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JOINT INSPECTION UNIT**

**ECONOMIC AND SOCIAL COUNCIL
Second regular session of 1989
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agenda**
REGIONAL CO-OPERATION**

Note by the Secretary-General

The Secretary-General has the honour to transmit to the members of the General Assembly and to those of the Economic and Social Council the report of the Joint Inspection Unit entitled "Report on the Economic and Social Commission for Western Asia" (JIU/REP/89/1).

* A/44/50/Rev.1.

** See Economic and Social Council decision 1989/101.

**REPORT ON THE ECONOMIC AND SOCIAL COMMISSION
FOR WESTERN ASIA (ESCWA)**

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I. INTRODUCTION

1. The Joint Inspection Unit (JIU) approved for inclusion in its 1987 work programme, a report on the Economic and Social Commission for Western Asia. Whilst JIU has, over the years, issued several reports on the Economic Commission for Africa (ECA), the Economic and Social Commission for Asia and the Pacific (ESCAP), and the Economic Commission for Latin America and the Caribbean (ECLAC), ESCWA's activities have not until now been the subject of separate JIU review. Recently, there has been a series of studies on technical co-operation between UNDP and three of the regional economic commissions: ECA, ECLAC and ESCAP. This particular aspect of ESCWA's operations is dealt with briefly in one of the chapters of the present report.
2. ESCWA, the youngest of the regional economic commissions, has, from the early days of its birth, experienced considerable difficulties in making full use of its capabilities and potential to fulfil its role as a regional centre within the United Nations system in promoting economic and social development, due regard being given to the specific characteristics of the region. The issues have many sides to them and are interwoven. Three major issues are mentioned here. There is the comparative wealth of the majority of countries of the region which has given rise to a fundamental question: does the Commission have a significant role to play in their economic, social and human development? There is, at the operational level, the almost permanent impediment of an inordinately high vacancy rate which has affected adversely the implementation of the Commission's activities. This has been the subject of concern not only to Member States of the Commission but also to the wider United Nations membership. And there has been, too, the continual search for a permanent haven from which the Commission could conduct its work in settled conditions. In its short life, the Commission has moved from Lebanon to Jordan to Lebanon to Iraq. This has had a lasting unsettling effect on the conduct of its work.
3. The Inspectors have taken a look at these issues and have arrived at certain conclusions from which a number of recommendations have been drawn up and offered at the end of the report. In addressing these issues the Inspectors have kept a cardinal point in view: that helping the Commission to have the best possible management and operation of its programme activities would reinforce the confidence of Member States in its effectiveness, would improve its image and credibility and would facilitate the implementation of its development efforts in the region.
4. The Inspectors were able to enrich their thinking and clarify their views through discussion with key officials in the seven Member States visited. They also were able to draw on and benefit from the wealth of knowledge of senior officials of Arab specialized organizations operating in the region and those of the United Nations system. The Inspectors wish to extend their thanks to them all for their helpful collaboration in the study, including the provision of essential factual material. Finally, the Inspectors wish to pay tribute to Inspector Nasser Kaddour who was closely associated with this study up until his retirement from the Joint Inspection Unit.

II. REGIONAL BACKGROUND

A. Geographical coverage

5. ESCWA is the smallest regional commission in terms of area and the number of countries it covers. The region it serves is the most homogeneous, its thirteen countries sharing the same Arabic language and civilization. The region is pinched between two main continents, Africa and Asia, with which it has very strong links. Basically, the thirteen countries of the region can be classified into three groups, illustrating the differences of level of development among them 1/:

(a) the oil exporting countries (Bahrain, Iraq, Kuwait, Qatar, Saudi Arabia, Oman and United Arab Emirates);

(b) the non-oil exporting countries (Egypt, Jordan, Lebanon, and Syrian Arab Republic); and

(c) the least developed countries (Democratic Yemen and Yemen 2/).

B. Population and employment

6. By mid 1985, the total population of the ESCWA region was estimated at 103 million, constituting around 2.2 per cent of the world population 3/. The size of the labour force at this time was estimated at 30 million shared unequally among the countries. Some countries, such as Egypt, Syrian Arab Republic and Lebanon, are net exporters of labour while others are receivers of this human resource flow. This phenomenon, together with the war situation in the region, has made the problem of migration a major one. Although it is constantly declining, the primary sector (agriculture, fisheries and forestry) still employs the largest proportion of the work force.

C. Main economic assets

7. The image of the ESCWA region is closely associated with the production of oil. The region is endowed with almost 50 per cent of the world's proven oil reserves. Many of the countries in the region are self-sufficient in oil and five countries 4/ out of the thirteen covered by ESCWA are among the major

1/ In addition, Palestine is a full member of the Commission.

2/ Although Yemen is classified as an LDC by the United Nations, it joined the oil exporting countries in 1988. Moreover, the recent discovery of oil and gas reserves in both Jordan and Democratic Yemen makes these two countries potential exporters of oil.

3/ Source: E/ESCWA/DPD/WG./15, Survey of Economic and Social Development, in the ESCWA region.

4/ Iraq, Kuwait, Qatar, Saudi Arabia and United Arab Emirates.

oil-exporting countries in the world. In 1984, the region supplied 52 per cent of total OPEC production which is 45 per cent of the total world oil production 5/. "This situation has made the whole region heavily dependent on the level of oil reserves of oil-exporting countries with their spill overs to the other countries in the form of remittances, aid contributions and increased imports" 3/ and 6/.

8. Despite this predominance of oil, the development plans of the region do, understandably, feature other economic sectors. Industry mobilizes more and more resources and outputs are increasing. This is particularly evident among countries of the Gulf Co-operation Council (GCC) 7/, where emphasis is placed on basic infrastructure and large-scale manufacturing plants. Significant efforts are also contemplated by the non-oil-exporting countries which appear to have the most diversified economies of the region. The main branches of industry in the region are:

- chemicals, petroleum refining and plastics;
- textiles;
- food, beverages and tobacco; and
- other manufacturing industries.

9. Despite a substantial increase in investment during recent years, the agricultural sector remains the weakest link in the economy of the region, making most of the countries heavily dependent upon imports of food and other agricultural products. Food security is a top priority in the region and almost all the countries are working towards the fulfilment of this objective. A food security plan, which aims principally at promoting joint ventures in areas, such as fisheries and livestock development, has been established for all Arab countries.

D. General problems

10. The region faces two major problems:

(a) Politically, the region has been experiencing a very critical war situation for more than 30 years. The successive Israeli-Arab wars have involved directly or indirectly all Arab countries. With the recent civil war in Lebanon now lasting more than 10 years and the Iran-Iraq conflict more than seven years, the region remains a very troubled area. This, of course, affects all activities in the region. It is hoped that the negotiations started in July 1988 following the acceptance by Iran and Iraq of Security Council resolution 598 (1987) could clear the ground for its full implementation and allow the Secretary-General to assure the appropriate follow-up for the recovery of the region as provided for in operative paragraph 1.

5/ ESCWA/DPD/WG./15, table II-I.

6/ Source: E/ESCWA/DPD/WG./15, Survey of Economic and Social Development in the ESCWA region.

7/ GCC countries: Bahrain, Kuwait, Oman, Qatar, Saudi Arabia, United Arab Emirates.

