



UNITED NATIONS
GENERAL
ASSEMBLY



Distr.
GENERAL

A/36/407
19 August 1981

ORIGINAL: ENGLISH

Thirty-sixth session
Items 104 and 107 of the provisional
agenda*

JOINT INSPECTION UNIT

PERSONNEL QUESTIONS

Application of the principle of equitable geographical distribution
of the staff of the United Nations Secretariat

Note by the Secretary-General

The Secretary-General has the honour to transmit to the members of the General Assembly the report of the Joint Inspection Unit entitled "Application of the principle of equitable geographical distribution of the staff of the United Nations Secretariat" (JIU/REP/81/10).

* A/36/150.

APPLICATION OF THE PRINCIPLE OF EQUITABLE
GEOGRAPHICAL DISTRIBUTION OF THE STAFF
OF THE UNITED NATIONS SECRETARIAT

Prepared by: Alexander S. Bryntsev
Joseph A. Sawe
Zakaria Sibahi
Joint Inspection Unit

Table of Contents

	<u>Paragraphs</u>	<u>Page</u>
I. INTRODUCTION	1 - 7	3
II. EVOLUTION OF THE APPLICATION OF THE PRINCIPLE OF EQUITABLE GEOGRAPHICAL DISTRIBUTION	8 - 20	5
III. FACTORS HINDERING THE APPLICATION OF THE PRINCIPLE OF EQUITABLE GEOGRAPHICAL DISTRIBUTION	21 - 70	10
A. Appointment of nationals from over- represented countries	21 - 29	10
B. Extensive use of permanent contracts	30 - 39	12
C. Practice of filling vacancies preferably by internal promotion and transfer	40 - 45	15
D. Deficiencies in geographical distribution of staff at senior and policy-formulating levels	46 - 49	16
E. Staff in Professional category and above who are excluded from geographical distribution ..	50 - 54	17
F. Practice of appointing nationals from States which are not Members of the United Nations ..	55 - 59	18
G. Extensions beyond the age of retirement	60 - 62	19
H. Problems in the implementation of recruitment procedures... ..	63 - 66	20
I. Recruitment planning and desirable ranges	67 - 70	20
IV. MAIN CONCLUSIONS AND RECOMMENDATIONS		22
A. Conclusions	71 - 77	22
B. Recommendations	No.1 - No.10	23

ANNEXES

- I. Desirable ranges and staff in posts subject to geographical distribution by region and nationality.
- II. Number of staff subject to geographical distribution and Member States by region and degree of representation in the Secretariat.
- III. Appointments to posts subject to geographical distribution by office and degree of representation of Member States.
- IV. Staff in senior and policy-formulating posts subject to geographical distribution by region.

I. INTRODUCTION

1. Since the inception of the United Nations the Member States have expressed great interest and concern for the implementation of the provisions of the Charter regarding the composition of the Secretariat and in particular the equitable geographical distribution of staff. This is quite understandable in view of the important role played by the Secretariat in the effective execution of the extremely wide and ever-growing programme of activities of the Organization. Equitable geographical distribution is also important from the point of view of ensuring the universality of the United Nations Secretariat by including in it representatives of all cultures and scientific and technological experience.

2. Two basic principles are established by the United Nations Charter for recruitment of the staff of the Secretariat:

"The paramount consideration in the employment of the staff and in the determination of the conditions of service shall be the necessity of securing the highest standards of efficiency, competence, and integrity. Due regard shall be paid to the importance of recruiting the staff on as wide a geographical basis as possible". (Article 101, para. 3).

The General Assembly in its numerous resolutions stressed that the consideration of the highest efficiency, competence and integrity does not conflict and is clearly consistent with the principle of an equitable geographical distribution. The simultaneous application of these two criteria is essential if the United Nations Secretariat is to meet fully the expectations of its Member States.

3. In resolution 153 (II) of 15 November 1947, the General Assembly stated that "in view of its international character and in order to avoid undue predominance of national practices, the policies and methods of the Secretariat should reflect, and profit to the highest degree from assets of the various cultures and the technical competence of all Member nations". This view was reaffirmed by the Assembly in its resolution 1559 (XV) of 18 December 1960.

4. More recently when adopting its resolution on the Restructuring of the Economic and Social Sectors of the United Nations system the General Assembly stated: "Steps should be taken to ensure adequate developing country representation at the executive management and other central decision-making levels of secretariat structures in the area of operational activities for development of the United Nations system". ^{1/} This resolution pays special attention to the necessity of ensuring the equitable geographical distribution of the staff of the Secretariat not only in terms of the number of posts but also in terms of their levels.

5. In spite of the very clear provisions of the Charter and the resolutions of the General Assembly concerning the necessity of observing the principle of equitable geographical distribution the composition of the Secretariat has always been far from equitable. The Member States have discussed this problem with increasing concern at practically every regular session of the Assembly. "Desirable ranges" of posts have been established for each Member State in order to achieve an equitable geographical distribution of the Professional staff and above and the Secretary-General has repeatedly been requested to take measures for the improvement of the composition of the Secretariat, but insufficient progress has been made.

^{1/} General Assembly resolution 32/197, Annex, para. 36.

6. In response to the concern expressed by many Member States the Joint Inspection Unit has decided to undertake a study and prepare a report on the application of the principle of equitable geographical distribution of the staff of the United Nations Secretariat. */ This report reviews the changes that have taken place in the geographical distribution of the staff over more than thirty years, and analyses the present situation concerning the implementation of this principle and makes recommendations for improvement.

7. Data for the study have been collected from United Nations Headquarters by correspondence. Subsequently, the Inspectors visited various entities **/ of the United Nations, including Headquarters of the United Nations, UNCTAD, UNEP, UNIDO, HABITAT, and four regional commissions. In the course of the study an informal discussion took place with the Chairman of the International Civil Service Commission. However, the time schedule for the preparation of this report did not permit ICSC to give its comments. The Inspectors also had many discussions with representatives of Member States on questions related to the subject. The Inspectors express their appreciation to all concerned who assisted them in this study.

Notes: */ The scope of this study covers the staff of the United Nations Secretariat proper (including 42 departments and offices indicated in doc. A/35/528, pages 39-44, Table 21) subject to geographical distribution, but does not include the staff of other United Nations organs with special status in matters of appointment, indicated in page 4, Table A of the same document.

**/ In this report "entity" is used as a generic term to mean the organizations, departments, divisions, centres, offices, programmes, services, conference and other organizational units within the United Nations.

/...

II. EVOLUTION OF THE APPLICATION OF THE PRINCIPLE
 OF EQUITABLE GEOGRAPHICAL DISTRIBUTION

8. The distribution of the internationally recruited staff at the United Nations Headquarters, by region, as at 15 October 1946, was as follows:

Table 1
Distribution of the internationally recruited staff at Headquarters
by region, as at 15 October 1946

Region	No. of Member States	No. of Member States represented	No. of staff	Percentage of Grand Total
Africa	4	2	4	0.6
Asia and the Pacific	5	5	42	6.6
Eastern Europe	6	5	42	6.6
Western Europe	8	7	199	31.3
Latin America	20	11	28	4.4
Middle East	6	2	3	0.5
North America and the Caribbean	2	2	308	48.4
Total	51	34	626	98.4
Non-Members and others	-	-	10	1.6
Grand Total	51	34	636	100.0

Source: Official Records of the General Assembly, Third Session, Annexes, agenda item 40 (A/652), Annex 2.

This table shows that shortly after the creation of the Secretariat, two regions (Western Europe and North America) occupied about 80 per cent of all posts subject to geographical distribution. Two-thirds of all posts (422) were held by nationals of only three countries belonging to these regions, while 31 of the remaining 48 Member States had only one-third of all posts, and 17 Member States were unrepresented. Such a composition of the Secretariat was considered by the majority of the Member States as abnormal. The General Assembly in its resolution 153 (II) of 15 November 1947 requested the Secretary-General "to take all practicable steps to ensure the improvement of the present geographical distribution of the staff, including the issuance of such rules and regulations as may be necessary to comply with the principles of the Charter".

9. In response to General Assembly resolution 153 (II) a system of "desirable ranges" was introduced as a tool to improve the geographical distribution of the staff. The formula for determining the "desirable range" for each Member State was announced in the Secretary-General's bulletin No. 77 dated 11 April 1948. This formula was based on the scale of assessments to the United Nations budget.

10. The geographical distribution of the internationally recruited staff at Headquarters (New York) in accordance with the established system of desirable

ranges and actual position of Member States as at 31 August 1948 is shown in Annex I. */ The figures in Annex I (for 1948) indicate that only one region - Eastern Europe - was under-represented. Out of the total number - 979 - of established posts at Headquarters, 672 (or 68.6% of the total) were occupied by nationals of countries of Western Europe and North America. Nationals of only three countries of these regions held 515 posts (or 52.6% of the total).

11. In its resolution 1559 (XV) of 18 December 1960 the General Assembly recommended a further study on the geographical distribution of the staff. A new formula of desirable ranges approved by the Assembly in its resolution 1852 (XVII) of 19 December 1962 took into account three factors: a) membership of the organization, b) population (on a regional basis), and c) the level of the contribution of each Member State in relation to the Regular budget of the United Nations. This resolution also recommended that the Secretary-General should take into account the relative importance of posts at different levels. Since 1967 the Secretary-General has reported the weighted distribution of staff in posts subject to geographical distribution.

12. The distribution of the staff of the Secretariat as at 31 August 1963 was as follows:

Table 2
Distribution of staff subject to geographical distribution
of the Secretariat by region, as at 31 August 1963

Region	No. of Member States	Desirable ranges	No. of staff	Percentage of Grand Total
Africa	33	86-187	105	7.6
Asia and the Pacific	16	243-248	241	17.4
Eastern Europe	10	289-236	164	11.8
Western Europe	16	312-275	349	25.1
Latin America	20	96-147	140	10.1
Middle East	12	35-72	60	4.3
North America and the Caribbean	4	457-317	299	21.5
Total	111		1358	97.8
Non-Members and others			31	2.2
Grand Total	111		1389	100.0

Source: Official Records of the General Assembly, Eighteenth Session, Annexes, agenda item 66, document A/C.5/987, Tables B and D.

