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Chairman: Mr. TEIRLINCK (Belgium)

<u>Chairman of the Advisory Committee on Administrative</u> and Budgetary Questions: Mr. MSELLE

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The meeting was called to order at 10.20 a.m.

AGENDA ITEM 146: FINANCING OF THE INTERNATIONAL TRIBUNAL FOR THE PROSECUTION OF PERSONS RESPONSIBLE FOR SERIOUS VIOLATIONS OF INTERNATIONAL HUMANITARIAN LAW COMMITTED IN THE TERRITORY OF THE FORMER YUGOSLAVIA SINCE 1991 (continued) (A/49/790; A/C.5/49/7/Add.12, A/C.5/49/11, A/C.5/49/42)

- Mr. TAKASU (Controller) introducing the report of the Secretary-General on the financing of the International Tribunal for the Prosecution of Persons Responsible for Serious Violations of International Humanitarian Law Committed in the Territory of the Former Yugoslavia since 1991 (A/C.5/49/42) and the note of the Secretary-General on conditions of service and allowances of the members of the International Tribunal (A/C.5/49/11), said that, since the establishment of the International Tribunal in May 1993, the Secretary-General had operated on the basis of ad hoc arrangements, without appropriations and without any authorized staffing table. For the initial stages of the Tribunal's activities, the Secretary-General had been given commitment authority in an amount not to exceed \$500,000. The actual amount expended in 1993 had been \$276,200. A total of \$11 million had been authorized for 1994, almost all of which had been spent. For the first three months of 1995, the General Assembly had authorized an amount of \$7 million. Table 1 of the report of the Secretary-General (A/C.5/49/42) provided a summary of the revised estimates for the biennium 1994-1995 by programme.
- 2. The absence of appropriations meant that the Secretary-General faced numerous difficulties in staffing arrangements and cash-flow requirements. Such a situation could not continue indefinitely and he hoped that members were now in a position to agree on the mode of financing so that the Tribunal could be placed on a sound financial footing.
- 3. Mr. MSELLE (Chairman of the Advisory Committee on Administrative and Budgetary Questions), introducing the reports of the Advisory Committee on the financing of the International Tribunal for the Prosecution of Persons Responsible for Serious Violations of International Humanitarian Law Committed in the Territory of the Former Yugoslavia since 1991 (A/49/790) and on conditions of service and allowances of the members of the International Tribunal and revised estimates for the biennium 1994-1995 (A/49/7/Add.12), said that the statute of the International Tribunal provided that the seat of the Tribunal should be at The Hague. The Advisory Committee therefore considered that the entitlements of the judges of the Tribunal should be formulated and implemented on the basis of residence at The Hague.
- 4. With regard to the conditions of service and allowances of the members of the Tribunal, the Advisory Committee recommended that the annual salary of judges should be set at \$145,000. The special allowances payable to the President of the International Court of Justice and to the Vice-President when acting as President should also apply to the President and Vice-President of the International Tribunal. The measures provided to regulate currency fluctuations which affected the emoluments of members of the Court should also apply to the emoluments of members of the Tribunal. The Advisory Committee hoped that the

adoption of the conditions of service of the judges of the International Tribunal would put an end to any existing practice at the Tribunal which was not in conformity with Article 16 of the Statute of the International Court of Justice.