(b) Economically, as already underlined, the region is heavily dependent on the oil sector and mining activities in general. Although the GCC countries, in particular, have drawn special benefit from the high price of oil during a certain period, the world economic crisis which began almost a decade ago has affected and continues to have a critical effect on the financial situation of these countries. Combined with the recent drop in oil prices, this situation has caused unprecedented damage to the overall economy of the region.

11. However, in spite of this unfavourable situation, the region as a whole can be assessed as among the more wealthy of the third world. This wealth has led to the spawning of a number of development and financial institutions, most of them initiated without ESCWA's involvement, to assist the countries, in the region and abroad, in the field of development financing and technical co-operation.

- the Islamic Development Bank;
- the Abu Dhabi Fund for Arab Economic Development;
- the OPEC Fund for International Development;
- the Saudi Fund for Development;
- the Iraqi Fund for External Development;
- the Arab Fund for Economic and Social Development;
- the Kuwait Fund for Arab Economic Development;
- the Arab Bank for Economic Development in Africa; and
- the United Nations Arab Gulf Fund (AGFUND).

This array of institutions enhances the prospects for inter-country co-operation for development in the region.

III. MANDATE, STRUCTURE AND FUNCTIONAL ARRANGEMENTS

A Mandate

12. Prior to the establishment of ESCWA through ECOSOC resolution 1818(LV) of 1975, Bahrain, Democratic Yemen, Iraq, Jordan, Kuwait, Lebanon, Oman, Qatar, Saudi Arabia, Syrian Arab Republic, United Arab Emirates and Yemen did not enjoy membership in any regional economic commission. Instead, they were served by the United Nations Economic and Social Office in Beirut (UNESOB). These countries, together with Egypt and the Palestine Liberation Organization, now Palestine, pressed for the formation of a Commission whose membership today comprises the 13 Arab countries mentioned above and Palestine. Established as the Economic Commission for Western Asia (ECWA), it followed ESCAP in giving emphasis to the social dimension of development through a change of its name to the "Economic and Social Commission for Western Asia" (ESCWA) (resolution 1985/69).

13. ESCWA's mandate is similar to those of other regional economic commissions which have all been established for the purpose of fostering, through decentralized authority, the economic and social development of the regions they serve within the United Nations framework. Consequently, its basic responsibility carried out both at Ministerial Council and Secretariat levels is to involve the countries of the region more directly in planning, programming and evaluating the Commission's work.

14. The mandate has been reinforced by the adoption of General Assembly resolutions 32/197 of 20 December 1977 and 33/202 of 29 January 1979, some 4 to 5 years after the Commission's birth. These resolutions, inter alia, entrusted to all regional commissions the following additional responsibilities:

(a) serving as the main general economic and social development centre within the United Nations system for their respective regions;

(b) exercising team leadership and responsibility for co-ordination and co-operation at the regional level; and

(c) serving as executing agencies.

B. Structure and functional arrangements

15. The structure of the Commission consists of three elements:

1. The Ministerial Session is normally held annually, attended by accredited representatives of the fourteen members of the Commission and their advisers as may be required. The Commission may invite representatives from Member States of the United Nations, specialized United Nations agencies working in the region, intergovernmental bodies and non-governmental organizations concerned to participate as observers.

/...

(a) The Session convenes to deliberate on issues and priorities of socio-economic development in the region leading to the form, content and direction of the Commission's work programme. It reviews and appraises progress in the implementation by the Secretariat of the work programme, including results of studies and surveys undertaken by the various programmes. It also follows up actions taken on the resolutions of the previous United Nations General Assembly. Follow-up actions on international and ESCWA regional conferences held during the preceding year and preparations for future conferences are discussed during the Session which also reviews socio-economic developments and regional co-operation.

(b) By its resolution 158(XIV) of April 1987, the Commission had decided to hold its sessions at the ministerial level on a biennial basis so as to coincide with the period of time covered by the Commission's programme of work and priorities, thereby providing both the Secretariat and Member States with greater opportunity to consider the outcome of a complete work programme.

2. The Technical Committee: the Ministerial Session is preceded by a session of the Technical Committee. Established in 1980 as an inter-governmental expert committee on the medium-term plan 1984-1989, it was converted in 1982 by resolution 114(IX) of the Commission into a Standing Committee for Programmes composed of all member countries. The Technical Committee which replaced the former Standing Committee is meant to function, by its terms of reference, as the main subsidiary organ of the Commission for:

(a) reviewing the programmes of ESCWA defined in the medium-term plan;

(b) reviewing the totality of the work programme in the light of availability of resources;

(c) recommending an order of priorities among the programmes and sub-programmes;

(d) giving guidance to the Executive Secretary on the design of the programme; and

(e) developing evaluation procedures and their use in the improvement of programme design and implementation.

3. The Secretariat is the implementing body of the Commission. The Executive Secretary is the Head of the Secretariat and is assisted by the Deputy Executive Secretary and the Secretary of the Commission. The Executive Secretary supervises the various substantive and administrative divisions and units of the Secretariat.

IV. THE PROGRAMME

A. Programme of work and priorities

16. As mentioned earlier, the Technical Committee, being ESCWA's main subsidiary organ, was set up to review the work programme of the Commission and to establish priorities. Since its establishment, a number of programme priority areas within ESCWA's Medium-Term Plan (MTP) 1984-1989 have been determined and a clear-cut policy on the ranking and grouping of such priorities into three levels has been endorsed by the Member States of the Commission. Such ranking and grouping is meant to guide the Secretariat in the development of the Commission's biennial programmes and in the optimum allocation of resources to various programmes as well as in the promotion of an interdisciplinary approach to programme planning. In the light of the changing economic situation in the region and the United Nations financial crisis, the Commission had reassessed its programmes and some modifications were introduced to the work programme in order to put more emphasis on social development programmes, water security, human resources development, women in development, operational projects and to develop the programme in informatics (see Annex V).

17. In the meantime, new developments are underway in the Secretariat which has taken the initiative of developing a more studied approach to the elaboration of the new MTP. In that respect, a meeting of eminent economic and social planners of the region was held in Amman in January 1987 at which the draft general framework and priorities of the MTP were discussed. A number of proposals made at that meeting were incorporated in the plan and the revised document was endorsed by the ESCWA Ministerial Session held in April 1987.

18. Programmes for least developed countries have not received special attention so far, by way of formulation and promotion of concrete operational projects as their situation would command, despite clear instructions by the Commission that a special attempt should be made "to formulate concrete activities designed to make the objectives of the Member States in these areas built-in components of the wide spectrum of the Commission's programmes in the economic and social fields". The countries concerned look with expectation towards the results of these endeavours.

B. Analysis of the present programme

19. Compared with other regional economic commissions, ESCWA has the smallest programme both in terms of resources allocated and activities undertaken. The programmes of ESCWA are developed under two main headings: the regular programme and extrabudgetary resources activities.

1. The regular budget

20. The programmes implemented under the regular budget are based upon ESCWA's Medium Term Plan which the Council of Ministers endorses. The Commission's priority setting process for its programmes is the subject of extensive consultations among the Member States, the Technical Committee, and the Secretariat.

21. Fifteen programmes had been selected for action during the biennium 1986-1987. Of these, five sectors had been cited as of April 1987 as renewed priority areas to be focused on during the remainder of the biennium. They were: regional integration, development planning, food security, rural development and water security.

22. An overall view of the implementation of the actual programmes brings out two main issues: first, the nature of the activities and, second, the low overall rate of delivery.

