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REPORT ON STAFF AND ADMINISTRATIVE QUESTIONS

1. It will be recalled that a Progress Report on the composition of the ECA secretariat, submitted in document E/CN.14/ECO/49, was discussed by the Executive Committee at its eighth meeting under "Any other business." (See paragraph 8i of document E/CN.14/ECO/54). Members expressed dissatisfaction with the rate and form of Africanization of the staff of the ECA and wanted to see applied the decision of the General Assembly Fifth Committee to allow over-representation of individual countries within the limits of regional targets. The secretariat explained that the current practice was based on the interpretation of General Assembly decisions by the United Nations Headquarters Secretariat. Members expressed the wish that Headquarters should be approached to clarify the position regarding the temporary waiver of the principle of geographical distribution. The secretariat indicated its willingness to refer the matter once again to United Nations Headquarters for consideration.
2. A reply received from United Nations Headquarters in response to the ECA's request for clarification of the point in question confirms that there is no shift in the interpretation of the General Assembly resolution as conveyed to members of the Executive Committee by the ECA secretariat at the previous meetings. General Assembly resolution 2736(XXV) and an extract from the Secretary-General's Report A/8483 of 1 November 1971 are attached as annexes II and III respectively for ease of reference of members.
3. Because of the recruitment freeze in 1972, there has been little change since the last Progress Report (E/CN.14/ECO/49) was presented to the eighth meeting of the Executive Committee. However, with the lifting of the freeze, steps have been taken to fill vacant posts. Offers of appointments have been made to 3 African candidates and the secretariat is expecting them to take up their duties within the next month or so. Twenty-seven other African candidates, as compared to 4 non-African candidates, are under active consideration for recruitment.
4. Since October 1972, the secretariat has lost through separation three senior African staff members (including the Deputy Executive Secretary) and two non-African staff members. Two African staff members (the Chief of the Administration and a professional trainee) and three non-African staff members (including one language staff) joined the secretariat during the period under review.

5. On the basis of the information given in table II of annex I to this Report, it will be seen that the proportion of staff members from the African region is now 68.85 per cent. Members may be interested in the following figures from the Secretary-General's Report A/3831, dated 6 October 1972, on personnel questions regarding the proportion of staff from the region in each Commission:

ECA	--	67.7 per cent
ECAFE	-	74.3 per cent
ECE	--	82.6 per cent
ECLA	--	66.4 per cent

6. The secretariat is by no means complacent, but considering that ECA is at least 10 years younger than any of the other regional economic commissions ^{1/} its achievement can be regarded as reasonable.

7. The secretariat has continued its efforts in the training of staff and, during the period under review, 20 persons went through some sort of a training programme. Four staff members attended advanced university courses, one was attached to United Nations Headquarters, New York, and one to UNCTAD for training. The secretariat has also had five professional trainees who are normally the responsibility of the Office of Personnel Services. In addition, arrangements were made with bilateral donors to sponsor the training of young Africans within the ECA secretariat. So far, 9 persons have been through the said training.

8. With regard to linguistic balance, the secretariat continued to organize language courses to enable staff members to acquire proficiency in a second language. The incentives introduced in accordance with General Assembly resolution 2480 B (XXIII), with a view to ensuring a linguistic balance in the secretariat, came into effect on 1 January 1972, and during the year 22 staff members in posts subject to geographical distribution demonstrated their knowledge of a second language.

9. In accordance with paragraph 5 of the resolution, the Secretary-General will submit a full report to the General Assembly at its twenty-eighth session on the action taken with regard to the provision of language incentives to the staff of the secretariat.

10. In order to achieve, as rapidly as possible, the desirable proportion of 75 per cent of staff members of the ECA secretariat from the African region, it is necessary to have the co-operation of member States, who must be willing to release some of their qualified personnel to serve within the ECA secretariat.

11. Another important question is that of finance. As the tasks assigned to ECA cannot be carried out without adequate resources, it is appropriate that a brief statement should be made on the finance situation.

^{1/} ECE and ECAFE were established on 28 March 1974, ECLA was established on 25 February 1943 and ECA was established on 29 April 1958.