- 5. With regard to travel and subsistence allowances, the Advisory Committee recommended that travel regulations should be drafted to provide for business class travel and that those regulations should be submitted to the Advisory Committee for scrutiny.
- 6. The Advisory Committee further recommended that a comprehensive review of the pension scheme of members of the International Court of Justice should be submitted to the General Assembly at its fiftieth session. The pension scheme of judges of the International Tribunal should likewise be reviewed at the same session.
- 7. The Advisory Committee recommended against providing for an additional relocation allowance in respect of a fourth year of residence (A/49/7/Add.12, para. 10).
- 8. As for the payment of an education grant benefit, the Advisory Committee recommended that the grant should be provisionally applied on the same basis as for members of the International Court of Justice, subject to the observations in paragraph 11 of its report.
- 9. With regard to the revised estimates relating to the financing of the International Tribunal in 1994-1995, the Advisory Committee recommended in the conclusion to its report, that an appropriation of \$38,652,900 should be approved for the operations of the Tribunal in the biennium 1994-1995. In addition, it recommended an appropriation of \$276,200 for expenditures of the Tribunal during 1993. The Advisory Committee also recommended that provision for professional services for assisting witnesses should be made available to the Office of the Prosecutor.
- 10. The Advisory Committee suggested that the Tribunal might wish to consider relocating the Victims and Witnesses Unit from the Registry to the Office of the Prosecutor. It also recommended that procedures should be established to govern the use of resources for witness protection. As for the requirements for the defence counsel, the Advisory Committee requested the Secretary-General to provide information on practice and management with respect to the requirements of articles 18 and 21 of the statute of the Tribunal, including the criteria for the receipt of free legal assistance, together with the budgetary implications.
- 11. The Advisory Committee hoped that its comments on the procedures for receiving, managing and applying voluntary contributions would be taken into account in the administration of the Tribunal. Paragraph 25 of the report referred to a wide range of requirements for which budgetary provision had not been made. The Advisory Committee had been informed that additional requirements for 1995 would be met through recourse to existing voluntary contributions. If such contributions were inadequate, however, it might be necessary to establish a mechanism to allow commitment of funds on an urgent

basis for the Tribunal, subject to the mode of financing decided upon by the General Assembly.

- 12. Finally, although the work of the Tribunal was just getting under way, there was also a need to prepare for the long-term implications of that work. The Advisory Committee therefore requested information and/or proposals with respect, <u>inter alia</u>, to long-term requirements for the carrying out of sentences and for the protection of witnesses.
- 13. Mr. HANSON (Canada), speaking also on behalf of Australia and New Zealand, said that the International Tribunal would make a significant contribution to the application of the international norms and standards which must be respected in situations of conflict and to upholding the principles of human dignity even in such difficult circumstances. The countries on whose behalf he spoke had, from the outset, supported the establishment of the International Tribunal and had contributed personnel and material resources to its preparatory work and to the investigations currently being undertaken. It was a matter of regret, therefore, that, given the self-evident necessity and urgency of the Tribunal's work, it had not been possible to reach agreement on arrangements for its funding. The stop-gap measures which had so far been employed by the Secretariat would no longer suffice and a decision on the appropriation and assessment of adequate funds must be taken during the current resumed session. The delegations on whose behalf he spoke remained of the view that the Tribunal should be funded from the regular budget of the Organization and they hoped that the Committee would be able to reach a decision on the issue before the end of March.
- 14. Mr. BOIN (France), speaking on behalf of the European Union, said that the time had come for the Committee to take a definitive decision on the mode of financing of the International Tribunal. In political terms, each member of the Committee was no doubt aware of the importance of the Tribunal to the international community. Public opinion in their respective countries would find it hard to understand why the crucial decision to provide for the financing of the Tribunal should be deferred.
- 15. In terms of strict budgetary and financial orthodoxy, it was time to put an end to the current situation whereby commitment authority was given to the Secretary-General without the approval of any additional financing. The continuation of that situation obliged the Secretariat to redeploy funds from within existing resources to the detriment of other mandates and programmes. The increase in the activities of the Tribunal and the resulting expenditure made a decision on its financing even more urgent; it was essential not only to provide the Tribunal with a stable source of funds to ensure its effective and impartial functioning but also to preserve the integrity of the other mandates and activities of the Organization. The European Union was therefore prepared to discuss with other interested delegations during informal meetings, all possible ways and means of ensuring that additional resources were allocated to the financing of the Tribunal, without prejudice to the other activities of the Organization. A decision on the financing of the International Tribunal would moreover, pave the way for the adoption of a similar decision concerning the International Tribunal for Rwanda.