*/ Notes: The figures given in Annex I on number of staff as at 31 August 1948 cover not only the internationally recruited staff at Headquarters, but include some staff who were later classified in the General Services category. There were in addition at that time 153 staff members in the European Office, 28 in Information Centres, 12 in the Economic Commission for Asia and the Far East (ECAFE) and 9 in the Economic Commission for Latin America (ECLA), though these were not included in the calculation of the desirable ranges. (The number and nationality of other staff were given in Annex 3 of document A/652).

An analysis of the figures contained in Table 2 and Annex I indicates that although some progress had been made since 1948, there were still in 1963 13 unrepresented and 20 under-represented countries. Among these countries, there were many developing countries of Africa, Asia and Latin America. At the same time, there were 39 over-represented countries of which 8 were from Western Europe.

13. Since the composition of the Secretariat from the point of view of equitable geographical distribution of staff had remained unsatisfactory the General Assembly in its resolution 31/26 of 29 November 1976 adopted a new formula for determining desirable ranges of posts for Member States. The new desirable range of 2 to 7 posts for Member States with the minimum assessment to the United Nations budget aimed at providing a better, though still inadequate, distribution of posts for developing countries. The Secretary-General was requested to give priority to recruitment of candidates from among nationals of unrepresented and under-represented Member States.

14. However, by 1978, the general situation had not improved. Consequently, a number of important decisions on personnel questions were made by the General Assembly at its 33rd session. These decisions were aimed at achieving equitable geographical distribution both in terms of the number of posts and their levels. In particular, in resolution 33/143 of 20 December 1978, the Assembly requested the Secretary-General:

a) to establish a target of 40 per cent of all vacancies in Professional posts subject to geographical distribution in 1979-1980 for the appointment of nationals of unrepresented and under-represented countries in order to ensure that all such countries achieve their desirable ranges during that biennium;

b) To take further steps to increase the representation of developing countries at senior and policy-making levels during 1979-1980;

c) to apply more strictly the regulations regarding the age of retirement (60 years and in exceptional cases not more than six months' extension to find a suitable replacement);

d) to limit the age of candidates for posts P-1 and P-2 (35 years), P-3 (40 years), P-4 (45 years), P-5 (50 years);

e) to consider no post as the exclusive preserve of any Member State or group of states.

f) to take the necessary measures to increase the number of women in posts subject to geographical distribution to 25 per cent of the total over a four-year period, in accordance with the principle of equitable geographical distribution.

15. At its 35th session, the General Assembly adopted a new comprehensive resolution - 35/210 of 17 December 1980 - on personnel questions, in which it reaffirmed the main provisions of resolution 33/143 for the biennium 1981-1982, because the objectives set forth in that resolution had not been attained.

16. In order to improve the representation in the Secretariat of Member States whose nationals serve primarily on fixed-term contracts the General Assembly in its resolution 35/210 allows the Secretary-General to replace staff on fixed-term contracts within a reasonable time-frame by candidates of the same nationality whenever this is necessary to ensure that the representation of Member States whose nationals serve primarily on fixed-term contracts is not adversely affected.

17. Resolution 35/210 introduced a new formula for calculating desirable ranges for all Member States, to apply from 1 January 1981. The new desirable ranges

are based, as before, on three factors: membership, population, and the scale of contributions to the Regular Budget, but the weight given to the membership factor has been increased from 25.3% to 37.3%, while the weight given to the contribution factor has been reduced from 65.8% to 55.5%. The minimum desirable range will now be 2 to 14 and the maximum 414 to 560. The population reserve remains at 240 posts and is now distributed by region directly in proportion to the population of the Member States in each region.

It was also decided that, in the future, 10 out of every additional 100 posts should be added to the population factor, and that the remaining posts should be assigned equally to the membership and contribution factors. This represents an additional important step towards a more equitable representation of the developing countries in the Secretariat.

18. Table 3 contains figures on the distribution of the staff of the Secretariat by region as at 30 June 1980 and 31 December 1980.

Table 3
Distribution of the staff of the Secretariat subject to geographical
distribution, by region, as at 30 June 1980 and 31 December 1980

Region	30 June 1980				31 December 1980			
	No. of Member States	Desirable ranges	No. of staff	% of Grand Total	No. of Member States	Desirable ranges	No. of staff	% of Grand Total
Africa	50	249-337	370	13.3	51	384-519	388	13.8
Asia and the Pacific	25	405-548	413	14.8	25	515-696	434	15.4
Eastern Europe	11	318-430	303	10.8	11	378-511	288	10.2
Western Europe	18	548-741	657	23.6	18	649-878	661	23.5
Latin America	21	188-255	239	8.6	21	219-296	238	8.5
Middle East	17	119-161	137	4.9	17	157-213	138	4.9
North America and the Caribbean	10	467-632	626	22.4	11	547-740	633	22.5
Total	152		2745	98.4	154		2780	98.8
Non-Members and others			44	1.6			34	1.2
Grand Total	152		2789	100.0	154		2814	100.0

Sources: Docs. A/35/528, Annex, Table 9; Geographical Distribution, Personnel Data Unit, OPS (as at 31 December 1980); OPS Interoffice Memorandum of 3 February 1981, Annex.

The figures in Table 3 show that the region of Eastern Europe was again under-represented in the Secretariat, and moreover, the percentage and absolute number of its staff actually declined significantly from June to December 1980. These figures also show that the changes made by the General Assembly in December 1980 in the formula for calculating desirable ranges point to the need for greater efforts by the Secretariat and Member States to reach the new ranges, in particular for the countries of Eastern Europe, Asia and the Pacific, the Middle East, and also for individual Member States in other regions which are under-represented.

19. Annex II contains data on the degree of representation of Member States in the Secretariat by region. An analysis of these data leads to the conclusion that in spite of numerous decisions of the General Assembly, the number of un-

represented and under-represented Member States increased from 33 in 1963 (29.8% of the total) to 40 in 1980/VI (26.3% of the total). At the same time, the number of over-represented countries increased from 38 in 1963 (34.2% of the total) to 60 in 1980/VI (39.5% of the total). However, even under the new formula of desirable ranges derived from the basic figure of 3350 posts which introduced a significant increase in the mid-point, i.e., from 4.5 to 7.94 posts for the majority of Member States, there were 20 unrepresented and 25 under-represented countries, as at 31 December 1980. Among the unrepresented and under-represented Member States, there were many developing countries of Africa, Asia, and Latin America. It is necessary to stress that many of these Member States have remained in the status of unrepresented or under-represented countries since their admission to the Organization or during a long period of their membership of the United Nations. On the other hand, there were 26 over-represented countries and many other countries were very close to their maximum range.

20. The Inspectors are well aware of the complexities and difficulties in arriving at an equitable geographical distribution of staff and note the efforts of Member States and the Secretary-General, particularly in recent years. They also consider that the changes in the system of desirable ranges made by the General Assembly at its 35th session is a major step forward. However, they found that there are still a number of important factors which hinder adequate implementation of the decisions of the General Assembly on equitable geographical distribution. These factors are identified in the next chapter and recommendations are made for improvement.

III. FACTORS HINDERING THE APPLICATION OF THE PRINCIPLE
OF EQUITABLE GEOGRAPHICAL DISTRIBUTION

A. Appointment of nationals from over-represented countries

21. In its resolution 33/143, as mentioned before, the General Assembly established a target of 40 per cent of all vacancies in geographic posts in 1979-1980 for the appointment of nationals of unrepresented and under-represented countries in order to ensure that all such countries achieve their desirable ranges during that biennium, while also ensuring that the representation of countries which are within their desirable ranges does not decrease.

22. In spite of this resolution and a strong instruction issued by the Office of Personnel Services (OPS), addressed to all departments and offices, specifying that at least two out of every five candidates appointed to posts subject to geographical distribution must be nationals of unrepresented and under-represented countries, only 21.4 per cent of vacant posts were filled by candidates from these countries in 1979. The same downward trend was continued in 1980 when only 20.8 per cent of vacant posts were filled by candidates from unrepresented and under-represented Member States. At the same time, 30.7 per cent of vacant posts in 1979 and 38.3 per cent in 1980 were filled by nationals of over-represented Member States. 2/ In view of such poor results, which fall far short of the target of 40 per cent of all vacant posts to be filled by candidates from unrepresented and under-represented countries set forth in resolution 33/143, the General Assembly in its resolution 35/210 decided to set this target again for the following biennium - 1981-1982. Annex III contains detailed data on appointments for 1978/79-1979/80.

23. The representatives of the Secretariat at the 35th session of the General Assembly stated that the failure to attain the above-mentioned target was caused by "certain structural problems and by the reluctance to accept reforms". 3/ In this connection some delegations expressed the view that the Office of Personnel Services should be strengthened to ensure that it had the authority necessary to implement the personnel reforms outlined in the relevant resolutions of the General Assembly. 4/

24. In the course of this study the Inspectors noted many cases where candidates submitted by unrepresented or under-represented Member States, some of whom had been interviewed by recruitment missions and considered as suitable from the point of view of securing the highest standards of efficiency, competence and integrity, had not been appointed. A few examples from among many brought to the attention of the Inspectors are given below:

A candidate for a Post No. or Level	Department	Date of Submission (No. of Candidates)	Position as at May 1981
a) 78-084-NY (a woman)	DPI	March 1978	Under consideration
b) 78-C-ESA/239-NY	DIESA/Stat	April 1978	Under consideration

2/ A/34/408, para. 6 and A/35/528, para. 11.

3/ A/C.5/35/SR.28, para. 24.

4/ A/C.5/SR.58, para. 20; A/C.5/35/SR.62, para. 87.

