

Memorandum addressed to the Secretary-General on the proposed organisation of the Secretariat of the ECSC Special Council of Ministers (Luxembourg, 26 September 1952)

Caption: Internal memorandum, dated 26 September 1952, addressed to the Secretary-General of the ECSC Special Council of Ministers concerning a certain number of arguments which could be used to defend the proposed organisation of the Secretariat. The memorandum, in particular, refers to the conditions governing the selection of officials of the Secretariat: their qualifications for the post, the fair allocation of posts between the ECSC Member States and the balance between the various categories of officials.

Source: Archives historiques du Conseil de l'Union européenne, Bruxelles, Rue de la Loi 175. Fonds CECA, CM1. CM1 1953. Organisation administrative des services du Conseil, CM1/1953-38.

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Memorandum to the Secretary (26 September 1952) Re: Draft establishment plan for the Secretariat

Mr Secretary, the attached memorandum sets out a number of arguments in favour of the draft establishment plan for the Secretariat.

Memorandum concerning a number of arguments in favour of the draft establishment plan for the Secretariat

The Secretariat's assigned role is to assist the Special Council of Ministers, whose key responsibilities are twofold: cooperating, on the one hand, with the other institutions in administration of the sovereign powers transferred to the Community by the Member States, while, on the other, ensuring ongoing coordination between the Community's and the Member States' respective activities. The Council thus performs simultaneously a liaison function and a coordination function.

It falls to the Secretariat, therefore, to provide administrative support for this dual task, which, in fact, dictates its own organisational structure.

This means that the Secretariat must be constituted to serve the Council as an astute administrative entity, a new but not inexperienced body of people, for its members need, on the one hand, to be familiar with current economic and financial issues and, on the other, to have an understanding of problems in public administration and international relations. The latter point is especially significant, given that the administrative institutions of all the Member States will have to break with age-old habits in the process of gradually adjusting to a task that has no precedent — namely, cooperating with supranational institutions. This question of adjustment is bound to influence achievement of the shared aims enshrined in the Treaty Establishing the European Coal and Steel Community.

Inevitably, therefore, contacts between the Community institutions and the administrative institutions of the Member States will be vitally important.

These considerations must be borne in mind in selecting the personnel who will comprise the Secretariat. In addition to their qualifications, it is desirable not only that they should have held posts of some importance in a national public institution or an international institution, but also that they should have been involved in international negotiations. Insistence on proper qualifications is, of course, the best means of avoiding the administrative inflation that has afflicted so many international organisations. Another source of administrative inflation is what has been termed 'the scramble for national representation'. The Community has a duty to call a swift halt to such scrambling. One means of avoiding it, of course, is to achieve balance in the representation of nationalities, in other words a fair and consistent sharing of jobs among the Member States. Achieving such a balance has the further notable advantage of creating the best possible foundation for the gradual development of a truly international spirit — that 'shared awareness' which must necessarily inform the work of Community officials and which proceeds naturally from an absence of acrimony, from the habit of living and working together, and from the experience of addressing the same problems together and working together towards the same ends.

It goes without saying that this balance is of prime importance in relation to category 1 posts and, to a lesser degree, category 2 posts. Category 3 posts tend, as a rule, to be filled by nationals of the country in which the organisation is based.

The draft establishment plan for the Council of Ministers' Secretariat was drawn up with the foregoing points in mind. (See Annex 1)

While the draft plan seeks to achieve balance in terms of national representation, it also provides for a balanced distribution of the different categories of official. The proposed arrangements in this respect mirror those that exist in the various administrative institutions of the Member States and are greatly superior to those prevailing in most international institutions. (See Annex 2) The proposed number of officials also

reflects the concerns expressed, in this regard, by the Council of Ministers. At the same time, it should be pointed out that this number is the necessary minimum if the Secretariat is to function smoothly, given that the inclusion of certain officials is dictated by the Community's language policy and by the practical operational needs of any administrative service, however small.

To conclude, the draft establishment plan for the Council Secretariat is based on a rational approach, taking account of the circumstances created by the ECSC's establishment and the reality of its functioning.

Annex

Organisations	Officials I	Officials II	Officials III	Officials
ECSC Council				
Secretariat	25 %	25 %	50 %	
Benelux Union				
Secretariat	33 %	19 %	52 %	
League of Nations (1)				
1933	67 %			
1934	60 %			
1935	67 %			
1938	60 %			
1939	50 %			

(1) Source: Wertheimer's *The International Secretariat*