- 16. With regard to the mode of financing, the European Union was of the view that, given the exclusively jurisdictional nature of its activities, the Tribunal should be financed from the regular budget. In that regard, an important precedent was to be found in the Charter of the United Nations, since the International Court of Justice, the principal judicial organ of the United Nations, was financed from the regular budget.
- 17. Mrs. SHEAROUSE (United States of America) said that the United States was committed to the work of the International Tribunal and to ensuring that the necessary resources were provided to enable it to carry out its tasks. She therefore regretted that the Committee had so far failed to reach agreement on the mode of financing. Her delegation supported the recommendations of the Advisory Committee and urged the Committee to approve the financing of the Tribunal from the regular budget.
- 18. Ms. PEÑA (Mexico) said that the procedure followed with regard to the establishment of the International Tribunal had taken no account of the other principal organs of the United Nations, particularly the General Assembly. Her delegation nevertheless agreed that it was necessary to make the Tribunal operational during the current session by providing adequate financing through the establishment of a separate account the resources for which should be assessed in accordance with the scale used for activities undertaken by the Organization pursuant to Chapter VII of the Charter. Such a mode of financing would ensure that the Tribunal had adequate resources and would avoid the danger that resources allocated by Members of the United Nations for other activities under the Charter might be diverted to the Tribunal. It must be borne in mind that the Tribunal was not a permanent mechanism but rather an ad hoc institution which should be financed as such. Her delegation had on previous occasions expressed its views about the limits of the competence of the Security Council in administrative and budgetary matters.
- 19. With regard to the conditions of service of the judges of the International Tribunal, her delegation questioned the relevance of decisions of the Security Council with regard to matters which, under the Charter, were within the competence of the General Assembly. There were therefore grounds for questioning the application, <u>mutatis mutandis</u>, of the conditions of service of the judges of the International Court of Justice, which was a principal organ of the United Nations, to the judges of an ad hoc mechanism. Her delegation fully shared the views of the Advisory Committee on that matter as well as some of its views with regard to pensions, relocation allowances, survivors' benefits and education grants for members of the Tribunal. Her delegation fully supported the recommendations of the Advisory Committee with regard to the principles for the recruitment of personnel and other administrative arrangements.
- 20. Mexico attached particular importance to transparency in the management of supplementary voluntary contributions, which should be accurately reflected both in the budget and in the performance report.
- 21. Finally, her delegation was of the view that the political will which had led to the establishment of the Tribunal should be matched by the provision of the necessary additional resources to ensure that the mechanism was able to carry out its functions.

- 22. Mr. TOYA (Japan) said that his delegation fully shared the view expressed by the delegations of Canada and France that the Tribunal should be financed from the regular budget. He urged members of the Committee to agree on a compromise so that an early decision could be reached.
- 23. Mr. VARELA (Chile) expressed the hope that the existence of the International Tribunal would deter the participants in the conflict from perpetrating abuses of human rights and that the Tribunal would punish those guilty of such acts. While it was to be expected that there would be differing views and even doubts with regard to various technical aspects of the Tribunal, the purpose of the Tribunal was to restore and maintain international peace; it should therefore be financed by means of a special scale of assessments.
- 24. Ms. SAMPAYO (Registrar of the International Tribunal for the Prosecution of Persons Responsible for Serious Violations of International Humanitarian Law Committed in the Territory of the Former Yugoslavia since 1991) said that the Tribunal, which was still expanding, currently had 125 staff members on board in addition to the judges and 45 staff on secondment, an additional 15 Professional posts had been requested. She expressed the Tribunal's appreciation of the Advisory Committee's understanding in recognizing the need to establish a mechanism to allow the commitment of funds on an urgent basis for the Tribunal with the necessary flexibility to meet expenditures prior to the submission of a detailed request for an appropriation to the General Assembly. The Tribunal might have been too cautious in proposing certain estimates, such as those relating to witness protection, defence counsel, travel of witnesses and the accused. In its next report on financing, the Tribunal would, as far as possible, endeavour to provide full information on proposals for long-term expenditure based on actual experience.
- 25. Mr. DJACTA (Algeria) said that a decision on the financing of the International Tribunal should be taken as soon as possible.
- 26. <u>The CHAIRMAN</u> said that the Committee would resume its debate on the financing of the International Tribunal at its next meeting.