A candidate for a Post No. or Level	Department	Date of submission (No. of candidates)	Position as at May 1981
c) 78-149-VI (a woman)	DIESA	August 1978	No answer received
d) a candidate from unrepresented Member State	any dept. which needs such cand. with definite qualifications	January 1979	Under consideration
e) 79-DPI-001-NY (a woman)	DPI	April 1979	Under consideration
f) 79-C-ECL-359-SC) 79-D-IDO-360-VI)	ECLA	January 1980	Under consideration
g) 80-088-NY	DIESA	May 1980	No answer received
h) P-3 */	DPI	June 1980	Under consideration
i) P-4	AMS	August 1980 (Three candidates)	Under consideration
j) 80-G-UNG-297-330-GE) 80-G-UNG-350-GE) (a woman)	HR	November 1980	Under consideration
k) 80-S-ESC-355-BA	ESCAP	December 1980	Under consideration

25. The data contained in Annex III indicate that while in the United Nations Secretariat as a whole the percentage of appointments from unrepresented and under-represented Member States decreased and appointments from over-represented Member States increased between 1 July 1978 and 30 June 1980, some entities of the United Nations achieved positive, though modest, results in this area. For example, during this period UNCTAD increased appointments of nationals from under-represented Member States from 21.7% to 25%, and reduced appointments of nationals from over-represented Member States from 21.7% to 12.5%; UNIDO increased appointments of nationals from unrepresented and under-represented Member States from 15.1% to 25% and reduced appointments of nationals of over-represented Member States from 32.1% to 25.0%.

In their work these entities used recruitment missions, individual interviews with prospective candidates, meetings with representatives of university circles and other methods to find suitable candidates for vacant posts.

26. In order to increase the number of suitable candidates from unrepresented and under-represented Member States and of women candidates the General Assembly in its resolution 35/210 recommended that regular recruitment missions composed of officials from both the OPS and the substantive departments be sent primarily to unrepresented and under-represented countries. The strict implementation of this recommendation will help the Secretariat in finding suitable candidates. The attainment of the 25 per cent target established by General Assembly resolution 33/143 for the employment of women in the Secretariat should be in accordance with the principle of equitable geographical distribution of staff and of established desirable ranges for each Member State.

27. The Inspectors are of the opinion that the heads of many entities of the United Nations having recognized in words that there was no contradiction between the two basic principles of the Charter governing the recruitment of Professional staff and above, in practice they have not paid due attention to the principle of equitable

*/ Notes: This candidate was interviewed by an OPS recruitment mission in June 1980 and was considered by the mission as suitable.

geographical distribution of staff. The most important reason preventing the Organization from making considerable progress in reducing the number of unrepresented and under-represented Member States is the difficulty in ensuring the full co-operation of many entities of the United Nations in appointing nationals of these Member States.

28. The Inspectors believe that it is most important that the principle of equitable geographical distribution should be applied to all entities of the United Nations. The heads of organizational units of the Secretariat should be fully committed to the need to improve geographical distribution of staff and in making proposals for the appointment of staff they should strive unreservedly to apply the relevant decisions of the General Assembly. They can and should rigorously apply General Assembly resolutions 33/143 and 35/210 (see paras. 14-16 above), and, if the recommendations made in this report are accepted, ensure that 60 per cent of all appointees to their units are persons from unrepresented and under-represented Member States. The Inspectors stress that the achievement of the desirable ranges depends as much on the attitudes and effectiveness of heads of entities as on the already vigorous efforts made by the Secretary-General and the Assistant Secretary-General for Personnel Services. The performance of heads of entities should be judged in part on their ability to apply to their entities the principle of the Charter and the resolutions of the General Assembly on equitable geographical distribution of staff. Future reports of the Secretary-General to the General Assembly should show clearly the achievements of each entity. To be satisfactory these achievements must not only conform to the over-all percentage target established by the Assembly for appointments from unrepresented and under-represented Member States but also provide equitable geographical distribution by main regions in all organizational units of the Secretariat in accordance with regional desirable ranges. Finally, care must be taken to ensure that no group of countries dominates the geographical posts of any entity, except for regional commissions for which recruitment of 75 per cent of their staff from countries of their regions is permitted by the General Assembly.

29. In order to improve the situation regarding the representation of Member States in the Secretariat the Inspectors consider that more decisive measures should be taken. In particular, they suggest that for the period 1982-1984 the General Assembly might wish to decided that:

- a) At least 60 per cent of candidates appointed to geographic posts in any entity should be nationals of unrepresented and under-represented Member States;
- b) The remaining 40 per cent of appointees should preferably be nationals of Member States which are within their desirable ranges;
- c) The appointment of nationals of over-represented Member States should be permitted only in exceptional cases and on the understanding that such appointments will not result in increasing the degree of over-representation of these Member States.

B. Extensive use of permanent contracts

30. There are at present two main types of appointment to the Secretariat for the Professional category and above: permanent contracts; and fixed-term contracts which may or may not be renewed. Both are appropriate in specific circumstances. However, in the United Nations there has been a tendency to rely primarily on permanent appointments, despite some progress in increasing the number of fixed-term appointments in recent years.

31. Supporters of permanent contracts usually advance as main arguments in favour of permanent contracts the following:

a) Permanent contracts facilitate the necessary continuity in the Organization;

b) Certain secretariat functions of a more permanent nature require that some staff serve under a permanent contract;

c) They give a sense of security to staff members concerning their future in the Organization;

d) Permanent contracts create an incentive for qualified young persons to make a career in the Organization.

32. Supporters of fixed-term contracts state that the main arguments in favour of these contracts are:

a) Recourse to expertise under fixed-term contracts is warranted by changing priorities in medium-term plans and the need to recruit specialists, who possess the required experience in specific fields of activity in various countries with different political economic and social systems, and levels of development;

b) Fixed-term contracts allow fresh talent from outside to be brought into the Organization;

c) Fixed-term contracts help to ensure the exchange or rotation of staff between the United Nations Secretariat and national Governments or institutions, thus providing a constant exchange of knowledge, updated technology and skills between Member States and the Organization;

d) Fixed-term contracts do not in fact diminish security of tenure because they can be renewed repeatedly if service is satisfactory;

e) Fixed-term contracts give greater flexibility to the Organization and thus facilitate the attainment of established targets concerning equitable geographical distribution of staff;

f) A greater use of fixed-term contracts would facilitate the removal of staff members whose performance has ceased to be of high quality.

33. With respect to posts subject to geographical distribution (i.e., approximately 50 per cent of the total Professional staff and above), the Inspectors would like to stress that the extensive use of permanent contracts has an adverse effect on the attainment of an equitable geographical distribution of staff. For example, according to the forecasts of OPS, about 30 Member States which are over-represented under the new desirable ranges introduced on 1 January 1981, will continue to be above the mid-point of their range until 1990 if none of their nationals on permanent appointments resign before reaching retirement age. Some will continue to be above the mid-point range until after the year 2000, even if no more nationals of these Member States are appointed in the meantime. Nevertheless, the practice of granting probationary contracts (which usually lead to permanent appointments), upon initial recruitment still continues. This is even done in some cases in which the appointees are intended to replace, at a junior level, staff members from over-represented Member States of the same nationality who retire.

34. Also at present the high proportion of permanent contracts in the United Nations Secretariat awarded to staff members whose jobs are of a permanent nature has had the adverse effect of preventing such posts from being filled by persons of Member States whose nationals serve primarily on fixed-term contracts.

35. As a possible solution for this problem, while preserving the required continuity in the Organization's work and at the same time allowing for an inflow of fresh talent, the Inspectors propose that a new type of interruptible (or rotation) fixed-term contract should be introduced. This system would have the following characteristics should it be accepted: a staff member, generally seconded from a national Government or institution, would be allowed to serve in the Secretariat for a period of, for example, 4 to 6 years, to be followed by a period of equivalent duration (or less) in his releasing national organization, before returning for another period of service, if his/her performance has proved satisfactory with the United Nations. The precise modalities of the system would have to be defined. Use could be made either of "alternative secondment contracts" (granted under a secondment agreement with a national authority) or by considering the period of service away from the Organization as special leave without pay. Other methods may also be possible. Naturally, such a system, if adopted, would be available for use in appropriate circumstances for nationals from all Member States who serve under fixed-term contracts.

The Inspectors recognize that the above proposal would have to be carefully stipulated in legal contract terms including, if necessary, any amendments to the Staff Rules and that it would require some planning on the part of the entities and OPS. However, its advantages in resolving the abovementioned serious problems would, in the opinion of the Inspectors, be very great.

36. The Inspectors note that the General Assembly in its resolution 1436 (XIV) of 5 December 1959 recommended, *inter alia*, that the Secretary-General's endeavours to increase the number of the Secretariat staff appointed on fixed-term contracts should be continued and encouraged. In resolution 35/210 (IV) of 17 December 1980 the General Assembly re-affirmed this recommendation and noted the growing tendency to increase the number of fixed-term appointments of staff in the various United Nations organizations. An analysis of the problem shows that in the majority of organizations of the United Nations system the percentage of fixed-term contracts is much higher than in the United Nations itself. For example, the percentage of fixed-term contracts was as follows:

	<u>IAEA</u>	<u>UNESCO</u>	<u>WHO</u>	<u>WMO</u>	<u>IMCO</u>	<u>WIPO</u>	<u>ILO</u>	<u>UN</u>	<u>FAO</u>	<u>ITU</u>	<u>UPU</u>
1975	82.2	67.2	71.3	50.0	56.1	11.0	35.8	34.4	31.2	16.0	9.3
1979	88.5	77.8	77.0	60.0	57.9	36.2	41.0	36.8	28.8	26.2	12.6
1980	90.4	81.0	78.0	61.6	58.6	46.9	43.5	38.2	29.7	27.6	10.5

Sources: Documents ICSC/R/112 of 17 January 1978; ACC/1980/PER/13, page 12, Table 4; ACC/1981/PER/14, page 12, Table 4.

37. At the same time, it is necessary to point out that some entities of the United Nations achieved a much better relationship between fixed-term and permanent contracts than the United Nations as a whole. For instance, UNEP had 73.2% of fixed-term and 26.8% permanent contracts (31 December 1980), UNIDO had 49.7% of fixed-term and 50.3% permanent contracts (30 June 1980).

38. It is not the object of this report to study the question of types of appointment. A more detailed analysis of this question is being made in another JIU report under preparation. However, the Inspectors feel it necessary at this point to emphasize that the extensive use of permanent contracts limits the number of posts available to candidates from unrepresented and under-represented countries.

