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WORKING METHODS, STAFFING REQUIREMENTS AND  
ORGANISATION OF THE SECRETARIAT

In the context of the Alternates' discussions of the mandates, the issue was raised of how to organise the performance of the work set out in these mandates. The basic question is whether the work is - as in the past - undertaken by sub-committees and working groups, for which the mandates have been drafted; or, alternatively, whether and to what extent work should be carried out directly by the "centre", i.e. the Secretariat, Economic Unit, with the committees and groups focusing more on the policy issues, review and liaison tasks.

In practical terms the second approach would mean that certain tasks now mentioned in the mandates (especially of the Monetary Policy Sub-Committee and the Foreign Exchange Policy Sub-Committee) would be assigned to the Secretariat/Economic Unit, which would prepare first papers in its own name and under the direction of the Secretary General. The alternative, traditional approach would imply that the papers on the various preparatory tasks would be prepared from the beginning by the sub-committees and working groups on the responsibility of their chairmen, with the functions of the Secretariat/Economic Unit being confined to providing secretarial services to these groups.

The choice between these working methods and the respective roles of the Secretariat/Economic Unit, on the one hand, and the sub-committees and working groups on the other, is very important for the assessment of staffing requirements and the organisation of the Secretariat. The Secretary General has made some tentative proposals but for him to finalise them, more precise guidance is needed. Such guidance should cover both the work the staff of the Secretariat/Economic Unit is expected to perform and the organisation of the Secretariat which some Alternates consider to be of importance because it could prejudice the structure of, and positions in, the EMI.