AGENDA ITEM 113: HUMAN RESOURCES MANAGEMENT (continued) (A/49/845 and Add.1)

(b) COMPOSITION OF THE SECRETARIAT (continued)

Report of the Joint Inspection Unit

27. Mr. HERNANDEZ (Joint Inspection Unit), introducing Part I of the report of the Joint Inspection Unit entitled "Inspection of the application of United Nations recruitment, placement and promotion policies" (A/49/845), said that the Secretary-General's reports on a strategy for the management of the human resources of the Organization (A/C.5/49/5) and human resource management policies (A/49/445) manifested an innovative, professional and holistic approach to dealing with personnel issues. Sound and viable human resource management depended on a number of fundamental prerequisites, in particular a coherent and consistent policy based on the guidelines set by Member States in General Assembly resolutions on personnel questions. Unfortunately, however, the Organization did not have a coherent set of activities and methods to attain the

recruitment objectives formulated in article 101, paragraph 3, of the Charter of the United Nations.

- 28. In its resolution 47/226, the General Assembly had urged the Secretary-General to review and improve, where necessary, all personnel policies and procedures with a view to making them more simple, transparent and relevant. Since only limited progress had been made in that regard, the Joint Inspection Unit, in its first recommendation, emphasized the need to comply with resolution 47/226 as a matter of priority and to bring together the improved policies and procedures in a human resources management manual to be used as a main reference source by all programme managers and other officials concerned. The existence of a set of simple, transparent and relevant policies and their strict implementation was the best protection against any attempt at micromanagement.
- 29. The Joint Inspection Unit had identified a number of deficiencies and anomalies in recruitment, including the reappointment of a considerable number of former staff members who were over the retirement age and the fact that some posts, including posts at the managerial level, remained vacant for a long time. Even more serious was the absence of common, objective, job-specific standards to guide the recruitment of staff at the P-3/P-4 level and the P-5/D-1 level. The existing standards of recruitment and grading for the Professional and higher categories applied by the Office of Human Resources Management (OHRM) were essentially standards for grading candidates on the basis of educational background and work experience, often without taking into account the actual requirements of a particular post.
- 30. Since the Organization currently relied mainly on a haphazard, subjective and highly personalized process of recruitment, the main objective of the job-specific criteria which the Joint Inspection Unit had in mind was to enable OHRM to perform the fundamental task of recruitment, in other words, to assess the ability of the candidates to fulfil the functions of the post. Noting that the roster of internal candidates was of extremely limited usefulness, he hoped that when the Integrated Management Information System became fully operational OHRM would be able to create rosters which would use the same descriptors as vacancy announcements and job designs. It might be useful to make such rosters accessible to programme managers since they would make the recruitment process more objective and transparent.
- 31. With respect to planning, he noted that there had been no recruitment plan in the Organization since 1989, because the planning function in OHRM had been abolished following the retrenchment exercise. It was even more surprising to note that the Organization, which had some 11,000 regular budget staff had no staffing table and that OHRM did not maintain a consolidated register of Departments' requests for recruitment. In the view of the Inspectors, for the successful management and recruitment of human resources, a coherent and responsible mechanism was needed to implement established policies in that area. In its second recommendation, therefore, the Joint Inspection Unit recommended that the authority and professional skills of OHRM should be strengthened; that its functions as the central human resources authority responsible for policy formulation, planning, control and monitoring of human resources should be clearly spelt out in the Organization Manual; and that, to that end, OHRM management capacities should be strengthened and its human resources upgraded

both through the hiring of officials with specific and solid professional education and experience in human resources management and through specific human resources training of the staff already on board. Fortunately, the current head of OHRM had all the necessary attributes; he would, however, need the support of Member States. Skimping on resources for OHRM was not the best way to enhance the effectiveness of the United Nations personnel programme.