(a) Nature of the activities

23. The programmes and projects implemented by the Commission are concerned mainly with studies and surveys, meetings and conferences, seminars and training workshops. In most of the priority areas, ESCWA's main contribution has been in trying to develop a better understanding of the problems in order to facilitate decision-making by governments and other institutions directly responsible for economic and social development.

24. This contribution is in keeping with the Commission's primary role to act as a "centre of excellence" where the problems of the region are conceptualized and analyzed, in a search for the most viable solutions.

25. However, many government officials as well as those in regional organizations have remarked that the reports produced are voluminous and not easily digestible. Moreover, they are sent to governments without any real follow-up in the form of concrete proposals or project ideas.

26. Consequently, Member States see a greater role for the Secretariat in proposing more operational programmes and projects. In that connection, it could also disseminate information on national projects that have been particularly successful in one of the countries in the region and which could be duplicated in other countries.

27. It is also noted, as mentioned before, that multidisciplinary work has not been given the importance it deserves although it is one of the basic mandates of all the regional economic commissions.

(b) Programme delivery

Analysis of actual programme performance at the output level in 1986-1987
in relation to the commitment in the programme budget
for the biennium 1986-1987 (A/43/326/Add.1)
 (expressed in number of outputs)

Programme of activity	Pro-gram-med	Imple-mented	Departures from pro-grammed commitments			Additional outputs by		Percentages			
			Refor-mula-ted	Post-poned	Termi-nated	Legis-lation	Secre-tariat	A	B	C	D
	1	2	3	4	5	6	7	8	9	10	11
Food & agriculture	10	7	2	-	1	-	-	70	90	90	90
Development issues and policies	12	9	-	-	3	-	-	75	75	75	75
Environment	2	-	1	-	1	-	-	-	50	50	50
Human settlements	16	11	2	2	1	-	-	68	81	81	81
Industrial develop-ment	15	9	5	-	1	-	1	60	93	93	100
International trade and development finance	3	3	-	-	-	-	1	100	100	100	133
Natural resources	3	2	1	-	-	-	-	66	100	100	100
Energy	8	6	2	-	-	1	-	75	100	100	100
Population	16	6	3	3	4	4	2	37	56	65	75
Public administra-tion and finance	6	2	3	-	1	-	-	33	83	83	83
Science & technology	8	2	3	3	-	-	1	25	62	62	75
Social development	6	1	2	3	-	1	-	16	50	57	57
Statistics	14	11	-	2	1	-	-	78	78	78	78
Transport & communi-cations and tourism	9	3	3	-	3	2	-	33	66	72	72
Total:	128	72	27	13	16	8	5	56	77	78	82
For 84/85:	108	53	9	17	29	24	3	57	65	67	67

A: Outputs implemented as programmed, in percentage of outputs programmed;

B: Outputs implemented as programmed plus reformulations, in percentage of outputs programmed;

C: Outputs implemented as programmed plus reformulations plus outputs added by legislation, in percentage of outputs programmed and those added by legislation;

D: Outputs implemented as programmed plus reformulations plus all additional outputs, in percentage of outputs programmed and those added by legislation.

28. The above data are reproduced from document A/43/326/Add.1 8/ solely as a rough guide to the performance of ESCWA as measured by the level of outputs produced in relation to those programmed, departed from and added to during the course of the 1986-1987 biennium. As mentioned in another JIU report (A/43/124), the absence of both a qualitative assessment of activities undertaken and achieved during the biennium, and a comparative weighting of outputs produced or not produced weakens the utility of this information. Nevertheless, the data do reveal, however crudely, that ESCWA has managed to achieve a performance level of 82 per cent, insofar as its substantive programmes are concerned, against a substantive complement of roughly 68 per cent (or a vacancy rate of 32 per cent) of its approved staffing table in the professional and higher categories. The average vacancy rate for posts in the professional and higher categories in the Secretariat as a whole was somewhat lower at 27 per cent. This achievement has come about through the additional use of consultancy services but, more significantly, by a solid effort from both professional and general service staff under very difficult circumstances.

2. Extrabudgetary activities

29. ESCWA's extrabudgetary programme is financed at present principally by UNDP, other funding sources of the United Nations system such as UNFPA, the Voluntary Fund for Women, UNIDO, FAO, UNEP, the ESCWA Trust Fund, and France, a donor country. Recently, the Islamic Development Bank and AGFUND have committed resources to finance ESCWA programmes. Requests for financing are governed by the following two basic criteria:

(a) that they strengthen priority areas and programmes identified in the work programme of ESCWA; and

(b) that they finance new priority areas, consonant with the work programme, that have been identified during the review of the work programme by the Secretariat.

30. A look at the extrabudgetary resources for the last few years (see Annex IV) shows that while they have increased over the years, reaching a peak of \$4.6 million for the biennium 1986-1987, there has been a decline in contributions from UNIDO and FAO which both face budgetary problems at the present time. One donor country (Netherlands) stopped its contributions a few years ago. Officials of that country explained to the Inspectors that their interest in the future would be concrete, productive projects preferably in the least developed countries of the region. They expressed a wish to see the more advantaged countries of the region provide greater support to ESCWA's activities in that way. The Secretariat of ESCWA should be guided by these new developments.

3. Some observations

31. ESCWA has been traditionally active in the two LDCs of the region (Democratic Yemen and Yemen) and in some of the middle range countries, for example Egypt and Jordan. In the oil producing and exporting countries the Commission's programmes are small and its influence is unfelt. The reasons given for this are that the kinds and levels of assistance these countries require (higher technology transfers and international finance packages) are

8/ See pages 51 to 54.

unavailable within ESCWA, and even if they were, the reaction time would compare unfavourably with non-United Nations sources. If this is true, one has to question the very existence of a Commission which is designed to serve 13 but apparently is capable of accommodating less than half that number. Should there then be a shift in the Commission's priorities and expertise? Perhaps recent circumstances may lead to a shift in thinking.

32. The world-wide economic downturn, the impact of which has been felt by most of the countries of the region in the wake of a domestic fall in the price of oil, has engendered a rethinking of the development process in the region. Shifts from a heavy dependence on a single commodity to more broad-based economies will have to be seriously pursued, and ESCWA, it seems, can make a significant contribution to the thinking as well as in the design and implementation stages of interdisciplinary projects. ESCWA should also be able to help in giving advice on how best to mobilize and use the now-reduced resources. Turning to the very important social process, ESCWA could play a part in the rehabilitation of the disabled and the displaced, in labour migration, and in the integration and advancement of women in the modern economy. There is a role for ESCWA. Member States should understand this and turn toward the Commission which was created to help solve their problems. Where ESCWA cannot provide such assistance from its regular resources, Member States should provide the financial resources to do so which could be considerably less than they would have to pay elsewhere.

**V. CO-OPERATION AND CO-ORDINATION WITH REGIONAL
AND INTERNATIONAL BODIES**

33. This aspect has been covered already, to some extent, by another JIU report (JIU/REP/86/3).

A. With regional organizations

34. Numerous resolutions have been adopted by the Commission over the years stressing the promotion of regional co-operation and co-ordination, particularly through intensification of work with regional and Arab organizations.