One of the effective ways of achieving a better geographical balance in the United Nations Secretariat would be to reduce the number of permanent contracts and to increase the number of fixed-term contracts */

39. Given the present situation, the Inspectors recommend that the majority of the staff of the Secretariat subject to geographical distribution should have fixed-term appointments, and in order to attain this aim, the following additional measures should be taken:

- a) No candidate should be granted a probationary contract on initial recruitment;
- b) The number of permanent appointments should be reduced to the minimum required to ensure the efficient operation of the Organization;
- c) Until geographical distribution is equitable, a quota should be established for granting new permanent contracts. This quota should not exceed 50 per cent, or such other percentage to be decided by the General Assembly, of the total number of staff members with permanent contracts who separate from the Organization for any reason.

C. Practice of filling vacancies preferably by internal promotion and transfer

40. Staff Regulation 4.4 reads as follows:

"Subject to the provisions of Article 101, paragraph 3, of the Charter and without prejudice to the recruitment of fresh talent at all levels, the fullest regard shall be had, in filling vacancies, to the requisite qualifications and experience of persons already in the service of the United Nations. This consideration shall also apply on a reciprocal basis to the specialized agencies brought into relationship with the United Nations".

At the same time Staff Rule 104.14 states that: "...the Appointment and Promotion Board shall, in filling vacancies, normally give preference, where qualifications are equal, to staff members already in the Secretariat and staff members in other international organizations".

41. If one compares these texts with the text of Article 101, paragraph 3, of the Charter (see para. 2 above) it is clear that vacancy announcements should be issued simultaneously for internal and external candidates and the consideration and the selection of the best ones should be made in conformity with two basic principles, established by the Charter, and "without prejudice to the recruitment of fresh talent at all levels". At the same time "the fullest regard shall be had, in filling vacancies, to the requisite qualifications and experience of persons already in the service of the United Nations", that is, when "qualifications are equal" preference should be given to persons already in the service of the United Nations or other organizations of the United Nations system.

42. However, the interpretation of this Staff Regulation by OPS in an inter-office memorandum is as follows: "Internal candidates should be considered in accordance with Staff Regulation 4.4 prior to the initiation of outside recruitment". Such an interpretation, in the Inspectors' opinion, does not correspond to the provisions of this Staff Regulation. According to OPS, a vacancy announcement should be issued only when no internal candidate is available. If such a prefer-

*/ Notes: In establishing the ratio between fixed-term and permanent contracts in each entity of the Secretariat, account should be taken, of course, of its functions and main features of activity. It should be clear that no conversion from a permanent to a fixed-term appointment could take place during the life of a contract and that only the retirement or separation of a staff member on a permanent contract with the Organization would create conditions for replacing this permanent appointment by a fixed-term one.

ence is given to internal candidates it could result in a neglect of the basic principles of recruitment of the staff of the Secretariat, established by the Charter.

43. The Inspectors noted that the heads of some entities paid primary attention to internal candidates, and, regrettably, did not take sufficient account of the important provision of Staff Regulation 4.4 that the filling of vacancies should be made "without prejudice to the recruitment of fresh talent at all levels".

44. In practice, internal and external searches for required candidates have rarely been undertaken simultaneously. In many cases, no external search is made when a vacant post is planned to be filled by internal promotion or transfer. The trend during the last decade has been for vacancies to be filled by promotion and transfer rather than by opening them simultaneously to internal and external candidates.

45. Obviously, this practice, in spite of its advantage in shortening recruitment delays, creates serious difficulties for achieving equitable geographical distribution of staff at the upper levels (P-4 and above). As a remedial measure, the Inspectors recommend that vacancy announcements should be issued simultaneously for internal and external candidates, the consideration and the selection of the best candidate should be made strictly in conformity with Article 101, para. 3 of the Charter and the relevant resolutions and Staff Regulations adopted by the General Assembly.

D. Deficiencies in geographical distribution of staff at senior and policy-formulating levels

46. In resolution 33/143 of 20 December 1978 the General Assembly expressed its concern "about the urgent need to secure an improved representation of developing countries at senior and policy-making levels.....". (See also para. 4 above). This concern was re-affirmed by the Assembly in its resolution 35/210. In response to these resolutions the Secretariat undertook some measures for increasing the representation of developing countries at the upper levels, and the data given in Annex IV indicate progress in this area.

47. An analysis of the figures contained in Annex IV leads to the following observations:

a) The representation of developing countries, which account for almost all the Member States in the regions of Africa, Asia and the Pacific, Latin America, the Middle East and the Caribbean, in senior and policy-formulating posts has recently been improved from 83 staff members (or 34.2% of the grand total) in 1970 to 176 (or 48.1% of the grand total) in 1980. However, to comply with the new desirable ranges, introduced on 1 January 1981, the representation of many developing countries in senior and policy-formulating posts will need further improvement, and this has been stressed by the General Assembly in its resolution 35/210 of 17 December 1980.

b) The developed countries of the Western Europe and North America regions have increased the number of their nationals in senior and policy-formulating posts from 117 in 1970 to 152 in 1980, although their percentage decreased during this period from 48.3% to 41.5% of the grand total.

c) The most serious situation concerning representation in senior and policy-formulating posts exists now in respect of countries of Eastern Europe. This region has always been greatly under-represented in senior posts and moreover its degree of under-representation increased. The Eastern Europe region is the only region in which numerical representation during this period decreased from

38 to 34 staff members, while all other regions increased their numerical representation in senior posts. The Eastern European region's percentage of senior posts decreased substantially (from 15.6% to 9.3% of the grand total) during that period.

48. The continuous imbalance in representation of Member States in senior and policy-formulating posts is, to a large degree, the result of insufficient attention being paid by the Secretariat to the established weighted desirable ranges for each Member State. The main purpose of the introduction by the General Assembly of weighted desirable ranges, as stated in its resolution 34/219, was "to ensure that Member States would have a balanced qualitative and quantitative representation", whereas the OPS considers that weighted ranges are predominantly for the information of Member States and are not normally used as a basis for determining the geographical distribution of the staff.

49. The Inspectors believe that in order to ensure an equitable geographical distribution of staff in senior and policy-formulating posts it is necessary to take appropriate measures to improve the geographical balance in representation of Member States in these posts in accordance with the established weighted desirable ranges. To this end, they recommend that notional targets be set for senior and policy-formulating posts for each geographic region.

E. Staff in Professional category and above who are excluded from geographical distribution

50. In accordance with the various decisions of the General Assembly, out of 5715 staff of the Secretariat (Professional category and above and project personnel) financed from the Regular Budget and extra-budgetary sources, 2926 persons (or 51.2% of the total) were excluded from geographical distribution (as at 30 June 1980). 5/ These included language staff (871), staff specifically appointed for service with UNEP, financed from the United Nations Environment Fund (112), project personnel (approximately 1800) and others (special missions, inter-agency staff, on special leave without pay, seconded, etc. - about 150). Some delegations at the Fifth Committee raised the question of reducing the staff excluded from geographical distribution in order to increase the number of staff subject to geographical distribution. The Inspectors have studied this question and have come to the conclusion that such a possibility exists.

51. Among the personnel excluded from geographical distribution there is a comparatively large group of some 300 persons, who are assigned as follows: 6/

a) There are about 90 staff appointed as advisers on technical co-operation projects. They provide the technical backstopping to departments and offices such as IESA, TCD, UNCTAD, UNIDO and UNEP. Their prime function is to advise the department or office concerned on technical matters.

b) There are also about 80 regional advisers who are stationed at such offices as the regional commissions or their sub-regional offices with the function of providing advice to the Governments of the region who request the organization's technical co-operation.

c) About 30 inter-regional advisers provide the same service from one of the major offices to Governments of different regions.

5/ A/35/528, pages 4-7, Tables A and C.

6/ A/35/528, Annex, page 5, Table 8.

52. In addition, there are about 100 project personnel at the Professional level and above assigned to United Nations institutes some of which were established as technical co-operation projects. While these staff members have to be appointed on a fixed-term basis in view of the source of funds from which they are financed, they often serve for long periods and exercise similar functions to those of the regular staff who work in the same location. They are moreover all appointed by or under a delegation of authority from the Secretary-General and are responsible to him. These staff members are assigned to the United Nations Research Institute for Social Development (UNRISD) in Geneva, the United Nations Social Defence Research Institute (UNSDRI) in Rome, the Asian Centre for Development Administration (ACDA) in Kuala Lumpur, the Asian Institute for Economic Development and Planning (AIEDP) in Bangkok, the Asian Statistical Institute (ASI) in Tokyo, the Latin American Demographic Centre (CELADE) and the Latin American Institute for Economic and Social Planning (ILPES) in Santiago de Chile and the African Institute for Economic and Social Planning (IDEP) in Dakar.

53. The Inspectors believe that the posts described in paras. 51 and 52 should be included among the posts subject to geographical distribution and brought within the system of desirable ranges. These posts should be treated in the same way as other geographic posts which are funded from extra-budgetary sources and appointments should, for the most part, continue to be on a fixed-term basis. They suggest, however, that the conversion of posts from the 200 to the 100 series of the Staff Rules should be made only at the expiration of contracts, each case being considered on its merits and a decision made either for the granting of appointments under the 100 series or for the non-extension of previous contracts.

54. Finally, the Inspectors would like to point out that the Executive Board of the World Health Organization decided many years ago that all Professional posts, regardless of location or source of funds, should be considered for geographical distribution (excluding only posts having special language requirements) and has regularly reconfirmed this decision. This means that practically all posts in field projects are included for geographical distribution. This practice of WHO deserves the attention of the competent organs of the United Nations.

F. Practice of appointing nationals from States which are not Members of the United Nations

55. During the discussion on personnel matters at the Fifth Committee, some delegations questioned why there were appointments to geographical posts of nationals of States which are not Members of the United Nations, while a significant number of Member States continued to be unrepresented or under-represented.