- 32. The Joint Inspection Unit was in favour of the decentralization of human resources management, but only after the necessary conditions had been met, in other words, only after the formulation of human resources management policies and the establishment of appropriate mechanisms for reporting, accountability and follow-up both for human resources separately, and as part of overall programme performance.
- 33. Other recommendations of the Joint Inspection Unit related to employment beyond retirement age; the need for a certain geographical balance among both staff sent on missions and those employed as their replacements; modernization of recruitment methods; and the format of candidate rosters.
- 34. The Inspectors also suggested that, in his efforts to enhance transparency, accountability and follow-up in personnel programmes, the Secretary-General should provide, in the proposed human resources report, a full account of costs, benefits, problems and prospects related to all forms of recruitment.
- 35. Referring to the Secretary-General's comments on the report of the Joint Inspection Unit (A/49/845/Add.1), he said that the Inspectors had not considered the impact of the United Nations uncompetitive compensation package because that had not been their aim. It was a matter for a separate study, one which the International Civil Service Commission (ICSC) was perhaps better equipped to undertake. It would be interesting to find out how many staff members did not regard salary as the major attraction in seeking employment with the United Nations and how many good specialists left the United Nations not because of non-competitive salaries but because of frustration, lack of motivation and poor career prospects.
- Mr. HALLIDAY (Assistant Secretary-General, Office of Human Resources Management) said that the report of the Joint Inspection Unit fully coincided with his Office's views in a number of areas, including planning and policy coordination, vacancy management, performance appraisal, decentralization and delegation of authority, and on the need for a system to ensure accountability and responsibility, particularly in the area of human resources management, and, above all, the need for a management environment and culture that was supportive of having staff members contribute to their maximum potential, effectiveness and efficiency. He also shared the Inspectors' views on the need for enhanced recruitment systems and tools, including better communications with substantive departments, recruitment planning, roster development and management, internship programme, campus recruitment campaigns, and cooperation with Member States and professional institutions to identify qualified men and women candidates. The Office of Human Resources Management was working on a more streamlined approach to recruitment and had already adopted some of the recommendations made by the Joint Inspection Unit in 1994.

- 37. It was clear that OHRM must share the burden of recruitment with programme managers, who must be intimately involved in the selection of individual staff members and must be held accountable for their performance. However, by not addressing the issue of the impact of the United Nations compensation package, the report had omitted an important aspect of the Secretariat's difficulties in attracting the very best professionals from around the world. The United Nations needed to be more competitive in the international professional market and the current salary package fell particularly short in respect of nationals from both developed and developing countries who had other options for employment.
- 38. The report rightly stressed the importance of planning in human resources management. The establishment of planning capacity within OHRM over the course of 1995, combined with a service-oriented restructuring, should go far towards addressing current concerns and deficiencies.
- 39. With regard to recruitment delays, he noted that that was an issue of great concern to OHRM. A recent study conducted by the Office had shown that, in 1994, on the average it had taken OHRM three and a half weeks to screen, interview and short-list candidates for a given vacancy at the Professional level, but that departments and offices had required on the average some 11 weeks to evaluate the short-listed candidates. International recruitment was a time-consuming process; OHRM was determined to simplify it and make it more effective, while at the same time endeavouring to take into account the need to recruit the best qualified staff, the concerns of Member States regarding geographical representation, and the Secretariat's current gender imbalance.
- 40. $\underline{\text{Mr. SCOTTI}}$ (France) speaking on behalf of the European Union, said that Part I of the report of the Joint Inspection Unit (A/49/845) made an important contribution to the ongoing work of achieving efficient and modern management of human resources. The States members of the European Union had noted, in particular, the comments relating to the age of retirement, and the six-month rule, and had some concern about the passages relating to the employment of former staff members beyond the age of retirement (paras. 51 to 56).
- 41. They noted the general satisfaction expressed by the Inspectors with competitive recruitment examinations, but wished to seek clarification from them regarding the apparent contradiction in paragraphs 65, 67, 78 and 79 of the report, which stated, on the one hand, that the quality of staff members recruited through examinations had improved and, on the other, that the general level of candidates was rather low. He also sought clarification regarding the rates of non-renewal of contracts.
- 42. The States members of the European Union welcomed the fact that a large number of the recommendations made by the Inspectors had been included in General Assembly resolution 49/222, and that the Secretariat had already begun to implement many of them.
- 43. With regard to the difficulties mentioned in paragraph 4 of the comments of the Secretary-General (A/49/845/Add.1) concerning the recruitment and retention of staff, he pointed out that, during the consideration of agenda item 114 (United Nations common system), the European Union had requested further