35. In response, ESCWA intensified its activities aimed at promoting regional integration and development.

36. Furthermore, the Commission continued its efforts over the years to intensify its co-ordination and co-operation with regional organizations and worked out arrangements varying from formal agreements, memoranda of understanding, agreements of co-operation to statements of joint meetings and consultations. These arrangements cover the following regional intergovernmental organizations:

the Arab Fund for Economic and Social Development (AFESD); the League of Arab States (LAS); Arab Industrial Development Organization (AIDO); the Arab Labour Organization (ALO); the Arab League Educational, Cultural and Scientific Organization (ALESCO); the Arab Organization for Administrative Science (AOAS); the Council of Arab Economic Unity (CAEU); the Arab Organization for Agricultural Development (AOAD); the Arab Federation for Iron and Steel (AFIS); the Arab Tourism Union (ATU); the Arab Centre for the Studies of Arid Land and Dry Areas (ACSAD); the Arab Towns Organization (ATO); the Organization of Arab Petroleum Exporting Countries (OAPEC); the Federation of Arab Scientific Research Councils (FASRC); Council for Ministries of Labour and Social Affairs in Arab Gulf States; the Arab Monetary Fund (AMF); Arab Federation of Chemical Fertilizer Producers (AFCFP); Development Research and Technological Planning Centre (DRTPC); Gulf Co-operation Council (GCC) 1987, Islamic Bank 1987 and the United Nations Arab Gulf Fund (AGFUND).

37. In addition, ESCWA has initiated and assisted in the establishment of four regional institutions, namely, the Arab Planning Institute in Kuwait; the Arab Institute for Statistical Studies, Research and Training in Baghdad; the Arab Documentation Centre in Tunis; and the Arab Urban Development Institute.

38. ESCWA initiated also the establishment of two regional networks: one on science and technology for informatics and micro-electronics development and application, the second on new and renewable sources of energy. The Secretariat says it is determined to sustain its endeavours in this regard.

B. With international organizations

39. The ESCWA Secretariat maintains working relationships with the following United Nations organizations:

the Food and Agriculture Organization of the United Nations (FAO); the United Nations Centre for Human Settlements (HABITAT); the United Nations Development Programme (UNDP); the United Nations Environment Programme (UNEP); the United Nations Fund for Population Activities (UNFPA); the United Nations Fund for Women (UNIFEM); and the United Nations Centre on Transnational Corporations (UNCTC); the United Nations Centre for Science and Technology for Development (UNCSTD).

40. ESCWA places a great deal of emphasis on co-operation with UNDP which is good. Priorities set by the Commission have been the benchmarks for negotiation with UNDP as regards project financing in respect of UNDP's Fourth Programming Cycle. The programme is, however, small. At present, there are two operational projects carried out by ESCWA: Household Survey and the Transport and Communications Development Decade. The Inspectors understand, however, that a number of proposals are in the pipeline.

41. ESCWA has a joint Agriculture Division with FAO. The joint division's programme of work is formulated in consultation with FAO and its implementation is monitored both by ESCWA and FAO.

42. Since 1979, ESCWA and HABITAT have been in contact to formulate a joint unit. The terms of reference of the joint unit have been discussed on several occasions but no agreement has been reached so far. HABITAT was financing two professional posts and one general service post with the Human Settlements Division in support of programmed activities. The three posts have actually been frozen. Negotiations are under way between the two Secretariats to have them reinstalled.

43. Since the establishment of ESCWA, there has been a joint ESCWA/UNIDO Industry Division whereby periodic programming meetings were held to identify areas of co-operation and co-ordination in the planned work programmes of the two organizations. However, since 1986, this agency, in the wake of financial problems, has reduced its support staff from 3 professionals to one, a regional adviser.

44. The Science and Technology Programme has co-ordinated actions and activities with UNCSTD. Collective efforts and pooling of resources were made to implement a number of common programme elements. Co-ordination has been continuing especially with respect to global activities. However, there is still need for further and more comprehensive co-ordination of programmes between the two entities.

45. UNEP is withdrawing a professional post that it contributed to a joint ESCWA/UNEP environment unit. Instead, it is proposing to make contributions to specific activities to include environmental components. Furthermore, ESCWA co-ordinates its activities with UNEP in the field of desertification control through participation in the Inter-Agency Group on Desertification Control (IAWED) and through joint technical missions to the ESCWA countries.

46. In the implementation of its Population Programme, ESCWA co-operates closely with UNFPA. Since its establishment, the Regional Population Programme has been jointly financed by the regular budget of ESCWA and by UNFPA.

/...

47. UNIFEM supports various projects on women and development through research, seminars, training and studies. The programme focuses on technical assistance projects that vary in nature, duration, coverage and in the extent of the substantive support required.

C. Performance analysis and assessment

48. Although ESCWA has assisted in the establishment of many Arab regional institutions, some of them taken over by the League of Arab States, and despite the signing of agreements with several of them, the impression gained is that the degree of co-operation then envisioned has not materialized.

49. Initiatives taken by the Executive Secretary of ESCWA to revitalize all these agreements have come at a time when co-operation and sharing of physical and infrastructural resources, as well as expertise, would enable both parties to deal with the challenges of the region in a more efficient and beneficial manner. To that end, it is essential that both ESCWA and the Arab regional institutions participate at an early stage in the definition of priority programmes and projects and make an inventory of the available institutional resources and services to make that co-operation meaningful.

VI. RESOURCES: HUMAN AND FINANCIAL

50. The ESCWA region as a whole has great wealth and, as compared to the other developing regions, its poor and disadvantaged are few, both in absolute and relative terms. The resources at the command of the region's institutions are not insignificant. Nevertheless, even in this setting, and with an institutional infrastructure, as a Commission, that matches that of other regional economic commissions - and which functions - the Commission has not been able, so far, to bring about a sustained degree of influence and results that, given the region's advantages, would make it the paragon among the commissions which serve the developing world. The reasons for this are not hidden, but since the objective remains unresolved further exposure seems warranted.

51. Attention is first drawn to a fact which is sometimes overlooked: that ESCWA like other regional economic commissions is much more than a Secretariat. ESCWA is, above all, a community of Member States with a collective and common interest in seeing to the complete development, under United Nations auspices, of the region it governs. It has been argued, not unconvincingly, that in the larger political arena, a weak United Nations mirrors the lack of political will of its Member States, for whatever reason, to make the world body strong. In the same vein, Member States of the region must, therefore, first question themselves individually and collectively as to whether they have done all they can and should to make the Commission an effective body: do programmes, in the context of ESCWA's mandate and its relationship to other United Nations system organizations, reflect sufficiently the shifting needs of the region and of individual countries including the two LDCs? Is the effort spread too thinly over too many activities in too many fields of endeavour? Should there be shifting concentrations of effort over time rather than getting too firmly locked into predictable patterns of activity? Are sufficient resources being channelled through ESCWA? Is the effort of Member States to assist in the amelioration of the problem of recruitment commensurate with the magnitude of the problem with which the Commission has been faced for so long? These are some of the questions which the Inspectors believe require further serious deliberation by the Commission's members.

52. Second, the budgets of the regional economic commissions are inadequate. But the present financial climate does not offer the realistic hope that ESCWA's meagre biennial budget of \$33 million, financed from regular budget resources, will grow appreciably. Indeed, it is likely to diminish in the forthcoming biennium 1990-91. The Inspectors urge that the programme be not simply tailored to fit the resources but that Member States of the region, by providing additional resources through extrabudgetary channels, ensure that their Commission's activities do not dwindle. In this connection, the Inspectors are puzzled by the fact, revealed in Annex IV, that ESCWA's Member States do not provide funds, directly to the Commission, to carry out extrabudgetary programmes which, in 1986/87, reached \$US 4.6 million. The Inspectors are convinced that the Commission has the capability of undertaking project activities both for and on behalf of governments of the region, against direct payment, and that ESCWA's Member States should avail themselves of this capability willingly and in a substantial way. The Inspectors are further convinced that this approach will have the salutary effect of encouraging a programme which corresponds more closely to the region's needs, as carried out through the United Nations.

