategies to mobilize resources, train and coordinate Secretariat staff in fund raising efforts and coordinate reporting back to donors on how the money has been spent. A more detailed draft post description is proposed in Annex 4.

5. Summary of effect of structural proposals on staffing levels

89. The structural recommendations above would if implemented:

- Eliminate 2 DDG positions
- Eliminate 4 divisions (7 divisions would be eliminated - Council, Development, External Relations, Ministerial Sessions, Technical Cooperation Audit, Textiles and Trade and Finance – but three new divisions would be created – Governing Bodies and Outreach and Knowledge Management)
- Eliminate 6 Division Director positions (3 Grade 12 and 3 grade 11)
- Reduce director positions by 4 [1 former Grade 11 Division Director position (External Relations) would become a Grade 11 Deputy Director in a new division (Outreach) and 1 Division Director position (Technical Cooperation Audit) would become head of a special unit reporting directly to the DDG]
- Eliminate 2 P positions (1 in Ministerial Sessions and one in the Technical Projects and Telecommunications Section of Administration and General Services) and create 2 others (1 in Administration and General Services Division and one as Resource Mobilization Specialist)
- Eliminate 4 S posts (3 Administrative Assistants in Council, Development and Trade and Finance and one Secretary in Trade and Finance)

90. The overall net effect on posts would be

- -2 Deputy Director-General positions
- -4 Director (Grade 12) positions
- -4 Support posts

These changes are reflected in the following section on Staffing Levels.

6. Proposed new departmental/divisional structure

91. At the beginning of this section, a reduction in DDG positions from four to one or two is recommended. Suggestions are also made for merging and splitting some sections in order to reduce both the number of divisions and directors. Set out in Annexes 5 and 6 are three possible structures for the WTO Secretariat that would group the new divisions under DDGs on the basis of functional/business process lines as also recommended above. Two are based on the recommended two DDG structure and one on the current structure with four DDGs. Of the two structures showing two DDGs, one is a minimalist approach grouping together only support functions of a more administrative nature. The other is a maximalist approach grouping all support functions – both those of an administrative and those of a more technical support nature. All structures would have twenty divisions.

C. STAFFING LEVELS

92. As indicated above in the introduction of this report, the data collected included both the views and opinions of managers in response to a structured set of questions and quantitative data on staffing and resource levels and on workload indicators at the beginning of WTO and today.

1. Quantitative data

93. As regards the quantitative data, the Director of each division surveyed was asked to complete an excel spreadsheet providing information for 1996 and 2000²⁵ on a group of workload indicators identified in advance by WTO management as having the highest probability of being common among two or more divisions. The 'common' workload indicators were numbers of:

- meetings serviced
- committees serviced
- trade agreements serviced
- notifications
- documents
- pages of documents
- missions (all types)
- reference centers created
- consultant's days worked
- panels
- appeals
- research studies/background papers
- country reports

94. An initial set of figures for documents and pages of documents was extracted from the Documents Management System by the Language Services and Documentation Division and given to each division Director for review and verification. If an indicator was considered by the Director to be irrelevant to the division this was shown (as "N/A" – not applicable).

95. In addition, each Director was given the opportunity to provide information for the two years on any additional workload indicators that (s)he considered relevant to the division. If data could not be provided for the base year, 1996, because the division did not exist at the time, or because records had not been kept, directors were asked to provide data for a full calendar year as far back as possible after 1996. Clarifications were provided to divisions when required to ensure an interpretation as consistent as possible of the indicators. A consolidated table of all divisions' workload indicators can be found in Annex 7. The workload indicators for each division, together with summaries of the qualifying statements submitted with them by division directors, are shown on the following pages where an analysis is made for each division.

96. As regards the quantitative data on staffing levels and resources, the Budget and Control Section of the Administration and General Services Division provided data on posts (for 1996 and 2001²⁶), other resources – temporary assistance, overtime²⁷ and total expenditure (for 1996 and 2000). (see the consolidated table in Annex 8.)

97. Additional data was collected with the assistance of Human Resources and Informatics. Human Resources gave the number of hours professional and above level staff worked in the office on weekends during a sample 2 month period²⁸ (see Annex 9) as well as the ratio of professional and higher staff to administrative assistants and secretaries (Annex 10). Informatics provided the number of times professional and above staff accessed their workstation from outside the Organization and outside normal working hours (during evenings and weekends) during a sample 6½-month period (see Annex 11).

²⁵ Data was collected for 1996 as it was not available for 1995, the first year of functioning of the WTO after GATT.

²⁶ Whereas all other data represents a full calendar year, it would not be sensible to make staffing proposals on the basis of a staffing table for year 2000 (the last full calendar year) that does not reflect the current staffing levels.

²⁷ Paid overtime is both a resource and an indicator of workload.

²⁸ As Support Staff are paid overtime for weekend work, their hours worked on weekends are covered in the overtime cost figures.

98. As can be seen from the above, *every effort was made to collect data that would provide as full a picture as possible in assessing workload and the appropriateness of staffing levels*. The aim was to provide a solid evidence base to support staffing level recommendations by making divisional comparisons, showing trends over time and comparing increases/decreases in resource levels to those in workload. *This has not been possible for a large number of reasons which are listed below:*

Workload indicators

1. Some divisions did not exist in 1996 so data could only be provided back to the year the division was created;
2. Many divisions either kept no records or did not keep accurate records as far back as 1996;
3. Data for some indicators were sometimes provided by different base years by the same division;
4. There were several organizational changes during the period 1996 – 2000/2001 where divisions or parts of divisions were split or merged;
5. Responsibilities for some areas of work were shifted from one division to another not necessarily with an accompanying structural reorganization;
6. There is not one ‘common’ workload indicator that is relevant to all divisions;
7. It is not possible to arrive at a defensible weighting for any of the indicators because some are more important to some divisions and some more important to others and because there are no common indicators; and,
8. In the final analysis, any indicator can be challenged as representing a true reflection of workload. To give just one example regarding what appears to be a straightforward indicator – documents. Documents ‘produced’ by divisions were sometimes drafted by the division and other times submitted by Members and only processed by the division. Even for those documents drafted by the division, is the number of pages produced an indicator of workload (difficulty and complexity in treatment of subject matter) or performance (inability to draft concisely)? Finally, which indicates more effort or time spent, a 25 page background paper on a relatively easy topic or a complex and contentious 2 page legal text?).

Posts and resources

1. Some posts were not filled for portions of 1996 or 2001;
2. Some posts are filled by incumbents at grades higher or lower than the grade reflected for the post;
3. Interns, a resource in meeting workload demands, are not shown in the staffing tables;
4. Staff working on Special Service Contracts (e.g. 80% at home and 20% in the office) are not shown in the staffing tables;
5. Temporary assistance resources are sometimes used to hire people to help respond to workload demand and sometimes (like the consultant writing this report) to provide studies, evaluations etc. for other purposes; and,
6. A lot of casual overtime is worked by both Support and Professional and above staff without being claimed or recorded.

Work on weekends and remote access

1. Many staff work on weekends but their time is not recorded, as they do not sign in;
2. Some staff come in on weekends to do personal work; and,
3. Some staff carry out office work at home on their own computers that is not reflected in the remote access statistics.

99. It is clear from the above that, apart from a handful of divisions, there is no history of WTO systematically recording workload indicators and hence of basing decisions on staffing levels on quantitative data of this kind. In the absence of any fully reliable measures, decisions on staffing levels in the WTO have been made on a qualitative basis. The quantitative data collected and presented in this report represents a first attempt to gather information of this kind and, despite its drawbacks, can be evaluated in a general sense and used together with qualitative information

obtained in interviews with managers and senior staff to arrive at conclusions on the appropriateness of WTO staffing levels. It is on this basis that the recommendations in this section have been made.

Workload

100. ***It is clear from both the quantitative data and the interviews that the workload of the Organization has significantly increased since 1996.*** The following is a list of indicators that is by no means exhaustive:

- The Organization's mandate has dramatically expanded
- More members (1 January 1995: 95 - 76 Members and 19 Observers and on 26 July 2001: 174 - 142 and 32 respectively)
- New committees and standing bodies that did not originally exist
- Many more formal and informal meetings (e.g. the number of meetings has nearly doubled from 2,346 in 1996 to 4,560 in 2001 and the number of participants has grown from 15,000 to 22,600).
- The Organization is more in the public eye thus requiring more servicing of NGOs, civil society, universities, students etc.
- Expanding mandate has brought the Organization more into contact with other international organizations (WIPO on TRIPS, ILO on Social Dimensions of Globalization etc.) requiring more coordination and consultation (one P staff member is dealing with all of WIPO).
- Dispute settlement cases and a growing amount of jurisprudence to review in the dispute settlement process
- The creation and support of reference centers
- Separation from the common system (e.g. requiring management of a separate pension plan)
- Greater demand for information and briefings
- The creation and management of a WTO website
- budget has grown with more funds and posts to control
- TPR reviews have increased
- Countries have assigned separate representatives to deal with the Organization and who participate actively and regularly in its work thus requiring more consultation (the number of delegates registered in the WTO Directory under Members and Observers has grown from 512 in July of 1995 to 693 in April of 2001).
- Both growing and changing demand for technical cooperation interventions which has impacted not only on the Technical Cooperation Division and Training Institute, but on all substantive divisions.
- A significant increase in the demand for Trade Policy courses and other forms of training. (There was a time when governments could place their staff in the courses without difficulty, but now one slot is allocated every two years).
- A massive increase in documents and pages of documents produced (e.g. for formal documentation only the number of pages translated has grown from 48,638 in 1996 to 76,289 in 2000 and the number of pages of documents from 76,314,265 to 106,574,946 during the same period.
- Finally, as staff have increased the administrative burden has increased proportionately on all service providers (e.g. on Human Resources, Informatics, the Library, Statistics, Budget etc.)

101. In response, the Secretariat has managed to leverage technology rather well as is explained in para. 124 below. It has also streamlined work processes and taken a number of "shortcuts" to keep up with demand (e.g. less revision of translations and more auto-revision, more doubling up on interpreters at meetings etc.) It has made use of interns to deliver work and this has on the whole been of benefit although there is a significant investment of time and hence resources required (briefing, training and monitoring) to make this a productive arrangement. The Organization's staff have, of course, also increased from 445 to 552 since 1995.²⁹ They are also working at a faster pace and more hours (see weekend work statistics provided below) to the point that there is a widespread feeling of being under constant pressure. ***It is the unanimous view of all those interviewed that the***

²⁹ This refers to total approved posts.

staff increases, technological advances and other measures have not been able to keep up with the increase in workload and services expected by Members. The analyses of individual divisions below demonstrate that this is the case for the great majority of divisions.

2. Divisional analyses

102. In this section, there is a two-page staffing level analysis for each division showing:

- Table A – Staffing Levels - Regular Posts (from formal budget submissions) which shows the numbers of posts: requested and granted in 2001, requested for 2002 and the changes recommended in this report for 2002.
- Table B – Posts and Resources which reflects: Director, Professional and Support Posts for the base year (usually 1996, but not always) and the current year 2001 and expenditures (overtime, temporary assistance less overtime and total expenditures counting staff salaries, temporary assistance including overtime only) for the base year and year 2000 (the last full calendar year). Percentage increases/decreases over the base year are also shown.
- Table C – Workload Indicators which reflects data for both the 'common' workload indicators and those suggested by the Division Director as being relevant to that Division. Also at the end of this table is a summary of the relevant qualifying statements, if any, made by the Division Director in submitting the workload indicator data.
- Table D – Weekend Work and Remote Access showing the hours worked on weekends and the number of times their workstations were accessed outside normal working hours for the staff of the division for the sample period.
- An analysis of the staffing situation of each division.
- A recommendation on staffing levels for the division for 2002 (which is also reflected in the shaded box in Table A).

(For further explanation of and comparative information on these parameters see the above section on Quantitative Data and Annexes 5–9).

103. The recommendations made in this section are made on a 'business as usual' basis; that is, not taking into account the effects that any new round may have on divisions' workload or staffing requirements as these cannot be known at this point in time. No analysis of the staffing levels for the offices of the Deputy Directors-General is included because no workload data (workload indicators, hours worked on weekends or remote access) were collected for them.

104. The analysis is based on the current organizational structure for each division, but also takes into account in recommending divisional staffing levels, the findings and recommendations contained in section III.B. above on Structure in so far as these would result in the elimination or addition of any posts. Recommendations on structure regarding transfers of posts from one division to another are not shown as pluses or minuses but are noted. Temporary assistance resource levels, both current and requested, are taken into account only in so far as they are directly related to regular posts³⁰. The consultant has been guided in part by the principle that clearly ongoing functions should be covered by regular posts rather than being constantly financed by temporary resource allocations.

105. As a backdrop to the examination of divisional staffing levels, it is interesting to note at the outset that in the recently submitted proposals from divisions for the 2002 budget 53.5³¹ additional posts are requested. To put this in perspective, 45.5³² posts were requested in 2000 for the current

³⁰ For example, a request for "12 months resources for an Economic Affairs Officer" is taken into account if no such regular post is requested. The same request "in the event that the requested regular post is not granted" is not taken into account since the need for the post itself is analyzed. A request for 3 months P temporary assistance credits to conduct a study or S credits to support a meeting are not considered and so on.)

³¹ Does not include DDGs or Appellate Body.

³² Does not include DDGs, Appellate Body or enhanced activities other than for Technical Assistance.

2001 budget, but only 9 posts were finally approved by the Committee on Budget, Finance and Administration.³³

106. At the end of this section there is a summary table showing the total effect of the divisional staffing proposals.

3. Analyses for each division

³³ The figures in this paragraph do not include the Appellate Body or the offices of Deputy Directors-General.

ACCESSIONS DIVISION

Table A: Staffing Levels – Regular Posts (from formal budget submissions)

2001						2002 Changes			
Requested		Granted		Current		Requested		Recommended	
P & >	Support	P & >	Support	P & >	Support	P & >	Support	P & >	Support
1	0	0	0	5	2.4	1	1	0	0

Table B: Posts and Resources

Base Year 1996				Year 2001				Percentage Increase	
D's (11+12)	P's	Support	Total staff (1-12)	D's (11+12)	P's	Support	Total staff (1-12)	Total staff	Over X years
1	4	3	8	1	4	2.4	7.4	-8%	5

Base Year 1996			Year 2000			Percentage Increase			
Temporary assistance	Overtime	Total expenditure	Temporary assistance	Overtime	Total expenditure	Temporary assistance	Overtime	Total expenditure	Over x years
1,523	1,092	934,236	313	0	923,349	-79%	-100%	-1%	4

Table C: Workload Indicators

	1996	2000
Those common to divisions:		
Numbers of:		
Meetings serviced	90	90
Committees serviced	N/A	N/A
Trade Agreements serviced	N/A	N/A
Notifications	N/A	N/A
Documents	356	349
Pages of documents	7,000	8,600
Missions (all types)	13 per year	13 per year
Reference Centres created	N/A	N/A
Consultant's days worked	N/A	N/A
Panels	N/A	N/A
Appeals	N/A	N/A
Research studies / background papers		1
Country reports	N/A	N/A
Others identified by division:		
Completed accessions (by date of membership)	2	5
New requests for accession	1	2
Working Parties	30	30
Temporary contracts/interns to assist workload (months)	2	7

Qualifying statements

(none)

Table D: Weekend Work and Remote Access

Weekend Work (2 month sample)			Remote Access (6 and a half month sample)		
Division total hours	Division average hours per staff member	WTO average hours per staff member	Division total times	Division average times per staff member	WTO average times per staff member
22	4.4	4.3	27	3.4	12.0

Analysis

The Director is requesting one junior P post and one support (S) post. It has had the P request "pending" since 1998. The purpose reported during interview would be to assist with: existing workload, responding to the current "major push to complete as many accessions as possible and to provide accessions-focused technical assistance. The S post, "pending" since 1999, is for a Secretarial Assistant also to help with increased workload. It was not mentioned during interview. The reported consequences of not having the additional posts up to now have been: less than the desired amount of technical assistance, difficulty in drafting reports, preparing protocols and servicing meeting. These additional posts would also give staff more flexibility in planning annual leave.

Accession resources (posts, temporary assistance and overtime – see above table) have remained relatively stable since 1996.

Workload was reported to have increased: what was done on China during the last 5 years was more than during the previous 15 years; new accessions have started (e.g. Nepal, Bhutan and the emerging states in Europe). Although it is difficult to measure (accession work for China is more complex and time consuming than has been for many other countries), the above data on workload – both the 'common' indicators and those identified by the division, indicate a relatively small increase in workload since 1996. Similarly, weekend hours worked are close to the overall average and remote access times are considerably lower than the average. Technology has not impacted significantly. The DDG cited only one division in the department as possibly being under resourced and it was not Accessions.

Recommendation

No change in regular posts. Any junior P level help needed could continue to be obtained through interns and additional secretarial assistance through continued temporary assistance.

ADMINISTRATION AND GENERAL SERVICES DIVISION

Table A: Staffing Levels – Regular Posts (from formal budget submissions)

2001						2002 Changes			
Requested		Granted		Current		Requested		Recommended	
P & >	Support	P & >	Support	P & >	Support	P & >	Support	P & >	Support
0	0	0	0	18	68.1	2	6	1	0

Table B: Posts and Resources

Base Year 1996				Year 2001				Percentage Increase	
D's (11+12)	P's	Support	Total staff (1-12)	D's (11+12)	P's	Support	Total staff (1-12)	Total staff	Over X years
2	12	69.5	83.5	1	17	68.1	86.1	3%	5
Base Year 1996			Year 2000				Percentage Increase		
Temporary assistance	Overtime	Total expenditure	Temporary assistance	Overtime	Total expenditure	Temporary assistance	Overtime	Total expenditure	Over x years
1,403,100	297,106	9,026,476	1,328,275	292,904	9,753,967	-5%	-1%	8%	4

Table C: Workload Indicators

	1996	2000
Those common to divisions:		
Numbers of:		
Meetings serviced	15	27
Committees serviced	1	1
Trade Agreements serviced	N/A	N/A
Notifications	N/A	N/A
Documents	88	73
Pages of documents	403	598
Missions (all types)	8	10
Reference Centres created	N/A	N/A
Consultant's days worked	84	105
Panels	N/A	N/A
Appeals	N/A	N/A
Research studies / background papers	N/A	N/A
Country reports	N/A	N/A

Qualifying Statements

(none)

Table D: Weekend Work and Remote Access

Weekend Work (2 month sample)			Remote Access (6 and a half month sample)		
Division total hours	Division average hours per staff member	WTO average hours per staff member	Division total times	Division average times per staff member	WTO average times per staff member
20	1.3	4.3	795	8.9	12.0

Analysis

In the budget submissions of the 7 Sections/units in the division, 8 posts have been requested – a Training Officer (P) for the Human Resources Section, a Budget Officer (P) for the Budget Section and 6 S posts. The S posts include a Storekeeper for the Procurement, Insurance and Transportation Unit and 5 posts for the Technical Projects and Telecommunications Section (TPTS) as follows: An Administrative Assistant, a Principle Telephone Operator (currently funded by temporary assistance), a Technical and Telecommunications Assistant to upgrade the PABX system software and conduct tests for new applications and the integration of telephony and networking, and two posts (jobs not defined) for facilities management to maintain the current level of services (one of which is in replacement of temporary assistance allocations). Although the unit managers in AGSD submitted these proposals, the Director has suggested in interview that no additional posts should be accorded. The DDG also felt that no additional posts were required for any of the divisions in his department.

Since 1996, resources have increased marginally. Workload, on the other hand, was reported to have increased significantly since 1996 and the workload statistics generally bear this out. However it was also reported that technological advances (e.g. introduction of Oracle) have, in some areas, both provided better tools to cope more easily with increasing demand and made working methods more streamlined thus taking less time. It was reported that these have enabled the division to cope with more work with about the same level of staff. Both the data on weekend hours worked and remote access are less than the WTO average.

The request for a Training Officer post seems warranted on several grounds: workload in human resources has increased significantly as a result of the withdrawal of WTO from the common system and corresponding loss of its services (e.g. management of the pension system); with the recent transfer of the former Director of Human Resources the section has lost 20% of its professional posts; and most importantly, there is essentially no training and development programme for WTO staff.

It is understandable that the Division Director, as custodian of the Organization's budget, would find it difficult to request additional posts when he is almost always placed by circumstances in the position of having to inform other directors that they will receive none. At the same time, this consultant is no doubt influenced by his own previous experience of seeing the negative effects on an organization when the needed investment in staff training and development was not made. He therefore supports this request. It is noted that this additional post would only re-establish the section's former level of professional posts.

The structural proposals made in paras. 81-86 above have an effect on the staffing levels of this division. The creation of a Programme Evaluation function would increase the work of AGSD and, if so placed, that of the Budget Section. It is dubious that this additional function could be absorbed within the section's current resources. However, the full impact of this change on staffing levels cannot be known until a determination is made of the extent to which the new programme evaluation function would be carried out. It is suggested therefore that a decision on the proposed new Budget Officer post (which could become a Programme Evaluation Officer post) should wait until that time.

As regards the other structural recommendations, the transfer of the IT portion of the TPTS (3 P and 2 S IT posts) to Informatics and the creation of a Logistics Section, could impact on the proposals for one of the 5 additional posts in TPTS in the following way. It might be possible from the merger to save one (P) post dealing with informatics questions rather than create one as is proposed. However,

this can only be determined after the recommendation would be implemented and synergies/efficiencies determined. In this connection, it is noted that TPTS is giving to Informatics responsibility for supporting the network and desktop-related functions of AGSD (for which Informatics is asking for one post of LAN Administrator) yet TPTS is not proposing any corresponding reduction in its IT posts. It would not be appropriate therefore to allocate any additional posts until the reorganization were implemented and a reassessment made of any residual needs. The requests for the remaining 4 posts in TPTS and the Storekeeper post cannot be assessed, as the relevant units were not examined in any depth in this review.

In conclusion, as suggested by the Director, no additional post allocations are recommended except for the one P post for Training Officer.

Recommendation

One additional P post for Training Officer. To be noted is the transfer to Informatics of 3 P and 2 S information technology posts.

AGRICULTURE AND COMMODITIES DIVISION

Table A: Staffing Levels – Regular Posts (from formal budget submissions)

2001						2002 Changes			
Requested		Granted		Current		Requested		Recommended	
P & >	Support	P & >	Support	P & >	Support	P & >	Support	P & >	Support
0	0	1	0	13	3	0	0	0	0

Table B: Posts and Resources

Base Year 1996				Year 2001				Percentage Increase	
D's (11+12)	P's	Support	Total staff (1-12)	D's (11+12)	P's	Support	Total staff (1-12)	Total staff	Over X years
1	10	5	16	1	12	3	16	0%	5

Base Year 1996			Year 2000			Percentage Increase			
Temporary assistance	Overtime	Total expenditure	Temporary assistance	Overtime	Total expenditure	Temporary assistance	Overtime	Total expenditure	Over x years
0	16,236	1,772,843	21,783	5,825	1,814,725	-	-64%	2%	4

Table C: Workload Indicators

	1996	2000
Those common to divisions:		
Numbers of:		
Meetings serviced	?	64
Committees serviced	2	2
Trade Agreements serviced	2	2
Notifications	472	692
Documents	618	984
Pages of documents	2,596	5,915
Missions (all types)	34 (1997)	74
Reference Centres created	N/A	N/A
Consultant's days worked	N/A	N/A
Panels	3	5
Appeals	N/A	N/A
Research studies / background papers	?	35
Country reports	N/A	N/A
Others identified by division:		
Technical/policy advice	Daily	daily
Briefings	frequently	frequently
Contributions to the work of other Divisions	frequently	frequently
Contributions to the work of other IGOs	several	several

Qualifying Statements

(none)

Table D: Weekend Work and Remote Access

Weekend Work (2 month sample)			Remote Access (6 and a half month sample)		
Division total hours	Division average hours per staff member	WTO average hours per staff member	Division total times	Division average times per staff member	WTO average times per staff member
42	4.2	4.3	176	12.6	12.0

Analysis

The division has not submitted requests for any posts for 2002. Although not requested, the Division was given one additional post for 2001 for technical cooperation. The respective DDG felt that in view of some additional post given to divisions in his department this year, no division currently required any additional posts.