information on that point and that, as the Secretariat itself had admitted, the recruitment and retention difficulties were linked to the entire package of conditions of service: not only the level of remuneration, but also job satisfaction, motivation and promotion and career prospects.

- 44. Ms. CUERGO (Cuba) said that the report provided many examples of the imbalance which still existed in the representation of Member States in the Secretariat. Her delegation agreed with the Inspectors that geographical representation could be improved if future recruitment plans gave priority to unrepresented and under-represented Member States. In paragraph 30 of their report, the Inspectors noted that, of all those recruited during the period July 1993 to 30 June 1994, nationals of such States constituted only 1.6 per cent and a 16.1 per cent respectively. Those figures were alarming, considering that the General Assembly had expressed its views on that problem in successive resolutions. She hoped that effective measures to resolve that situation would be adopted during the current session. Another problem which affected the proper geographical balance one which should have been mentioned in the report was that of personnel recruited on a temporary basis.
- 45. Her delegation welcomed the Inspectors' recommendation with regard to the publication of a human resources management manual. However, noting the Secretary-General's comment regarding the recent publication of the <u>Personnel Administrators Handbook</u> to the effect that it was "not precisely the type of manual indicated by the Inspectors" (A/49/845/Add.1, para. 19), she sought clarification as to the difference between the two documents, and how the Secretariat could integrate the Inspectors' recommendations into the existing manual.
- 46. While it welcomed the Inspectors' recommendation that some personnel administration duties should be decentralized, her delegation agreed that that should only be carried out after the conditions laid out in recommendation 3, paragraphs (a), (b), (c) and (d) of the JIU report had been met.
- 47. Responsible management and better monitoring of available resources were essential to the efficient management of human resources. Accountability required a proper human resources strategy, and that, in turn, required genuine transparency. Her delegation was therefore concerned to note some practices which were far from transparent.
- 48. She supported the recommendations; they should be endorsed by the General Assembly and the Secretary-General should be requested to implement them as soon as possible.
- 49. $\underline{\text{Ms. SHEAROUSE}}$ (United States of America), referring to paragraph 4 of the Secretary-General's comments (A/49/845/Add.1), said that she would welcome evidence to substantiate claims regarding the uncompetitive nature of the United Nations compensation package. It would be instructive to see how many offers of employment had been rejected, especially broken down by occupational groups. As for retention, the JIU report cited a vacancy rate of 6.5 per cent; she would welcome the Secretary-General's comments on the impact of salary scales on that vacancy rate. It would also be helpful to have an analysis of turnover rates in

the United Nations, including what was considered an acceptable turnover. Most organizations benefited from a reasonable rate of turnover.