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53. Third, there is the matter of human resources. ESCWA has an approved staffing table of 107 professionals and 207 general service posts for the current biennium exclusive of the availability of 2 professional and 1 general service post budgeted for under the Centre for Transnational Corporations. The approved staffing table has remained at a more or less constant level for several biennia.

54. The academic qualifications of the staff are solid. Among the professionals roughly one-third hold Ph.Ds and just under one half hold Master's degrees and post-graduate diplomas. Close to 40 per cent of general service staff hold Bachelor's degrees and one holds a Master's degree. The majority of staff are experienced, having been associated with the United Nations system for several years. The shape of the staffing "pyramid" is conducive to the upward mobility of staff:

USG
D2/D1
P5
P4
P3
P2



55. The problem which has lingered, however, has been one of filling the Commission's professional posts, in particular the substantive posts.

56. Over the years, the Commission's professional vacancy rate has been calculated at between 25 and 39 per cent depending not only upon the point in time of calculation but also upon which service (Budget or Human Resources) has done the calculation. These two services use different methods of calculation which has led to much misunderstanding between these services as well as between ESCWA (other regional economic commissions and departments too) and Headquarters. These different methods of calculation have affected the determination of vacancy management policy giving rise to some discontent. The Inspectors would say that there ought to be a joint and mutual fixing of common ground in this area as would allow the use of a uniform method of calculation throughout the Organization.

57. A high rate of staff turnover due to unsettling conditions in the region, taken together with the normally high vacancy rate, has made the management of human resources in ESCWA one of the more critical problems with which the Administration has had to deal.

58. Recruitment into the United Nations is made difficult by the fact that a country quota system is to be observed. In the ESCWA region where the conditions of United Nations professional service are competitively unattractive and where professional expertise is in short supply in several countries, the difficulties of recruitment are heightened. To date, 5 of the 13 Member States are not represented on the staff of the Commission: Bahrain, Kuwait, Oman, Qatar and the United Arab Emirates.

59. The difficulties experienced by the Commission in filling a sizeable number of its posts have caused Member States to adopt a number of resolutions, over time, urging the Secretariat to intensify its efforts to

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remedy the situation but, more importantly, addressing the issues of a relaxation of the country quota policy. Prompted by these appeals, the General Assembly itself adopted resolution 39/243 of 18 December 1984 through which it:

(a) urged unrepresented and under-represented States of the Commission to endeavour to encourage competent personnel to work in the Secretariat of ESCWA as staff members on a regular fixed-term basis; and

(b) authorized the Secretary-General to take all necessary measures to enable ESCWA to recruit staff from any Member State of the Commission to meet its personnel requirements.

60. This important resolution has produced no concrete results as far as the first paragraph is concerned. There is little evidence to show that the situation as regards unrepresented and under-represented countries has improved through efforts of any of these countries. Over the past five years, the Secretariat has made sustained efforts to engage the co-operation of the unrepresented and under-represented Member States of the region in identifying and receiving clearance to recruit qualified candidates through general recruitment campaigns, earmarking of posts for recruitment missions specifically to these countries, and participation of their nationals in competitive examinations for entry level professionals. This last method has been singularly successful in bringing within range a great number of unrepresented and under-represented Member States from other regions. Regrettably, efforts of the Secretariat have met with little if any support on the part of ESCWA Member States.

61. These initiatives have been met head on by the austerity measures brought about by the critical financial situation of the United Nations and by recommendation 15 of the Group of High-Level Intergovernmental Experts.

62. The Secretary-General in his second progress report on the implementation of General Assembly resolution 41/213 (document A/43/286) says this: "The need to plan staff retrenchment as a result of recommendation 15 has required that attention be given on a priority basis to policies and procedures to be introduced for facilitating the redeployment of staff, while strictly controlling appointments and with due regard being given to the principle of equitable geographical distribution and the situation of women in the Secretariat". In this connection, one of the tools developed for orderly human resources management is the vacancy management plan which came into effect in December 1986.

63. In an interview with the United Nations Secretariat News (Vol. XLIV, No. 2) of 29 February 1988, the Executive Secretary of ESCWA expressed his views on the vacancy management plan, as far as ESCWA is concerned, in the following terms "I don't see at the present moment any real hope that the vacancy management plan is going to help us much, if at all". Whilst some may consider this view pessimistic, the fact that there has been little improvement, to date, as a result of the vacancy management plan brings a touch of realism to the statement.

64. Nevertheless, there has been an increased spirit of co-operation between the ESCWA and Headquarters Secretariats and the Inspectors have been given to understand that there is the encouraging sign of a larger pool of applicants for posts at ESCWA since the cease fire came into effect.

65. For their part, the Inspectors look, with optimism, towards an improved situation. The Inspectors believe that real gains can be made in two ways. First, by pursuing the General Assembly directive to recruit staff from any Member State of the Commission to meet its personnel requirements, undertaken jointly with a further concerted effort to encourage unrepresented and under-represented Member States to provide staff to ESCWA, if necessary on secondment for limited periods. Secondly, staff regulation 1.2 should be enforced with greater resolve. The regulation reads, in part, as follows: "Staff members are subject to the authority of the Secretary-General and to assignment by him to any of the activities or offices of the United Nations...". In this connection, the Inspectors have found that this regulation has not been implemented as firmly as should be expected. Decisions are taken from a perspective more in sight of the staff members' interests than that of the Organization. Whilst there are indeed genuine cases where reassignment may bring personal hardship to the staff member, too often it is a question of a reluctance to leave a comfortable duty station for one not as comfortable. In such cases, those in hardship duty stations suffer the consequences. There ought, therefore, to be a balanced treatment of all staff; for those in hardship duty stations it should not be a case of "out of sight, out of mind".

66. For some time, the ESCWA Secretariat has been bringing about changes in its organizational structure in consultation with United Nations Headquarters. The shifting structure takes into account new programme linkages and allows for the difficulties in filling certain substantive posts. The Inspectors wish to make no observations on the undertaking since this is a matter best handled by those intimately involved with the programmes and the staff concerned. A comparative table of the present chart and the new proposed chart is presented in Annex III. They wish, nevertheless, to draw attention to one welcome change which is the merging of the Programme Planning and Coordination Unit and the Technical Co-operation Unit into a single Technical Co-operation and Programme Planning Office. In its report on the Economic and Social Commission for Asia and the Pacific (ESCAP), the JJU had argued for a similar consolidation and had so recommended (see A/40/295, paragraphs 52 to 54 and 98). The Inspectors consider that this combined service should be the norm for all regional economic commissions and thus trust that in due time, when circumstances permit, they will all move towards a similar consolidation.

VII. RECOMMENDATIONS

67. The foregoing chapters sketch the following profile on ESCWA. The region has a number of rich countries whose level of economic development belies their wealth as stated in terms of per capita income; the region counts only two LDCs among its members, one of which has joined the ranks of oil exporting countries, and the other, through recent discoveries of oil and gas, has the potential of becoming a net exporter of these commodities; the countries, both individually and collectively, do not make full use of their Commission in pursuing the systematic development of their economies; the Commission (as a community of States) by virtue of its financial resources, manageable size, common heritage and language should have become the model by which other commissions would be judged but has, so far, not lived up to that potential; there is further scope for improving interaction between the region's development and finance institutions and the Commission. Turning to the Secretariat, we have seen that it has continuously failed, though not for lack of effort, to fill many of its posts, including key ones; this high vacancy rate has had a negative influence on programme performance which fortunately has been offset, in part, by the diligence of staff on board, who are well qualified and dedicated. The Secretariat's work has also been hindered by the constant moves of the seat of the Commission.