With the additional post for this year, resources for the division are at the same level as 1996. Workload on the other hand has increased significantly according to the 'common' workload indicator data (Table C). Weekend work and remote access of the Division (Table D) is approximately the same and slightly higher respectively as compared with the WTO averages. Technology has impacted on the division by increasing productivity and raising the level in the way the support staff works. This has helped cope with the increasing workload.

As there are no structural recommendations concerning the Division, there is no effect on the staffing level.

With the additional P post granted this year, no additional resources are proposed for 2002.

Recommendation

No change.

COUNCIL DIVISION

Table A: Staffing Levels – Regular Posts (from formal budget submissions)

2001						2002 Changes			
Requested		Granted		Current		Requested		Recommended	
P & >	Support	P & >	Support	P & >	Support	P & >	Support	P & >	Support
0	0	0	0	4.5	3	0	0	-1	-1

Table B: Posts and Resources

Base Year 1996				Year 2001				Percentage Increase	
D's (11+12)	P's	Support	Total staff (1-12)	D's (11+12)	P's	Support	Total staff (1-12)	Total staff	Over X years
1	11.5	4	16.5	1	3.5	3	7.5	-55%	5

Base Year 1996			Year 2000			Percentage Increase			
Temporary assistance	Overtime	Total expenditure	Temporary assistance	Overtime	Total expenditure	Temporary assistance	Overtime	Total expenditure	Over x years
966,810	12,290	3,036,048	7,557	1,162	968,014	-99%	-91%	-68%	4

Table C: Workload Indicators

	1996	2000
Those common to divisions:		
Numbers of:		
Meetings serviced	216	138
Committees serviced		
Trade Agreements serviced	N/A	N/A
Notifications	N/A	N/A
Documents	485	363
Pages of documents	3,613	2,183
Missions (all types)	N/A	N/A
Reference Centres created	N/A	N/A
Consultant's days worked	N/A	N/A
Panels	N/A	N/A
Appeals	N/A	N/A
Research studies / background papers		
Country reports	N/A	N/A

Qualifying Statements

"Base year 1996 was a Ministerial Conference year and 2000 not."

Table D: Weekend Work and Remote Access

Weekend Work (2 month sample)			Remote Access (6 and a half month sample)		
Division total hours	Division average hours per staff member	WTO average hours per staff member	Division total times	Division average times per staff member	WTO average times per staff member
34	8.5	4.3	10	1.7	12.0

Analysis

The Director is not asking for any additional posts this year nor was there any request for or allocation of additional resources last year. The respective DDG felt that in view of some additional posts having been given to some divisions in his department this year, no division currently required any additional posts.

The Division's resources are today significantly less than in 1996, as reflected in Table B above. However the data there have to be read in conjunction with those provided under the Ministerial Sessions Division, which was created in 1998 and which took from the Council Division responsibility for servicing Ministerial Sessions. If today's resources for the two divisions are pooled and compared to those of the Council Division in 1996, there is a slight reduction in overall staff (from 12.5 D/Ps and 4 Support to 10.5 and 5 respectively) and a significant reduction in temporary assistance credits from CHF 966,810 to CHF 7,557. Workload on the other hand has decreased very significantly as demonstrated by Table C above and Table C for Ministerial Sessions. The Council Division's weekend work and remote access statistics are slightly above the Organization's averages.

It is recommended above under Structure that this division be merged with Ministerial Sessions. If this recommendation is accepted, one of the two director's posts and one of the two Administrative Assistant's posts could be abolished. As the present incumbent of the Council Division will retire at the end of this year, the post reduction of one director is reflected under this division. For convenience, the administrative assistant reduction is also shown here. Other savings possible from the merger are reflected below under the Ministerial Sessions Division staffing analysis.

Recommendation

A reduction of one D and one S post.

DEVELOPMENT DIVISION

Table A: Staffing Levels – Regular Posts (from formal budget submissions)

2001						2002 Changes			
Requested		Granted		Current		Requested		Recommended	
P & >	Support	P & >	Support	P & >	Support	P & >	Support	P & >	Support
1	0	0	0	7	2	0	.5*	0**	-1

* - Actually one full post (see analysis below)

** - Minus one D and plus one P (see analysis below)

Table B: Posts and Resources

Base Year 1996				Year 2001				Percentage Increase	
D's (11+12)	P's	Support	Total staff (1-12)	D's (11+12)	P's	Support	Total staff (1-12)	Total staff	Over X years
1	7	2	10	1	6	2	9	-10%	5
Base Year 1996				Year 2000				Percentage Increase	
Temporary assistance	Overtime	Total expenditure	Temporary assistance	Overtime	Total expenditure	Temporary assistance	Overtime	Total expenditure	Over x years
14,560	0	1,123,645	21,338	2,226	1,063,522	47%	-	-5%	4

Table C: Workload Indicators

	1996	2000
Those common to divisions:		
Numbers of:		
Meetings serviced	77	94
Committees serviced	4	4
Trade Agreements serviced	N/A	N/A
Notifications	11	19
Documents	148	253
Pages of documents	1,796	2,024
Missions (all types)	10	17
Reference Centres created	N/A	N/A
Consultant's days worked	N/A	N/A
Panels	N/A	N/A
Appeals	N/A	N/A
Research studies / background papers	N/A	N/A
Country reports	N/A	N/A
Others identified by division:		
Seminars	?	12
Geneva Week	?	8
African Group until September 2000	45	30

Qualifying Statements

"Documentation for meetings such as seminars, Geneva week and other informal groups are not always registered through the DMS system as they are reproduced by the Division at the last minute".

Table D: Weekend Work and Remote Access

Weekend Work (2 month sample)			Remote Access (6 and a half month sample)		
Division total hours	Division average hours per staff member	WTO average hours per staff member	Division total times	Division average times per staff member	WTO average times per staff member
25	3.6	4.3	89	8.9	12.0

Analysis

The Division's submission requests one-half of one Support post for a Secretary/Documentalist for document processing and database maintenance. This was reported in interview as being needed to regularize one temporary secretarial post in the Regional Trade Agreements Section. However, the Director also indicated that two additional Ps were needed – 1 for the Development Section and 1 for the Regional Trade Agreements Section. Although these are not mentioned in the submission, he has requested 12 months of P temporary assistance credits in response to "expected increase in work on development topics following the Doha Ministerial Conference". The division lost one P post last year with the transfer of the Special Working Group on the Integrated Framework and Least Developed Countries Unit to the Technical Cooperation Division, but the corresponding work was also transferred; hence no effect on staffing levels as regards this analysis. The DDG considered that each of the Divisions under his supervision should be given two additional P posts on the grounds that all of his divisions were facing shortages.

The workload indicator statistics (which also include data on the SWG on IF and LDCs) show a significant increase by comparison to 1996 consistent with the increased attention on development issues. It was also noted in interview that the ever-increasing number of regional trade agreements, now at 174 is expected to grow to some 250 by 2005, has increased workload. Hours worked on weekends and remote access figures for the division's staff are less than the WTO averages.

The negative effects of not having additional P resources were reported in interview as: a slow down in the production of documents for meetings and not being able to do useful studies (for the Development Section special and differential treatment and e-commerce were mentioned and for the Regional Trade Agreements Section there were also two studies requested by Members that could not be done but the topics were not mentioned). Technology has helped the division carry out research more effectively.

A post for the Development Section is not supported on the grounds that any additional resource needs could be met by the staffing compliment of the Technical Cooperation Division to which it is proposed, under section III.B on Structure, that this Section be transferred (see also TC analysis below). An additional P post for the Regional Trade Agreements Section, although not requested in the formal submission, is on the other hand, supported given the increase in regional trade agreements work.

The requested ½ S post for the Regional Trade Agreements Section is in fact a request for a full post since the current ½ is provided by temporary assistance credits and is not a half-post. The division's overall ratio of Professionals and above to Secretaries and Administrative Assistants is higher than the WTO average (1:0.8 as compared to 1:0.3) as is that for the Regional Trade Agreements Section alone (1:0.5). However these figures already include the temporary staff member for whom there is currently no post, as they are based on staff and not posts. The recommendations made under Structure above would merge the Regional Trade Agreements Section of the Development Division, the balance-of-payments functions from the Trade and Finance Division and the Textiles Division with the Market Access Division. The secretarial ratio of the reconfigured division, fully staffed (with 15 Ps and 7.5 Secretaries and Administrative Assistants) would be 1:0.5 which is still higher than the WTO average (1:0.3). Therefore, no additional S posts are supported.

Recommendation

Minus 1 Director and 1 S post of Administrative Assistant, plus 1 P Economic Affairs Officer post. To be noted is the transfer of the Regional Trade Agreements Section currently with 1 S and 2 Ps, but with 1 more P recommended here, to Market Access and the Development Section with 4 Ps, to Technical Cooperation.

ECONOMIC RESEARCH AND ANALYSIS DIVISION

Table A: Staffing Levels – Regular Posts (from formal budget submissions)

2001						2002 Changes			
Requested		Granted		Current		Requested		Recommended	
P & >	Support	P & >	Support	P & >	Support	P & >	Support	P & >	Support
0	0	0	0	8	3.5	0	0*	0	0

* with the proviso that the division continues to have access to budgetary allocations to hire interns.

Table B: Posts and Resources

Base Year 1996				Year 2001				Percentage Increase	
D's (11+12)	P's	Support	Total staff (1-12)	D's (11+12)	P's	Support	Total staff (1-12)	Total staff	Over X years
1	9	3.5	13.5	1	7	3.5	11.5	-15%	5
Base Year 1996				Year 2000				Percentage Increase	
Temporary assistance	Overtime	Total expenditure	Temporary assistance	Overtime	Total expenditure	Temporary assistance	Overtime	Total expenditure	Over x years
51,781	0	1,256,787	120,510	4,449	1,296,964	133%	-	3%	4

Table C: Workload Indicators

	1996	2000
Those common to divisions:		
Numbers of:		
Meetings serviced	N/A	N/A
Committees serviced	N/A	N/A
Trade Agreements serviced	N/A	N/A
Notifications	N/A	N/A
Documents	N/A	N/A
Pages of documents	N/A	N/A
Missions (all types)	39(1997)	17
Reference Centres created	N/A	N/A
Consultant's days worked	12	118
Panels	N/A	N/A
Appeals	N/A	N/A
Research studies / background papers	7	9
Country reports	22(1998)	31
Others identified by division:		
Economic Seminars	7 (1997)	7
Annual Report	2	2
DG Report to the Council	1	1
Lectures – training	6	20

Qualifying Statements

"A crude measure of our output." "Quality aspect is hardly reflected." "It can be easily argued that one well researched report in year A takes up more resources than 4 smaller reports in year B." "Research work is not so standardized that you can appreciate it fully by indicators developed for operational divisions."

Table D: Weekend Work and Remote Access

Weekend Work (2 month sample)			Remote Access (6 and a half month sample)		
Division total hours	Division average hours per staff member	WTO average hours per staff member	Division total times	Division average times per staff member	WTO average times per staff member
5	0.8	4.3	107	10.7	12.0

Analysis

The division requests no additional posts. In interview, however, the Director expressed the wish to have returned one P post in the division's establishment that the DDG is currently using. The DDG felt that in view of some additional post having been given to divisions in his department this year, no division currently required any additional posts.

The regular post resources for the division have shrunk by 15% although temporary assistance credits have increased by 33% since 1996. At the same time the workload has increased substantially as indicated in Table C above. However the figures for hours worked on weekends are well below the WTO average and those for remote access are slightly below the average. There are no structural recommendations affecting the division.

No change is proposed in the established staffing levels. A view cannot be expressed as to whether the post on loan to the DDG should be returned to the division in the absence of any workload indicators and other data regarding the DDG's office.

Recommendation

No change.

EXTERNAL RELATIONS DIVISION

Table A: Staffing Levels – Regular Posts (from formal budget submissions)

2001						2002 Changes			
Requested		Granted		Current		Requested		Recommended	
P & >	Support	P & >	Support	P & >	Support	P & >	Support	P & >	Support
1	0	0	0	4	4	1	1*	1	0

* post or temporary assistance

Table B: Posts and Resources

Base Year 1996				Year 2001				Percentage Increase	
D's (11+12)	P's	Support	Total staff (1-12)	D's (11+12)	P's	Support	Total staff (1-12)	Total staff	Over X years
1	3	4	8	1	3	4	8	0%	5
Base Year 1996				Year 2000				Percentage Increase	
Temporary assistance	Overtime	Total expenditure	Temporary assistance	Overtime	Total expenditure	Temporary assistance	Overtime	Total expenditure	Over x years
97,879	94	874,491	87,392	0	894,218	-11%	-100%	2%	4

Table C: Workload Indicators

	1996	2000
Those common to divisions:		
Numbers of:		
Meetings serviced	?	6
Committees serviced	N/A	N/A
Trade Agreements serviced	N/A	N/A
Notifications	N/A	N/A
Documents	30	18
Pages of documents	169	41
Missions (all types)	26(1998)	28
Reference Centres created	N/A	N/A
Consultant's days worked	?	25
Panels	N/A	N/A
Appeals	N/A	N/A
Research studies / background papers	40	50
Country reports	N/A	N/A
Others identified by division:		
Editions of WTO Directory (approx 320 pages)	2	3
Files circulated in Registry	6,009	9,576
Files circulated in External Relations	2,100	1,700

Qualifying Statements

(none)

Table D: Weekend Work and Remote Access

Weekend Work (2 month sample)			Remote Access (6 and a half month sample)		
Division total hours	Division average hours per staff member	WTO average hours per staff member	Division total times	Division average times per staff member	WTO average times per staff member
5	0.2	4.3	8	0.8	12.0

Analysis

One P post is requested for an External Relations Officer to assist with increasing public outreach and with relations with NGOs, parliamentarians and IGOs which have expanded considerably. The Director is also asking for either an S post or temporary assistance credits for a Registry Clerk to assist with increasing workload in the Registry and to assist with the reorganization of the archives. The same requests were made last year, but were not approved. The DDG considered that each of the Divisions under his supervision should be given two additional P posts on the grounds that all of his divisions were facing shortages.

Resources (both posts and temporary assistance credits) today are almost identical to those of 1996. In comparison, the workload has increased considerably in the Registry as demonstrated by the information in Table C above. Technology has however helped to offset the increase somewhat (e.g., introduction of electronic registration and tracing of files on the Registry Automation System).

The workload indicators data above does not lend support to the need for an additional External Relations Officer. Both hours worked on weekends and remote access by the division's staff are well below the WTO averages (see Table D above) although it could be argued that due to the nature of its mandate it is difficult for the Division to carry out its work on either weekends or in the evenings. Nevertheless it cannot be denied that WTO's engagement with the public, NGO's, parliamentarians and IGO's has increased immensely since 1996. Figures provided by the Director in his budget submission, but not forwarded in response to the request to identify workload indicators, show that in 1996 WTO worked with only 130 NGOs whereas today the number interested in the Organization's work has grown to over 800. Whether the brunt of this has been borne by the Division or shared by staff in all divisions is another matter, but the workload could only have increased for External Relations. In interview the Director has identified the lack of this additional post as impacting on WTO's outside image.

The structural recommendation to merge this division with the Information and Media Relations Division affects the staffing levels in the following way. There will be some synergies as the Public Affairs Officer work will be joined with that of the External Relations Division but no additional resources would be available from the merger. One of the reasons for merging the divisions is to enable the use of the External Relations Division Director post, which would disappear, as a Deputy Division Director post to assist the current Director, IMRD with the supervision of his current staff as well as those transferring from External Relations. If the merger transpires, therefore, it would actually reduce somewhat the staff time that can be dedicated to outreach activities. Furthermore, the case for increasing IMRD's resources is strong. For these reasons, the proposal for an additional External Relations Officer post is supported.

As regards the S post requested for the registry, it is suggested that this need continue to be met for the time being through temporary assistance resources (as it has since the inception of WTO) until such time as the director of the new (combined) Outreach Division can examine what synergies, if any, can be achieved between the ER Registry archives and those of the Library.

Recommendation

One additional P post for an External Relations Officer. To be noted is the transfer out of External Relations of the Registry (1 P and 3 S) to Knowledge Management.

INFORMATICS DIVISION

Table A: Staffing Levels – Regular Posts (from formal budget submissions)

2001						2002 Changes			
Requested		Granted		Current		Requested		Recommended	
P & >	Support	P & >	Support	P & >	Support	P & >	Support	P & >	Support
7	1	0	0	10	6.5	7	1	5	1

Table B: Posts and Resources

Base Year 1996				Year 2001				Percentage Increase	
D's (11+12)	P's	Support	Total staff (1-12)	D's (11+12)	P's	Support	Total staff (1-12)	Total staff	Over X years
									5

Base Year 1996			Year 2000			Percentage Increase			
Temporary assistance	Overtime	Total expenditure	Temporary assistance	Overtime	Total expenditure	Temporary assistance	Overtime	Total expenditure	Over x years
									4

Table C: Workload Indicators

	1996	2000
Those common to divisions:		
Numbers of:		
Meetings serviced	?	3
Committees serviced	N/A	N/A
Trade Agreements serviced	N/A	N/A
Notifications	N/A	N/A
Documents	N/A	N/A
Pages of documents	N/A	N/A
Missions (all types)	4	17
Reference Centres created	0	10
Consultant's days worked	834	535
Panels	N/A	N/A
Appeals	N/A	N/A
Research studies / background papers	N/A	N/A
Country reports	N/A	N/A

Qualifying Statements

"Factors to consider include: increase of WTO staff in all divisions; availability of the network and Office Suite to all staff; migration to more powerful desktop and network environment with increased complexity; increased number of applications to develop and maintain; increased usage of e-mail and network resources remotely; IT security; downsizing of central mainframe applications; support of presentations and videoconferencing; increased number of High-Level meetings; participation in the creation of WTO Reference Centers; establishing Cyber Cafes; south wing of CWR obtained; a remote site and new conference room; ministerial preparation and support every 2 years; increase of WTO document's size and complexity; availability of Internet Web sites to Members and public; introduction of remote access, remote e-mail and increased usage of IT by all divisions but mainly Statistics, LSDD and IMRD generating support and maintenance requests for the Division."

Table D: Weekend Work and Remote Access

Weekend Work (2 month sample)			Remote Access (6 and a half month sample)		
Division total hours	Division average hours per staff member	WTO average hours per staff member	Division total times	Division average times per staff member	WTO average times per staff member
28	2.8	4.3	714	35.7	12.0

Analysis

The Director is requesting an additional 7 P and 1 S posts: 2 Analyst/Programmer posts, 1 in replacement of long-term temporary assistance (lta) and 1 to handle increasing activities in application development, maintenance and support; 1 Desktop and System Technical Specialist, also in replacement of lta, to support the Windows 2000 Server and workstation Operating System and back office infrastructure; 2 LAN administrators, 1 in replacement of lta to cover all aspects of LAN administration and 1 to assume responsibility of supporting the network and desktop related functions of the Administration and General Services Division (agreed with AGSD); and, 2 Office Application Support, Training and Development Specialists, both in replacement of lta to support WTO staff in the use of office application software. The one S post requested for a PC Support Technician is also in replacement of lta and would help support the 100 plus printers, presentation equipment and the movement of staff. In interview the Director reported that a comparator organization the International Telecommunications Union had 80 staff in its information technology department to support between 1000 and 1200 users whereas the WTO had less than 30 for some 700 users (counting regular staff, staff on temporary assistance, consultants, interns, visitors etc.) The Director indicates that if the posts in replacement of lta were granted those credits would be reduced accordingly. There are now 11 staff members funded under temporary assistance yet he is not requesting any such credits in this years submission.

Seven P posts were also requested last year. These were identical in nature to this year's requests except that an Information Technology Security Officer was substituted for one Desktop and System Technical Specialist. An S Support Technician was also requested last year. No posts were granted. The DDG considered that each of the Divisions under his supervision should be granted two additional P posts on the grounds that all of his divisions were facing shortages.

This is one of three divisions where it has been more difficult to judge the adequacy of resource levels given the size and complexity of operations (27.5 staff working in a variety of functions 40% of which are regular budget-funded posts) on the one hand and the time available for data collection and analysis on the other (only one staff member – the Division Director – interviewed). To make matters more difficult, it was not possible to provide separate workload indicators for both this division and the Statistics Division for 1996 as they were merged at that time as the Statistics and Information Systems Division. Thus both the staff resources (Table B) and workload statistics (Table C) reflected above are pooled for the two divisions. Taken together both the staff resources and temporary assistance credits for the two divisions have remained at virtually the same level since 1996. Without any doubt however, there has been a significant increase in workload for the Informatics Division considering the growth in the use of information technology, the demand for new and more systems and the increase in staff (all of whom have to be serviced). The division's weekend work statistics are slightly lower than the average, but as could be expected, its remote access figures are three times those of the WTO as a whole.

The requests for posts in replacement of long-term temporary assistance (5 P and 1 S) are supported on the following grounds: the principle that ongoing needs should be financed through the regular budget (noting that the Organization has both considered the services provided by the staff financed from temporary assistance to be necessary and has found the resources for them up to now) and accepting the Director's contention that in the field of information technology talent is scarce and competition high and it will not be possible to retain such staff on a long-term basis if only temporary posts are provided for them.

Recommendation

An increase of 5 P and 1 S posts. Temporary assistance credits would be reduced accordingly. To be noted is the proposed transfer of the 5 Information Technology posts (3 P and 2 S) of the information technology portion of the Technical Projects and Telecommunications Section from AGSD (see paras. 83 and 84 above).

INFORMATION AND MEDIA RELATIONS DIVISION*

Table A: Staffing Levels – Regular Posts (from formal budget submissions)

2001						2002 Changes			
Requested		Granted		Current		Requested		Recommended	
P & >	Support	P & >	Support	P & >	Support	P & >	Support	P & >	Support
1	1	0	0	10.5	19	1	2	1	1

Table B: Posts and Resources

Base Year 1996				Year 2001				Percentage Increase	
D's (11+12)	P's	Support	Total staff (1-12)	D's (11+12)	P's	Support	Total staff (1-12)	Total staff	Over X years
1	7	11	19	1	9.5	19	29.5	55%	5
Base Year 1996				Year 2000				Percentage Increase	
Temporary assistance	Overtime	Total expenditure	Temporary assistance	Overtime	Total expenditure	Temporary assistance	Overtime	Total expenditure	Over x years
48,412	18,077	1,757,916	166,175	7,179	3,134,223	243%	-60%	78%	4

Table C: Workload Indicators

	1996	2000
Those common to divisions:		
Numbers of:		
Meetings serviced	N/A	N/A
Committees serviced	N/A	N/A
Trade Agreements serviced	N/A	N/A
Notifications	N/A	N/A
Documents	104	335
Pages of documents	1,430	1,979
Missions (all types)	?	25
Reference Centres created	N/A	N/A
Consultant's days worked	?	180
Panels	N/A	N/A
Appeals	N/A	N/A
Research studies / background papers	N/A	N/A
Country reports	N/A	N/A
Others identified by division:		
Publications translated by outside translators	?	15
Press review	?	240

Qualifying Statements

(none)

Table D: Weekend Work and Remote Access

Weekend Work (2 month sample)			Remote Access (6 and a half month sample)		
Division total hours	Division average hours per staff member	WTO average hours per staff member	Division total times	Division average times per staff member	WTO average times per staff member
5	0.5	4.3	158	5.4	12.0

Analysis

Three posts are requested by the Director: A Website Editor (P) for the French and Spanish versions to ensure constant updating and quality of the content of the site, a Website Assistant (S) to ensure daily updates to WTO News and other website sections most consulted by users and an Archivist (S) to handle the increased volume of visitors to the archives. The Archivist and Website Editor posts were requested, but not accorded last year. In addition twelve months of temporary assistance resources are sought for a support staff member to clean up and complete data entry in, and enable more rapid web access to, the electronic catalogue.