- 50. Mr. DJACTA (Algeria) said that human resources management was of particular concern to delegations and it was encouraging to see that the new policies were beginning to be implemented. He agreed with the Inspectors' conclusion that a planning unit should be established. Referring to the first paragraph of recommendation 5 of the Inspectors, he wondered whether the Secretariat could identify some cases that required rectification. It was in the interest of all for the United Nations to attract highly qualified personnel; that meant that it should be competitive on the international market. The question was one for ICSC, but it should not be disregarded when human resource management was considered. He would be grateful if the Inspectors could provide recommendations regarding the current competitive level of the United Nations.
- 51. Ms. ALVAREZ (Dominican Republic) said that her delegation unreservedly approved the Inspectors' recommendations and hoped that the Secretariat would implement them. She voiced her concern that vacancy announcements were often sent to Missions when posts had already been filled. Recruitment must be more professional and transparent.
- 52. Mr. GODA (Japan) regretted that the JIU report had not been available during the earlier part of the forty-ninth session when it could have contributed to the discussion of human resources management. He hoped that Part II of the report would be released as soon as possible. He regretted that certain sections of Part I were incomplete owing to a lack of information and hoped that a more comprehensive report would be prepared in the near future. Human resources were the most important asset of the United Nations, and highly qualified personnel were indispensable to its proper functioning.
- 53. His delegation believed that competitive examinations were the best means of recruitment currently available, as well as the most cost-effective. No opportunity to improve that method should, however, be overlooked. He urged the appropriate authorities to take note of the comments in paragraph 4 of the Secretary-General's note (A/49/845/Add.1).
- 54. Mr. VIVAS (Venezuela) said the JIU report was a valuable contribution to human resources management strategy. The Inspectors had accurately pinpointed shortcomings. He was concerned by the low level of recruitment of nationals of under-represented Member States, of which Venezuela was one, as compared with the numbers of nationals recruited from within-range Member States, as mentioned in paragraph 30 of the JIU report.
- 55. Mr. MUÑOZ (Spain) supported the remarks made by the representative of France. With reference to recruitment, he said that his country regarded competitive examinations as the most objective, transparent, equitable and clear way of achieving the objectives of the relevant Articles of the United Nations Charter. Clarification was needed as to the costs of examinations, since the figures given in the report were vague. He did not understand the complaints mentioned in paragraph 79, which appeared to contradict paragraph 69. Paragraph 81 also needed clarification, and paragraph 83 was not objective, since it merely represented the opinion of some Member States. Further

information was needed from JIU both on internal promotion and on the "regularization" referred to in paragraph 129, which should be linked to paragraphs 96, 97 and 99.

- 56. Mrs. EMERSON (Portugal) said that the issues dealt with in the JIU report were of great importance. The Office of Human Resources Management was moving the Organization towards genuine human resources management and the Secretary-General must be provided with specialists having the necessary expertise. Her delegation endorsed the statement made by the representative of France, particularly regarding the contradictions in the report. Other issues required explanation, for example, why the cost of the G-to-P examination was as high or higher than the external P-2 examination. Competitive examinations, however, remained the fairest and most transparent means of recruitment.
- 57. The General Assembly had given varying indications with regard to personnel policy over the years, at times focusing on desirable ranges, women or the provisions of Article 101. She asked for clarification as to whether it was proposed that, in order to meet the target for the representation of women by 1995, all geographical posts falling vacant were to be filled by women candidates until the target was reached. Her delegation would strongly disapprove of policies that excluded male candidates without due regard for quality, and could not support any such discrimination.
- 58. Mrs. von BOCK und POLACH (Germany) said that her delegation endorsed the statements made by the representatives of France, Spain and Portugal. It was essential both to strengthen the authority of OHRM and to enhance the quality of its staff. Decentralization of personnel management would require the introduction of a system of accountability and responsibility.
- 59. With regard to recruitment, it appeared that vacancy announcements were generally issued pro forma and that posts were often given to individuals already on board or known to a department. In that connection, she would welcome information on the percentage of external candidates actually recruited over the past three years. Finally, the cost of competitive examinations was not all that high in per capita terms and it was unlikely that any national consultancy firm within the United States could recruit as effectively on a worldwide basis.
- 60. $\underline{\text{Ms. PE}\tilde{\text{NA}}}$ (Mexico) agreed with the Inspectors that greater attention could be paid to geographical distribution, and that priority should be given to unrepresented and under-represented States, in particular in respect of high-level posts. It was important that vacancy announcements should be transparent.
- 61. Mr. CHUMICHEV (Russian Federation) said that the JIU report raised critical issues. Greater use should be made of competitive examinations; in the past some candidates had been recruited who had not been properly qualified. Furthermore, there had often been untoward delays in recruitment, leaving departments with unfilled vacancies. The Inspectors' recommendations required further consideration.
- 62. <u>Mr. HALLIDAY</u> (Assistant Secretary-General for Human Resources Management) said that attempts to correct the gender imbalance in the Secretariat were not