56. The policy governing the appointment of nationals of non-Member States is derived from the decision laid down in General Assembly resolution 30(1) of 9 February 1946. In line with this decision, a national of a non-Member State who has the required qualifications may be appointed as a staff member of the Secretariat in either of the following two circumstances:

a) the post for which he is proposed is directly related to the work of the subsidiary organ of which the State is a Member;

b) his qualifications are of such a nature as to warrant his appointment in the exercise of the Secretary-General's authority under the Charter.

57. The assessed contributions to the relevant subsidiary organ is normally used as a basis in establishing the desirable number of posts to be filled by nationals of such non-Member States.

58. Appointed to the Secretariat of the subsidiary organ of which a particular State is a Member, a national of this non-Member State (in relation to the United Nations) becomes a staff member eligible for transfer to other entities of the United Nations and sometimes with promotion, because there are no provisions in the Staff Rules which limit the internal mobility and promotion of staff members who meet the established criteria.

59. The Inspectors believe that in order to improve the geographical distribution of the staff it is necessary to use greater restraint in appointing to posts subject to geographical distribution nationals of States which are not Members of the United Nations or are stateless.

G. Extensions beyond the age of retirement

60. The General Assembly in its resolution 35/210 reaffirmed the need to apply the Regulations regarding the age of retirement (60 years) and not to grant exceptions beyond six months after the established age of retirement and this only if time is really needed to find a suitable replacement. The figures in Table 4 show the position during the last five years in this area:

Table 4
Staff in posts subject to geographical distribution
in service beyond the age of 60

Geographic staff	1976	1977	1978	1979	1980
USG	4	4	6	6	7
ASG	4	5	3	5	4
D-2	9	9	13	12	6
D-1	14	19	12	14	7
P-5	19	25	15	13	3
P-4	10	7	9	7	5
P-3	8	15	9	6	-
P-2	2	3	4	2	1
P-1	-	-	1	-	-
Total	70	87	72	65	33

Source: A/35/528, page 11, Table E.

61. The figures in this table indicate that good progress has been achieved in reducing the number of staff retained in active service beyond the age of retirement. However, the Inspectors believe that this progress could be even more substantial if all departments and offices followed strictly the established guidelines concerning the extension of service beyond retirement age only in truly exceptional cases. This would provide additional opportunities to improve the geographical distribution of staff in the Secretariat.

62. Taking into account the fact that the date of a staff member's retirement is known well in advance, the Inspectors could see no justification for a six-month extension beyond the age of retirement. They would like to suggest that the maximum extension beyond the age of retirement be not more than three months and only in exceptional cases when time is really needed for finding a suitable replacement. Recruitment for senior posts should start one and a half years before the expiration date of related contracts in order to finalize the replacement process in due time.

H. Problems in the implementation of recruitment procedures

63. The recruitment procedures established by the Office of Personnel Services serve, in some respects, to improve the geographical distribution of staff in the United Nations Secretariat. But the implementation of these procedures has met with some difficulties.

64. One of the most serious problems is that prior commitments for appointments are made by some departments and offices without consulting OPS. This practice undoubtedly creates difficulties and embarrassment to all concerned. It is essential that close businesslike co-operation be maintained between Secretariat units and the Office of Personnel Services on questions related to recruitment procedures.

65. Another problem with recruitment procedures which unfortunately has occurred quite often is the long delay in issuing and circulating vacancy announcements and the long duration of the appointment process. The Inspectors believe that the recruitment process could be shortened and simplified, and that measures to this effect should be taken by all concerned.

66. The General Assembly in its resolution 35/210, Annex, Part IV, dealt with methods of recruitment at the P-3 level and above. It placed emphasis on rosters both of external and internal candidates. However, the Inspectors noted that the existing roster of external candidates needs modernization and updating. It is necessary also to expedite the creation of the roster of internal candidates.

I. Recruitment planning and desirable ranges

67. Deficiencies in recruitment planning are one of the most serious factors hindering the proper application of the principle of equitable geographical distribution and implementation of the General Assembly resolution concerning ensuring that all unrepresented and under-represented countries achieve their desirable ranges. In the course of this study the Inspectors noted that up to May 1981 there were no recruitment plans in many entities of the United Nations, which would serve as a basis for the preparation of an annual work plan of recruitment by the Office of Personnel Services.

68. The Inspectors were informed of the importance OPS attaches to the preparation of an annual work plan of recruitment, which should establish in co-operation with other departments and offices realistic targets for 1981 and 1982 concerning the number of candidates to be recruited from unrepresented and under-represented countries and of women in accordance with General Assembly resolution 35/210. This plan should also outline the perspective regarding possible fixed-term appointments, and the extension of service beyond the age of retirement in exceptional cases. The plan should indicate various means and methods by which recruitment of suitable candidates will be undertaken, including timely publication of vacancy announcements, organization of competitive examinations, sending of recruitment missions, etc.

69. In this connection, the Inspectors noted with satisfaction that in accordance with the relevant resolutions of the General Assembly and the views expressed by many delegations at the Fifth Committee some measures have been undertaken by the Secretary-General to strengthen personnel management in the Organization. The Office of Personnel Services has been entrusted with over-all responsibility for the attainment of the objectives sought by the General Assembly, as laid down in its resolutions on personnel questions. ^{7/} They also noted and welcomed the initiative of OPS in conducting discussions with officials concerned in each Department and

^{7/} Secretary-General's Bulletin ST/SGB/180 of 24 December 1980.

Office in order to establish a list of earmarked vacancies at the Professional level and above for the recruitment of candidates from unrepresented and under-represented countries as well as for the recruitment of women candidates.

70. In conclusion, the Inspectors would like to point out that the proposals made in this report are all aimed at the proper implementation of the decisions of the General Assembly on equitable geographical distribution. If the general situation is not in fact greatly improved, as regards unrepresented and under-represented countries, the General Assembly might wish at its forty-first session, when it reviews the question of desirable ranges, to seek further measures such as narrowing the percentage of flexibility up or down from the mid-point of the desirable ranges. *

* Notes: It is necessary to mention that the first formula for determining desirable ranges which was established in 1948 provided maximum and minimum limits of each range based on flexibility of 25 per cent up or down the mid-point range. However, such a wide distance between maximum and minimum limits was later considered inappropriate and the present formula provides flexibility of 15 per cent.

IV. MAIN CONCLUSIONS AND RECOMMENDATIONS

A. Conclusions

71. The principle of equitable geographical distribution of the staff of the Secretariat established by the Charter of the United Nations and confirmed by numerous resolutions of the General Assembly has not been fully observed by most entities of the Organization. Because of this, there are many unrepresented and under-represented Member States, while a significant number of countries remains over-represented in the Secretariat.

72. Due to continuous efforts made by the Secretary-General and by the Office of Personnel Services and some other entities of the United Nations, the representation of developing countries has in recent years improved, although considerable further efforts are necessary to achieve the established objectives. As at 30 June 1980, all 18 unrepresented Member States were developing countries and out of 22 under-represented Member States 11 were developing countries.

73. There were some changes in representation of developed countries of the Western Europe and North America regions. The number of their nationals in the Secretariat increased from 636 in 1963 to 1229 in 1980. Although their percentage share of the grand total number of staff subject to geographical distribution slightly decreased from 45.8% in 1963 to 43.7% in 1980.

74. A most serious situation concerning geographical distribution of the staff persists in respect of the countries of the Eastern Europe region. This group of countries has always been under-represented, and during recent years the degree of under-representation of many countries of this region increased further. The percentage of nationals of these countries in the Secretariat decreased from 11.8% of the grand total in 1963 to 10.8% in June 1980 and to 10.2% in December 1980.

75. There has been an improvement in the representation of the developing countries in senior posts, particularly those concerned with economic and social activities. Eastern European countries are still greatly under-represented in senior posts. Efforts to improve the representation of these countries in senior posts should be intensified.

76. There are many factors hindering the proper application of the principle of equitable geographical distribution. These vary from one entity to another. Among these factors are the following:

- a) Insufficient efforts to search, in unrepresented and under-represented countries, for suitable candidates to fill vacant geographic posts and inadequate co-operation by some departments and offices in the attainment of targets established by the General Assembly;
- b) Extensive use of permanent contracts in comparison with fixed-term contracts;
- c) Filling of vacancies preferably by internal promotion and transfer;
- d) Deviations from established recruitment procedures;
- e) Deficiencies in recruitment planning.

77. The Inspectors believe that the strict implementation of the Charter (Article 101, para. 3) and relevant decisions of the General Assembly concerning the attain-

ment of equitable geographical distribution of staff is necessary to ensure that unrepresented and under-represented countries achieve their mid-point ranges and for improving the representation of Member States at all levels in accordance with established weighted desirable ranges.

To this end, they suggest the following recommendations for consideration by the General Assembly and the Secretary-General:

B. Recommendations

Recommendation 1. In order to improve the geographical distribution of the staff of the Secretariat all entities of the Organization should strictly follow the principle of equitable geographical distribution. To this end, it is necessary that the reports of the Secretary-General to the General Assembly on the composition of the Secretariat show clearly the achievements of each entity in attaining equitable geographical distribution. To be satisfactory, these achievements must not only conform to the over-all percentage target established by the Assembly for the appointment of nationals from unrepresented and under-represented Member States but also provide equitable geographical distribution by main regions in all organizational units of the Secretariat in accordance with regional desirable ranges. (Paragraph 28).

Recommendation 2. To achieve an equitable representation of Member States in the Secretariat the following measures should be implemented during the period 1982-1984:

- a) At least three out of every five candidates appointed to vacant geographic posts in each entity should be nationals of unrepresented and under-represented Member States;
- b) The remaining candidates out of the five appointed should preferably be nationals of Member States which are within their desirable ranges;
- c) The appointment of nationals of over-represented Member States should be permitted only in exceptional cases and on the understanding that such appointments will not result in increasing the degree of over-representation of these Member States. (Paragraph 29).

Recommendation 3. The number of permanent contracts should be reduced and the number of fixed-term contracts increased, so that in future the majority of the staff subject to geographical distribution would have fixed-term appointments. To this end, the following measures should be taken:

- a) No candidate should be granted a probationary contract on initial appointment;
- b) The number of permanent appointments should be reduced to the minimum required to ensure the efficient operation of the Organization;
- c) Until geographical distribution is equitable, a quota should be established for granting new permanent contracts. This quota should not exceed 50 per cent, or such other percentage to be decided by the General Assembly, of the total number of staff members with permanent contracts who separate from the Organization for any reason. (Paragraphs 38-39).