During interview the Director pointed out that the two web-related jobs are already being performed by staff paid out of temporary assistance funds. The consequence of losing those staff would be a collapsing of either the French or Spanish versions of the website or both and it will not be possible to retain the present staff members on continued temporary contracts. The Head of the Library reported in interview that the Archives Assistant was essential because documents "were rotting in the basement" and would be lost if the archives were not put in order. In previous years she had been given 12 months of temporary assistance to cover this work, but this year had only received 6 months that she had already spent by June. The Director stated his support for the Archivist post.

Table B above indicates approximately the same resource level for IMRD as in 1996 and Table C a significant increase in workload, but both groups of data cannot be relied upon fully as there have been significant organizational changes since the base year including the transfer of the Library, previously with LSDD, to IMRD. The more recent weekend work and remote access figures show considerably less activity than the WTO averages. Technology has impacted significantly on the division by both providing more efficient means to work, but also by increasing workload with the latter appearing to outweigh significantly the former. (Two examples: The Web has made promoting WTO easier and more effective, but it has also created more work/jobs to use the medium. The Library has introduced a new Q Series electronic system that has modules to manage more efficiently and with greater security acquisitions, cataloguing, periodicals and loans. However this requires a large investment of resources to convert from the old card system.)

The two web-related posts are supported for the following reasons: the jobs are needed and the resources are already being expended for them; the jobs are not temporary because, if anything, work will expand in this area (e.g. 350,000 hits per month and growing); and it will be difficult to retain current and any future staff on temporary contracts. Although there appears to be a need based on past practice and management's testimony a post for Archivist is not recommended at this time. Instead it is proposed that this question be re-examined in the light of the findings of the in-depth review of the Library decided recently by the Director-General (see "Information and Media Relations and External Relations" analysis under Structure above.) As the cataloguing work will no longer be needed once the data has been entered into the new system, temporary resources rather than a post should be given for this.

Recommendation

Two additional posts: one P for a Website Editor and one S for a Website Assistant. To be noted is the transfer of the Library (3 P and 6 S posts) to Knowledge Management.

INTELLECTUAL PROPERTY DIVISION

Table A: Staffing Levels – Regular Posts (from formal budget submissions)

2001						2002 Changes			
Requested		Granted		Current		Requested		Recommended	
P & >	Support	P & >	Support	P & >	Support	P & >	Support	P & >	Support
0	1	1	0	9	4	2	1	0	1

Table B: Posts and Resources

Base Year 1996				Year 2001				Percentage Increase	
D's (11+12)	P's	Support	Total staff (1-12)	D's (11+12)	P's	Support	Total staff (1-12)	Total staff	Over X years
2	6	3	11	1	8	4	13	18%	5

Base Year 1996			Year 2000			Percentage Increase			
Temporary assistance	Overtime	Total expenditure	Temporary assistance	Overtime	Total expenditure	Temporary assistance	Overtime	Total expenditure	Over x years
7,780	7,225	958,146	32,665	2,148	1,386,769	320%	-70%	45%	4

Table C: Workload Indicators

	1996	2000
Those common to divisions:		
Numbers of:		
Meetings serviced	32	70
Committees serviced	3	5
Trade Agreements serviced	3	2
Notifications	458	371
Documents	667	646
Pages of documents	10,683	14,112
Missions (all types)	46	65
Reference Centres created	N/A	N/A
Consultant's days worked	0	67 months
Panels	0	5
Appeals	N/A	N/A
Research studies / background papers	20	36
Country reports	N/A	N/A
Others identified by division:		
Pages of minutes	118	353
NGO Meetings – October 1999–October 2000		60

Qualifying Statements

"Research studies/background papers: Covers papers circulated to WTO committees and not notes by or for the Chair, minutes, committee reports, papers for panels and panel reports, internal notes and studies etc. We now have four major ongoing reviews/negotiations under the so-called built-in agenda which were not under way in 1996. In addition, we now have a major work programme on the issue of health and intellectual property."

Table D: Weekend Work and Remote Access

Weekend Work (2 month sample)			Remote Access (6 and a half month sample)		
Division total hours	Division average hours per staff member	WTO average hours per staff member	Division total times	Division average times per staff member	WTO average times per staff member
75	9.4	4.3	1	0.1	12.0

Analysis

The Director is requesting 3 additional posts, 2 P and 1 S: two Legal/Economic Affairs Officers, one to cope with increasing demands of interfacing with other IGOs and civil society on Trade Related Intellectual Property matters, in particular in the area of public health and one to cope with the increase in Government Procurement work, and one S post of Secretary to keep up with the work pressure. The Director explains in his submission that the post, which had been granted last year to be used for technical cooperation had, in the event, to be used to cope with the increasing TRIPS work. He wishes to have the post given last year upgraded consistent with the functions it has been performing and would use the additional TRIPS post, a junior one, to free up more senior staff to carry out the technical cooperation work. The request for an additional Secretary is reiterated from last year. This was the only division out of 8 in the department cited by the DDG as possibly being under resourced.

Table B above shows that the division's resources have grown considerably since 1996. Not reflected in the table is the move in the interim of the Investment work, together with one P staff member, from the division to the Trade and Finance Division. At the same time, the workload indicator statistics above reflect a considerable increase in work in all areas except notifications. In addition, while the division's remote access times were among the lowest, its hours worked on weekends was the third highest of all divisions. Technology has not impacted significantly on the division.

As regards the request one additional P posts for Trade Related Intellectual Property work, attention is drawn to the structural recommendation that 3 posts be transferred from Trade and Finance – 1 ½ each dealing with Investment and Coherence work. Given that the Coherence work is not particularly heavy, the staff working in that area can assist with the Trade Related Intellectual Property work. As regards the **possible additional P post** to assist with the Government Procurement work, it is proposed above that responsibility for this area, together with the 1 ½ staff working there be transferred to the Rules Division. The Director of the Rules Division could therefore assess the matter after integrating the new function in the division. In summary, no additional P posts are proposed.

As regards the proposed Secretary post, it is noted that the division's ratio (1 P & > to 0.4 Secretaries and Administrative Assistants) is already above the WTO average (1:0.3). Other senior staff in the division interviewed however, considered that the most crying need was for still another Secretary given that the Director personally occupies 2 and sometimes more Secretaries full-time. It is also noted that the Notifications Unit has one officer and one Notifications Assistant funded by temporary assistance. Given the decrease in workload in the notifications area (see above) and the need elsewhere in the division, the unit is probably overstaffed and the Notifications Assistant could be used to assist with the secretarial work. The Division Director could also be advised to free up the entire or half of the time of one of the two secretaries he presently occupies fully. The Competitions area seems to need secretarial assistance most. While these changes should be pursued, the structural recommendations above would have 3 new P posts transferred to Intellectual Property from the Trade and Finance Division (as explained above) and the staff occupying these posts would require secretarial assistance. For this reason the request is supported.

Recommendation

One additional S post for a Secretary. The proposed transfer in of 3 P posts from Trade and Finance, and the transfer out of 1½ P posts to Rules to be noted.

LANGUAGE SERVICES AND DOCUMENTATION DIVISION*

Table A: Staffing Levels – Regular Posts

2001						2002 Changes			
Requested		Granted		Current		Requested		Recommended	
P & >	Support	P & >	Support	P & >	Support	P & >	Support	P & >	Support
5	0	0	0	55	83	0	5	0	1

Table B: Posts and Resources

Base Year 1996				Year 2001				Percentage Increase	
D's (11+12)	P's	Support	Total staff (1-12)	D's (11+12)	P's	Support	Total staff (1-12)	Total staff	Over X years
1	39	88	128	1	54	83	138	8%	5
Base Year 1996				Year 2000				Percentage Increase	
Temporary assistance	Overtime	Total expenditure	Temporary assistance	Overtime	Total expenditure	Temporary assistance	Overtime	Total expenditure	Over x years
3,993,910	108,209	16,471,790	8,267,202	132,034	22,171,346	107%	22%	35%	4

Table C: Workload Indicators

	1996	2000
Those common to divisions:		
Numbers of:		
Meetings serviced	?	23
Committees serviced	N/A	N/A
Trade Agreements serviced	N/A	N/A
Notifications	N/A	N/A
Documents	30	17
Pages of documents	120	120
Missions (all types)	N/A	N/A
Reference Centres created	N/A	N/A
Consultant's days worked	N/A	N/A
Panels	N/A	N/A
Appeals	N/A	N/A
Research studies / background papers	N/A	N/A
Country reports	N/A	N/A
Others identified by division:		
Number of original pages received for translation	48,635	76,289
Number of pages translated	97,464	148,981
Number of pages printed	76,314,265	106,574,946
Number of meetings	2,346	4,560
Number of participants	15,000	22,600

Qualifying Statements

(none)

Table D: Weekend Work and Remote Access

Weekend Work (2 month sample)			Remote Access (6 and a half month sample)		
Division total hours	Division average hours per staff member	WTO average hours per staff member	Division total times	Division average times per staff member	WTO average times per staff member
110	2.2	4.3	350	2.7	12.0

Analysis

The Director is requesting five additional support posts: a CRN (Central Registry of Notifications) Assistant to help with the restructuring on the Registry and cleaning up of the database decided by the CRN Overseeing Group in; a Documents Online Support Clerk to assist with the management of access to, training in and support for users of the Documents Online System due to the increase in the numbers of users and services provided; an Operations Assistant – External Translation to help assign, monitor and administer the work outsourced to translators which has trebled over the last four years; a Documents/Reference Clerk – Translation Support Unit to provide reference support to the growing number of translators; and a Secretary – Conference Office to provide a regular post for this position the functions of which (fulfil requests for meeting rooms and update regularly the WTO Programme of Meetings) were transferred from the Council Division in 1999 without a corresponding post. In addition, the Director is asking for a 15% increase in P and S temporary assistance credits as compared to that granted last year in order to cope with current workload.³⁴ The DDG felt that no additional posts were required for any of the divisions in his department.

Last year the Division requested 5 P Translator posts (2 French, 2 Spanish and 1 English) to assist with increased volume or alternatively at least as much temporary assistance credits. Although no additional posts were granted, CHF 6,040,800 in temporary assistance credits were allocated. The Division spent CHF 8,703,000.

As indicated above in Table B, the Division's resources have increased 35% overall since 1996 (8% for staff, 107% for temporary resources and 22% for overtime). In comparison, the Division has assumed since 1996 responsibility for the Conference Office without all the corresponding resources (see first paragraph under Analysis above) and the Interpretation Unit, both of which were transferred from the Council Division. In addition, the workload as reflected in Table C has increased significantly (pages translated by 52%, pages printed by 40%, number of meetings by 9% and number of participants by 51%). The Division's weekend work and remote access figures however are both considerably lower than the WTO averages.

³⁴ Although the examination of equipment needs is not within the terms of reference of this review, it is noted here that the Division's request for CHF 943,000 for the replacement and upgrading of the Documents Reproduction and Distribution Section to move from manual to digital printing has staff resource implications. In interview, the section head indicated that two additional posts (not included in the Division's budget submission) would be required in order to keep up with increasing workload should the requested funds for upgrading of equipment not be granted.

The Division has managed to leverage technology well through the receipt of documentation in electronic format, the introduction of the Documents Management System (DMS), the use of more modern reproduction equipment etc. It has also introduced a new contractual arrangement whereby translators work 10 months at home and 2 months in the office and are paid according to output. This has both reduced regular budget posts and costs and has ensured productivity levels corresponding to fees paid.

There are no structural recommendations that would impact on resource levels.

This is one of three divisions where it has been more difficult to judge the adequacy of resource levels given the size and complexity of operations (10 organizational units, 138 staff and CHF 8,267,000 in temporary assistance credits) on the one hand and the time available for data collection and analysis on the other (5 staff in 4 units interviewed and workload indicators provided not covering work of all units). This being said, no additional posts are recommended.

The CRN post is requested to fulfil a temporary need (restructuring of the registry and cleaning up of the database) and as such no regular post should be allocated. Instead, the need can continue to be met through the redeployment of existing human resources and temporary assistance funds, as has been the case since August 2000. The Operations Assistant and Documentalist/Reference Clerk, both to support the increased volume of translations, seem justified in particular if LSDD intends to continue to meet the constantly growing translation workload through teleworking - staff working 80% at home and 20% in the office - instead of creating regular posts. It is suggested that the division explore using the same teleworking arrangement for these staff (perhaps possible for the latter, but less so for the former post) who could then be covered by temporary assistance credits. If this were not possible, then two posts would be recommended, as the need is ongoing.

The Documents Online Support Clerk would be recommended if needed simply to maintain existing services (respond to the growth in users). However, it is the consultant's understanding that the additional post would be used to create and staff a Member Services Unit as the way to service the increased number of users. This would be a new and additional service on which agreement concerning its need has not yet been reached internally. The request for a post for the Secretary – Conference Office is supported as the function is ongoing and regular budget resources were not provided when it was transferred to LSDD. However temporary assistance resources should then be reduced accordingly as the post has hitherto been financed in this way.

Recommendation

One additional S post for Secretary – Conference Office, with additional needs to be met from temporary assistance credits.

LEGAL AFFAIRS DIVISION*

Table A: Staffing Levels – Regular Posts (from formal budget submissions)

2001						2002 Changes			
Requested		Granted		Current		Requested		Recommended	
P & >	Support	P & >	Support	P & >	Support	P & >	Support	P & >	Support
0	2	2	0	13	4	0	0	0	0

Table B: Posts and Resources

Base Year 1996				Year 2001				Percentage Increase	
D's (11+12)	P's	Support	Total staff (1-12)	D's (11+12)	P's	Support	Total staff (1-12)	Total staff	Over X years
1	8	3	12	1	12	4	17	42%	5
Base Year 1996			Year 2000				Percentage Increase		
Temporary assistance	Overtime	Total expenditure	Temporary assistance	Overtime	Total expenditure	Temporary assistance	Overtime	Total expenditure	Over x years
9,382	0	1,137,756	48,908	779	1,597,50	421%	-	40%	4

Table C: Workload Indicators

	1996	2000
Those common to divisions:		
Numbers of:		
Meetings serviced	?	72
Committees serviced	N/A	N/A
Trade Agreements serviced	N/A	N/A
Notifications	N/A	N/A
Documents	275	358
Pages of documents	1,189	5,794
Missions (all types)	21	23
Reference Centres created	N/A	N/A
Consultant's days worked	N/A	N/A
Panels	5	23
Appeals	N/A	N/A
Research studies / background papers	N/A	N/A
Country reports	N/A	N/A
Others identified by division:		
Legal memoranda	?	34

Qualifying Statements

"Perhaps not fully complete. Especially, the number of legal notes (added indicator by Legal Affairs) is not an effective indicator of the legal advice dispensed inside the Organization and of the legal contacts with the outside world." Panel reports include not just production of reports but also numerous preparatory documents (issues papers, memos on procedural questions etc.)." "Also not counted: a lot of legal advice given orally or by emails; legal briefs presented on behalf of the DG before the JAC and legal work for Legal Affairs staff for the JAC; legal work done in contact with Members and with other international organizations which have involved the correction of documents of other organizations or co-production of documents of other organizations."

Table D: Weekend Work and Remote Access

Weekend Work (2 month sample)			Remote Access (6 and a half month sample)		
Division total hours	Division average hours per staff member	WTO average hours per staff member	Division total times	Division average times per staff member	WTO average times per staff member
68	5.6	4.3	296	19.8	12.0

Analysis

The Director requested no posts this year. Last year two S posts were sought: a Registrar to set up and run a register of panel cases and a legal Secretary. Neither post was granted; instead two P Legal Officer posts were. The DDG felt that no additional posts were required this year for any of the divisions in his department.

Since 1996 the resources of the division have grown considerably – by 42%, one of the highest growth rates. At the same time the workload has also increased considerably, with the main reasons being increases in the number of panels and the lengthening of panel reports (see discussion and proposal under "Documents and Paper" under Management and Other Processes below). The division's hours worked on weekends and remote access figures are higher and considerably higher respectively than the WTO averages. Several directors also cited this division as being understaffed. Technology has impacted on the division by facilitating legal research through a database that has legal notes and principles.

The Director has introduced a system of alternates for each staff member primarily responsible for a subject matter that is not only broadening staff's exposure, but also facilitating coverage of the work. The division is preparing a first-ever compendium of all legal decisions of panels, the Appellate Body and the Council since 1995. This is a huge task requiring the input of much staff time. However it is nearing completion and resources currently dedicated to this should be freed up.

With the two new posts granted last year, the division's staffing complement seems appropriate to meet workload demands. Recommendations on Structure above affect the division in that the responsibility for providing principle legal advice to all panels would be assigned to Legal Affairs. Along with this work the four Legal Officer Posts in the Rules Division currently exercising this function for the Rules area work (anti-dumping, safeguards etc.) would be transferred to this division thus opening possibilities for further synergies.

Recommendation

No change, but noting the increase of 4 P Legal Officer posts by transfer from Rules if the structural recommendations are implemented.

MARKET ACCESS DIVISION

Table A: Staffing Levels – Regular Posts

2001						2002 Changes			
Requested		Granted		Current		Requested		Recommended	
P & >	Support	P & >	Support	P & >	Support	P & >	Support	P & >	Support
0	0	1	0	9	5	0	0	0	0

Table B: Posts and Resources

Base Year 1996				Year 2001				Percentage Increase	
D's (11+12)	P's	Support	Total staff (1-12)	D's (11+12)	P's	Support	Total staff (1-12)	Total staff	Over X years
1	7	6	14	1	8	5	14	0%	5

Base Year 1996			Year 2000			Percentage Increase			
Temporary assistance	Overtime	Total expenditure	Temporary assistance	Overtime	Total expenditure	Temporary assistance	Overtime	Total expenditure	Over x years
0	6,233	1,305,901	4,925	0	1,411,926	-	-100%	8%	4

Table C: Workload Indicators

	1996	2000
Those common to divisions:		
Numbers of:		
Meetings serviced	57	209
Committees serviced	6	6
Trade Agreements serviced	5	6
Notifications	400	310
Documents	431	575
Pages of documents	2,452	5,600
Missions (all types)	17	20
Reference Centres created	N/A	N/A
Consultant's days worked	41	78
Panels	1	1
Appeals	none	none
Research studies / background papers	none	none
Country reports	none	none

Qualifying Statements

(none)

Table D: Weekend Work and Remote Access

Weekend Work (2 month sample)			Remote Access (6 and a half month sample)		
Division total hours	Division average hours per staff member	WTO average hours per staff member	Division total times	Division average times per staff member	WTO average times per staff member
10	0.5	4.3	52	4.3	12.0

Analysis

The Director is not requesting any additional posts this year, nor were there any requested last year. However one P post was given to the division last year for technical cooperation work. The DDG felt that no additional posts were required this year for any of the divisions in his department.

The current total staffing level is identical to that of 1996 with the exception of the shift of one more P and one less S post. Table C indicates a substantial increase in workload although the division's weekend work and remote access statistics are considerably lower than the overall averages. The impact of technology has not been significant.

Recommendations above in section III.B on Structure would result in the transfer to this division of the work and staff of the Development Division's Regional Trade Agreements Section (3 P – 2 currently and one additional recommended above, and 1 S) as well as those of the Textiles Division (2 P and 1.5 S). These changes would not impact significantly on the staffing levels for what is now the Market Access Division.

Recommendation

No change in current levels recommended; however note net increase of 6 P and 2.5 S if Regional Trade Agreements Section of the Development Division (3 P and 1 S), the balance-of-payments work from the Trade and Finance Division (1 P) as set out in Alternative B in para. 65, and the Textiles Division (2 P and 1.5 S) are merged with Market Access as proposed under the section on Structure above.

MINISTERIAL SESSIONS DIVISION

Table A: Staffing Levels – Regular Posts

2001						2002 Changes			
Requested		Granted		Current		Requested		Recommended	
P & >	Support	P & >	Support	P & >	Support	P & >	Support	P & >	Support
1	1	0	0	6	2	0	1	-1	0

Table B: Posts and Resources

Base Year 1998				Year 2001				Percentage Increase	
D's (11+12)	P's	Support	Total staff (1-12)	D's (11+12)	P's	Support	Total staff (1-12)	Total staff	Over X years
1	2	1	4	1	5	2	8	100%	3

Base Year 1998			Year 2000			Percentage Increase			
Temporary assistance	Overtime	Total expenditure	Temporary assistance	Overtime	Total expenditure	Temporary assistance	Overtime	Total expenditure	Over x years
-	-	-	0	267	697,513	-	-	-	2

Table C: Workload Indicators

	1996	2000
Those common to divisions:		
Numbers of:		
Meetings serviced	143	50
Committees serviced	1	1
Trade Agreements serviced	N/A	N/A
Notifications	N/A	N/A
Documents	350	77
Pages of documents	2,000	358
Missions (all types)	2	7
Reference Centres created	N/A	N/A
Consultant's days worked	N/A	N/A
Panels	N/A	N/A
Appeals	N/A	N/A
Research studies / background papers	N/A	N/A
Country reports	N/A	N/A

Qualifying Statements

(none)

Table D: Weekend Work and Remote Access

Weekend Work (2 month sample)			Remote Access (6 and a half month sample)		
Division total hours	Division average hours per staff member	WTO average hours per staff member	Division total times	Division average times per staff member	WTO average times per staff member
78	13	4.3	40	5	12.0

Analysis

In his formal budget submission, the Director is requesting one additional S post for a Junior Secretarial/Clerical post. This S post would provide support to existing secretarial staff with the servicing of Council meetings and, in particular, the maintaining of filing and documentation systems relating to Ministerial Sessions and follow-up. Last year the same Junior Secretarial/Clerical post was requested as well as a P Economic Affairs Officer post, but none were granted.

The division's resources today are double what they were in 1998 when the division was established – the highest increase of any division. As indicated above in the staffing analysis for the Council Division however, these data have to be read in conjunction with those provided under that division because the Ministerial Sessions Division took from the Council Division responsibility for servicing Ministerial Sessions. If today's resources for the two divisions are pooled and compared to those of the Council Division in 1996, there is a slight reduction in overall staff (from 12.5 D/Ps and 4 Support to 10.5 and 5 respectively) and a significant reduction in temporary assistance credits from CHF 966,810 to CHF 7,557. Workload on the other hand has decreased very significantly as demonstrated by Table C above and Table C for the Council Division. The Ministerial Session's weekend work figures are well above the WTO average whereas its remote access statistics are well below.