12. With reference to budget estimates for the financial year 1973, the Secretary-General explained the policy of continuing financial restraint which had to be followed as a result of the effect of the increasingly adverse and critical financial situation of the United Nations on the reputation of the Organization, as well as on its efficiency and the effectiveness of its future operations. Instructions had been issued that 4 million dollars of the appropriations for 1972 should be left completely uncommitted for the purpose of offsetting the expected shortfall in the payment of assessed contributions. To achieve this objective, the Secretary-General had introduced certain internal measures, including a freeze on recruitment of staff, and stricter control of the official travel of staff.
13. In considering the level of the initial estimate for 1973, the Secretary-General stated that there was no alternative but to assume that the Secretariat would continue to face, for at least one more year, the same difficulties it had had to face in 1973 and previous years. Accordingly, the estimated requirements for 1973 had been limited to the most essential needs and based on the maximum possible re-allocation of existing resources and staff to accommodate the new programme and activities desired by member States. It was stated that the measures taken were not detrimental to the essential activities of the Organization in 1973, and that a period of restraint might well have a number of beneficial results. Among the healthy disciplines to be imposed was the need to subject the present staffing of the Organization to a critical review, to examine the present administrative machinery and procedures and, in general, to look for alternative and more economical methods of achieving the objectives of the United Nations.
14. In this connexion, the Secretary-General had introduced major reforms in programme budgeting procedures which had been approved by the General Assembly. These involved a basic change of emphasis in planning work programmes and activities, the ultimate aim being that member States be afforded a better opportunity to review and determine, on the basis of clearer and more comprehensive information, the substance of programmes and activities to be undertaken, their relative priorities and the most effective and economical means of implementation. This required a considerable re-orientation of thought and a revision of present procedures. Estimated requirements were to be related more closely to planned objectives, and greater weight was to be given to the measurement and evaluation of related achievements.
15. The continuing financial problems of the Organization made anything but a very moderate rate of growth, in real terms, unlikely for the programme and budget as well as for the medium-term plan. As for the future years, the Secretariat had been asked to proceed with the preparation of the new programme and budget on the assumption that the Secretary-General would have no alternative but to continue the policy of maximum utilization of existing resources and minimum growth, in accordance with that order of priorities which were in the best interests of the Organization. It followed that, in order to accommodate essential new activities or other increases of an unavoidable nature in certain areas, it might be necessary to compensate by a measure of curtailment, containment or temporary restraint in others. The Secretariat had also been informed that the allocations received for 1973 should not lead member States to assume that the same level would be maintained

for 1974/1975, and that continuing activities would be subject to the same careful scrutiny as new proposals. In other words, the best guiding principle for the preparation of the 1974/1975 work programme and budget was that of a "zero based" budget.

16. In the light of programme requirements and the reduction imposed by the General Assembly on the budget estimates for 1973, the Secretary-General did not believe it possible to fully achieve this year an unexpended balance equivalent to the total anticipated shortfall in the payment of assessed contributions. Nonetheless, it had been felt necessary to set aside a reserve of at least 2 per cent of the total appropriations, about \$4.5 million, in order to cover certain anticipated requirements, for which no provision had been made in the appropriations approved by the General Assembly, and for possible unforeseen requirements, so as to avoid, at the very least, any recourse to a request for supplementary appropriations in respect of 1973.

17. Briefly, that is the Secretary-General's financial policy. We should now turn to the resources which have been made available to the ECA. The secretariat has received for 1973 allotments totalling \$8,100,730 as compared with the actual expenditure of 8,315,250 for 1972 and \$7,088,520 for 1971. The breakdown is as follows:

Section 1. Travel and other expenses of the Chairman of the Executive Committee of ECA to attend ECOSOC meeting in Geneva: \$1,330 for 1973. No expenditure was incurred in 1972 and 1971.

Section 2. Special meetings and conferences: \$134,000 for 1973 as compared with \$13,590 for 1972 and \$91,870 for 1971.

Section 3. Salaries and wages: \$4,411,200 for 1973 as compared with \$3,897,250 for 1972 and \$3,663,140 for 1971.

Section 4. Common staff costs: \$1,354,200 for 1973 as compared with \$1,186,420 for 1972 and \$1,129,210 for 1971.

Section 5. Travel of staff: \$212,200 for 1973 as compared with \$305,060 for 1972 and \$232,200 for 1971.

Section 6. Hospitality: \$1,600 for 1973 as compared with \$1,920 for 1972 and \$1,770 for 1971.

Section 7. Construction, alteration, improvement and major maintenance of premises: \$1,045,000 for 1973 as compared with \$1,930,000 for 1972 and \$900,000 for 1971.

Section 8. Permanent equipment: \$31,500 for 1973 as compared with \$34,580 for 1972 and \$42,450 for 1971.

Section 9. Maintenance, operation and rental of premises: \$68,500 for 1973 as compared with \$73,380 for 1972 and \$77,960 for 1971.

Section 10. General expenses: \$301,700 for 1973 as compared with \$330,690 for 1972 and \$313,200 for 1971.

Section 11. Internal reproduction supplies: \$44,500 for 1973 as compared with \$56,680 for 1972 and \$50,000 for 1971.

Section 12. Regional and subregional advisory services: \$485,000 for 1973 as compared with \$485,680 for 1972 and \$586,720 for 1971.