at the expense of quality. The goal of a 50/50 representation involved affirmative action programmes to correct passive discrimination. The relatively high cost of the G-to-P examinations vis-a-vis external competitive examinations was explained by the relative numbers of candidates. As for the views of programme managers regarding the competitive examination process, the real need was for them to become more involved. They could then be held accountable for the staff recruited.

- 63. The relatively high turnover in the United Nations was explained by frustration on the part of newly recruited Professional staff, who did not see any prospect of career growth. With respect to unrepresented and underrepresented Member States, there was clearly a need for States to provide appropriate candidates; that did not always happen.
- 64. As for the conceptual difference between the <u>Personnel Administrators</u> <u>Handbook</u> and a human resources management manual, the former was a statement of policy and administrative procedures, and the latter would be an indication of why policies existed. The two could perhaps be merged.
- 65. He welcomed the support for decentralization; talks on that question were being undertaken with Geneva and Vienna. Senior management at those duty stations must, of course, be held to the same standards of accountability as prevailed in New York.
- 66. On the issue of compensation, while it was difficult to provide data demonstrating a lack of competitiveness since no one knew how many people simply did not apply there had been several recent instances where potential candidates for senior positions had not pursued applications or where staff members appointed had taken substantial salary cuts. A further indication was the vacancy rate of 6 per cent; the rate should ideally be around 3 per cent. The International Civil Service Commission was due to complete a report on the Noblemaire principle later in 1995.
- 67. While it was not true that vacancy announcements did not reflect real vacancies, there was a tendency for programme managers to make use of temporary staff pending recruitment. Measures were under way to ensure that such staff could not be extended beyond 11 months without completing the standard recruitment formalities, including passing an examination. The issue of recruitment delays was frustrating, but it took time to identify vacancies and provide Member States with details and for candidates to emerge. It was of critical importance to improve the participation of programme managers in vacancy management, so that advance notice of upcoming vacancies would be provided, and OHRM would be able to recruit in good time. There were plans to increase the frequency of competitive examinations to twice a year. Lastly, with regard to the professionalism of the staff of OHRM, his approach had been to work with the existing staff and not to make dramatic changes without substantive reason.

(c) RESPECT FOR THE PRIVILEGES AND IMMUNITIES OF OFFICIALS OF THE UNITED NATIONS AND THE SPECIALIZED AGENCIES AND RELATED ORGANIZATIONS (continued) (A/C.5/49/L.35)

Draft resolution A/C.5/49/L.35

- 68. $\underline{\text{Mr. MENKVELD}}$ (Netherlands), introducing draft resolution A/C.5/49/L.35, noted the sympathy expressed by the participants in the informal consultations on the draft resolution for the staff members and families concerned. He hoped that the draft resolution would be adopted by consensus.
- 69. <u>Draft resolution A/C.5/49/L.35 was adopted</u>.

The meeting rose at 1.10 p.m.