It is recommended above under Structure that this division be merged with Council Division. If this recommendation is accepted, one of the two director's posts and one of the two Administrative Assistant's posts could be abolished. These reductions are reflected above under the Council Division. Although the Director is now asking for an additional post, in interview he indicated that the division's resource levels were adequate for the time being. The possibility of merging this division with the Council Division was discussed at that time and the Director indicated that if this were done it could be possible to eliminate one or two professional level posts. This indeed seems possible. When the staff in one division is busy servicing a meeting, the staff in the other is relatively idle. Merging the two divisions should create synergies and enable staff to better respond to peaks and troughs in workload. A reduction of one P post is therefore proposed.

As regards the additional S post the Director is requesting for an additional secretary, it is noted that the division's ratio of professionals to administrative assistants and secretaries is already at the level of the WTO average. Furthermore, the ratio of the Council Division is above the average. If the two divisions were merged and the recommended post reductions implemented (one D, one P and one S) the new division would have a professional to secretarial ratio of 1:0.5 (8.5 P and above to 4 administrative assistants/secretaries) which would be well above the Organization average. The request is therefore not supported.

Recommendation

A reduction of one P post.

OFFICE OF THE DIRECTOR-GENERAL

Table A: Staffing Levels – Regular Posts (from formal budget submissions)

2001						2002 Changes			
Requested		Granted		Current		Requested		Recommended	
P & >	Support	P & >	Support	P & >	Support	P & >	Support	P & >	Support
0	1	0	0	5	6	0	1	-1	1

Table B: Posts and Resources

Base Year 1996				Year 2001				Percentage Increase	
D's (11+12)	P's	Support	Total staff (1-12)	D's (11+12)	P's	Support	Total staff (1-12)	Total staff	Over X years
1	5.5	5	11.5	1	4	6	11	-4%	5
Base Year 1996				Year 2000				Percentage Increase	
Temporary assistance	Overtime	Total expenditure	Temporary assistance	Overtime	Total expenditure	Temporary assistance	Overtime	Total expenditure	Over x years
0	17,941	1,105,556	0	0	287,000	-	-100%	-74%	4

Table C: Workload Indicators

	1996	2000
Those common to divisions:		
Numbers of:		
Meetings serviced	0	0
Committees serviced	0	0
Trade Agreements serviced	0	0
Notifications	0	0
Documents	20	164
Pages of documents	119	282
Missions (all types)	40	49
Reference Centres created	0	0
Consultant's days worked	0	168
Panels	0	0
Appeals	0	0
Research studies / background papers	0	0
Country reports	0	0

Qualifying Statements

(none)

Table D: Weekend Work and Remote Access

Weekend Work (2 month sample)			Remote Access (6 and a half month sample)		
Division total hours	Division average hours per staff member	WTO average hours per staff member	Division total times	Division average times per staff member	WTO average times per staff member
97	24.3	4.3	650	54.2	12.0

Analysis

One support post for Secretary to manage official correspondence in the Director-General's Office is requested. The work is currently covered by the loan of an S guard post from AGSD.

The overall resources of the Office are one half of one post less by comparison to 1996. On the other hand, workload has grown significantly over the last five years as shown by the workload indicator data above. The staff of the Office worked proportionately the highest, by far, number of hours on weekends (more than double the average of the next closest division). Also as regards remote access times recorded, the Office had by far the highest average number of times per staff member (54.2 as compared with the average of 12.0). Some division directors cited the Office as a unit that was understaffed.

The same request was made last year but was later withdrawn as it fell outside the priorities established for the Organization's overall budget proposal. Although the current ratio of P and above to Secretaries and Administrative Assistants is already one of the highest without counting the Secretary on loan, creation of the post seems justified given the responsibilities of the Office and the volume of work. In any event the Office is already absorbing these resources through the loan of another post.

It is to be noted here that this Office has a post of Special Adviser to the Director-General. The post was taken from the Trade in Services Division when the incumbent transferred from there to the Director-General's office. The incumbent is working on arrangements for the Doha Ministerial Session. The post will no longer be required at the end of this year at which time the incumbent will also retire.

Recommendation

Minus one D Special Adviser to the Director-General and plus one S post of Secretary.

RULES DIVISION*Table A: Staffing Levels – Regular Posts

2001						2002 Changes			
Requested		Granted		Current		Requested		Recommended	
P & >	Support	P & >	Support	P & >	Support	P & >	Support	P & >	Support
1	0	3	0	13	3	0	1	0	0

Table B: Posts and Resources

Base Year 1996				Year 2001				Percentage Increase	
D's (11+12)	P's	Support	Total staff (1-12)	D's (11+12)	P's	Support	Total staff (1-12)	Total staff	Over X years
1	8	3	12	1	12	3	16	33%	5

Base Year 1996			Year 2000			Percentage Increase			
Temporary assistance	Overtime	Total expenditure	Temporary assistance	Overtime	Total expenditure	Temporary assistance	Overtime	Total expenditure	Over x years
0	2,387	1,185,590	68,831	2,005	1,516,191	-	-16%	28%	4

Table C: Workload Indicators

	1996	2000
Those common to divisions:		
Numbers of:		
Meetings serviced	65	121
Committees serviced	7	10.5
Trade Agreements serviced	5	5
Notifications	440	466
Documents	1,009	910
Pages of documents	4,762	13,613
Missions (all types)	23	22
Reference Centres created	N/A	N/A
Consultant's days worked	5	270
Panels	1	18
Appeals	N/A	N/A
Research studies / background papers	2	2
Country reports	N/A	N/A
Others identified by division:		
Anti-Dumping manual	N/A	1
Data Base	2	2
Comments on national legislation	9	3
Implementation assistance, informal written comments and answers to Members' questions	19	26
Ad hoc legal/practical advice	10 to 20	15 to 25
WTO Trade Policy Course lectures	not available	12

Qualifying Statements

"Meetings serviced does not include informal meetings for which rooms were not arranged through the Conference Office – in 2000, more than 80 days of such – nor meetings of the Working Group on Trade and Competition and meetings relating to Implementation." "Missions does not include brief speaking engagements on rules-area topics for public and private sector audiences, in Geneva and elsewhere."

Table D: Weekend Work and Remote Access

Weekend Work (2 month sample)			Remote Access (6 and a half month sample)		
Division total hours	Division average hours per staff member	WTO average hours per staff member	Division total times	Division average times per staff member	WTO average times per staff member
66	5.6	4.3	204	15.7	12.0

Analysis

The Director is requesting one additional S post for a Secretary to provide support for the increased number of P staff. Last year one Legal/Economic Affairs Officer post was requested and three P posts were granted: one lawyer, one for implementation and one for technical cooperation activities. The respective DDG felt that in view of some additional posts given this year to divisions in his department, no division currently required any additional posts. Rules was cited by staff interviewed as being understaffed.

Since 1996 resources have increased significantly (staff by 33% and temporary assistance credits from zero to some CHF 68,000). At the same time, the workload of the Division has also increased significantly. Both the division's weekend work and remote access statistics are well above the WTO norms. Technology has not impacted significantly on the division.

The Division's ratio of professionals to support staff of 1:0.31 (not 1:0.25 as indicated by the Director in his budget submission) is lower than the WTO norm of 1:1, as is its ratio of professionals to administrative assistants and secretaries (1:0.23 as compared to 1:0.3). It is granted that the volume of secretarial work in producing dispute settlement reports, a primary justification used by the Director for the proposed increase, is particularly heavy. At the same time however, it is noted that if the structural recommendations in this report were accepted, responsibility for providing the principle legal advice to all dispute settlement panels would be given to Legal Affairs along with 4 legal officers currently in Rules. This is the area with the heavier secretarial workload. It is also proposed under Structure above that responsibility for government procurement be transferred from the Intellectual Property Division to Rules along with 1½ posts.

If these recommendations were implemented, the restructured division would have 10.5 Ps (counting the Director) and 3 administrative assistants and secretaries for a ratio of 1:0.28, which would be only marginally under that of the WTO average ratio. It is recommended therefore that no additional S resources be allocated at this time and that the matter be reassessed on the basis of the restructured division's experience.

Recommendation

No change in current levels, but noting the transfer out of 4 Legal Officers to Legal Affairs and the transfer in of 1.5 P from Intellectual Property should the recommendations on structure be accepted.

STATISTICS DIVISION

Table A: Staffing Levels – Regular Posts

2001						2002 Changes			
Requested		Granted		Current		Requested		Recommended	
P & >	Support	P & >	Support	P & >	Support	P & >	Support	P & >	Support
0	1	0	0	21	5.5	2.5	.5	1	0

Table B: Posts and Resources

Base Year 1996				Year 2001				Percentage Increase	
D's (11+12)	P's	Support	Total staff (1-12)	D's (11+12)	P's	Support	Total staff (1-12)	Total staff	Over X years
									5

Base Year 1996			Year 2000			Percentage Increase			
Temporary assistance	Overtime	Total expenditure	Temporary assistance	Overtime	Total expenditure	Temporary assistance	Overtime	Total expenditure	Over x years
									4

Table C: Workload Indicators

	1996	2000
Those common to divisions:		
Numbers of:		
Meetings serviced	12	58
Committees serviced	1	4
Trade Agreements serviced	N/A	N/A
Notifications	60	126
Documents	8	14
Pages of documents	202	1,390
Missions (all types)	13	24
Reference Centres created	N/A	N/A
Consultant's days worked	122	1073
Panels	N/A	N/A
Appeals	N/A	N/A
Research studies / background papers	19	19
Country reports	N/A	N/A
Others identified by division:		
Tables and charts (number)	214	792
Data base records (million)	5	21
Correspondence sent (number)	500	1,450
Ad hoc requests (number)	236	600
IDB processing/dissemination (number of submissions)	60	199
CTS processing (number of submissions)	0	120
Internal databases (number)	1	3
Temporary assistance (months)	20	27
Technical assistance activities (IDB)	0	13
Number of fixed term posts	28.5	26.5

Qualifying Statements
(none)

Table D: Weekend Work and Remote Access

Weekend Work (2 month sample)			Remote Access (6 and a half month sample)		
Division total hours	Division average hours per staff member	WTO average hours per staff member	Division total times	Division average times per staff member	WTO average times per staff member
24	1.2	4.3	68	2.7	12.0

Analysis

In her submission, the Director is asking for 2.5 P and .5 S posts. Two Junior Statistical Officers are requested, one to ensure the timely release and quality of the annual International Statistics Report and one to support the establishment and maintenance of the Consolidated Tariff Schedules Database. The ½ P post would be for a Project Operations Co-ordinator to handle the increasing number of Integrated Data Base (IDB) submissions from WTO Members and to handle the Internet loading and dissemination function, which is currently handled by another ½ post. The ½ S post would be for a Secretary to supply badly needed support for the division's professional staff. Corresponding temporary assistance credits are requested should any of the posts not be approved.

Last year the division sought a Junior Statistical Officer for the International Statistics Report, but no posts were accorded. The DDG cited only one division in the department as possibly being under resourced and it was not Statistics.

This is one of three divisions where it has been more difficult to judge the adequacy of resource levels given the size and complexity of operations (5 units and 27.5 staff counting those on temporary assistance funds) on the one hand and the time available for data collection and analysis on the other (only one staff member – the Division Director – interviewed). To make matters more difficult, it was not possible to provide separate workload indicators for both this division and the Informatics Division for 1996 as they were merged at that time as the Statistics and Information Systems Division. Thus both the staff resources (Table B) and workload statistics (Table C) reflected above are pooled for the two divisions. Taken together both the staff resources and temporary assistance credits for the two divisions have remained at virtually the same level since 1996. Without any doubt however, there has been a significant increase in workload for the Statistics Division as reflected in the workload indicators in Table C above that clearly pertain to that division and as explained by the Director both in her budget submission and during interview. The division's weekend work statistics are slightly lower than the average, and its remote access figures are considerably lower than those for the WTO as a whole.

The Junior Statistician post requested for the Trade Statistics Report has been financed under temporary assistance credits since 1996 although the function is core to the division. The requested post therefore seems justified. The second Junior Statistician is requested to support the Consolidated Tariff Schedules database. It is expected that part of the work (the processing of schedules into the database) will be completed this year but the remainder (updating and maintenance of the database) will be ongoing. The work, new since 1998, has been funded up to now by a grant from DFID. It is suggested that temporary assistance credits be allocated for these tasks until all data is integrated into the database and an assessment can be made of the resource requirements for maintenance and updating. The ½ P and ½ S posts are both to support the IDB. It is suggested that temporary assistance funds continue to be used for these activities since the IDB is expected to become redundant as tariffs are eliminated.

During interview the Director indicated that there were a number of problems in the division and that she was considering a reorganization. There are four separate sections and the staff in these tends to act more like separate divisions rather than teams within a larger divisional team. The communication between staff is poor. There are also some question as to whether the IDB as it becomes redundant for tariffs could not be integrated with the tariffs database in TPR, whether responsibility for the IDB should be given to Market Access as the primary user or given to Statistics as Agriculture, Textiles and Rules also use the data, and whether the non-tariff barriers kept in market access should not be taken over by Statistics. All of these issues point to the need for an organizational review of the Statistics Division, an action that the consultant supports.

Recommendation

One additional P for a Junior Statistician in support of the International Statistics Report with temporary assistance credits as explained above.

TECHNICAL COOPERATION DIVISION

Table A: Staffing Levels – Regular Posts

2001						2002 Changes			
Requested		Granted		Current		Requested		Recommended	
P & >	Support	P & >	Support	P & >	Support	P & >	Support	P & >	Support
0*	0*	0	0	12	4	4	2.5	0	0

* - see however analysis below

Table B: Posts and Resources (including Training Institute)

Base Year 1996				Year 2001				Percentage Increase	
D's (11+12)	P's	Support	Total staff (1-12)	D's (11+12)	P's	Support	Total staff (1-12)	Total staff	Over X years
1	14	12	27	2	13	9	24	-11%	5

Base Year 1996			Year 2000			Percentage Increase			
Temporary assistance	Overtime	Total expenditure	Temporary assistance	Overtime	Total expenditure	Temporary assistance	Overtime	Total expenditure	Over x years
100,177	0	2,718,829	141,308	1,000	3,098,015	41%	-	14%	4

Table C: Workload Indicators (including Training Institute)

	1996	2000
Those common to divisions:		
Numbers of:		
Meetings serviced	74	99
Committees serviced	0	0
Trade Agreements serviced	0	0
Notifications	0	0
Documents	113	1 CTD Report + 147
Pages of documents	1,775	1,492
Missions (all types)	124	398
Reference Centres created	0	27
Consultant's days worked	70	316
Panels	0	0
Appeals	0	0
Research studies / background papers	0	0
Country reports	0	0
Others identified by division:		
Number of missions for 1998	299	
Number of missions 1999	382	
Short Study Tours	5	6 (2-5 days in length)
Training Material		Manual = 500 pages, plus other documentation for distribution to participants
Numbers of courses serviced	2x4 months	3x3 months + 1x6 weeks
Numbers of participants	60	120

	1996	2000
Committees serviced by TCD:		
IF Steering Committee	established beginning 2001	
WTO LDCs' Consultative Group	established beginning 2001	
Technical Assistance Management Committee	established June 2001	
Sub-Committee for LDCs	TCD responsibility from June 2001	

Qualifying Statements

(none)

Table D: Weekend Work and Remote Access

Weekend Work (2 month sample)			Remote Access (6 and a half month sample)		
Division total hours	Division average hours per staff member	WTO average hours per staff member	Division total times	Division average times per staff member	WTO average times per staff member
135	11.3	4.3	591	34.8	12.0

Analysis

The Director is requesting 4 P and 2.5 S additional posts. Two Economic Affairs Officers are sought, one to regularize a temporary post to deliver technical assistance to LDCs including on market access responsibilities and accession-related assistance and one for an Arab-speaking staff member to assist Arab countries in understanding and implementing WTO agreements, respond to requests for information on WTO and organize press briefings and to raise funds for Arabic translation of WTO documents. Two Legal Affairs Officers are requested, one to regularize a temporary post to provide assistance in the Regional Integration Seminar Series and for the Working Group for the Integrated Framework and one to provide legal advice to support LDCs and African countries and participate in technical assistance seminars.

Two and one-half Secretary posts are requested to regularize two posts funded through temporary assistance and one-half post to convert a half-post into a full post. Currently 4.5 of the division's 6 secretaries are funded from temporary assistance credits. Twelve months of S temporary assistance resources are also requested to maintain secretarial resources at their current levels on the understanding that 3.5 posts would in future be covered in the regular budget. The Director cited staff being overworked and losing annual leave and holidays as a further justification for the requested posts.

Last year the Organization made a request to the Committee on Budget, Finance and Administration for an increase of CHF 10 million to bring the funding of technical cooperation activities "on budget" in 2001. CHF 7,550,000 was intended to cover programme related costs and the remaining CHF 2,450,000 was earmarked for hiring 16 additional staff in various divisions to deliver technical assistance. Only 4 of these posts were granted (more is said about this below).

It has not been possible to obtain separate breakdowns of both resource levels and workload statistics for this division, nor for the Training Institute in 1996 since the two entities were merged at that time in the Technical Cooperation and Training Division. An examination of the consolidated statistics however indicates that the combined resource level has decreased significantly from 27 to 24 posts (although temporary assistance credits have increased from CHF 100,177 to CHF 141,308) while workload has increased very significantly. In fact it is probably in the areas of technical cooperation and servicing of the dispute settlement process where the Secretariat has seen the largest increase in workload. The division's weekend work and remote access figures, both well above the WTO global norms, also support this view. The following is a table showing the divisions for which the technical

cooperation posts were requested and the posts that were approved last year as well as the divisions requesting posts this year for technical cooperation activities.

	2001 T.A. Requests	Posts given in 2001	2002 T.A. Requests
Accessions	1	0	1 ¹
Rules	1	1	0
Market Access	1	0	1
Trade in Services	2	0	1 ¹
Legal Affairs	2	0	0
Agriculture and Commodities	1	1	0
Trade and Environment	1	0	0
Trade and Finance	1	0	0
Intellectual Property	1	1	1 ²
Trade Policies Review	2 ³	0	1 ⁴
Technical Cooperation	3 ⁵	0	6.5
TOTAL	16	3	10.5

¹ Only in part for technical cooperation activities.

² Post for technical cooperation now requested as post granted last year was used for other work

³ One P and one statistical assistant.

⁴ A statistical assistant is requested, but it is to be used not for technical assistance, but to met statistical needs of trade policy reviews.

⁵ One P for monitoring, one P for the Secretariat Working Group on Integrated Framework and one S to assist in coordination functions of the division.

The information provided at the beginning of this analysis together with the above table show the following: The request for Accessions is made twice this year (once by Accessions and once by Technical Cooperation. Technical Cooperation is requesting a post this year (at least in part) for market access technical cooperation activities whereas a post was granted last year for this purpose and the Market Access Division has not indicated the need again this year. The requests made last year for technical assistance help for the Legal Affairs and Trade in Finance Divisions, although neither was granted, are not repeated this year by either division or by the Technical Cooperation Division. Intellectual Property was granted a post last year for technical cooperation, but the resources were used for other work the Division considered to be of a higher priority.

From the consultant's perspective, *the process for identifying technical cooperation resource needs is not coordinated between Technical Cooperation and other division*. Furthermore, while it is clear that there has been a significant increase in demand for technical assistance, there is no convincing rationale to justify increasing technical cooperation resources in one division versus another. Finally, if the structural recommendations concerning the technical cooperation function are accepted, the generalist posts in this division would be progressively reduced and specialist posts created in the substantive divisions having the greatest demand for technical assistance.

For all of these reasons, no increases in regular posts are supported for this division. In this connection, some additional observations are made. The DDG cited only one division in the department as possibly being under resourced and it was not this division. The division's current ratio of P and above staff to administrative assistants and secretaries (1:0.46) is already above the Organization's average (1:0.3) and would equal this average after the transfer of both the 4 P staff from the Development Section of the Development Division and the one P staff member responsible for the balance-of-payments function of Trade and Finance. The present secretarial complement would seem sufficient therefore, provided that the current temporary assistance resource levels are maintained, all the more so since P staff members in this division are frequently away on mission travel.

Temporary assistance credits would therefore continue to be needed to maintain current activities, until a coordinated analysis of needs can be undertaken. This would show which divisions would receive additional specialist posts as the Technical Cooperation's generalist posts are reduced. (These temporary assistance resources would also need to provide for an Arab speaking functionality for the Division as much of this work is now undertaken by the Trade in Services Division simply because its Division Director is Arabic speaking.)

Recommendation

No additional posts, but continued temporary assistance resources as explained above. It is also noted that implementation of recommendations under Structure would increase the division's staff by 4 Ps with the transfer of the Development Division's Development Section (Recommendation 5 above).

TECHNICAL COOPERATION AUDIT DIVISION

Table A: Staffing Levels – Regular Posts

2001						2002 Changes			
Requested		Granted		Current		Requested		Recommended	
P & >	Support	P & >	Support	P & >	Support	P & >	Support	P & >	Support
N/A	N/A	N/A	N/A	1	0	1	1	0	0

Table B: Posts and Resources

Base Year 2001				Year 2001				Percentage Increase	
D's (11+12)	P's	Support	Total staff (1-12)	D's (11+12)	P's	Support	Total staff (1-12)	Total staff	Over X years
1	0	1	2	1	0	1	2	0	0
Base Year 1996				Year 2000				Percentage Increase	
Temporary assistance	Overtime	Total expenditure	Temporary assistance	Overtime	Total expenditure	Temporary assistance	Overtime	Total expenditure	Over x years
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Table C: Workload Indicators

[No data available since Division only created in June 2001.]

Qualifying Statements

(none)

Table D: Weekend Work and Remote Access

Weekend Work (2 month sample)			Remote Access (6 and a half month sample)		
Division total hours	Division average hours per staff member	WTO average hours per staff member	Division total times	Division average times per staff member	WTO average times per staff member
N/A*	N/A*	4.3	N/A*	N/A*	12.0

* - Division created only on 5 June 2001.

Analysis

The Director is requesting an Evaluation Officer (P) to supplement human resources in light of the workload resulting from constantly expanding technical assistance activities and one S post of Administrative Assistant to regularize the function that is currently being paid out of temporary assistance credits. He has, however, offered in interview to share his Administrative Assistant with one other director.

The Division was created only in 2001 and there are therefore no resources statistics for prior years or workload statistics for any years including for a full calendar 2001. There have also been no recorded hours worked on weekends or remote access times. The DDG cited only one division in the department as possibly being under resourced and it was not Technical Cooperation Audit.

It is too early to tell whether another P post is needed for technical cooperation audit functions until the entire technical assistance strategy, programme and products have been rethought. Once this is done, the role of the audit function will become more clear and at that point in time a more appropriate assessment can be made of the post requirements. Hence no additional P post at this stage.

As regards the requested full post of Administrative Assistant, it is noted that the current P and above to administrative assistant and secretaries ratio (1:1), is considerably higher than the Organization's average. In addition, the Director has offered to share his Administrative Assistant with another director. There is thus no need to establish a full S post at this time. Current administrative assistance services can continue to be met for the time being by temporary assistance credits.

Recommendation

No change.