68. In light of the above, and the analysis in the body of the report, the following recommendations are made.

Recommendation 1

Member States should:

(a) in the next review of ESCWA's medium term programme and biennial programme of work, address the issues described in paragraph 51 of the report;

(b) actively encourage the forging of a closer co-operative bond between their Commission and the various finance and development institutions which they have established or assisted in establishing;

(c) make greater use of the Secretariat by calling upon it to carry out operational studies within the spheres of the Commission's competence and consonant with priorities, providing the necessary financial resources to do so where such undertakings cannot be carried out within existing resources; and

(d) make available their national personnel, under arrangements to be worked out with the Secretary-General, for service with the ESCWA Secretariat.

Recommendation 2

The ESCWA Secretariat should, in the context of the above recommendation:

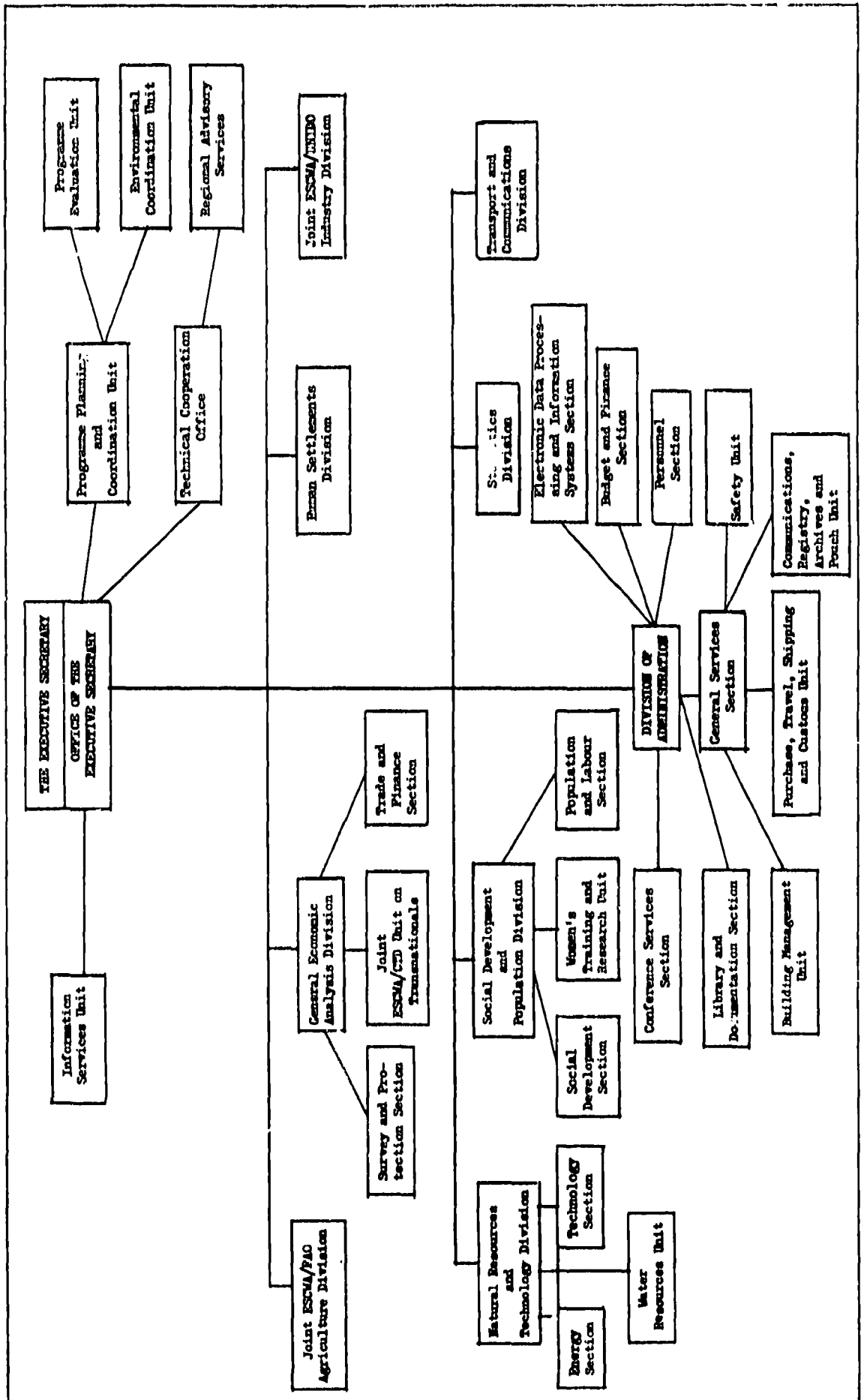
- (a) take further initiatives to develop, broaden and maintain collaboration with regional and sub-regional institutions;
- (b) prepare interdisciplinary projects for implementation at the regional and sub-regional level, such projects to be financed by countries of the region either for their own benefit or for the benefit of the less advantaged countries of the region; and
- (c) make further attempts to encourage governments to allow their nationals to serve with the ESCWA Secretariat, if necessary on secondment for specified periods, which, if successful, would benefit Member States as well as the Secretariat.

Recommendation 3

The Secretary-General, in the context of the high vacancy rate, should, in collaboration with ESCWA, as necessary:

- (a) provide special treatment to ESCWA in the context of budgetary restrictions brought about by the financial crisis and the implementation of recommendation 15 of the Group of 18 concerning staff reductions;
- (b) ensure rapid and effective implementation of the directives of General Assembly resolution 39/243 to recruit staff from any Member State of the Commission to meet the ESCWA Secretariat's personnel requirements;
- (c) take the opportunity of the Vacancy Management and Staff Redeployment Programme to enforce with greater resolve staff regulation 1.2, and establish a systematic rotation of staff so as to ensure that staff members have both Headquarters and field experience and to minimize discrimination against staff stationed at "hardship" duty stations; and
- (d) establish and promulgate a single Organization-wide formula which can be used for the calculation of each organizational entity's vacancy rate, thus bringing to an end the confusion which surrounds the use of the vacancy rate both at the policy and operational levels.