Recommendation 4. Consideration should be given to introducing a new type of interruptible (rotation) fixed-term contract which will help in filling some posts of a permanent nature by persons of Member States whose nationals serve primarily on fixed-term appointments, as well as by nationals of other Member States who serve under fixed-term contracts. (Paragraphs 34-35).

Recommendation 5. Vacancy announcements should be issued simultaneously for internal and external candidates and the consideration and selection of the best candidate should be made strictly in conformity with Article 101, paragraph 3, of the Charter and the relevant resolutions and Staff Regulations adopted by the General Assembly. (Paragraph 45).

Recommendation 6. In order to ensure an equitable geographical distribution of staff in senior and policy-formulating posts, it is necessary to improve the representation of unrepresented and under-represented countries in these posts. To this end, notional targets should be set for senior and policy-formulating posts, for each geographic region, and in filling vacancies in these posts due attention should be paid to the established weighted desirable ranges. (Paragraph 49).

Recommendation 7. The posts occupied by technical advisers, regional and inter-regional advisers and the project personnel of the United Nations Institutes mentioned in paragraph 52 of this report should be included among the posts subject to geographical distribution and brought within the system of desirable ranges. The conversion of staff from the 200 to the 100 series of the Staff Rules should be made only at the expiration of contracts, every case to be considered on its merits and a decision made either for the granting of an appointment under the 100 series or for the non-extension of the previous contract. (Paragraph 53).

Recommendation 8. The maximum extension beyond the age of retirement (60 years) should be not more than three months and granted only when time is really necessary for finding a suitable replacement. (Paragraph 62).

Recommendation 9. It is necessary to take measures to shorten and simplify the recruitment and appointment process. (Paragraph 65).

Recommendation 10. The Office of Personnel Services should expedite the preparation of an annual work plan of recruitment, taking into account the provisions of General Assembly resolution 35/210. All entities of the United Nations should co-operate fully with OPS in the preparation of this plan. (Paragraphs 67-68).

Annex I

Desirable ranges and staff in posts subject to geographical distribution by region and nationality
(showing number of Member States)

Region and nationality	Year of admission	1943/VIII (58)		1963/VIII (111)		1979/VI (151)		30 June 1980 (152)		31 December 1980 (154)		
		Desirable range	No. of staff	Actual	Desirable range	No. of staff	Desirable range	No. of staff	Desirable range	No. of staff	Desirable range	No. of staff
AFRICA												
Algeria	1962											
Angola	1976	2-6	0	114-264	4-9	556	16	171-276	4-9	600	4-16	
Bénin	1960	2-5	3	71-220	2-7	53	9	65-215	2-7	98	2-14	
Botswana	1966	2-5	0	65-214	2-7	251	9	65-215	2-7	257	2-14	
Burundi	1962	2-5	0	65-214	2-7	92	4	65-215	2-7	91	2-14	
Cape Verde	1975	2-5	0	65-214	2-7	68	3	65-215	2-7	91	2-14	
Cent. Afr. Rep.	1960	2-5	0	65-214	2-7	0	0	65-215	2-7	0	2-14	
Chad	1960	2-5	0	65-214	2-7	48	2	65-215	2-7	48	2-14	
Comoros	1975	2-5	0	65-214	2-7	57	3	65-215	2-7	72	2-14	
Congo	1960	2-5	0	65-214	2-7	14	1	65-215	2-7	57	2-14	
Djibouti	1977	2-5	0	65-214	2-7	190	6	65-215	2-7	199	2-14	
Egypt	1945	4-7	21	103-253	3-8	0	0	99-248	3-8	872	3-15	
Equatorial Guinea	1968	2-5	10	65-214	2-7	953	26	65-215	2-7	605	2-14	
Ethiopia	1945	2-5	1	65-214	2-7	575	22	65-215	2-7	605	2-14	
Gabon	1960	2-5	1	65-214	2-7	0	0	65-215	2-7	0	2-14	
Gambia	1965	2-6	8	65-214	2-7	189	8	65-215	2-7	176	2-14	
Ghana	1958	2-5	0	71-220	2-7	712	21	76-226	2-7	698	2-14	
Guinea-Bissau	1974	2-5	0	65-214	2-7	130	5	65-215	2-7	105	2-14	
Ivory Coast	1960	2-5	0	65-214	2-7	30	1	65-215	2-7	30	2-14	
Kenya	1963	2-5	0	65-214	2-7	425	13	65-215	2-7	409	2-14	
Lesotho	1966	2-5	0	65-214	2-7	67	3	65-215	2-7	91	2-14	
Liberia	1945	2-5	3	65-214	2-7	87	3	65-215	2-7	126	2-14	
Libyan Arab J.	1955	2-5	2	147-296	5-10	177	6	188-337	6-11	183	6-18	
Madagascar	1960	2-5	2	65-214	2-7	225	9	65-215	2-7	287	2-14	
Malawi	1964	2-5	1	65-214	2-7	81	3	65-215	2-7	116	2-14	
Mali	1960	2-5	1	65-214	2-7	135	5	65-215	2-7	186	2-14	
Mauritania	1961	2-5	0	65-214	2-7	38	1	65-215	2-7	38	2-14	
Mauritius	1968	3-6	2	87-236	3-8	306	10	88-237	3-8	280	3-14	
Morocco	1956	2-5	2	65-214	2-7	0	0	65-215	2-7	0	2-14	
Mozambique	1975	2-5	0	65-214	2-7	138	4	65-215	2-7	157	2-14	
Niger	1960	2-5	0	65-214	2-7	721	22	149-298	5-10	769	5-17	
Nigeria	1962	2-5	1	131-280	4-9	19	1	65-215	2-7	38	2-14	
Sierra Leone	1966	2-5	2	65-214	2-7	0	0	65-215	2-7	0	2-14	
Senegal	1960	2-5	2	65-214	2-7	222	8	65-215	2-7	266	2-14	
Seychelles	1976	2-5	1	65-214	2-7	489	15	65-215	2-7	478	2-14	
Sierra Leone	1960	2-5	2	65-214	2-7	333	11	65-215	2-7	347	2-14	
Somalia	1961	2-5	1	65-214	2-7	286	8	293-443	9-14	262	10-22	
South Africa	1954	2-6	7	288-437	9-14	316	9	65-215	2-7	302	2-14	
Sudan	1954	2-6	7	65-214	2-7	19	1	65-215	2-7	19	2-14	
Swaziland	1968	2-5	4	65-214	2-7	288	10	65-215	2-7	239	2-14	
Togo	1960	2-5	1	65-214	2-7	619	18	76-226	3-8	636	3-14	
Tunisia	1962	2-5	5	65-214	2-7	462	17	65-215	2-7	447	2-14	
Uganda	1962	2-5	2	65-214	2-7	282	10	65-215	2-7	317	2-14	
U. Rep. Cameroon	1960	2-5	2	65-214	2-7	555	18	65-215	2-7	577	2-14	
Upper Volta	1961	2-5	1	65-214	2-7	130	4	65-215	2-7	86	2-14	
Zaire	1960	2-5	2	65-214	2-7	332	13	71-220	2-7	343	2-14	
Zambia	1964	2-6	2	71-220	2-7	127	5	71-220	2-7	207	2-14	
Zimbabwe	1980	9-9		777-777	26-26			1,196	40		26	
Population reserve												
Regional Total		15-31	17	7048-9536	235-318	10981	363	7567-10238	249-337	11998	384-519	
		86-187	105								388	

Sources: 1948 - A/652 Annex 2; 1963 - A/C.5/987, Table II; 1979 - A/34/408, Annex, Tables 9 and 16; 1980/VI - A/35/528, Annex, Tables 9 and 16; 1980/XII - ODS Interoffice Memorandum, dated 3 February 1981, Annex.