TEXTILES DIVISION

Table A: Staffing Levels – Regular Posts

2001						2002 Changes			
Requested		Granted		Current		Requested		Recommended	
P & >	Support	P & >	Support	P & >	Support	P & >	Support	P & >	Support
1	0	0	0	3	1.5	1	0	-1	0

Table B: Posts and Resources

Base Year 1996				Year 2001				Percentage Increase	
D's (11+12)	P's	Support	Total staff (1-12)	D's (11+12)	P's	Support	Total staff (1-12)	Total staff	Over X years
1	2	1.5	4.5	1	2	1.5	4.5	0%	5

Base Year 1996			Year 2000			Percentage Increase			
Temporary assistance	Overtime	Total expenditure	Temporary assistance	Overtime	Total expenditure	Temporary assistance	Overtime	Total expenditure	Over x years
783	2,240	571,076	0	0	600,890	-100%	-100%	5%	4

Table C: Workload Indicators

	1996	2000
Those common to divisions:		
Numbers of:		
Meetings serviced	56	44
Committees serviced	1+1	1+1
Trade Agreements serviced	1	1
Notifications	-	-
Documents	8	5
Pages of documents	140	130
Missions (all types)	12	12
Reference Centres created	-	-
Consultant's days worked	-	-
Panels	3	2
Appeals	-	-
Research studies / background papers	38	30
Country reports	4	6
Others identified by division:		
Speeches, Magazine Articles	3	7

Qualifying Statements

(none)

Table D: Weekend Work and Remote Access

Weekend Work (2 month sample)			Remote Access (6 and a half month sample)		
Division total hours	Division average hours per staff member	WTO average hours per staff member	Division total times	Division average times per staff member	WTO average times per staff member
0	0	4.3	10	2	12.0

Analysis

The Director is seeking one Junior Professional post to carry out a number of duties: assembly and analysis of information on trade developments in the main textile trading countries, preparation of statistics, assembly of information on government policies etc.) These cannot be done at present due to staff limitations, as there are currently only two Ps in addition to the Director one of whom is almost completely occupied by the Textiles Monitoring Body. The Director made the same request in last year's submission but it was not accepted. In interview, the Director reported as the consequences of not having the additional post that the Division had been forced to work only on urgent assignments putting aside more substantive analysis of developments in textiles. The DDG considered that each of the divisions under his supervision should be given two additional P posts on the grounds that all of his divisions were facing shortages.

The Division's current staff resource levels and temporary assistance credits are virtually identical to those of 1996. The workload, on the other hand has decreased not insubstantially. No weekend work was recorded and only twice was remote access utilized. These figures are well below the WTO averages.

No additional resources are justified by these statistics. In addition, it is proposed under Structure that the Division's 2 P and 1.5 S staff be transferred to Market Access thus eliminating the need for the Director's post.

Recommendation

A reduction of 1 D post. The transfer of the remaining 2 Ps and 1.5 S to the Market Access Division is to be noted.

TEXTILES MONITORING BODY

Table A: Staffing Levels – Regular Posts

2001						2002 Changes			
Requested		Granted		Current		Requested		Recommended	
P & >	Support	P & >	Support	P & >	Support	P & >	Support	P & >	Support
0	0	0	0	1*	1	0	0	0	0

* - ungraded

Table B: Posts and Resources

Base Year 1996				Year 2001				Percentage Increase	
D's (11+12)	P's	Support	Total staff (1-12)	D's (11+12)	P's	Support	Total staff (1-12)	Total staff	Over X years
1	0	1	2	1	0	1	2	0%	5

Base Year 1996			Year 2000			Percentage Increase			
Temporary assistance	Overtime	Total expenditure	Temporary assistance	Overtime	Total expenditure	Temporary assistance	Overtime	Total expenditure	Over x years
2,751	0	295,853	3,256	79	308,572	-13%	-	4%	4

Table C: Workload Indicators

	1996	2000
Those common to divisions:		
Numbers of:		
Meetings serviced	56	44
Committees serviced	1	1
Trade Agreements serviced	1	1
Notifications	152	27
Documents	299	60
Pages of documents	1,202	291
Missions (all types)	1	1
Reference Centres created	N/A	N/A
Consultant's days worked	N/A	N/A
Panels	N/A	N/A
Appeals	N/A	N/A
Research studies / background papers	N/A	N/A
Country reports	N/A	N/A

Qualifying Statements

(none)

Table D: Weekend Work and Remote Access

Weekend Work (2 month sample)			Remote Access (6 and a half month sample)		
Division total hours	Division average hours per staff member	WTO average hours per staff member	Division total times	Division average times per staff member	WTO average times per staff member
0	0	4.3	0	0	12.0

Analysis

No additional resources are requested for this year nor were any requested for last year.

Resource levels have remained identical to those of 1996. At the same time, workload has decreased significantly since 1996 as indicated in Table B above. There were no hours worked on weekends or remote access times that were recorded.

No changes are recommended. It is noted that the one P staff member in the Textiles Division who works part-time for the Textiles Monitoring Body would be transferred to the Market Access Division, but would continue to provide this service.

Recommendation

No change.

TRADE AND ENVIRONMENT DIVISION

Table A: Staffing Levels – Regular Posts

2001						2002 Changes			
Requested		Granted		Current		Requested		Recommended	
P & >	Support	P & >	Support	P & >	Support	P & >	Support	P & >	Support
0	0	0	0	7	3	0	0	0	0

Table B: Posts and Resources

Base Year 1996				Year 2001				Percentage Increase	
D's (11+12)	P's	Support	Total staff (1-12)	D's (11+12)	P's	Support	Total staff (1-12)	Total staff	Over X years
1	7	3	11	1	6	3	10	-9%	5

Base Year 1996			Year 2000			Percentage Increase			
Temporary assistance	Overtime	Total expenditure	Temporary assistance	Overtime	Total expenditure	Temporary assistance	Overtime	Total expenditure	Over x years
0	0	938,950	3,195	0	1,080,920	-	-	15%	4

Table C: Workload Indicators

	1996	2000
Those common to divisions:		
Numbers of:		
Meetings serviced	68	58
Trade Agreements serviced	1	1
Notifications	497	738
Documents	765	795
Pages of documents	2,551	3,598
Missions (all types)	45	49
Reference Centres created	N/A	N/A
Consultant's days worked	?	140
Panels	1	2
Appeals	0	1
Research studies / background papers	62	49
Country reports	N/A	N/A

Qualifying Statements

(none)

Table D: Weekend Work and Remote Access

Weekend Work (2 month sample)			Remote Access (6 and a half month sample)		
Division total hours	Division average hours per staff member	WTO average hours per staff member	Division total times	Division average times per staff member	WTO average times per staff member
38	4.2	4.3	570	47.5	12.0

Analysis

There are no posts requested by the Division this year nor were there any requested or granted last year. The DDG cited only one division in the department as possibly being under resourced and it was not Trade and Environment. The Division was cited by some interviewed as being overstaffed.

The Division has one less P post as compared to 1996. Workload, on the other hand, has increased as reflected in Table C above. The Division's weekend work statistics are slightly lower than the Organization norm while its remote access figures are significantly higher than the average.

Although the workload has increased and the staff resources decreased, the Director indicated in interview that no additional resources were required so long as the Division continued to benefit from the contribution of interns, two of which are currently serving the Division.

Recommendation

No change.

TRADE AND FINANCE DIVISION*

Table A: Staffing Levels – Regular Posts

2001						2002 Changes			
Requested		Granted		Current		Requested		Recommended	
P & >	Support	P & >	Support	P & >	Support	P & >	Support	P & >	Support
0	0	0	0	5	2	0	0	-1	-2

Table B: Posts and Resources

Base Year 1998				Year 2001				Percentage Increase	
D's (11+12)	P's	Support	Total staff (1-12)	D's (11+12)	P's	Support	Total staff (1-12)	Total staff	Over X years
1	3	1	5	1	4	2	7	40%	3
Base Year 1998				Year 2000				Percentage Increase	
Temporary assistance	Overtime	Total expenditure	Temporary assistance	Overtime	Total expenditure	Temporary assistance	Overtime	Total expenditure	Over x years
		-	4,600	0	839,022	-	-	-	2

Table C: Workload Indicators

	1996	2000
Those common to divisions:		
Numbers of:		
Meetings serviced	13	18
Committees serviced	2	2
Trade Agreements serviced	1	1
Notifications	14	23
Documents	72	73
Pages of documents	625	430
Missions (all types)	24	26
Reference Centres created	N/A	N/A
Consultant's days worked	N/A	N/A
Panels	2	1
Appeals	N/A	N/A
Research studies / background papers	7	5
Country reports	N/A	N/A

Qualifying Statements

(none)

Table D: Weekend Work and Remote Access

Weekend Work (2 month sample)			Remote Access (6 and a half month sample)		
Division total hours	Division average hours per staff member	WTO average hours per staff member	Division total times	Division average times per staff member	WTO average times per staff member
66	11	4.3	202	25.3	12.0

Analysis

No additional posts are requested this year nor were any requested or granted last year. The DDG considered that each of the Divisions under his supervision should be given two additional P posts on the grounds that all of his divisions were facing shortages.

The Division was created in 1998 and now has one more P and one more S post than it did at that time. Today's workload as reflected in Table C above, on the other hand, is approximately the same as in 1998. The Division's weekend work and remote access statistics are markedly higher than the Organization-wide norms. Several staff interviewed cited this Division as being overstaffed.

If the recommendations on structure are accepted, and assuming that investment does not become a subject of any new round of negotiations, this Division would be dismantled (as in Alternatives A through C under Structure). Under Alternative B, the middle ground approach, the investment and coherence work would be given to Intellectual Property and the balance-of-payments work to Technical Cooperation. Under these scenarios, the posts of Director, Administrative Assistant and Secretary would all become redundant.

Recommendation

Minus the Director, Administrative Assistant and Secretary posts. To be noted is the transfer of 3 P posts (1.5 each from the investment and coherence work areas) to Intellectual Property and 1 P post to Market Access (from balance-of-payments). As a result, the Division would be dismantled.

TRADE IN SERVICES DIVISION

Table A: Staffing Levels – Regular Posts

2001						2002 Changes			
Requested		Granted		Current		Requested		Recommended	
P & >	Support	P & >	Support	P & >	Support	P & >	Support	P & >	Support
1	.75	1	0	11	4	1	1	1	0

Table B: Posts and Resources

Base Year 1996				Year 2001				Percentage Increase	
D's (11+12)	P's	Support	Total staff (1-12)	D's (11+12)	P's	Support	Total staff (1-12)	Total staff	Over X years
1	10	4	15	1	10	4	15	0%	5

Base Year 1996			Year 2000			Percentage Increase			
Temporary assistance	Overtime	Total expenditure	Temporary assistance	Overtime	Total expenditure	Temporary assistance	Overtime	Total expenditure	Over x years
86,306	5,886	1,674,657	55,398	1,719	1,752,852	-36%	-71%	5%	4

Table C: Workload Indicators

	1996	2000
Those common to divisions:		
Numbers of:		
Meetings serviced	100	86
Committees serviced	7	5
Trade Agreements serviced	0	1
Notifications	79	52
Documents	387	411
Pages of documents	1,993	2,408
Missions (all types)	43	83
Reference Centres created	N/A	N/A
Consultant's days worked		373
Panels	0	1
Appeals	0	1
Research studies / background papers	0	42
Country reports	N/A	N/A

Qualifying Statements

(none)

Table D: Weekend Work and Remote Access

Weekend Work (2 month sample)			Remote Access (6 and a half month sample)		
Division total hours	Division average hours per staff member	WTO average hours per staff member	Division total times	Division average times per staff member	WTO average times per staff member
38	3.5	4.3	118	7.9	12.0

Analysis

One P post, an Economic Affairs Officer/Legal Affairs Officer, and one S post, a Technical Assistant, are requested in the division's submission. The former is needed to meet the increase in work generated by the new round of services negotiations and the increasing demand for technical cooperation and other forms of public explanation of the GATS. The latter is requested to centralise in one post the maintenance and updating of the division's electronic database that contains information on the structure of current commitments under the GATS, a function currently carried out by all secretaries. The Technical Assistant would also serve as a research assistant to support P staff, a function that was performed in 2000 by a temporary assistant hired from funds available from an unfilled P post. At the same time, the Director is requesting two full work years of P temporary assistance credits to provide expertise from consultants on various issues and 6 months of S credits for research and editing of schedules. The request for the Economic / Legal Affairs Officer post is reiterated from last year at which time the division also requested one secretary post. In response, the division was granted one P post for implementation. The respective DDG felt that no additional posts were required this year for any of the divisions in his department.

The staff resources of the division today are identical to those in 1996 and the temporary assistance credits have decreased fourfold. In comparison, the workload has, on the whole, increased as indicated in Table C above resulting in large measure from the introduction of negotiations in January 2000. The division's weekend work and remote access figures however are less than the norms in both areas. Technology has not impacted significantly on the division.

The same P post now requested was requested last year and one additional post was allocated. However, in the interim the division lost one P post with the transfer of its former director to the Director-General's Office as Special Adviser on preparations for the Doha Ministerial Session. The Director has used temporary assistance funds to hire a temporary S level assistant to provide support research and statistics for P staff (one of the functions for which he is now requesting a Technical Assistant post) and a P consultant to assist with the production of technical papers and technical cooperation material, an arrangement which he notes has been of great benefit since the division would not have been able to produce these inputs otherwise. In addition the division's workload is expected to increase even further as a result of the new round of services negotiations and increasing demand in technical assistance. The request for an additional P post is therefore supported.

The Technical Assistant is needed for two functions the first of which – database updating – is justified by the Director not on the basis of additional workload, but rather as a more efficient and secure method of organizing work. It is suggested that, instead of granting additional resources, this need be met by a rearrangement of the distribution of work. The function could be centralized with one of the existing secretaries or the Administrative Assistant and the remaining secretarial workload be distributed among all such staff. It is noted in this connection, that the division's current ratio of P and above staff to administrative assistants and secretaries is 1:0.3 which is the current average for the Organization. This arrangement would, however, leave uncovered the research support function, which could be met through the allocation of temporary assistance credits, amounting to not more than 6 months. Hence, no additional S posts.

Recommendation

One additional P post. Some temporary assistance credits appear to be needed both for S research support for Ps and P consultant work.

TRADE INFORMATION CENTRE

Table A: Staffing Levels – Regular Posts

2001						2002 Changes			
Requested		Granted		Current		Requested		Recommended	
P & >	Support	P & >	Support	P & >	Support	P & >	Support	P & >	Support
N/A	N/A	N/A	N/A	1	0	N/A	N/A	1	0

Table B: Posts and Resources

Base Year 2001				Year 2001				Percentage Increase	
D's (11+12)	P's	Support	Total staff (1-12)	D's (11+12)	P's	Support	Total staff (1-12)	Total staff	Over X years
1	0	0	1	1	0	0	1	0	0
Base Year 1996				Year 2000				Percentage Increase	
Temporary assistance	Overtime	Total expenditure	Temporary assistance	Overtime	Total expenditure	Temporary assistance	Overtime	Total expenditure	Over x years
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Table C: Workload Indicators

[No data available since Division only created in June 2001.]

Qualifying Statements

(none)

Table D: Weekend Work and Remote Access

Weekend Work (2 month sample)			Remote Access (6 and a half month sample)		
Division total hours	Division average hours per staff member	WTO average hours per staff member	Division total times	Division average times per staff member	WTO average times per staff member
N/A*	N/A*	4.3	N/A*	N/A*	12.0

* - Division created only on 5 June 2001.

Analysis

The Director was not able to provide an official budget submission as the Centre was created too late, i.e. 5 June 2001, in the budget preparation process.

Since the Division was created only in 2001 there are therefore no resources statistics for prior years or workload statistics for any years, including for a full calendar 2001. There have also been no recorded hours worked on weekends or remote access times as the Centre was created after these activities were recorded.

It is likely that additional resources will be required both to carry out the currently assigned functions of the Centre as well as the additional ones in developing a knowledge management strategy for the Organization as recommended in the section on Structure above. However, it is too early to assign any regular positions to the Centre until a strategy has been developed and agreed. Hence no additional posts are recommended at this stage. In the future some temporary assistance credits would be required.

Recommendation

No change. To be noted is the transfer of the Library from Information and Media Relations (3 P and 6 S) and the Registry from External Relations (1 P and 3 S).

TRADE POLICIES REVIEW DIVISION

Table A: Staffing Levels – Regular Posts

2001						2002 Changes			
Requested		Granted		Current		Requested		Recommended	
P & >	Support	P & >	Support	P & >	Support	P & >	Support	P & >	Support
0	.5	0	0	19	10.5	2	.5	1	0

Table B: Posts and Resources

Base Year 1996				Year 2001				Percentage Increase	
D's (11+12)	P's	Support	Total staff (1-12)	D's (11+12)	P's	Support	Total staff (1-12)	Total staff	Over X years
1	17	10.5	28.5	1	18	10.5	29.5	4%	5
Base Year 1996				Year 2000				Percentage Increase	
Temporary assistance	Overtime	Total expenditure	Temporary assistance	Overtime	Total expenditure	Temporary assistance	Overtime	Total expenditure	Over x years
5,465	2,157	2,739,346	21,430	335	3,027,639	292%	-84%	11%	4

Table C: Workload Indicators

	1996	2000
Those common to divisions:		
Numbers of:		
Meetings serviced	30	37
		33
Committees serviced	2	1
Trade Agreements serviced	N/A	N/A
Notifications	N/A	N/A
Documents	180	162
Pages of documents	6,366	8,500
Missions (all types)	N/A	48
Reference Centres created	N/A	3
Consultant's days worked	N/A	200
Panels		
Appeals
Research studies / background papers	0	1
Country reports	N/A	18
Interns	0	2
Meetings (committees and others) held in Geneva	30?	90?

Qualifying Statements

"Includes only documents for TPRB and not documentation prepared for the DG etc." "As regards pages of documents translated, comparison with 1996 would be misleading as number includes BOP Committee documentation."

Table D: Weekend Work and Remote Access

Weekend Work (2 month sample)			Remote Access (6 and a half month sample)		
Division total hours	Division average hours per staff member	WTO average hours per staff member	Division total times	Division average times per staff member	WTO average times per staff member
83	4.3	4.3	909	29.3	12.0

Analysis

In the Division's formal budget submission, two additional P posts are requested – one Trade Policy Analyst to prepare trade policy reviews and one Statistician to carry out advanced statistical analysis of the tariff, trade and macroeconomic and structural data of Members under review. In addition ½ of one S post for a Secretary is sought to provide support for the reviews. A half secretarial post was requested but not granted last year. The respective DDG felt that in view of some additional post given this year to divisions in his department, no division currently required any additional posts.

The Division currently has one more P posts than it had in 1996 and some CHF 15,000 more in temporary assistance resources. In contrast the Division's workload has increased not insignificantly since 1996, although the responsibility for servicing the Committee on Balance-of-Payments Restrictions was transferred from the Division to the Trade and Finance Division in 1998, thus explaining the reduction of 1 P post. The Division's weekend work statistics are equal to the WTO norm and its remote access figures significantly higher than the overall average.

In interview, the Director indicated that if the formal mandate on the frequency of trade policy reviews were to be respected the division should be producing 25 reviews each year whereas it only produced 18 in 2000. To meet this requirement he really needed a total of 3 P economists, one P statistician and one and one-half secretary posts although this was too much to request.

It seems that the non-observance of the Trade Policy Review frequency requirement has not raised any major concerns from Members. Nevertheless, if this is a formal requirement, then the Secretariat should strive to fulfil it. On this understanding, it would be appropriate to increase the division's P staff resources at least in part. It is proposed that the Statistician post be accorded. For the additional P (or Ps) requested it is suggested that external funding be sought given that the Director indicated in interview that the Division has already been given a 1 million DM grant over 4 years from Germany and that prospects for additional grants from Canada, Denmark and the United States were promising. These funds could be used to hire consultants to carry out the reviews (outsource the work) or to finance staff teleworking 80% from home and 20% in the office as is done in LSDD. Such arrangements would be particularly suitable for this Division.

The request for additional secretarial resources is not supported. The Division's current secretarial ratio at 1:0.5 is already well above that of the WTO average however, this includes staff currently paid from temporary assistance resources. If more P consultants to carry out reviews are to be financed from grants, then the current levels of temporary assistance for secretarial support would need to be maintained as the Division's ratio would be reduced.

Recommendation

One additional P post for a Statistician.

TRAINING INSTITUTE

Table A: Staffing Levels – Regular Posts

2001						2002 Changes			
Requested		Granted		Current		Requested		Recommended	
P & >	Support	P & >	Support	P & >	Support	P & >	Support	P & >	Support
0	0	0	0	3	5	0*	2	0	2

* *SEE TEMP ASSISTANCE*Table B: Posts and Resources (including Technical Cooperation Division)

Base Year 1996				Year 2001				Percentage Increase	
D's (11+12)	P's	Support	Total staff (1-12)	D's (11+12)	P's	Support	Total staff (1-12)	Total staff	Over X years
1	14	12	27	2	13	9	24	-11%	-

Base Year 1996			Year 2000			Percentage Increase			
Temporary assistance	Overtime	Total expenditure	Temporary assistance	Overtime	Total expenditure	Temporary assistance	Overtime	Total expenditure	Over x years
100,177	0	2,718,829	141,308	1,000	3,098,015	41%	-	14%	-

Table C: Workload Indicators (including Technical Cooperation Division)

	1996	2000
Those common to divisions:		
Numbers of:		
Meetings serviced	74	99
Committees serviced	0	0
Trade Agreements serviced	0	0
Notifications	0	0
Documents	113	1 CTD Report + 147
Pages of documents (thousands)	1,775	1,492
Missions (all types)	124	398
Reference Centres created	0	27
Consultant's days worked	70	316
Panels	0	0
Appeals	0	0
Research studies / background papers	0	0
Country reports	0	0
Others identified by division:		
Number of missions for 1998	299	
Number of missions 1999	382	
Short Study Tours	5	6 (2-5 days in length)
Training Material		Manual = 500 pages, plus other documentation for distribution to participants
Numbers of courses serviced	2x4 months	3x3 months + 1x6 weeks
Numbers of participants	60	120

	1996	2000
Committees serviced by TCD:		
IF Steering Committee	established beginning 2001	
WTO LDCs' Consultative Group	established beginning 2001	
Technical Assistance Management Committee	established June 2001	
Sub-Committee for LDCs	TCD responsibility from June 2001	

Qualifying Statements

(none)

Table D: Weekend Work and Remote Access

Weekend Work (2 month sample)			Remote Access (6 and a half month sample)		
Division total hours	Division average hours per staff member	WTO average hours per staff member	Division total times	Division average times per staff member	WTO average times per staff member
2	0.6	4.3	164	20.5	12.0

Analysis

The Director is requesting two additional S posts for Junior Secretaries to support the Fellowship Officer and Programme Coordinator. The Director explains in his submission that apart from these two posts he would experiment with handling the tasks with his present staff and, should this not be possible, would revert with a supplementary budget proposal in 2002. This approach however, is based on the understanding that he would be able to count on sufficient temporary assistance money for consultants and professional help. Here he is requesting between 15 and 18 months of P resources for distance learning and other, presently unforeseen, training projects as well as 24 months of S resources should the requested new posts not be approved. No posts were either requested or granted last year. The DDG cited only one division in the department as possibly being under resourced and it was not the Training Institute.

As is the case for the Technical Cooperation Division, it has not possible to obtain separate breakdowns of both resource levels and workload statistics for this division for 1996 since the two divisions were merged at that time in the Technical Cooperation and Training Division. An examination of the consolidated statistics however indicates that the combined resource level has decreased significantly from 27 to 24 posts (although temporary assistance credits have increased from CHF 100,177 to CHF 141,308) while workload has increased very significantly. The division's weekend work statistics are considerably below the WTO norm whereas its remote access figures are significantly above the norm.