Present organizational chart of the Economic and Social Commission for Western Asia



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graph TD
    ES[EXECUTIVE SECRETARY] --> DS[DEPUTY EXECUTIVE SECRETARY]
    ES --> ISS[Information Service Unit]
    DS --> TCO[Technical Cooperation Planning Office]
    DS --> SCA[Secy. of the Commission & Spl. Advisor]
    DS --> SAA[Special Assistant to the Secy.]
    TCO --> TCU[Technical Cooperation Unit]
    TCO --> ECU[Programme Evaluation Unit]
    TCO --> ECU2[Prog. Plan. & Co-ord. Unit]
    SCA --> SDSD[Social Development and Human Resources Division]
    SCA --> PDS[Population and Settlements Division]
    SCA --> TCD[Transport, Communication and Tourism Division]
    SDSD --> SIUC[Social Interaction and Change Unit]
    SDSD --> JID[Joint Int'l Dev. Unit]
    SDSD --> JID2[Human Res. Dev. Unit]
    SDSD --> JID3[Human Res. & Training Unit]
    PDS --> ESU[Environment Settlement Unit]
    PDS --> ESU2[Population Section]
    TCD --> ESU3[Environment Unit]
    TCD --> ESU4[Settlement Unit]
    TCD --> ESU5[Transport Unit]
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Economic and Social Commission for Western Asia
Comparative table: present chart/new proposed chart

	Departments	Present chart	New chart	Remarks
A	OFFICE OF EXECUTIVE SECRETARY	Yes	Yes	
	A1 Information Service Unit	Yes	Yes	
	A2 Programme Planning and Co-ordination Unit	Yes	No	Programme Planning and Co-ordination Unit plus Technical Co-operation Office merged to become Technical Co-operation and Programme Planning Office (See A ₄)
	A3 Technical Co-operation Office	Yes	No	
	A4 Technical Co-operation and Programme Planning Office	No	Yes	
B	JOINT ESCWA/FAO DIVISION	Yes	Yes)Division now composed)of 3 new sections)B ₁ B ₂ B ₃
	B1 Agricultural Marketing and Services Institutions Unit	No	Yes	
	B2 Food and Agricultural Policies and Planning Section	No	Yes	
	B3 Rural Development Resource Con. Section	No	Yes	
C	GENERAL ECONOMIC ANALYSIS DIVISION	Yes	No	Name changed to become Development Planning Division (See D below) including the same sections
	C1 Survey and Protection Section	Yes	Yes	
	C2 Joint ESCWA/CTD Unit	Yes	Yes	
	C3 Trade and Finance Section	Yes	Yes	
D	DEVELOPMENT PLANNING DIVISION	No	Yes	
	E1 HUMAN SETTLEMENTS DIVISION	Yes	No	Enlarged to become E2 below
	E2 HUMAN SETTLEMENTS DIVISION	No	Yes	
	E21 Population Section	No	Yes)Newly created) This unit has been removed from Programme Planning and Co-ordination Unit
	E22 Human Settlement Unit	No	Yes	
	E23 Environment Unit	Yes	Yes	

Economic and Social Commission for Western Asia
Comparative table: present chart/new proposed chart
(continued)

	Departments	Present chart	New chart	Remarks
F	JOINT ESCWA/UNIDO DIVISION	Yes	Yes	
F1	Industrial Policies and Planning Section	No	Yes)Newly created)
F2	Industrial Projects Section	No	Yes	
G	NATURAL RESOURCES AND TECHNOLOGY DIVISION	Yes	Yes	Unchanged with three sections
G1	Energy Resources Section			
G2	Science and Technology Section			
G3	Natural Resources Unit			
H	SOCIAL DEVELOPMENT AND POPULATION DIVISION	Yes	No	Name changed to become J below
H1	Social Development Section	Yes	No	
H2	Women's Training Research Unit	Yes	Yes	
H3	Population and Labour Section	Yes	No	
J	SOCIAL DEVELOPMENT AND HUMAN RESOURCES DIVISION	No	Yes	Has taken over activities of H above
J1	Social Integration and Change Unit	No	Yes	
J2	Human Resources Development Unit	No	Yes	
J3	Women's Training Research Unit	Yes	Yes	
K	STATISTICS DIVISION	Yes	No	Becomes a section (See P1 below)
L	TRANSPORT AND COMMUNICATIONS DIVISION	Yes	No	Enlarged to include Tourism (See M)
M	TRANSPORT, COMMUNICATIONS AND TOURISM DIVISION	No	Yes	
N	DIVISION OF ADMINISTRATION	Yes	Yes	The Division loses the sections marked *
N1	Conference Services Section*	Yes	No	Transferred (See R2)
N2	Library and Documentation*	Yes	No	Transferred (See P3)
N3	Buildings Management Unit	Yes	Yes	
N4	General Services Section	Yes	Yes	
N5	Purchase, Travel, Shipping	Yes	Yes	
N6	Communication, Registry, Archives, Pouch*	Yes	No	Not mentioned in new chart

Economic and Social Commission for Western Asia
Comparative table: present chart/new proposed chart
(continued)

	Departments	Present chart	New chart	Remarks
P	N7 Data Processing and Information*	Yes	No	Transferred (See P2)
	N8 Budget and Finance	Yes	Yes	
	N9 Personnel Section	Yes	Yes	
	N10 Safety Unit	Yes	Yes	
	INFORMATICS DIVISION	No	Yes	New Division (Previously Division (See K above) Transferred from Administration (See N7) Transferred from Administration (See N2)
	P1 Statistics	Yes	Yes	
	P2 Data Processing	Yes	Yes	
	P3 Library and Documentation	Yes	Yes	
	TRANSLATION AND PUBLISHING DIVISION	No	Yes	
	R1 Meeting Services and Document Control	No	Yes	
R	R2 Translation and Editing	No	Yes	(See N1 above))new sections
	R3 Printing and Publication	No	Yes)

Economic and Social Commission for Western Asia
Extrabudgetary resources (operating projects)
by funding source

(In thousands of United States dollars)

I. United Nations funding organizations	1980/81	1982/83	1984/85	1986/87	Total
UNDP	1,635.2	1,311.6	1,936.4	2,500	7,383.2
UNFPA	1,068.9	1,022.4	1,219.5	1,597.3	4,918.1
Voluntary Fund for Women Decade	663.1	329.4	426.5	486.7	1,905.7
Specialized and other agencies	125.6	125.6	6.2	-	247.4
Sub-total:	3,492.8	2,789	3,588.6	4,584	14,454.4
II. Donor governments and organizations	21.9	-	-	-	21.9
Sub-total:	21.9	0	0	0	21.9
Grand total:	3,514.7	2,789	3,588.6	4,584	14,476.3

Source: ESCWA Secretariat.

List of high priority programmes and activities

- A. Food and agriculture
 - Promotion of food security arrangements
 - Regional early warning system
 - Rural development.
- B. Development issues and policies
 - Regional and sub-regional medium and long-term planning models
 - Survey and analysis of economic and social development (expanded with new orientation).
- C. Human settlements
 - Assessment and improvement of the building materials and construction industries
 - Low cost housing.
- D. Industrial development
 - Problem industries: cement, fertilizers, petrochemicals
 - New and advanced technologies (micro-electronic informatics)
 - High level manpower training.
- E. Energy
 - Integrated energy planning
 - New and renewable sources of energy
 - Energy conservation.
- F. Population (tentative)
 - Manpower planning
 - Technical and vocational training.
- G. Public administration and finance
 - International banking crisis in the Gulf region.
- H. Science and technology
 - Strengthening research and development capacity and linkages with production sectors
 - High level manpower training.
- I. Social development (tentative)
 - Development of national and regional capabilities for the identification, formulation and implementation of projects for the development of women
 - Rural development.
- J. Statistics
 - ESCWA data base and dissemination of statistics-estimating and up-dating of statistics and six-month/one year forecasts.
- K. Transport and communication
 - Transport and Communication Decade for Western Asia.
- L. Least developed countries activities

Source: ESCWA Secretariat.