Region and country of nationality	Year of admission	1948/VIII (58)		1963/VIII (111)		1979/VI (151)		30 June 1980 (152)		31 December 1980 (154)			
		Desirable range	Actual	Desirable range	Actual	Desirable range	Actual	Desirable range	Actual	Desirable range	Actual		
												No. of staff	No. of staff
ASIA AND THE PACIFIC													
Australia	1945	15-25	20	22-19	15	27-37	39	825-1116	31-43	38	1119	36-49	43
Bangladesh	1974			3-8	0	82-231	12	82-231	3-8	12	374	3-14	12
Bhutan	1971			2-7	0	65-214	0	65-215	2-7	0	0	2-14	0
Burma	1948	1-3	1	2-7	8	65-214	10	65-215	2-7	9	300	2-14	9
China	1945	45-75	53	59-43	47	2653-3589	51	880-1191	28-38	49	1571	33-45	52
Dem Kampuchea	1955			2-5	2	65-214	6	65-215	2-7	5	170	2-14	5
Fiji	1970			2-7	3	65-214	3	65-215	2-7	4	112	2-14	4
India	1945	24-40	20	27-22	66	428-579	53	394-543	13-18	49	1944	13-25	53
Indonesia	1950			7-9	11	136-285	14	149-298	5-10	15	572	5-17	15
Japan	1956			30-24	26	4102-5550	73	4644-6883	148-201	80	2370	163-220	84
Leo P. Dem. Rep.	1955			2-5	2	65-214	3	65-215	2-7	2	54	2-14	2
Malaysia	1957			3-6	2	109-258	13	110-259	4-9	15	423	4-15	15
Maldives	1965			2-7	0	65-214	0	65-215	2-7	0	0	2-14	0
Mongolia	1961			2-7	1	65-214	1	65-215	2-7	1	38	2-14	1
Nepal	1955			2-5	5	65-214	10	65-215	2-7	10	332	2-14	10
New Zealand	1945	4-6	11	2-7	17	201-350	10	210-359	7-12	13	475	7-19	11
Pakistan	1945	5-9	2	6-8	15	98-247	17	99-248	3-8	15	595	3-15	15
Papua N. Guinea	1975			2-7	0	65-214	0	65-215	2-7	0	0	2-14	0
Philippines	1945	2-4	3	6-8	14	114-264	41	115-265	4-9	41	1038	4-15	45
Samoa	1976			2-7	0	65-214	0	65-215	2-7	0	0	2-14	0
Singapore	1965			3-8	7	103-253	7	104-254	3-8	11	265	4-15	13
Solomon Islands	1978			2-7	0	65-214	0	65-215	2-7	0	0	2-14	0
Sri Lanka	1945	2-3	1	2-6	9	71-220	21	71-220	4-9	19	710	2-14	19
Thailand	1946			3-6	7	114-264	23	115-265	4-9	22	522	4-15	23
Viet Nam	1977			3-8	3	76-226	3	76-226	3-8	3	76	3-14	3
Population Reserve				62-62		157-157		4694-4694	103		3080	130	
Regional Total		98-165	111	243-248	241	482-566	417	14881-20133	405-548	413	13043	515-696	434
EUROPE (EASTERN)													
Albania	1955			2-5	0	65-214	0	65-215	2-7	0	0	2-14	0
Bulgaria	1945	2-3	0	4-7	7	136-285	10	147-298	5-10	12	382	5-17	12
Czechoslovakia	1945	7-11	21	8-9	2	282-433	9	277-486	16-22	8	203	9-21	9
German Dem. Rep.	1973			14-14	21	502-673	11	507-686	25-34	11	504	18-20	10
Hungary	1955			7-9	9	728-985	10	777-1044	8-13	11	326	8-20	12
Poland	1945	7-12	23	9-13	9	239-388	10	243-393	23-31	26	839	26-37	23
Romania	1955			17-16	26	756-1023	25	701-948	17-23	26	839	18-22	27
USSR	1945	6-11	3	5-8	3	190-340	9	178-326	26-35	9	294	30-41	18
Yugoslavia	1945	48-79	16	26-22	10	821-1110	21	805-1089	171-232	175	5436	187-254	168
Population Reserve				193-131	77	5469-7399	180	5363-7255	9-14	19	715	10-22	19
Regional Total		73-120	68	289-236	164	324-429	303	9887-13449	318-430	303	9403	278-511	288
EUROPE (WESTERN)													
Austria	1955			7-9	9	407-557	34	450-609	15-20	35	1092	16-27	37
Belgium	1945	10-17	20	16-15	19	613-829	29	691-935	22-30	27	854	25-37	25
Denmark	1945	6-10	16	8-10	6	407-557	17	464-628	15-20	20	596	16-28	20
Finland	1955			6-8	9	299-448	16	327-476	11-16	18	580	11-23	19
France	1945	45-75	64	77-55	79	2801-3789	143	3074-4159	96-133	149	4795	109-147	149
Germany F. R. of	1973			120-124	180	3668-4963	180	4043-5470	129-175	86	2586	142-192	89
Greece	1945	1-3	7	8-13	7	250-399	7	254-404	8-13	10	298	9-20	11
Iceland	1946	1-3	1	2-7	3	71-220	3	76-226	3-8	3	87	3-14	3

Region and country of nationality	Year of admission	1943/VIII (58)		1963/VIII (111)		1979/VI (151)		30 June 1980 (152)		31 December 1980 (154)	
		Desirable range	Actual	Desirable range	Actual	Desirable range	Actual	Desirable range	Actual	Desirable range	Actual
EUROPE (WESTERN) contd.											
Ireland	1955	3-6	5	5-10	141-290	13	406	5-10	149-298	5-17	384
Italy	1955	29-24	27	55-74	1674-2265	56	1594	56-76	1746-2362	63-85	1643
Luxembourg	1945	2-5	2	3-8	82-231	4	145	3-8	88-237	3-14	68
Malta	1964				65-217	4	208		65-215	2-14	2
Netherlands	1945	11-18	22	25-34	770-1042	32	976	28-38	885-1197	33-45	28
Norway	1945	4-6	22	10-15	304-454	10	379	11-16	338-487	12-23	10
Portugal	1955	3-6	22	5-10	163-312	9	244	5-10	165-315	6-17	11
Spain	1945	12-12	16	27-37	821-1110	24	857	29-40	918-1242	34-46	23
Sweden	1946	18-16	15	23-31	687-939	33	1137	24-32	733-993	27-39	32
United Kingdom	1945	98-69	115	72-98	2201-2977	129	4017	71-96	2223-3008	79-107	124
Population Reserve					30-30	3	90			19	
Regional Total		180-276	306	312-275	12766-21317	646	20381	548-741	17071-23077	649-878	661
LATIN AMERICA											
Argentina	1945	14-23	9	17-22	502-679	38	1182	16-21	483-654	17-28	38
Bolivia	1945	1-3	2	2-7	65-214	10	327	2-7	65-215	2-14	10
Brazil	1945	14-23	16	20-26	594-804	25	816	23-31	715-967	26-38	21
Chile	1945	3-6	7	4-9	109-258	38	1062	3-8	99-248	3-19	36
Colombia	1945	3-5	5	4-7	120-269	17	596	4-9	121-270	4-16	15
Costa Rica	1945	1-3	3	2-7	71-220	3	187	2-7	71-220	2-14	4
Cuba	1945	2-4	4	4-7	120-269	8	182	4-9	121-270	4-16	7
Dominican Rep	1945	1-3	2	2-7	71-220	2	46	3-8	76-226	3-14	2
Ecuador	1945	1-3	6	2-7	71-220	2	46	2-7	71-220	2-14	8
El Salvador	1945	1-3	2	2-7	65-214	5	155	2-7	65-215	2-14	6
Guatemala	1945	1-3	1	2-7	65-214	5	155	2-7	65-215	2-14	8
Haiti	1945	1-3	2	2-7	65-214	3	265	2-7	65-215	2-14	5
Honduras	1945	1-3	2	2-7	65-214	12	392	2-7	65-215	2-14	9
Mexico	1945	5-6	7	16-21	479-648	19	675	15-20	474-641	17-28	23
Nicaragua	1945	1-3	0	2-7	65-214	5	122	2-7	65-215	2-14	4
Panama	1945	1-3	1	2-7	71-220	10	251	2-7	71-220	2-14	4
Paraguay	1945	1-3	3	2-7	65-214	3	398	2-7	65-215	2-14	9
Peru	1945	1-3	3	2-7	65-214	12	398	2-7	65-215	2-14	2
Suriname	1975	1-3	3	2-6	65-214	1	24	2-8	65-215	3-15	13
Uruguay	1945	1-3	4	2-6	82-231	16	547	3-8	82-232	2-14	16
Venezuela	1945	1-3	1	8-9	272-421	7	179	11-16	338-487	3-14	7
Population Reserve					1017-1017			58	1734	20	
Regional Total		55-112	77	96-147	4946-6612	250	7825	188-255	5710-7726	219-296	238
MIDDLE EAST											
Afghanistan	1946	1-3	1	2-5	65-214	7	208	2-7	65-215	2-14	8
Bahrain	1971				65-214	0	0	2-7	65-215	2-14	0
Cyprus	1960				65-214	10	297	2-7	65-215	2-14	9
Democrat Yemen	1967				65-214	4	97	2-7	65-215	2-14	3
Iran	1945	3-6	6	4-7	277-427	18	544	14-19	421-571	14-26	16
Israel	1949	1-3	1	3-8	103-253	21	725	4-9	127-276	7-18	21
Jordan	1945	3-6	5	6-11	185-334	4	122	6-11	199-348	4-16	5
Kuwait	1945	2-5	8	2-7	65-214	12	397	2-7	65-215	2-14	14
Lebanon	1945	2-5	8	5-10	141-290	0	0	6-11	171-321	6-17	0
Oman	1971	1-3	2	2-7	76-226	22	591	3-8	65-226	3-14	24
Qatar	1971				65-214	0	0	2-7	65-215	2-14	1
Saudi Arabia	1945	1-3	0	2-6	185-334	3	67	3-8	382-532	3-14	0

Region and country of nationality	Year of admission	1948/VIII (58)		1963/VIII (111)		1979/VI (151)		30 June 1980 (152)		31 December 1980 (154)				
		No. of staff		No. of staff		Desirable range		Desirable range		Desirable range				
		Desirable range	Actual	Desirable range	Actual	No. of staff	Weighted in points	No. of staff	Weighted in points	No. of staff	Weighted in points			
MIDDLE EAST (contd.)														
Syrian Arab Rep	1945	1-3	4	2-5	7	71-220	16	566	3-8	76-226	17	626	3-14	16
Turkey	1945	7-11	4	6-8	11	223-372	14	482	7-12	227-376	15	579	8-19	14
U A Emirates	1971					98-247	1	19	4-9	115-265	1	19	4-15	1
Yemen	1947	1-3	0	2-5	0	65-214	5	200	2-7	65-215	5	206	2-14	4
Population Reserve				4-4		419-419			22	658			8	-
Regional Total		16-35	18	35-72	60	3044-4119	137	4315	119-161	3619-6897	137	4572	157-213	138
N AMERICA AND CARIBBEAN														
Bahamas	1973					65-214	0	0	2-7	65-215	2	38	2-14	2
Barbados	1966					65-214	6	150	2-7	65-215	6	155	2-14	7
Canada	1945	24-40	45	41-31	32	1524-2061	67	2141	53-72	1665-2253	65	2012	60-81	66
Dominica	1978					65-214	1	30	2-7	65-215	1	30	2-14	1
Grenada	1974					65-214	3	114	2-7	65-215	4	129	2-14	5
Guyana	1966					65-214	14	311	2-7	65-215	14	389	2-14	17
Jamaica	1962					71-210	17	525	2-7	71-220	18	576	2-14	19
Santa Lucia	1979					76-226	0	360	2-7	76-226	0	0	2-14	0
Trinidad Tob	1962					382-517	13	360	3-8	381-516	13	380	3-14	14
USA	1945	299-399	321	412-276	255	11654-15767	521	14954	381-516	11935-16147	501	14812	414-560	502
Saint Vincent	1980					0-0			1	30			14	0
Population Reserve														
Regional Total		323-439	366	457-317	299	14018-18936	642	18585	467-632	14592-19742	626	18521	547-740	633
TOTAL			963		1358		2758				2745			2780
OTHERS														
Rep of Korea			0		1		3							2
Switzerland			5		21		29							26
Others			5		6		2							4
Stateless			5		6		5							2
Sub-Total			16		31		39							34
GRAND TOTAL			979		1389		2797				2789			2814