The training mandate has been considerably expanded with the conversion of the division into the Training Institute. It is now embarking on an ambitious programme of revitalization – broadening its courses from the traditional three months Trade Policy courses to include more specialized courses focusing on specific topics; developing distance learning (including training activities delivered through the Internet and courses through video-conferencing); a programme of training of trainers to broaden the impact of WTO training and greater cooperation with Universities and other institutions. All of these initiatives are welcomed, as they should improve the impact of training and in the long term reduce its costs. They deserve the support of the Organization including budgetary support since to be successful they will need an injection of resources. Some funds will no doubt be forthcoming from donors, but budgetary support is also needed.

The Director explained in interview that the two posts were needed mainly to cope with the additional logistical and administrative burden. They would however be used in part to provide some secretarial support to the professionals in the division who are now doing most of this work themselves as the

Fellowship Assistant and Clerk are working fully on fellowships administration and course programme coordination. The Division, it should be noted also took over responsibility from Technical Cooperation Division for the 3-week courses on Trade Policies for LDCs without corresponding resources.

The Division's ratio of professionals to secretaries (1:0.7) as reflected is higher than the WTO average (1:0.3). However these figures do not take into consideration that two of the five support staff themselves require secretarial and administrative support. In addition, delivery of a training programme involves a considerable amount of administrative work (e.g. in dealing with course scheduling, participants enrolment etc.) and the division's staff currently counted as secretaries are in fact doing much of this work the Director claims. Taking these points into consideration, the division's ratio would be lower (around 1:0.25) than the WTO norm. Additional secretarial assistance will therefore be needed by the existing professionals if they are to revitalize the Institute's training programme. It is proposed that one Secretary be allocated now and the matter be revisited in the context of the supplementary budget proposal the Director intends to submit later.

Recommendation

One additional S post for a secretary. (Temporary assistance credits are also needed.).

107. The following is a consolidated table of the staffing proposals set out in detail above for each division and incorporating the effects of the recommendations above in section III.B on Structure.

Division	2001 Posts ¹						2002 Post Changes ²							
	Requested		Granted		Current		Requested		Recommended		Transfers In (+) / Out (-)		Final total	
	P& >	S	P& >	S	P& >	S	P& >	S	P& >	S	P& >	S	P& >	S
Accessions	1	0	0	0	5	2.4	1	1	0	0	0	0	5	2.4
Administration and General Services	0	0	0	0	18	68.1	2	6	1	0	-3	-2	16	66.1
Agriculture and Commodities	0	0	1	0	13	3	0	0	0	0	0	0	13	3
Council	0	0	0	0	4.5	3	0	0	-1 ³	-1	0	0	3.5	2
Development	1	0	0	0	7	2	0	.5 ⁴	0 ⁵	-1	-7 ⁶	-1	0	0
Economic Research and Analysis	0	0	0	0	8	3.5	0	0 ⁷	0	0	0	0	8	3.5
External Relations	1	0	0	0	4	4	1	1 ⁸	1	0	-1	-3	4	1
Informatics	7	1	0	0	10	6.5	7	1	5	1	+3	+2	18	9.5
Information and Media Relations	1	1	0	0	10.5	19	1	2	1	1	-3	-6	8.5	14
Intellectual Property	0	1	1	0	9	4	2	1	0	1	+1.5	0	10.5	5
Language Services and Documentation	5	0	0	0	55	83	0	5	0	1	0	0	55	84
Legal Affairs	0	2	2	0	13	4	0	0	0	0	+4	0	17	4
Market Access	0	0	1	0	9	5	0	0	0	0	+6	+2.5	15	7.5
Ministerial Sessions	1	1	0	0	6	2	0	1	-1	0	0	0	5	2
Office of the Director-General	0	1	0	0	5	6	0	1	-1 ³	1	0	0	4	7
Rules	1	0	3	0	13	3	0	1	0	0	-2.5	0	11.5	3
Statistics	0	1	0	0	21	5.5	2.5	.5	1	0	0	0	22	5.5
Technical Cooperation	0 ⁹	0 ⁹	0	0	12	4	4	2.5	0	0	+4	0	16	4
Technical Cooperation Audit	N/A	N/A	N/A	N/A	1	0	1	1	0	0	0	0	1	0
Textiles	1	0	0	0	3	1.5	1	0	-1 ³	0	-2	-1.5	0	0
Textiles Monitoring Body	0	0	0	0	1 ¹⁰	1	0	0	0	0	0	0	1	1
Trade and Environment	0	0	0	0	7	3	0	0	0	0	0	0	7	3
Trade and Finance	0	0	0	0	5	2	0	0	-1 ³	-2	-4	0	0	0
Trade in Services	1	1	1	0	11	4	1	1	1	0	0	0	12	4
Trade Information Centre	N/A	N/A	N/A	N/A	1	0	N/A	N/A	0	0	4	9	5	9
Trade Policies Review	0	.5	0	0	19	10.5	2	.5	1	0	0	0	20	10.5
Training Institute	0	0	0	0	3	5	0 ¹¹	2	0	1	0	0	3	6
DDG	-	-	-	-	5	4	-	-	-2	-2	0	0	3	2
TOTAL	20	9.5	9	0	279	259	25.5	28	4	0	+4	0	284	259

¹ Does not include DDGs, Appellate Body or enhanced activities.

² Does not include DDGs or Appellate Body.

³ Director posts.

⁴ Actually one full post (see analysis above).

⁵ Minus one D and plus one P (see analysis above).

⁶ Includes transfer of post recommended for creation in the Regional Trade Agreements Section.

⁷ With the proviso that the Division continues to have access to budgetary allocations to hire interns.

⁸ Post or temporary assistance.

⁹ See, however, analysis below.

¹⁰ Ungraded.

¹¹ See Division's temporary assistance request.

4. Consolidated accounting of structural and staffing level recommendations

108. In the table below there is a consolidated account of the new structure and staffing level of each division.

Proposed Divisional Structure and Staffing Levels

Division	P & >	S
Accessions	5	2.4
Administration and General Services	16	66.1
Agriculture and Commodities	13	3
Economic Research and Analysis	8	3.5
Governing Bodies	8.5	4
Informatics	18	9.5
Intellectual Property	10.5	5
Knowledge Management Centre	5	9
Language Services and Documentation	55	84
Legal Affairs	17	4
Market Access	15	7.5
Office of the Director-General	4	7
Outreach	12.5	15
Rules	11.5	3
Statistics	22	5.5
Technical Cooperation	16	4
Technical Cooperation Audit	1	0
Textiles Monitoring Body	1	1
Trade and Environment	7	3
Trade in Services	12	4
Trade Policies Review	20	10.5
Training Institute	3	6
DDG	3	2
TOTAL	284	259

109. Set out below are a listing of proposed new posts together with suggestions as to how they might be filled and a listing of proposed redundant posts.

New Posts

Division	New Posts
Administration and General Services	1 (P) Training Officer (HR) (new post – outside recruitment needed)
Informatics	1 (P) Analyst/Programmer 1 (P) Desktop and System Technical Specialist 1 (P) LAN Administrator 2 (P) Office Application Support, Training and Development Specialist 1 (S) PC Support Technician All of these posts are currently filled by staff paid out of temporary assistance credits. These staff could be regularized. Hence, no recruitment needed.
Intellectual Property	1 (S) Secretary post (could be filled by transfer of Administrative Assistant or Secretary from redundant posts elsewhere)
Language Services and Documentation	1 (S) Secretary – Conference Office (currently filled by staff member under temporary assistance who could be regularized)
Market Access	1 (P) Textiles Section Head (could be filled by transfer of Director, Textiles Division) 1 (P) Economic Affairs Officer (for Regional Trade Agreements function from Development) [could be filled by transfer of incumbent of redundant Ministerial Session post]
Office of the Director-General	1 (P) Resources Mobilization Officer (new post – outside recruitment needed) 1 (S) Secretary (could be filled by transfer of Administrative Assistant or Secretary from redundant posts elsewhere)
Outreach	1 (P) Deputy Directors (could be filled by Director, External Relations) 1 (P) External Relations Officer (External Relations function)* 1 (P) Website Editor* 1 (S) Website Assistant (in IMRD function)* * These 3 posts are currently filled by staff paid out of temporary assistance credits who could be regularized.
Statistics	1 (P) Junior Statistician (functions currently carried out by staff member paid from temporary assistance credits. This staff member could be regularized)
Trade in Services	1 (P) Economic Affairs Officer (could possibly be filled by transfer of incumbent of redundant Ministerial Session post)
Trade Policies Review	1 (P) Statistician (new post – outside recruitment needed)
Training Institute	1 (S) Secretary (could be filled by transfer of incumbent of redundant Administrative Assistant or Secretary post)

110. In summary, the Organization would have to resort to outside recruitment to fill a minimum of 5 posts: Training Officer, Resources Mobilization Officer, Economic Affairs Officer, External Relations Officer and Statistician. The remaining posts could probably be filled by the transfer of current staff whose posts would be abolished or through the regularization of staff currently paid under temporary assistance credits.

Redundant Posts

Division	Redundant Posts
Council	1 (D) Director (will retire) 1 (S) Administrative Assistant (could transfer to new Secretary or Administrative Assistant post)
Development	1 (P) Director (could take early retirement) 1 (S) Administrative Assistant (could transfer to a new Administrative Assistant or Secretary post)
Ministerial Sessions	1 (P) Economic Affairs Officer (could transfer to new Market Access or Trade in Services posts)
Office of the Director-General	1 (D) Special Advisor (will retire)
Textiles	1 (P) Director (could become Section Head in Market Access)
Trade and Finance	1 (D) Director 2 (S) Administrative Assistant and Secretary (could transfer to new Administrative Assistant or Secretary posts)
DDGs	2 DDGs 2 (S) Secretaries (could transfer to new Administrative Assistant or Secretary posts)

D. MANAGEMENT AND OTHER PROCESSES

1. Documents and paper

111. *The increase in documentation and paper has been mammoth over the last few years and is increasing.* The number of pages printed (not counting memoranda, notes, letters etc.) alone has increased from 76,314,265 in 1996 to 106,574,946 in 2000 (the last full year's experience) or by 39.7% in 4 years (see section above on Staffing Levels and in particular that regarding workload indicators). The more paper, the more time required to write, type, edit, translate, print, distribute, read, comment on and react to it and hence the greater the cost of operations.

112. *Much of the growth in documentation can be traced to the Members.* By comparison to past practice, they request more technical studies, some of which are of questionable value from the Secretariat's perspective, provide more lengthy submissions in the dispute settlement process and require that reports provide more detail rather than being summary in nature. *However the Secretariat shares the responsibility for this increase.* The length in technical papers prepared by different divisions and authors cannot always be traced to the complexity of the issue dealt with. And with the WTO's document production system being so effective (see section below on Leveraging Technology), the Secretariat has not been discouraged from producing more and larger documents. There are also some problems regarding the circulation of documentation. The decision on whether something is circulated is somewhat haphazard and it is not always clear whether the document received is for information, comments, action, urgent action etc.

113. The following suggestions are offered to improve the situation:

Proposal 1: As a general practice, a self-imposed limit by the Secretariat of a maximum number of pages for background papers and technical studies.

114. This would serve as a guideline that Division Directors would monitor, allowing exceptions when truly required by the circumstances. At least one division already does this and has reported no objections from Members.

Proposal 2: A reduction in the length of dispute settlement panel reports by agreeing with Members a template that would establish a maximum length of 150 pages consisting of a summary of the position of each side and the panel's findings.

115. All supporting documentation would be placed in an annex to the report. The report would be produced in the WTO's three official languages, i.e. English, French and Spanish, but the annex(es) only in English or the language of submission. Members should be informed of the cost of the current practice and the fact that the production of the report rather than legal analysis is absorbing the lion's share of the resources.

Proposal 3: Conventions established by the Secretariat on the circulation of documentation: when a given type of document should circulate, to whom and for what purpose (info, comments, decision etc.).

116. A template for all internal memos having a field indicating the relevant purpose could subsequently be established.

2. Communication

117. *Communication can always be improved in any organization and the WTO is no exception* in this regard. This is not a criticism of the Secretariat, but recognition of the difficulties that effective communication imposes in any organization and that are multiplied exponentially in an international, multi-cultural environment. *There have been a number of laudable efforts in the recent past by the*

Director-General to improve communication. He has encouraged transparency and the sharing of information, instituted biweekly meetings with Directors (well received in the house) and instructed Directors to hold regular meetings and share information with their staff. There have been a series of Friday afternoon meetings to discuss issues among the staff. Subject-specific meetings are organized regularly (e.g., the weekly Ministerial Coordination Group which brings together Division Directors with the DG and DDG's to discuss policy etc. in preparation for Doha).

118. ***Despite these efforts there are still some problems.*** Some Division Directors do not hold regular meetings with their staff or when they do, do not share enough information and subordinate staff are apprehensive to discuss issues concerning the management of the division. In the biweekly meetings with the DG, directors do not contribute as much as they could. There is little communication between divisions and sometimes a reluctance to share since information is power. On some embarrassing occasions, some directors have found out what other divisions are doing only through discussions with delegates. Briefs supplied by divisions to the Director-General have often not been coordinated sufficiently with other divisions. Feedback from the Director-General's Office on submissions requested is not always forthcoming. The Friday afternoon meetings were attended by the same minority of staff and have subsequently died out. One person interviewed characterized the current situation as a monastic order: one comes in and is isolated in a cell with little opportunity to communicate or share any doubts. While this may be an extreme characterization it is nevertheless a measurement of frustration. ***It is fair to say that if the problem is mitigated somewhat by the Secretariat's small size and were the Organization larger, the negative impact would be considerably more serious.***

119. To help improve the situation the following suggestions are offered:

Proposal 4: Periodic staff fora to discuss topics important to the Organization as a whole.

120. These would be a way of sharing information, eliciting suggestions for change or improvement, and building commitment. Possible topics could include: the effect of entry into the **Organization** of China and Russia; the scope for Secretariat initiatives in WTO's member driven culture; how to improve communication; and (earlier) a post mortem on Seattle to prepare better for Doha. These discussions which could be arranged 2 to 3 times per year, would not only improve communication but also effectiveness and team spirit.

Proposal 5: Regular presentations by Division Directors in the DG's biweekly meetings.

121. A plan would be established allowing on a rotational basis a 10- to 20-minute presentation on a topic of interest in each meeting. A short summary record could be made and put on the intranet.

Proposal 6: More cross-divisional functional meetings on specific topics to develop a shared vision and coordinated action.

122. DDG's could be charged with organizing these both within and across their departments. (Some possible topics could be: reaching out to non-governmental organizations, management and coordination of related databases and implications for technical assistance of trade policy review results.)

Proposal 7: Make communication a factor to be evaluated for Director's and other unit heads in the context of the new performance appraisal system.

Proposal 8: Organize some management development interventions for Division Directors focusing on communication and people management.

123. During interview, several directors indicated a need in this area and several subordinate staff also identified this need although more vocally. Such training would help directors in leading and

motivating their staff to achieve higher levels of productivity and team spirit. Directors participating together in such an exercise would also communicate laterally and build a more cohesive management team.

3. Leveraging technology

124. *Generally the Organization has leveraged technology effectively* by keeping abreast of and applying technological advances at the workplace. Some examples are: substantive divisions doing research on the web more quickly and thoroughly; use of web-based subscriptions to information services; better communication and correspondence with Members, delegates, NGOs etc. through the web; distribution of WTO Focus in electronic format; WTO documents posted on the net; CD-rom-based technical assistance lectures; video conferences; film and audio clips for press releases; establishment of a number of useful data bases (e.g. the Documents Management System (DMS), anti-dumping data base, Integrated Data Base (IDB) on market access etc.), the creation of WTO Reference Centers; Cyber Cafes; remote-access facilities so that staff can access their work from home or while on mission, and so on. In at least one area, the WTO has become a best practice model for other United Nations and Bretton Woods institutions. Several of these have come to study the LSDD system for the production and management of documentation. It is the consultant's view based on previous experience in 4 United Nations organizations, that the WTO is generally advanced, by comparison to other international organizations, in the use of technology.

125. *There are nevertheless a number of further steps that could be taken:*

Proposal 9: Develop more CD-rom based lectures and information pieces.

126. These would be used for technical assistance and dissemination of information on WTO to NGOs, the general public, etc. This would reduce travel and other costs, enable accessing a wider audience and help promote the image of WTO. It might be helpful to charge one division with the overall responsibility for both coordinating and extending this medium as responsibilities are disbursed at the present time.

Proposal 10: Greater use of video conferencing.
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127. This would be used for providing technical assistance and training, conducting small meetings, interviewing of candidates for short listing in the selection process, etc. As one example, Annex 12 contains a table showing the cost of travel paid for candidates invited to interview for vacancies in the Secretariat. The average number of paid interviews per job vacancy where interviews were held (i.e. not a direct selection without interview) increased from 4.9 in 1999 to 5.8 in 2000 or by 18%. At the same time the associated costs have increased from CHF 105,797 to CHF 184,512 or by 74%. Greater use of video conferencing for interviews, if not for the final selection but at least for purposes of short-listing, could not only reduce costs, but speed up the selection process.

128. There are, of course, limitations to this medium (it is not as effective as person – to – person meetings and the facilities are not always available or, if available, effective in all countries), but it also has its advantages (lower cost, larger audience access) that have not been fully exploited.

4. Technical assistance

129. Reference is made to the analysis of technical cooperation contained in the above section on Structure. To this the following points are added. *The provision of technical assistance is currently diffused and widespread in the Secretariat:* advice given to delegates resident in Geneva or representatives of Members passing through Geneva; advice provided on mission, the Trade Policy Courses and other courses given in Geneva; courses, lectures and symposia held in other countries etc. The range is from very general to very specific and there are many players: operational divisions, Technical Cooperation and Training. There are some interventions that should have been made and others that should have been turned down. *Technology has not been applied sufficiently* in this area

(distance learning, CD-rom-based material, video conferencing). There is little streaming or tracking of participants and not sufficient screening of staff lecturing. Audiences are often too diverse and attendance drops off after the first day due to lack of relevance of the material to the participant. Sometimes the Organization is reimbursed for the staff member's travel and per diem (but not salary) and sometimes not.

130. *There needs to be greater coherence and coordination in the provision of technical assistance.* The following are some suggestions that would help to move in this direction. The Secretariat is already taking action or planning to act on several of these.

Proposal 11: Ground rules to be established on technical assistance interventions.

131. These would define: what types of interventions WTO will and will not provide (e.g. related to core business and not on globalization in general), how decisions are taken as to which countries receive interventions; how interventions should be planned in advance, that objectives to be achieved for each should be identified in advance and how effectiveness/impact will be measured; whether, and under what conditions, staff members' travel and per diem should be reimbursed and whether in some cases staff members' salary should be reimbursed³⁵ etc.

Proposal 12: A technical assistance 'product line' to be defined and clear responsibility assigned for development/delivery of specific products.

132. The range of products – contents, delivery modality and audience – would be determined (for example, general lectures on the benefits of the multilateral trading system and WTO for least developed countries; the several week long Trade Policy Courses; shorter specialized workshops on technical topics etc.) This would reduce development costs (no reinventing of the wheel in different divisions) link more effectively the delivery modality to the contents and audience and help deliver more consistent messages. The system need not be rigid, as modules from some types of interventions could be used in others.

133. Specific responsibility would also be assigned for the development and/or delivery of each of the products based on the responsibilities of the organizational unit and the skill sets of its staff. Currently the Division Directors of Technical Cooperation and Training have agreed a division of labor on geographical lines – what is done in Geneva is Training's responsibility and what is done outside Geneva is that of Technical Cooperation. While this might be a convenient *modus operandi*, a division of labor based on the type of product to be delivered might be more efficient and effective.

Proposal 13: More distance learning – use of the internet, CD-rom based products and video conferencing.

134. More distance delivery would reduce travel costs and enable reaching a larger audience. However, distance learning, although more convenient to the participant, is often less effective than person-to-person contact and is not always technically feasible or feasible at reasonable costs for certain recipients. Care needs to be taken therefore in determining its use. It is nevertheless clear that distance learning has not yet been exploited to its full potential. At the Director-General's request, the Training Institute Director will develop a pilot project for distance-learning services. This is a positive initiative.

Proposal 14: Greater 'streaming' and targeting of participants.

³⁵ Consideration could be given to charging staff members' salary as well as travel and per diem, not to least-developed countries for example, but industrial groups. If this were charged and were to be used to finance temporary assistance back up for those traveling to provide technical assistance, this would require modification of the financial rules which currently state that such monies should be turned over to the Staff Assistance Fund.

135. *Greater attention would be paid to the potential participant and an attempt made to determine if needs, interests and knowledge level coincide with the product to be delivered.* If not, alternative interventions could be proposed. Interventions would be targeted to the level of the participants. A data base would be maintained to track all past participants and the types of interventions they have already received in order to suggest follow-up interventions, address them the next time at a higher level and prevent 'repeat performances' (same material given to same participant). This would capitalize more on the resources used, prevent bad experiences of participants and generally make technical assistance more effective.

Proposal 15: Greater screening and training of lecturers.

136. *Currently there is little quality control of lecturers.* Now, lecturers who participate in the Trade Policy courses are evaluated by participants and are informed of these evaluations. A summary evaluation report is subsequently sent to senior management, but it does not contain lecturer-specific evaluations. A short 2-day course on making presentations was organized for lecturers, but it was reported that mainly the better lecturers participated. It is suggested that supervisory management levels review participant evaluations of lecturers and lecturers rated low be provided training in making presentations. The evaluations would be used in a positive way as a development tool, but if performance is not improved, as a method for screening out ineffective lecturers.

Proposal 16: More mobility of staff providing technical assistance.

137. Mobility of staff delivering technical assistance between Technical Cooperation Division, Training Division and other substantive divisions would widen lecturer's knowledge base and improve the effectiveness of interventions.

138. Under the current structure, responsibility for implementation of these recommendations could be given to Mr. Ravier as Chairman of the Management Committee on Trade-Related Technical Assistance, in conformity with that Committee's terms of reference. It would be expected that the Technical Cooperation Division and Training Institute would take the lead.

5. Programming and budgeting process

139. As reported in paragraph 99 above, apart from a handful of divisions, *there is no history of WTO recording workload indicators and hence of the Organization's basing decisions on the allocation of staffing and other resource levels on quantitative data of this kind.* Furthermore, once resources are allocated evaluation of performance is monitored in terms of the use of funds (verification of commitments, checking of availability of funds, verification of payments against budget, balancing of accounts etc.) rather than in terms of programme performance (i.e. measuring actions and results against stated objectives). Stated simply, divisions ask for money each year without having to show what they have done with last year's money. The "Budget Questionnaire" used in submitting and reviewing budgetary proposals does not elicit such information. During the interview process for this review, two of the questions asked of managers were: Do you have any suggestions for your area of work that would reduce workload versus increasing staff? and Is there any work your unit does that could be discontinued? In most cases these questions drew a blank. In addition, some managers were able to state what the duties and responsibilities of their divisions were but not able to articulate what were the strategic objectives to be achieved. They often resorted to the fact that the WTO was Member-driven as a reason for not being able to plan in advance or think in strategic terms.