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**Regional advisory services missions undertaken
to Member States in 1986**

<u>Country Area</u>	Indus. dev.	Human res. dev.	Electronics & informatics technology development	House- hold sur- veys	Nat.accts. & economic statistics	Transp. & com- munica- tions	New & renew. sources of energy	Agri- cul- ture
	1	2	3	4	5	6	7	8
Y. Arab Repub.		1			1	2	1	
U.A.E.	1							
Saudi Arabia	1					1		
Syria	1			2		1		
Qatar				1				
Palestine					1			
Oman		1		1			1	
Kuwait					2			2
Jordan		1		3	3		1	
Iraq	1	1	3			2		
Egypt	1	1	1			1	1	
Dem. Yemen								
Bahrain					1			1

Source: RSCWA Secretariat.

ESCH/A budget appropriations
(In United States dollars)

Programme	1978/79	1980/81	1982/83	1984/85	1986/87	1988/1989 (estimates)
Policy-making organs	67,700	137,600	169,600	105,500	102,800	133,600
Executive direction and management	917,600	1,317,200	1,789,000	2,346,000	2,535,200	2,555,100
Food and agriculture	544,300	607,500	752,200	920,000	1,252,200	1,223,300
Development issues and policies	707,700	551,600	801,500	975,000	1,515,300	1,442,500
Environment	-	-	-	-	-	-
Human settlements	401,900	390,300	481,200	762,300	927,000	759,000
Industrial development	648,000	738,300	1,239,400	1,293,800	1,562,700	1,537,000
International trade and development	202,500	227,600	245,800	339,200	442,000	431,000
Natural resources	953,900	789,800	1,170,900	418,100	470,200	471,800
Energy issues	-	-	-	645,800	1,047,400	1,039,400
Women's Conference 85	-	-	-	17,100	-	-
Labour, management and employment	21,400	219,400	48,500	-	-	-
Population	330,400	501,700	463,200	793,000	1,336,300	1,300,900
Public administration and finance	-	235,900	355,300	381,000	347,900	338,800

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ESCWA budget appropriations
(In United States dollars)
(continued)

Programme	1978/79	1980/81	1982/83	1984/85	1986/87	1988/1989 (estimates)
Science and technology	212,200	284,400	340,800	319,800	802,600	649,300
Regional participation in International Youth Year advisory committee session	-	-	2,400	-	-	-
Social development and humanitarian affairs	379,300	522,600	483,300	798,200	911,500	1,069,800
Statistics	255,400	492,000	588,500	1,125,400	1,302,600	1,291,200
Transport, communications and tourism	443,400	741,700	1,054,300	1,076,500	1,369,600	1,351,200
International co-ope- ration in peaceful uses of nuclear energy	-	11,200	12,600	34,300	-	-
Information services	-	265,900	202,400	303,000	434,200	428,600
Conference services	1,550,000	1,896,100	2,282,300	2,835,000	3,733,700	3,643,200
Management of technical co-operation acti- vities	188,600	306,400	385,400	437,000	432,800	422,600
Administration and common services	2,425,700	3,689,200	8,228,900	11,003,800	13,181,500	12,927,600
	10,250,000	13,926,400	21,097,500	26,929,800	33,707,500	33,015,900

Source: ESCWA Secretariat.

ESCWA staffing by divisions, programmes and staff categories as at July 1987

Programmes	Staff allocated			Staff on board			Vacancies		
	Prof.	G.S.	Prof.	(Sec+Typ)	G.S.	Prof.	1	G.S.	1
<u>Executive Direction and Management</u> <u>Office of the Executive Secretary</u> (1USG, 1D2, 1D1, 1P2) <u>Programme Planning & Co-ordination</u> (1D1, 2P4s, 2P2s) <u>Programme Evaluation Unit</u> (1P5, 1P2) TOTAL	4	4	4	3	1	0		0	
	5	5	4a)	3	2	1	20	0	P2
	2	1	2	0	1	u		0	
	11	10	10	6	4	1	9	0	
<u>Environmental Co-ordination Unit</u> (1P5, UNEP post)	1	0	1	0	0	0		0	
<u>Information Service 1P5, 1P2b)</u> Outposted from UNHQ	2	4	1	3	1	1b)	50	0	P2
<u>Technical Co-operation Unit (1P5, 1P3)</u> <u>Regional advisory services</u> RB 1L7, 3L6s, 4L5s XB 1XL6, 4XL5sc) Total regional advisors	2	2	1	2		1	50	0	P5
	8	0	7	0	0	1	13	0	L7
	5	3	5	2		0		1	20
	15	5	13	4		2	40	1	25
									L7
<u>Joint ESCWA/FAO Agriculture</u> ESCWA 1P5, 2P4s, 2P3s, 1P2 FAO 1D1, 1P5, 2P4s TOTAL	6	6	3a)	2	3	5	50	1	P4, P3, P2
	4	0	3	0	0	1	25	0	P4
	10	6	6	2	3	4	40	1	17

ESCWA staffing by divisions, programmes and staff categories as at July 1987
(continued)

Programmes	Staff allocated			Staff on board			Vacancies		
	Prof.	G.S.	Prof.	(Sec+Iyp)	G.S.	(Prog+Resch)	Prof.	G.S.	Grade
<u>Development Planning Division</u> Development Issues and Policies (1D1, 1P5, 4P4s, 1P3) International Trade (1P5, 1P3) Development Finance & Administration (1P4, 1P3) Joint ESCWA/UNCTC Unit (1P5, 1P4) UNCTC posts TOTAL	7 2 2 2 13	5 2 1 1 9	5 2 1 1 9	2 1 0 1 4	2 1 1 0 4	2 1 1 0 4	2 0 1 1 4	1 0 0 0 1	2P4s 1P3 1P4 11
<u>Human Settlements Division</u> ESCWA 1P5, 1P4, 2P3s, 1P2 Centre for Human Settlements (HABITAT) (1P4, 1P3) TOTAL	5 2 7	3 1 4	3 1 4	2 0 2	1 1 2	2 1 2	2 1 3	0 0 0	1P3, 1P2 1P3 0
<u>Industry Division</u> ESCWA 1D1, 1P5, 3P4s, 2P3s, 1P2 UNIDO 1P3 TOTAL	8 1 9	5 0 5	5 0 5	3 0 3	2 0 2	2 0 2	3 1 4	0 0 0	1P5, 1P4, 1P2 1P3 0
<u>Natural Resources, Science & Technology Division</u> Energy 1D1, 1P5, 2P4s, 1P3 Science & Technology 1P5, 2P4s, 1P3d) Natural Resources 1P5, 1P4 TOTAL	5 4 2 11	3 2 2 7	5 2 1 8	1 1 1 3	2 1 1 4	2 1 1 4	0 2d) 1 1 3	0 0 0 0	2P4s 1P4 0

Notes

- a) Staff on special leave without pay (one in PPCU and 2 in Agriculture).
- b) UNHQ post (Information Officer).
- c) 2 UNFPA posts, 2 UNDP posts and 1 UNIDO post.
- d) Post lent to RCLO, UNHQs.
- e) GS staff in the Division of Administration, General Services Section include the following titles:

- Technicians (15)
- Drivers (7)
- Security Officers (14)
- Plumbers (2)
- Carpenters (1)
- Labourers (4)
- Telephone and Teletype Operators (4)
- Clerks (12)
- Secretaries (3)
- Administrative Assistants (9)
- Supervisors (4)
- Typists (4)
- Messengers (3)

- f) GS staff in the Division of Administration, Conference Services Section include the following functional titles:

- Supervisors (2)
- Clerks (3)
- Conference Assistants (6)
- Secretaries (2)
- Typists (7)
- Machine Operators (9)