Weighted by starting salary as follows:

Staff	(4)	Base	(5)	Sk.p.a.	=	Points
USG	27	0.97	26	76.0		1,976.0
ASC	21	0.75	20	67.4		1,348.0
D-2	79	2.83	76	52.7		4,006.2
D-1	240	8.61	233	43.9		10,228.7
P-5	541	19.40	524	38.2		20,016.8
P-4	769	27.57	744	29.9		22,246.6
P-3	679	24.34	657	23.9		15,782.3
P-2	384	13.77	372	19.0		7,066.0
P-1	42	-1.76	48	14.3		686.4
	2,789	100.0	2,700			82,590.6

Modal weight 29.9 points (P-4 level)
 Population factor 7,176.0 points (240 X 29.9)
 Membership factor 20,451.6 points (4.5 X 29.9 X 152)
 Points to be distributed according to contribution scale
 54,263.0 (82,590,600.6 - 7,176 - 20,461.61) 66.5%

Annex II

Number of staff subject to geographical distribution
and Member States by region and degree of representa-
tion in the Secretariat

Region	Year/ Month	Staff	Member States	Unrepre- sented	Under- repre- sented	Within range	Over- repre- sented
Africa	1948/VIII	17	4	2	0	2	0
	1963/VIII	105	33	9	8	10	6
	1979/VI	363	50	8	7	14	21
	1980/VI	370	50	8	4	17	21
	1980/XII	388	51	8	4	29	10
Asia and the Pacific	1948/VIII	111	8	0	3	4	1
	1963/VIII	241	16	0	3	5	8
	1979/VI	417	25	5	3	5	12
	1980/VI	413	25	5	2	5	13
	1980/XII	434	25	5	2	13	5
Eastern Europe	1948/VIII	68	6	1	2	0	3
	1963/VIII	164	10	1	4	2	3
	1979/VI	303	11	1	3	5	2
	1980/VI	303	11	1	4	4	2
	1980/XII	288	11	1	5	5	0
Western Europe	1948/VIII	306	10	0	0	4	6
	1963/VIII	349	16	0	3	6	7
	1979/VI	646	18	0	3	8	7
	1980/VI	657	18	0	4	8	6
	1980/XII	661	18	0	6	9	3
Latin America	1948/VIII	77	20	2	1	14	3
	1963/VIII	140	20	1	1	11	7
	1979/VI	250	21	0	2	10	9
	1980/VI	239	21	1	2	9	9
	1980/XII	238	21	1	3	14	3
Middle East	1948/VIII	18	8	2	1	4	1
	1963/VIII	60	12	2	0	5	5
	1979/VI	137	17	4	3	3	7
	1980/VI	137	17	2	5	4	6
	1980/XII	138	17	3	4	7	3
North America and the Caribbean	1948/VIII	366	2	0	0	1	1
	1963/VIII	299	4	0	1	1	2
	1979/VI	642	9	1	1	3	4
	1980/VI	626	10	1	1	5	3
	1980/XII	633	11	2	1	6	2
Others	1948/VIII	16					
	1963/VIII	31					
	1979/VI	38					
	1980/VI	44					
	1980/XII	34					
TOTAL	1948/VIII	979	58	7(12.1%)	7(12.1%)	29(50%)	15(25.8%)
	1963/VIII	1389	111	13(11.7%)	20(18.1%)	40(36%)	38(34.2%)
	1979/VI	2797	151	19(12.6%)	22(14.6%)	48(31.8%)	62(41.0%)
	1980/VI	2789	152	18(11.8%)	22(14.5%)	52(34.2%)	60(39.5%)
	1980/XII	2814	154	20(13.0%)	25(16.2%)	83(53.9%)	26(16.9%)

Sources: 1948 - A/652, Annex 2; 1963 - A/C.5/987, Table II;
1979 and 1980/VI - A/35/528, page 9, Table D;
1980/XII - OPS Interoffice Memorandum, dated 3 February 1981, Annex,
according to the new ranges which came into effect on 1 January 1981.

Annex III

Appointments to posts subject to geographical distribution by office and degree
of representation of Member States whose nationals were appointed between
1 July 1978 and 30 June 1980

Office/year	Number of appointments of nationals of Member States that were (showing percentages in brackets)											
	un- represented 78/79	un- represented 79/80	within range 78/79	within range 79/80	over- represented 78/79	over- represented 79/80	Others 78/79	Others 79/80	Total 78/79	Total 79/80	Total 78/79	Total 79/80
UN/New York	3 (2.8)	3 (2.1)	25 (23.4)	28 (19.9)	55 (51.4)	50 (35.5)	23 (21.5)	60 (42.5)	1 (0.9)	-	107 (100.0)	141 (100.0)
UNOG	-	-	4 (21.1)	3 (18.8)	11 (57.8)	8 (50.0)	4 (21.1)	4 (25.0)	-	1 (6.2)	19 (100.0)	16 (100.0)
ECE	-	-	2 (12.5)	3 (18.75)	11 (68.75)	10 (62.5)	3 (18.75)	3 (18.75)	-	-	16 (100.0)	16 (100.0)
ESCAP	-	-	7 (31.8)	3 (30.0)	7 (31.8)	5 (50.0)	7 (31.8)	2 (20.0)	1 (4.6)	-	22 (100.0)	10 (100.0)
ECLA	-	-	3 (17.6)	-	7 (41.2)	3 (50.0)	7 (41.2)	3 (50.0)	-	-	17 (100.0)	6 (100.0)
ECA	2 (5.7)	-	6 (17.2)	4 (19.0)	7 (20.0)	8 (38.1)	20 (57.2)	9 (42.9)	-	-	35 (100.0)	21 (100.0)
ECWA	-	-	-	-	4 (44.4)	1 (12.5)	5 (55.6)	7 (87.5)	-	-	9 (100.0)	8 (100.0)
UNCTAD	-	-	5 (21.7)	2 (25.0)	13 (56.6)	5 (62.5)	5 (21.7)	1 (12.5)	-	-	23 (100.0)	8 (100.0)
UNIDO	-	1 (3.1)	8 (15.1)	7 (21.9)	28 (52.8)	16 (50.0)	17 (32.1)	8 (25.0)	-	-	53 (100.0)	32 (100.0)
UNEP	-	-	-	2 (66.66)	-	-	1 (100.0)	1 (33.33)	-	-	1 (100.0)	3 (100.0)
HABITAT	-	-	-	-	-	3 (42.9)	1 (100.0)	4 (57.1)	-	-	1 (100.0)	7 (100.0)
Total	5 (1.6)	4 (1.5)	60 (19.8)	52 (19.3)	143 (47.2)	109 (40.5)	93 (30.7)	102 (38.3)	2 (0.7)	1 (0.4)	303 (100.0)	268 (100.0)

Source: OPS letter to JIU dated 5 June 1981

Annex IV

Staff in senior and policy-formulating posts subject to geographical distribution by region
(as at 30 June of each year)

Region (1)	Year (2)	No. of Member States (3)	USG (4)	ASG (5)	D-2 (6)	D-1 (7)	Total (8)	% of Grand total (9)	Mid-point desirable range for region		Over M(+) Under M(-) (8) - (10) (12)
									No. of D-1 and above (10)	% of Grand total (11)	
Africa	1970	42	2	2	2	13	19	7.8	22	9.6	-3
	1975	45	2	4	4	18	28	9.1	24	7.8	+4
	1980	50	7	1	6	33	47	12.8	39	10.6	+8
Asia and the Pacific	1970	18	1	4	7	24	36	14.8	40	16.9	-4
	1975	21	3	3	7	37	50	16.3	60	19.9	-10
	1980	25	6	2	13	48	69	18.9	63	17.3	+6
Eastern Europe	1970	10	2	1	15	20	38	15.6	39	16.5	-1
	1975	11	2	1	12	21	36	11.7	49	16.2	-13
	1980	11	3	1	15	15	34	9.3	51	13.8	-17
Western Europe	1970	17	4	1	18	41	64	26.4	47	19.7	+17
	1975	18	4	2	22	59	87	28.3	73	24.0	+14
	1980	18	5	8	22	60	95	26.0	87	23.8	+8
Latin America	1970	20	2	1	3	11	17	7.0	18	7.4	-1
	1975	20	2	2	5	17	26	8.5	20	6.7	+6
	1980	21	3	2	4	20	29	7.9	29	8.0	0
Middle East	1970	13	-	-	3	7	10	4.1	9	3.6	+1
	1975	17	1	2	4	11	18	5.9	11	3.7	+7
	1980	17	2	2	4	17	25	6.8	18	5.0	+7
North America and the Caribbean	1970	6	1	1	14	38	54	22.2	63	26.3	-9
	1975	8	3	2	16	37	58	18.9	66	21.7	-8
	1980	10	1	5	13	44	63	17.2	75	20.4	-12
Total	1970	126	12	10	62	154	238	97.9	238	97.9	0
	1975	140	18	16	70	200	303	98.7	303	98.7	0
	1980	152	27	21	77	237	362	98.9	362	98.9	0
Others	1970	-	-	-	1	4	5	2.1	5	2.1	0
	1975	-	-	-	1	3	4	1.3	4	1.3	0
	1980	-	-	-	2	2	4	1.1	4	1.1	0
Grand Total	1970	126	12	10	62	158	243	100.0	243	100.0	0
	1975	140	18	16	71	203	307	100.0	307	100.0	0
	1980	152	27	21	79	239	366	100.0	366	100.0	0

Sources: 1970, 1975: Doc. A/33/176, pages 18-19, Tables H.1 and H.2

1980: Doc. A/35/528, Annex, page 3, Table 6 and pages 25-27 Table 16.

Notes: * M - Mid-point desirable range for region in No. of D-1 and above, as apportioned to the desirable ranges for each region.