140. *The present system therefore does not encourage managers to think strategically either in terms of being cost effective or of delivering results.* This does not mean, of course, that no managers think in these terms, but that the system could be changed to encourage such behaviour and hold managers accountable for it. Recently divisions have been asked to set objectives and work plans that will be reviewed by the Committee on Budget, Finance and Administration. This is certainly an improvement. The following steps are suggested to advance this reform.

Proposal 17: Modification of the Programme and Budgetary Process to make managers think more strategically and to be held accountable for programme performance.

141. The budget questionnaire which is the framework for the budget process and which now begins with a listing of what additional resources the manager wants would be revised along the following structural lines:

- Statement of achievements against established objectives and work programmes for the previous period (approximately ½ of the year in progress) and any reasons for not having met targets
- Outline of strategic objectives and work programme for the following period, with measurable outputs at different milestones.
- Indication of any work that could be discontinued, streamlined or outsourced
- Requests for any additional resources (staff, temporary assistance etc.) together with indications as to why these are essential, why the work cannot be covered by existing resources and the consequences on the programme of not being granted the additional resources.
- (Optional) a description of what steps the director would take (elimination of certain work, doing certain work differently, giving up certain posts or other resources etc.) should there be a 5 or 10% reduction imposed on the division. This would provide an indication of the low priority areas of the division

142. Once the system is in place there would of course need to be a process of programme evaluation instituted internally to monitor performance. More is said about this in the staffing level analysis of the Administration and General Services Division.

6. Outsourcing

143. It has not been possible within the time available for this study to examine in any detail the possibilities for outsourcing of the Organization's work. ***Outsourcing can bring benefits of reduced costs and speed in operations*** but it can also lead to problems of the Organization losing control over the work, confidentiality and institutional knowledge thus becoming dependent on the service provider. There are a number of areas where the Secretariat has already outsourced some of its work. Some examples are: publications printing and sales by IMRD, translation (in a sense through the 10 month work away and 2 month work in the organization arrangement) and interpretation by LSDD and machine maintenance and cafeteria services by AGSD. ***There are further possibilities for outsourcing that could be explored.*** These would include: trade policy reviews, technical assistance lectures and seminars (by retired staff), background policy papers for committees, more interpretation (WTO maintains two full teams of interpreters for three languages whereas other international organizations have only 1 or a few interpreters on the staff although they do have fewer meetings), document reproduction and distribution and security services. A thorough review of the cost and other implications would need to be made before deciding to outsource.

Proposal 18: A thorough review of outsourcing possibilities to be conducted by the Secretariat.

7. Money for agreed terminations

144. The Staff Regulations and Rules allow for the termination of a staff member's contract under mutual agreement with the Organization and the payment of an indemnity to facilitate this. However, ***there is no provision in the budget setting aside money or a fund that could finance such departures.*** On the few occasions that staff have left under this provision it was possible to find the money. However the non-availability of a budgetary provision discourages management's use of this provision which can be of great benefit during restructuring. Lacking this flexibility, certain re-organizations that could be beneficial are not implemented or even contemplated and certain structures which may be less than ideal are built simply to accommodate staff who could otherwise leave on an agreed separation.

Proposal 19: Introduction of a budgetary provision for a fund to finance separations by mutual agreement.

8. Pulls and Pushes

145. *There are a number issues leading to some staff tensions.* These are not only unresolved but have not been the subject of open debate. The two most important ones that emerged in interviews are the following:

146. Member-driven or able to take initiatives? - On the one hand, there is the view that the secretariat should not take initiatives on policy questions or other matters since the WTO is a "Member-driven" Organization. Doing so would go, or at least be seen to be going, against Member's wishes and would be detrimental to the Organization and even to the job security of the staff member initiating such action. There are exceptions of course, but this view tends to be held by older, long-serving staff in management or other positions of authority (who could be called "old-timers").

147. The opposing view is that the Secretariat is best placed to assist the aims of the Organization and that it is its duty to initiate policy studies and play a more active role in advising Members. The use of the Member-driven argument is seen as an excuse for inaction. Initiatives can be taken while still respecting this principle. The draft text of a possible compromise agreement prepared after some 100 days of negotiations deadlock by the Secretariat under Mr. Dunkel was cited as a successful example of such. This is the view held mainly by younger, shorter-service staff in professional junior-level positions ("new-comers").

148. Economic orientation versus legal orientation? - One view is that the Organization's policy formulation should be driven by sound economic and other research that studies alternatives and their implications. The WTO should be a guiding light to move the system forward. It should invest more in research and the Annual Report should be converted into a fully-fledged World Report on Trade Policy Developments. Instead, it is felt that the Organization is being led down uncharted paths as a result of decisions from the dispute settlement process. Again there are exceptions, but this is the view held largely by economists.

149. The opposite view is that policy formulation is an inevitable result of the dispute settlement process and quite normal just as jurisprudence in interpreting the law in any country establishes policy. Furthermore it is not possible in advance to foresee all the policy implications of an agreement. There will always be ambiguity and lacunae as some principles have not been negotiated nor did Member's wish to negotiate all points. It is quite natural therefore that that dispute settlement process drive policy. This is largely the view of the lawyers.

150. It may never be possible to resolve these opposing views and some difference of opinion can be healthy. However *some open discussion of these issues would be useful* as the tension that now exists is unproductive and has led in some instances, it was reported, to open disagreements between Secretariat staff in the presence of Members' representatives and some younger, brighter staff leaving the Organization.

Proposal 20: Management to encourage debate on these issues in open staff meetings or at least within technical divisions.

9. Human resources

151. Human Resources Planning - *Management has not defined what type of staff it needs to deliver the Organization's mandate.* Traditionally young professionals with some, but not extensive experience have been hired into the Organization with the expectation that they would make a career and eventually carry the institutional knowledge. More recently as pressure has been put on budgets and subjects have become more complex, experts or specialists in full career who are up-to-date with the latest developments in their fields ("cutting-edge") have been sought. They are expected to stay for some time in the Organization, but not necessarily to make a career, and could be replaced later by

others who are more up-to-date. The implications for recruitment methods, grading, career development, mobility, investment in training etc. are different for both groups. For some areas of WTO work one type of staff would be more appropriate than the other. There will probably always be a need for both types of staff in the Secretariat, but no conscious effort has been made to define what the balance should be either within divisions or for the Organization as a whole. Doing so would help define human resource policies and programmes.

Proposal 21: Development of a human resources planning strategy

152. Training and Career Development, Mobility and Retention - *Currently there are no staff training and development or career development programmes.* There is a feeling among many staff interviewed that there are no or little career prospects and that the Organization does little to encourage staff development. Publishing papers in one's field and sabbaticals to conduct research are both possible under the rules, but divisional management is seen as discouraging this ("keep your nose to the grindstone"). There are no secretariat-wide programmes to promote this and virtually no training programmes available.

153. *Both professionals and support staff feel blocked in their jobs* with little prospects of movement. An attempt was made to determine the average time staff stayed in their current positions without movement but it proved not possible to collect this data. No hard data are therefore currently available. It is the consultant's understanding from interviews, however, that staff spend many years in the same job. It was reported that at least 10 bright young professional staff members with strong potential have left the Organization in recent years, at least in part, due to a feeling of having no prospects of career development of this kind.

154. Managers have said they need management training and their subordinate staff have endorsed this need (although more vocally). Management training would help managers to think more strategically (see para. 139 above on programming and budgeting process), improve communication (see paras. 117-123 on communication) and, perhaps most importantly, become better managers of people (see Proposal 8 above).

155. Management has recently issued an Administrative Memorandum on Internal Staff Mobility which sets down a sound policy to encourage staff movement. Its implementation will, of course, need to be closely monitored. This is a positive step, but more can be done by making an investment in staff development and training (a new Training Officer post is recommended for Human Resources under the staffing analysis for AGSD in section above) and by implementing a career development programme.

Proposal 22: Creation and funding of a Staff Career Development and Training Programme.

156. *Vacancy notices for position openings in the Secretariat are long-winded and written in a language coded with bureaucratic terminology that only other bureaucrats can fully understand.* They do not assist in attracting the best people to the Organization.

Proposal 23: Revamp vacancy notices to be more attractive.

10. How Members can help

157. In discussions with members of the Secretariat, there were a number of suggestions made of ways in which WTO Members could assist the Organization in reducing its costs, speeding up its operations and generally making it more efficient. Often, these suggestions were not even passed on to Members since it was considered that in doing so the Secretariat might be seen to be overstepping its bounds. Since ultimately it is in Member's own interests that the Organization become more efficient, these suggestions are included below for eventual communication to Members in whatever form the Secretariat might judge appropriate.

158. Dispute Settlement Reports - A major potential economy entails a reduction in the length of dispute settlement reports (see paras. 111-115 above). It was reported that Members often insist on including in reports the full text of submissions and these can reach as much as 800 pages. It is reported that *Members want the full text of submissions included mainly for consumption 'back home' and that there are only a handful of people in the world who are interested in reading these texts*. Production of these reports is very expensive and often the WTO's legal staff spend a large proportion of their time producing these reports rather than providing legal analysis and advice. Members' support in reducing these reports is needed (see Proposal 2 above).

159. Cancellation of Meetings – Not only does the WTO organize a very large number of meetings each year, but it also cancels a very high proportion of these. *In 2000, 79 out of 792 meetings (10%) were cancelled entailing unnecessary costs*. Direct costs are involved in having to pay interpreters who have been contracted but there are also indirect costs. Secretariat members (as well as delegations) have to reschedule their work, the meeting rooms are empty for hours and the cancelled meetings have to be rescheduled creating more work and sometimes resulting in simultaneous meetings that can lead to further cancellations or less effective coverage by the Secretariat. Often these meetings are cancelled for good reasons, but it was reported that sometimes they are cancelled because the chairman or a key delegate decided to conduct some personal business. Member's agreement on reducing these cancellations would be helpful.

160. Official documentation – The Organization has requested that all documents given by Members to the Secretariat for reproduction should be sent electronically. Most Members have complied with this request, but some still send hard copies thus entailing additional costs in scanning. During meetings Members sometimes request the Secretariat to prepare a technical study or background paper. It is reported that this is sometimes done simply as a way out of an impasse (disagreement or lack of consensus) that has occurred in the meeting and that the study has little if any substantive value. Consultation with the Secretariat before requesting such papers could save costs. In collecting information for the Integrated Data Base, some Members require the secretariat to pass through their delegations in Geneva instead of approaching directly the data owners in the capital of the country concerned. This leads to delays and additional costs. Members could allow the Secretariat to collect the data directly while still approving the end results. Finally, documents submitted by Members for meetings are often given to the Secretariat late thus involving additional costs in overtime in order to produce the documents on time for the meeting. Members' compliance with a schedule setting out how many weeks in advance documentation should be submitted would not only reduce costs, but improve the effectiveness of meetings as participants would have the documentation earlier and be able to be better prepared. Members' assistance in overcoming these inefficiencies would reduce costs.

Proposal 24: The Secretariat seeks Member's cooperation in making the Organization more efficient as described above.

IV. BRIEF IMPACT SUMMARY

161. The overall effect of implementing the 16 recommendations on Structure, 27 recommendations on Staffing Levels and 24 proposals on Management and Other Processes contained in this report would be:

- An elimination of 2 DDG positions
- An elimination of 5 divisions and division director positions (8 eliminated and three created, see para. 89 above) which together reduce the top heaviness of the Organization
- A reduction in the total number of division director posts³⁶ from 25 to 20
- A reduction in the total number of directors from 34 to 30. The WTO's new proportion of Grade 12 and 11 to total staff would be reduced from 6.2% to 5.4% and the proportion of Grade 12s to total staff would be reduced from 2.2% to 1.6% establishing a more favourable comparison with other international organizations (see para. 18 above)

³⁶ Not counting Appellate Body.

- A grouping of divisions under DDGs along functional/business process lines thus facilitating strategic policy orientation, coordination, exchange of information and performance management.
- A reduction in management positions by 6 (2 DDGs, 3 Grade 12 and 1 Grade 11 posts) and an increase in Professional posts by 10 (no change in Support posts) thus shifting resources from management to substantive levels
- An overall net increase of 4 regular posts (funding for these could come in many cases from conversion of temporary assistance funds now used to finance temporary posts doing the same work)
- A range of improvements in management and other processes.

Annex 1

Strategic Organizational Review: Structure and Staffing Resources of the World Trade Organization Secretariat

Terms of Reference

Purpose of the review

In response to a request of the WTO Committee on Budget, Finance and Administration, the purpose of this review is: to make recommendations on the appropriate structure and staffing resources to achieve the Organisation's strategic objectives.

Scope of functions

The Contractual Partner engaged to conduct the Strategic Organisational Review will:

1. Interview the incumbents of a maximum of 50 representative senior positions at Grade 10 and above identified by WTO management and including the Director-General, Deputy Directors-General and senior staff to obtain their views on the appropriate (current and possible future) structure and staffing levels (numbers of budgeted posts) required to achieve strategic objectives;
2. Review structure and functions by examining such matters as objectives, strategic policies and plans, programme budget document statements, unit functional and mission statements, organisational charts; delegations of authority and post descriptions;
3. Review staffing levels and workload by examining indicators such as: numbers, grades and occupations (CCOG codes) of posts; temporary assistance numbers and resource allocations; overtime allocations and expenditures; types, numbers, locations and days of meetings serviced and numbers of participants; types, numbers and days of mission travel; and types, numbers and pages of official reports and documents;
4. Analyse the current structure and staffing levels to identify problems such as: significant overlap or lacunae in responsibilities, structural inefficiencies, overabundance or insufficiency of staffing levels etc. and develop recommendations for improvement; and,
5. Submit a report evaluating the current structure and staffing of the WTO Secretariat and making recommendations for changes/improvements including supporting rationale.

The Review will not include examination of the appropriateness of individual grade levels of any post.

Management of the World Trade Organization will:

- select the sample and schedule all interviews targeting their completion as far as possible by 6 July and no later than 13 July;
- compile and provide all background documentation and statistics necessary in support of functions 2 and 3 above (A preliminary list of background documentation and statistics will be established in consultation with the Contracting Partner by 18 June and the documentation and statistics provided as soon as possible thereafter and no later than 29 June. Additional material may be required in the course of the study.); and,
- provide secretarial services for the Contractual Partner.

Timing

- General familiarisation with WTO and conduct of interviews: 3 weeks between 18 June – 13 July
- Review, analysis and preliminary determination of findings and recommendations: 4 weeks between 9 July – 15 August including verbal presentation of preliminary findings by 15 August
- Preparation of final recommendations and report: 3 weeks between 13 August – 14 September

Annex 2

List of WTO staff interviewed (52)

Director-General

Moore, Mike

Szepesi, Andras

Deputy Directors-General

Ouedraogo, Ablassé

Raver, Paul-Henri

Rodriguez-Mendoza, Miguel

Stoler, Andrew

Directors

Alcoba Enciso, Fermin

Barthel-Rosa, Paulo

Boonekamp, Clemens

Campeas, Alberto

Chabert, Jacques

Eglin, Richard

Finger, Karl-Michael (a.i.)

Frank, Alain

Guarda, Carmen Luz

Hartridge, David

Hussain, Arif

Jackson, Ros

Karam, Ghassan

Kuijper, Peter

Léger, Jean-Maurice

Luther, Robert

Mamdouh, Hamid

Mercier, Claude

Osakwe, Chiedu

Otten, Adrian

Rockwell, Keith

Rogerson, Evan

Rolian, Paul

Sørensen, Jan-Eirik

Tulloch, Peter

Wolter, Frank

Woznowski, Jan

Other staff

Anderson, Robert

Barthel-Rosa, Jany

Beltron, Eugène

Carrier, Jean-Guy

Emler, Lawrence

Franco, Renzo

Gertler, Jeffrey

Geuze, Mattijs

Hancock, John

K'Danet, Guy

Kingery, John

Koulen, Mark

Laird, Sam

Low, Patrick

Mesa, Juan

Nazeer, Nusrat

Rata, Patrick

Verguin, Christiane

Werner, Hans-Peter

Annex 3

List of questions covered during interviews

Organization focus

1. Please provide a brief description of what your division/unit does and what are its strategic objectives?
2. Have there been any significant changes in the organizational structure of your division/unit since 1995?
3. Is the current organization structure of your division/department appropriate to meet these objectives?
4. If so, why? If not so why not and what changes would you make?
5. What is the motivation for these proposed changes? (efficiency improvements, more logical, better communication, more team work, etc.)
6. Any suggestions for changes in organizational units other than your own? (e.g., outside your department)
7. Any work process changes to suggest for your division, department or elsewhere in organization?

Staffing level focus

8. Are your staffing levels appropriate to achieve your objectives? (correct, too low, too high)
9. What staffing level changes would you propose and why?
10. If staffing levels have been too low, what has been the practical consequence on your unit's work? (backlogs, complaints, poorer quality, slower delivery, areas no longer covered, staff morale, staff turnover etc.)
11. Has workload increased, stayed the same, or decreased?
12. What are the workload indicators for your division?
13. Are workload data available today and in 1995?
14. How have your staffing levels changed since 1995?
15. How have temporary assistance resources changed since 1995?
16. What has been the impact of technology on your division?
17. Any suggestions regarding your area that would reduce workload (as opposed to increasing staffing levels)?
18. Is there any work your unit does that could be discontinued?
19. If you had a 10% increase in staff, what would be the effect? 10% cut?

Annex 4

Draft post description of Resource Mobilization Specialist

Duties:

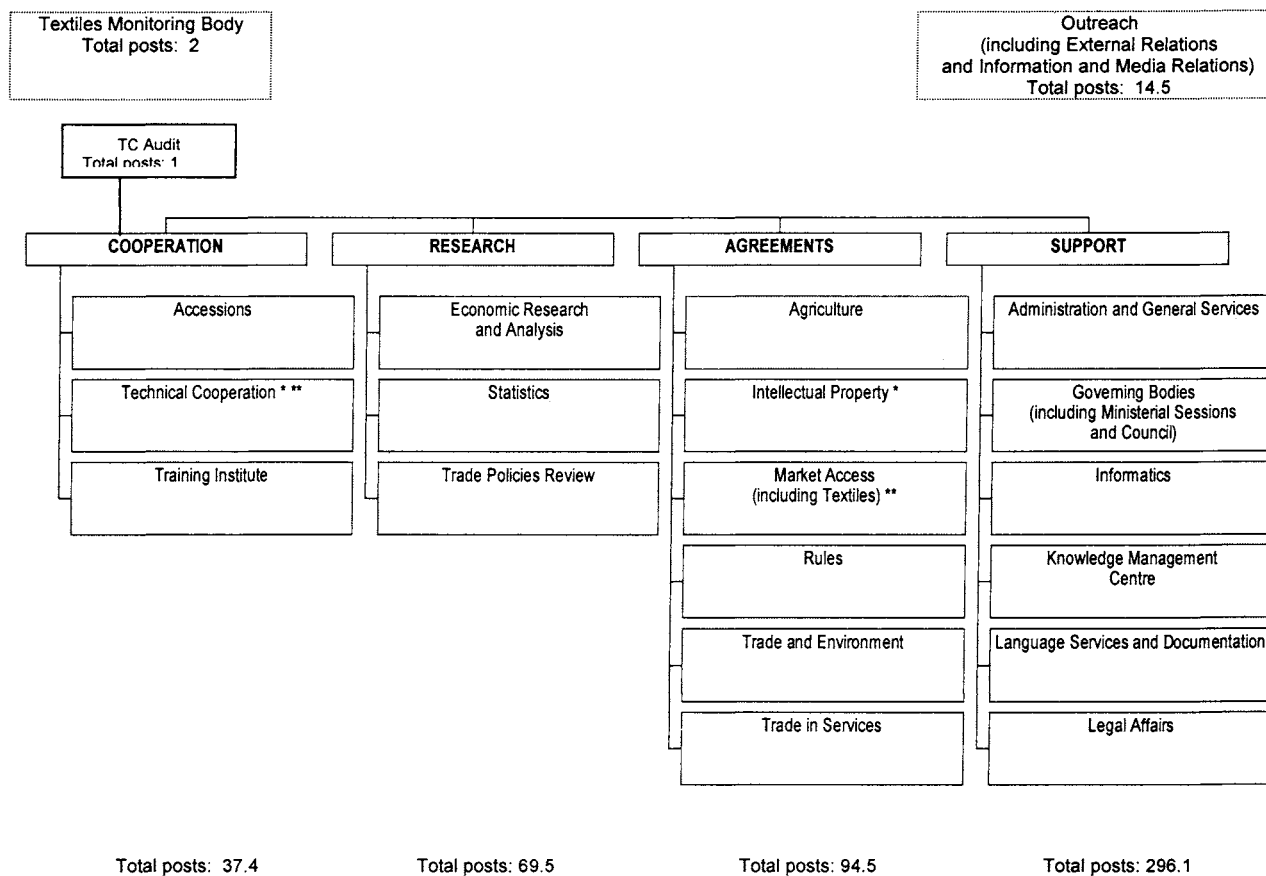
- Manage WTO's resource mobilization program directing all fundraising activities and monitoring performance
- Develop initiatives, formulate policies and devise strategies for mobilizing resources
- Maintain high-level contact with the donor community to keep abreast of donor's priorities, provide information on WTO's needs and define resource mobilization strategies tailored to individual contributors
- Advise WTO divisions on, and coordinate strategies for, mobilizing resources for their programs including reviewing, prioritizing and clearing proposals emanating from divisions
- Formulate medium- and long-term income projections
- Ensure systematic reporting to donors on use of resources obtained

Qualifications:

- University degree preferably at the post graduate level in a subject related to WTO's work
- Proven track record of fund-raising or voluntary grant management with over 10 years of experience in the public and/or private sector
- Excellent knowledge of English and French and preferably knowledge of other languages
- Knowledge of WTO an asset

Annex 5

WTO Secretariat structure with 4 Deputy Directors-General 20 divisions (counting Textiles Monitoring Body)