18. Given the present critical financial situation of the Organization, the reduction in financial resources is understandable. The situation is, however, made worse by such factors as devaluation or the realignment of currencies, the continuing increase in salaries and the rising cost of contractual services of all kinds.

19. In conclusion, the secretariat wishes to point out that the decision of the twenty-seventh session of the General Assembly to introduce, as of 1974, a biennial programme budget, as well as a Medium-Term Plan, will call for a new approach to the review and approval of the programme budget. According to the new form of the presentation of the budget, the Council of Ministers, as well as other Governing Bodies such as the Trade Board for UNCTAD, the Executive Board of UNIDO, etc., will approve the programmes of work and relative priorities in general terms. Thereafter, these programmes will be submitted to CPC, ECOSOC and to the ACABQ for consideration and recommendation to the General Assembly. This process will ensure needed co-ordination of the United Nations activities in the vital field of economic and social development. At the same time, the programmes to be finally approved will take into account resources which member States are likely to make available to the United Nations Secretariat.

Table I : Authorized Posts 1973 (By level)

	ASG	D-2	D-1	P-5	P-4	P-3	P-2/1	Total
Regular budgetary Posts	1	1	10	23	36	58	31	160
Extra-budgetary Posts	-	-	-	1	2	3	1	7

Table II : Staff Situation (As at 1 April 1973) (By level)

	ASG	D-2	D-1	P-5	P-4	P-3	P-2/1	Total
Africans	1	-	5	11	21	24	22	84
Non-Africans	-	-	1	8	14	18	5	46
Africans under Recruitment (1973)	-	1	1	1	2	13	2	20*
Sub-total	1	1	7	20	37	55	29	150**
Vacancies	-	-	3	4	1	6	3	17
Total	1	1	10	24	38	61	32	167

*/ All Africans.

**/ Staff on board and under recruitment include 8 language staff (all non-Africans) as well as 4 Africans and 2 non-Africans held against extra-budgetary posts.

P E R C E N T A G E		
<u>Africans</u>	<u>Non-Africans</u>	<u>Total</u>
84	38	122
68.85%	31.15%	100%

Table III : African staff members in ECA secretariat (As at 1 April 1973)
(By nationality and level)

* includes candidate under recruitment

Country	ASG	D-2	D-1	P-5	P-4	P-3	P-2/1	Total
Algeria	-	-	1	-	-	-	-	1*
Burundi	-	-	-	-	-	-	-	-
Cameroon	-	-	-	-	-	1	-	1*
Congo	-	-	-	-	-	2	1	3
Dahomey	-	-	-	-	2	2	1	5*
Egypt	-	-	-	1	1	-	-	2
Ethiopia	-	-	-	-	4	2	3	9
Gambia	-	-	-	-	-	-	1	1
Ghana	1	-	2	2	1	2	-	8
Ivory Coast	-	-	-	-	-	-	-	-
Kenya	-	-	-	1	2	2	1	6*
Madagascar	-	-	-	-	-	1	1	2*
Malawi	-	-	-	-	-	1	1	2
Mali	-	-	-	-	2	-	1	3
Morocco	-	-	-	-	-	-	-	-
Nigeria	-	-	-	4	2	1	-	7
Rhodesia (UK)	-	-	-	-	1	-	2	3
Rwanda	-	-	-	-	-	-	-	-
Senegal	-	-	-	1	1	3	-	5*
Sierra Leone	-	-	1	-	-	-	-	1*
Somalia	-	-	-	-	1	-	-	1
French Territory of the Afars and the Issas (France)	-	-	-	-	-	-	1	1
South Africa	-	-	1	-	1	-	-	2
Sudan	-	-	-	2	1	1	-	4
Tanzania	-	-	-	-	-	1	1	2
Togo	-	-	-	-	-	2	1	3*
Tunisia	-	-	-	-	-	1	1	2
Uganda	-	-	-	-	2	1	2	5
Zaire	-	-	-	-	-	-	4	4
Zambia	-	-	-	-	-	1	-	1*
Total	1	-	5	11	21	24	22	84

Table IV. Appointment of Africans to posts in the United Nations Secretariat
subject to Geographical Distribution (By Sub-region or Country of Nationality)

Sub-region	Number of Staff in ECA 1.4.1973	Number of Staff in UN 31.8.1972
Central	8	18
East	28	58
North	9	70
West	33	80
Total	78	226
French Territory of the Afars and the Issas (France)	1	-
Rhodesia (U.K.)	3	-
South Africa	2	12
Grand Total	84	238

Table V. Appointment of Africans to Posts in the United Nations Secretariat
Subject to Geographical Distribution. (By Sub-region and by Nationality)