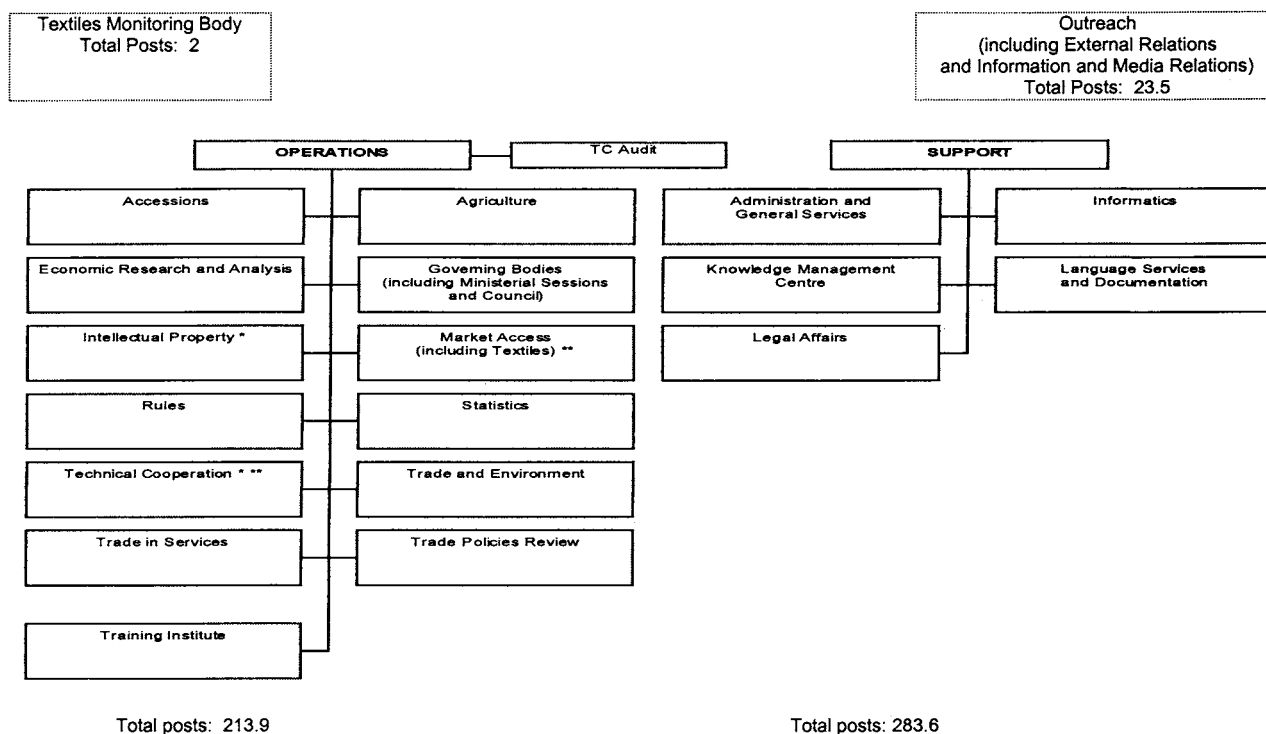
* including part of Trade and Finance

** including part of Development

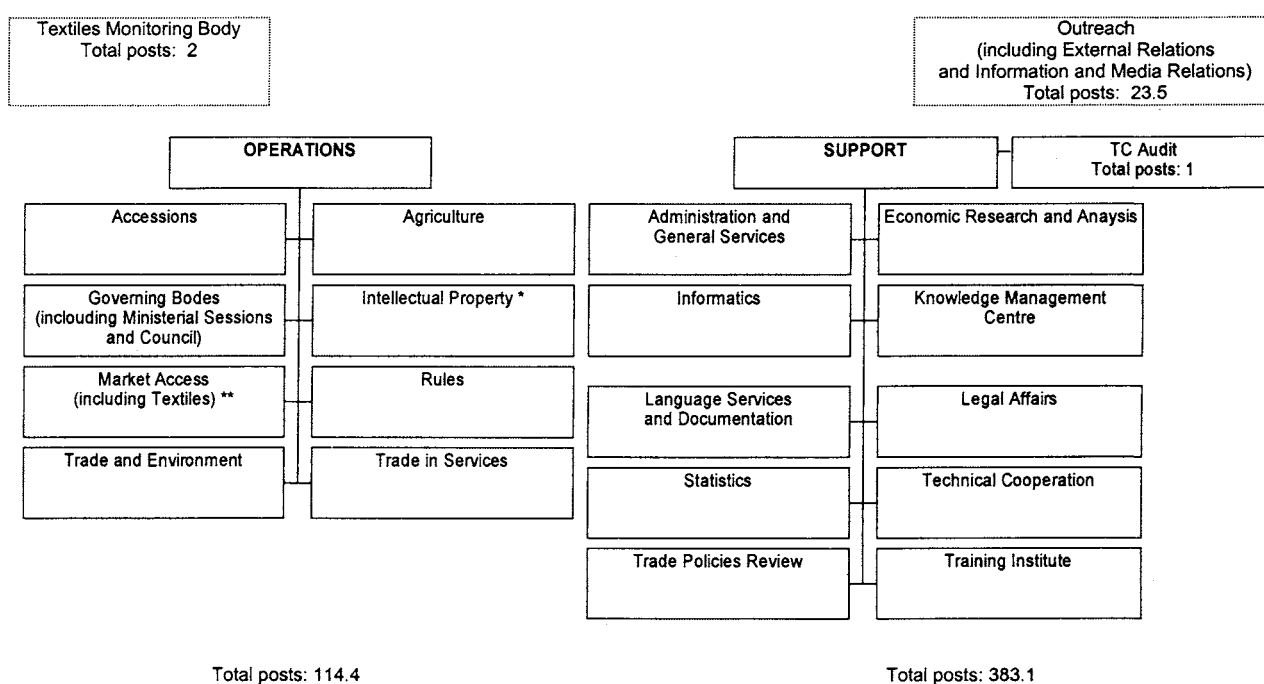
Annex 6

WTO Secretariat structure with 2 Deputy Directors-General 20 divisions (counting Textiles Monitoring Body)

(Minimalist approach)



(Maximalist approach)



* including part of Trade and Finance

** including part of Development

Annex 7

Consolidated table on workload indicators

	Accessions		Admin.&Gen. Serv.		Agric. & Comm.		Council		Development		Econ. Research		Ext. Relations		Informatics		Info. & Media		Intellec. Prop.		Lang. Services & Doc.		Legal Affairs		Market Access		Min. Sessions		Office of the D-G		
	1996	2000	1996	2000	1996	2000	1996	2000	1996	2000	1996	2000	1996	2000	1996	2000	1996	2000	1996	2000	1996	2000	1996	2000	1996	2000	1996	2000	1996	2000	
Those common to divisions:																															
Numbers of:																															
Meetings serviced	90	90	15	27	?	64	216	138	77	94	N/A	N/A	?	6	?	3	N/A	N/A	32	70	?	23	?	72	57	209	143	50	0	0	
Committees serviced	N/A	N/A	1	1	2	2			4	4	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	3	5	N/A	N/A	N/A	N/A	6	6	1	1	0	0	
Trade Agreements serviced	N/A	N/A	N/A	N/A	2	2	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	3	2	N/A	N/A	N/A	N/A	5	6	N/A	N/A	0	0	
Notifications	N/A	N/A	N/A	N/A	472	692	N/A	N/A	11	19	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	458	371	N/A	N/A	N/A	N/A	400	310	N/A	N/A	0	0	
Documents	356	349	88	73	618	984	485	363	148	253	N/A	N/A	30	18	N/A	N/A	104	335	667	646	30	17	275	358	431	575	350	77	20	164	
Pages of documents	7,000	8,600	403	598	2,596	5,915	3,613	2,183	1,796	2,024	N/A	N/A	169	41	N/A	N/A	1,430	1,979	10,683	14,112	120	120	1,189	5,794	2,452	5,600	2,000	358	119	282	
Missions (all types)	13 per year	13 per year	8	10	34 (1997)	74	N/A	N/A	10	17	39 (1997)	17	26 (1998)	28	4	17	?	25	46	65	N/A	N/A	21	23	17	20	2	7	40	49	
Reference Centres created	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0	10	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0	0	
Consultant's days worked	N/A	N/A	84	105	N/A	N/A	N/A	N/A	N/A	N/A	12	118	?	N/A	25	834	535	?	180	0	67 months	N/A	N/A	N/A	N/A	41	78	N/A	N/A	0	168
Panels	N/A	N/A	N/A	N/A	3	5	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0	5	N/A	N/A	5	23	1	1	N/A	N/A	0	0	
Appeals	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	none	none	N/A	N/A	0	0	
Research studies / background papers		1	N/A	N/A	?	35			N/A	N/A	7	9	40	50	N/A	N/A	N/A	N/A	20	36	N/A	N/A	N/A	N/A	none	none	N/A	N/A	0	0	
Country reports	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	22 (1998)	31	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	none	none	N/A	N/A	0	0	
Others identified by division:																															
Completed accessions (by date of membership)	2	5																													
New requests for accession	1	2																													
Working Parties	30	30																													
Temporary contracts/interns to assist workload (months)	2	7																													
Technical/policy advice																															
Briefings					daily	daily																									
Contributions to the work of other Divisions					frequently	frequently																									
Contributions to the work of other IGOs					frequently	frequently																									
Seminars					several	several																									
Geneva Week										12																					
African Group until September 2000										8																					
Economic Seminars										30																					
Annual Report											7 (1997)	7																			
DG Report to the Council																															
Lectures - training											2	2																			
Editions of WTO Directory (approx 320 pages)											1	1																			
Files circulated in Registry											6	20																			
Files circulated in External Relations																															
Publications translated by outside translators																															
Press review																															
Pages of minutes																															
NGO Meetings - October 1999-October 2000																															
Legal memoranda																															
Number of original pages received for translation																															
Number of pages translated																															
Number of pages printed																															
Number of meetings																															
Number of participants																															
Anti-Dumping manual																															
Data Base																															
Comments on national legislation																															
Implementation assistance, informal written comments and answers to Members' questions																															
Ad hoc legal/practical advice																															
WTO Trade Policy Course lectures																															
Tables and charts (number)																															
Data base records (million)																															
Correspondence sent (number)																															
Ad hoc requests (number)																															
IDB processing / dissemination (number of submissions)																															
CTS processing (number of submissions)																															
Internal databases (number)																															
Temporary assistance (months)																															
Technical assistance activities (IDB)																															
Number of fixed term posts																															
Number of missions for 1998																															
Number of missions for 1999																															
Committees serviced by TCD:																															
WTO African Group																															
IF Inter-Agency Working Group																															
IF Steering Committee																															
WTO LDCs' Consultative Group																															
Technical Assistance Management Committee																															
Sub-Committee for LDCs																															
Speeches, Magazine Articles																															
Interns																															
Meetings(committees and others) held in Geneva																															
Short Study Tours																															
Training Material																															
Number of courses serviced																															
Number of participants																															

Annex 7 (continued)

Consolidated table on workload indicators

[illegible]

Annex 8

Consolidated table on resources (posts and expenditures)Posts

	Base Year 1998				Year 2001				Percentage Increase	
	D's (11+12)	P's	Support	Total staff (1-12)	D's (11+12)	P's	Support	Total staff (1-12)	Total staff	Over X years
Accessions	1	4	3	8	1	4	2.4	7.4	-8%	5
Administration and General Services	2	12	69.5	83.5	1	17	68.1	86.1	3%	5
Agriculture and Commodities	1	10	5	16	1	12	3	16	0%	5
Council	1	11.5	4	16.5	1	3.5	3	7.5	-55%	5
Development	1	7	2	10	1	6	2	9	-10%	5
Economic Research and Analysis	1	9	3.5	13.5	1	7	3.5	11.5	-15%	5
External Relations	1	3	4	8	1	3	4	8	0%	5
Informatics										5
Information and Media Relations	1	7	11	19	1	9.5	19	29.5	55%	5
Intellectual Property	2	6	3	11	1	8	4	13	18%	5
Language Services and Documentation	1	39	88	128	1	54	83	138	8%	5
Legal Affairs	1	8	3	12	1	12	4	17	42%	5
Market Access	1	7	6	14	1	8	5	14	0%	5
Ministerial Sessions (Base Year 1998)	1	2	1	4	1	5	2	8	100%	3
Office of the Director- General	1	5.5	5	11.5	1	4	6	11	-4%	5
Rules	1	8	3	12	1	12	3	16	33%	5
Statistics										5
Technical Cooperation	1	14	12	27	2	13	9	24	-11%	5
Technical Cooperation Audit (Base Year 2001)	1	0	1	2	1	0	1	2	0%	0
Textiles	1	2	1.5	4.5	1	2	1.5	4.5	0%	5
Textiles Monitoring Body	1	0	1	2	1	0	1	2	0%	5
Trade and Environment	1	7	3	11	1	6	3	10	-9%	5
Trade and Finance (Base Year 1998)	1	3	1	5	1	4	2	7	40%	3
Trade in Services	1	10	4	15	1	10	4	15	0%	5
Trade Information Centre (Base Year 2001)	1	0	0	1	1	0	0	1	0%	0
Trade Policies Review	1	17	10.5	28.5	1	18	10.5	29.5	4%	5
Training Institute	1	14	12	27	2	13	9	24	-11%	-

Annex 8 (continued)
Consolidated table on resources (posts and expenditures)
Expenditures

	Base Year 1996			Year 2000			Percentage increase			
	Temporary assistance	Overtime	Total Expenditure	Temporary assistance	Overtime	Total expenditure	Temporary assistance	Overtime	Total expenditure	Over x years
Accessions	1,523	1,092	934,236	313	0	923,349	-79%	-100%	-1%	4
Administration and General Services	1,403,100	297,106	9,026,476	1,328,275	292,904	9,753,967	-5%	-1%	8%	4
Agriculture and Commodities	0	16,236	1,772,843	21,783	5,825	1,814,725	-	-64%	2%	4
Council	966,810	12,290	3,036,048	7,557	1,162	968,014	-99%	-91%	-68%	4
Development	14,560	0	1,123,645	21,338	2,226	1,063,522	47%	-	-5%	4
Economic Research and Analysis	51,781	0	1,256,787	120,510	4,449	1,296,964	133%	-	3%	4
External Relations	97,879	94	874,491	87,392	0	894,218	-11%	-100%	2%	4
Informatics										4
Information and Media Relations	48,412	182,077	1,757,916	166,175	7,179	3,134,223	243%	-60%	78%	4
Intellectual Property	7,780	7,225	958,146	32,665	2,148	1,386,769	320%	-70%	45%	4
Language Services and Documentation	3,993,910	108,209	16,471,790	8,267,202	132,034	22,171,346	107%	22%	35%	4
Legal Affairs	9,382	0	1,137,756	48,908	779	1,597,50	421%	-	40%	4
Market Access	0	6,233	1,305,901	4,925	0	1,411,926	-	-100%	8%	4
Ministerial Sessions (Base Year 1998)	-	-	-	0	267	697,513	-	-	-	2
Office of the Director-General	0	17,941	1,105,556	0	0	287,000	-	-100%	-74%	4
Rules	0	2,387	1,185,590	68,831	2,005	1,516,191	-	-16%	28%	4
Statistics										4
Technical Cooperation	100,177	0	2,718,829	141,308	1,000	3,098,015	41%	-	14%	4
Technical Cooperation Audit (Base Year 2001)	N/A/	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Textiles	783	2,240	571,076	0	0	600,890	-100%	-100%	5%	4
Textiles Monitoring Body	2,751	0	295,853	3,256	79	308,572	-13%	-	4%	4
Trade and Environment	0	0	938,950	3,195	0	1,080,920	-	-	15%	4
Trade and Finance (Base Year 1998)	-	-	-	4,600	0	839,022	-	-	-	2
Trade in Services	86,306	5,886	1,674,657	55,398	1,719	1,752,852	-36%	-71%	5%	4
Trade Information Centre (Base Year 2001)	N/A/	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Trade Policies Review	5,465	2,157	2,739,346	21,430	335	3,027,639	292%	-84%	11%	4
Training Institute	100,177	0	2,718,829	141,308	1,000	3,098,015	41%	-	14%	-

Annex 9

**Hours worked by professional and above staff on weekends during a sample two-month period
(October and November 2000)**

DIVISION	NUMBER OF VISITS	TOTAL HOURS WORKED	TOTAL NO. OF "PS" AND > IN DIVISION	HOURS PER "P" AND > STAFF MEMBER
Accessions	5	22	5	4.4
Administration and General Services	20	20	16	1.3
Agriculture and Commodities	15	42	10	4.2
Council	6	34	4	8.5
Development	6	25	7	3.6
Economic Research and Analysis	3	5	6	0.8
External Relations	1	1	5	0.2
Informatics	10	28	10	2.8
Information and Media Relations	3	5	10	0.5
Intellectual Property	19	75	8	9.4
Language Services and Documentation	42	110	49	2.2
Legal Affairs	18	68	12	5.6
Market Access	6	10	7	1.4
Ministerial Sessions	20	78	6	13
Office of the Director-General	17	97	4	24.3
Rules	11	66	10	6.6
Statistics	8	24	19	1.2
Technical Cooperation	43	135	12	11.2
Textiles	-	-	2	-
Trade and Environment	12	38	9	4.2
Trade and Finance	18	66	6	11
Trade in Services	12	38	11	3.5
Trade Policies Review	23	83	19	4.3
Training Institute	1	2	3	0.6
TOTAL	319	1072	24	4.3

*Figures do not include Appellate Body, Technical Cooperation Audit Division (created June 2001) or Trade Information Centre (created June 2001).

Annex 10
WTO Staffing numbers and ratios by Department (as at 1 August 2001)

Division	Total no. of staff	No. of Ps and above (7-DDG)	No. of support staff (1-7)	Ratio of support staff to Ps and above	No. of Admin. Assistants and Secretaries	Ratio of Admin. Assistants and Secretaries to Ps and above
Director-General						
Deputy Directors-General (4 DDGs)	9	5	4	1:0.8	4	1:0.8
Information and Media	30	10	20	1:2	2	1:0.2
Ministerial Sessions	8	6	2	1:0.3	2	1:0.3
Office of the DG (2 directors)	11**	5	6	1:1	6	1:1
Textiles Monitoring Body	2	1	1	1:1	1	1:1
Trade Information Centre	1	1	0	-	-	-
DDG - Ouedraogo						
Development	10	7	3	1:0.4	3	1:0.4
External Relations	9	5	4	1:0.8	2	1:0.4
Informatics	19	10	9	1:0.9	2	1:0.2
Textiles	6	4	2	1:0.5	2	1:0.5
Trade and Finance	8	6	2	1:0.3	2	1:0.3
DDG - Ravier						
Accessions (3 directors)	8	5	3	1:0.6	3	1:0.6
Intellectual Property	13	8	5	1:0.6	3	1:0.4
Language Services and Documentation (2 directors)	134	50	84	1:1.7	2	1:0.4
Statistics	27	22	5	1:0.2	2	1:0.9
Technical Cooperation	18	13	5	1:0.4	6	1:0.5
Technical Cooperation Audit	2	1	1	1:1	1	1:1
Trade and Environment (2 directors)	12	9	3	1:0.3	3	1:0.3
Training Institute	9	3	6	1:2	3	1:1
DDG - Rodriguez						
Agriculture and Commodities (3 directors)	14	10	4	1:0.4	4	1:0.4
Council	7	5	2	1:0.4	2	1:0.4
Economic Research and Analysis (no director)	9	6	3	1:0.5	3	1:0.5
Rules	16	13	4	1:0.3	3	1:0.3
Trade Policies Review	31	19	12	1:0.6	9	1:0.4
DDG - Stoler						
Administration and General Services (3 directors)	93	17	76	1:4.5	5	1:0.3
Legal Affairs	15	12	3	1:0.3	3	1:0.3
Market Access	12	7	5	1:0.7	4	1:0.6
Trade in Services	17	13	4	1:0.3	4	1:0.3
TOTAL **	551	273	278	1:1	86	1:0.3

*Regular and fixed term contract staff including those funded by temporary assistance credits.

** Total does not include Director-General or Appellate Body.

Annex 11

**Remote access of workstation through the WEB during a sample 6½-month period
(1 January to 18 July 2001)**

Division	Jan	Feb	March	April	May	June	July (18th)	Total No. of times	No. of staff*	Average Access per staff member
Director-General										
Office of the Director-General	56	180	112	81	87	86	48	650	12	54.2
Information and Media Relations	4	8	9	19	90	7	21	158	29	5.4
Ministerial Sessions	6		2	24	4	3	1	40	8	5
Textiles Monitoring Body									2	
Trade Information Centre	-	-	-	-	-	-	-	-	-	-
Deputy Directors-General	2	19	20	40	3	9	1	94	9	10.4
DDG - Ouedraogo										
Development	20	8	3	9	24	22	3	89	10	8.9
External Relations	4			2		2		8	9	0.8
Informatics	87	47	84	95	133	153	115	714	20	35.7
Textiles		1	1	3		5		10	5	2
Trade and Finance	44	22	39	23	31	42	1	202	8	25.3
DDG - Ravier										
Accessions	3	6	12			3	3	27	8	3.4
Intellectual Property		1						1	13	0.1
Language Services and Documentation	35	54	62	59	55	62	23	350	132	2.7
Statistics	30	13	15	2	7	1		68	25	2.7
Technical Cooperation	137	101	73	108	46	102	24	591	17	34.8
Technical Cooperation Audit									2	
Trade and Environment	61	68	89	85	121	86	60	570	12	47.5
Training Institute	17	15	38	8	43	34	9	164	8	20.5
DDG - Rodriguez										
Agriculture and Commodities	11	15	22	19	35	63	11	176	14	12.6
Council	2		2			5	1	10	6	1.7
Economic Research and Analysis	8	19	11	17	28	17	7	107	10	10.7
Rules	27	16	38	38	35	41	9	204	13	12.6
Trade Policies Review	91	124	220	183	92	133	66	909	31	29.3
DDG - Stoler										
Administration and General Services	146	122	170	113	94	110	40	795	89	8.9
Legal Affairs	46	35	42	47	33	60	34	296	15	19.8
Market Access				9	16	19	8	53	12	4.3
Trade in Services	7	17	10	11	35	33	5	118	15	7.9
Total	844	891	1074	995	1012	1098	490	6,403	530	12

* Does not include the Director-General.

Annex 12

The cost of travel paid for candidates invited to interview for vacancies in the Secretariat**Interviews scheduled in 1999**

VN	Post Title	Applic. Received	Total interviews	Internal candidates	External candidates (Europe)	External candidates (outside Europe)	Total interview travels paid
387	Director, LAD	73	8	4	1	3	4
388	Public Affairs Officer	137	8	2	5	1	6
389	Translator (F)	29	None				-
390	Counsellor	185	9	4	5		5
391	Statistical Officer	102	5	3	1	1	2
392	Counsellor	179	5		4	1	5
393	Telephone Systems Manager	19	4		4		4
394	Systems Analyst	65	5		4	1	5
395	Project Manager	73	8	2	6		6
396	Operations Asst.	97	5		5		5
397	Staff Welfare Officer	106	10	4	5	1	6
398	Counsellor	69	6	2	4		4
399	Economist	124	3		1	2	3
400	Legal Officer	193	10	1	5	4	9
401	Application Training & Support Spec.	66	7	2	5		5
TOTAL		15	88	24	55	14	69

Interviews scheduled in 2000

VN	Post title	Applic. Received	Total Interviews	Internal candidates	External candidates (Europe)	External candidates (outside Europe)	Total Interview travels paid
402	Internet Coordinator	55	9	1	8		8
403	Director, ERAD	48	7	3	1	3	4
404	Counsellor	Cancelled					-
405	Translator (E)	Re-issued					-
406	Translator (F)	26	None				-
407	Translator/Reviser (S)	17	None				-
408	Translator (S)	42	9		9		9
409	Press & Info. Off.	147	4		3	1	4
410	Applic. Specialist	37	7	2	5		5
411	Project Manager	119	6	1	1	4	5
412	Applic. Training & Support Spec.	34	4	1	3		3
413	Counsellor	195	10	3	5	2	7
414	Interpreter	9	None				-
415	Counsellor	109	9		6	3	9
416	Director, MA	65	9	4	3	2	5
417	Translator (E)	15	3		2	1	3
418	Public. Prod. Asst.	126	7		7		7
419	Counsellor	108	7		3	4	7
TOTAL		16	91	15	56	20	76

	1999	2000
TOTAL INTERVIEW TRAVELS PAID	69	76
PAID INTERVIEWS PER VACANCY	4.6	4.76
PAID INTERVIEWS PER JOB WHERE INTERVIEWS HELD	4.9	5.8
TOTAL COST FOR INTERVIEWS (including travel and per diem)	SwF105,797.00	SwF184,512.00
COST PER PAID INTERVIEW	SwF1,533.00	SwF2,428.00
PAID INTERVIEW COST PER JOB FOR WHICH INTERVIEWS HELD	SwF7,556.00	SwF14,193.00