Sub-region and Country	Number of Staff in ECA	Number of Staff in UN	Desirable Range
<u>Central African Sub-region</u>	8	18	-
Burundi	-	1	2-7
Cameroon	1	6	2-7
Chad	-	-	2-7
Central African Republic	-	-	2-7
Congo	3	3	2-7
Gabon	-	1	2-7
Rwanda	-	-	2-7
Zaire	4	6	2-7
Equatorial Guinea	-	1	2-7
<u>East African Sub-region</u>	28	58	-
Botswana	-	1	2-7
Ethiopia	9	13	2-7
Kenya	6	9	2-7
Lesotho	-	2	2-7
Madagascar	2	5	2-7
Malawi	2	2	2-7
Mauritius	-	2	2-7
Somalia	1	3	2-7
Swaziland	-	1	2-7
Uganda	5	10	2-7
United Republic of Tanzania	2	8	2-7
Zambia	1	2	2-7

Table V (Cont'd)

Sub-region and Country	Number of Staff in ECA	Number of Staff in UN	Desirable Range
<u>North African Sub-region</u>	9	70	-
Algeria	1	10	3-7
Egypt	2	26	4-8
Libya	-	3	2-7
Morocco	-	8	3-7
Sudan	4	9	2-7
Tunisia	2	14	2-7
<u>West African Sub-region</u>	33	80	-
Dahomey	5	7	2-7
Gambia	1	5	2-7
Ghana	8	15	2-7
Guinea	-	5	2-7
Ivory Coast	-	1	2-7
Liberia	-	4	2-7
Mali	3	6	2-7
Mauritania	-	1	2-7
Niger	-	1	2-7
Nigeria	7	14	3-8
Senegal	5	7	2-7
Sierra Leone	1	6	2-7
Togo	3	7	2-7
Upper Volta	-	1	2-7
Total	78	226	-
French Territory of the Afars and the Issas (France)	1	-	-
Rhodesia (U.K.)	3	-	-
South Africa	2	12	11-13
Grand Total	84	238	111-315

GENERAL ASSEMBLY RESOLUTION 2736(XXV)

Composition of the Secretariat

The General Assembly,

Recalling its resolution 2539(XXIV) of 11 December 1969,

Noting with appreciation the Secretary-General's report on the composition of the Secretariat, in particular, the efforts made towards attaining a better distribution of posts by nationality and by region,

Recognizing the need for a more equitable geographical distribution of the staff of the Secretariat among regions and within each region,

Reiterating its interest in a long-term plan of recruitment to be prepared by the Secretary-General, bearing in mind the changes in the nationality pattern as a result of the retirement of permanent staff as well as the separation of fixed-term staff,

1. Requests the Secretary-General to continue his efforts to achieve a better geographical distribution of the staff at all levels, particularly at the senior level in all fields, and also the representation of all Member States bearing in mind the requirements laid down in the Charter of the United Nations for efficiency, competence and integrity;

2. Approves the following guidelines for the recruitment of staff for the Secretariat:

(a) In the recruitment of staff for posts subject to geographical distribution, preference should be given to qualified candidates of under-represented countries in general, and at the higher level in particular; if, when recruiting staff for the regional economic commissions, qualified candidates of comparatively under-represented countries cannot be found within a reasonable period, preference should be given to qualified candidates of other countries of the same geographical region that are not fully represented, taking into full consideration the attainment of an equitable geographical distribution of posts among regions;

(b) In considering candidates for posts involving complex duties and responsibilities, preference should be given to those who are willing to accept a career appointment or a fixed-term appointment of not less than five years, inclusive of the probationary period;

(c) An official assigned to a post should serve for some minimum period after recruitment before he is eligible for transfer to another post;

(d) In the interest of long-term recruitment planning policies, special efforts should be made to recruit qualified young men and women for service with the United Nations through the development of more objective selection methods such as, wherever appropriate, open competitive examinations, special allowance being made for candidates whose mother tongue is not one of the working languages of the Secretariat.

EXTRACT

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PERSONNEL QUESTIONS
COMPOSITION OF THE SECRETARIAT
Report of the Secretary-General

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7. A new application of the principle of regional balance in the composition of the Secretariat was introduced in paragraph 2(a) of the resolution, which provided that, in the recruitment of staff for a regional economic commission, preference should be given to candidates who are nationals of countries in the region, first to those who are from under-represented countries and then, if such candidates are not available, to those who are from countries not fully represented. For this purpose, a country may be regarded as not fully represented if the number of its nationals in the Secretariat is below the upper limit of its desirable range. The preference to be given to regional candidates, however, is subject to the over-all limitation indicated by the regional desirable range.
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