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ECONOMIC COMMISSION FOR AFRICA

Ninth Session

Addis Ababa,

3 - 14 February 1969.

## REPORT OF THE ADVISORY COMMITTEE ON STAFF RECRUITMENT AND TRAINING

M 69 - 482

IX sess / 650

### INTRODUCTION

1. The United Nations Economic Commission for Africa adopted at the eighth session resolution 184 (VIII)<sup>1/</sup> on the equitable distribution and Africanization of posts in ECA and established an advisory Committee on Staff Recruitment and Training, comprising representatives from the following seven Member States: Cameroon, Chad, Dahomey, Morocco, Nigeria, the United Arab Republic and Zambia. In operative paragraph 2 of the resolution, the Commission requested the Executive Secretary to implement their resolution forthwith and to convene the first meeting of the Committee.

### PART I. ORGANIZATION AND ATTENDANCE

#### Meetings held.

2. The Committee has since held two meetings, the first one was held in Lagos, Nigeria, from 8 to 10 May 1967 and was attended by delegates from the Cameroon, Chad, Dahomey, Morocco, Nigeria, the UAR and Zambia. A list of participants at the two meetings is given in Annex III.

3. At that meeting the Secretary-General of the United Nations was represented by Mr. William W. Cox, Deputy Director of Personnel at Headquarters of the United Nations. The Government of the Federal Republic of Nigeria kindly provided host facilities for the meeting.

4. The meeting was opened by Mr. Alison AYIDA, Chairman of the eighth session of the Commission and Permanent Secretary, Ministry of Economic Development in the Government of the Federal Republic of Nigeria. In his opening remarks, Mr. Ayida welcomed the delegates and observed that Africanization should not be undertaken for its own sake, nor at the sacrifice of standards; and that it was only by being given an opportunity to train that Africans would acquire the experience necessary to enable them to play their part in the development agencies and administrations in the Member States. A special welcome was extended

<sup>1/</sup> Text of resolution is attached as Annex I.

to Mr. William W. Cox, who had come to assist in the deliberations of the Committee. Mr. Ayida pointed out that Mr. Cox's presence at the meeting would give him an opportunity of acquainting himself first-hand with the views of Member States and thus enable him to strengthen the hand of the Executive Secretary and his colleagues when submitting recommendations to Headquarters.

5. Mr. R.K.A. Gardiner, Executive Secretary of the Economic Commission for Africa, in his opening remarks endorsed the observations of Mr. Ayida that it was useful that the Office of the Director of Personnel in New York should be represented, as that Office dealt with all recruitment for the United Nations Secretariat, including the ECA secretariat.

6. Mr. Ayida (Nigeria) was elected Chairman of the Committee. Messrs. Mekki Benjaber (Morocco), Mahamad Gabdou (Chad) and John Chisata (Zambia) were elected First Vice-Chairman, Second Vice-Chairman and Rapporteur respectively for the Committee.

7. The Meeting adopted the provisional agenda without amendment. (see Annex II).

8. The second meeting was held in Addis Ababa, Ethiopia from 30 to 31 January 1969, and was attended by delegates from Cameroon, Chad, Dahomey, Morocco, Nigeria, the UAR and Zambia. A list of participants is also given in Annex III.

9. The second meeting was also opened by Mr. Alison AYIDA, Chairman of the Committee and Permanent Secretary, Ministry of Economic Development in the Government of the Federal Republic of Nigeria. In his opening address, he welcomed the delegates and thanked them for having spared the time to attend the meeting. Commenting on the recruitment efforts made since the first meeting of the Committee, he commended the Secretariat for its endeavours in filling the vacant posts on its establishment and also for the considerable success in achieving a balance as between French-speaking and English-speaking Africans recruited. He cautioned, however, that despite the modest success achieved so far, there was no room for complacency and therefore more efforts would have to be applied

to recruitment and training programmes in order to complete the task in a relatively short time. In this connexion, he made a special appeal to Member States to release some of their qualified and experienced personnel who might be selected by the United Nations for appointment to responsible posts, particularly those at the policy-making level. The full text of Mr. Ayida's speech is given in Annex VIII.

10. Mr. Mekki Benjabet (Morocco) was elected Vice-Chairman and H.E. Mr. J.M. Mutti, M.P. (Zambia) was elected Rapporteur for the Committee.

11. The meeting adopted the provisional agenda without amendment, see Annex II.

Summary of proceedings.

12. At the two meetings the Committee had before it documents submitted by the Secretariat setting out the position of the numerical strength of the ECA staff and their distribution by nationality and grade (document E/CN.14/CSRT/WP.5 and E/CN.14/CSRT/WP.7). See Annex IV and V.

13. The figures indicated in the first document show that on average since 1963, 20 Africans were recruited annually with ECA and that from 1965 a certain measure of success was obtained in filling P.4 and P.5 level posts with Africans. It was explained that the situation in ECA was so fluid that if suitable candidates applied for appointment, the balance could easily be redressed as between the proportion of French-speaking and English-speaking Africans employed at ECA. The problem was essentially one of finding recruits of the right quality and experience. Africans coming forward would have no difficulty whatever in being absorbed, since most of the non-Africans in ECA had either been seconded from United Nations Headquarters or from other agencies, or were hired on contractual terms. It was further pointed out that a number of African candidates were at present being considered for appointments. Some of the appointments were subject to their Government's approval.

It was explained that in order to accelerate the recruitment of Africans into the ECA Secretariat two forms of registers were being kept: one capable of use in connexion with requests for intra-African technical assistance and the other in connexion with persons who might be recruited to serve on the staff of the Secretariat.

14. The Committee requested a re-arrangement of the tables presented to show the distribution of posts and personnel on the staff of the Secretariat according to levels and sub-regional distribution. Some members noted that the representation of French-speaking countries in these posts - particularly the key ones - was insufficient to achieve the desirable linguistic balance both quantitatively and qualitatively in the ECA Secretariat and requested that this situation should be rectified as soon as possible.

15. The representative of the Secretary-General stated that the reason why Africanization was proceeding more slowly at the ECA than throughout the United Nations Secretariat, was that the ECA being an economic body required specialized staff which was hard to come by anywhere in the world, whereas the United Nations Secretariat at Headquarters offered far more possibilities for recruitment of non-technical staff.

16. The second document produced by the Secretariat for the Addis Ababa meeting indicated that 29 African candidates had been recruited since the eighth session, 14 of whom were French-speaking and 15 English-speaking, and that the number of non-African candidates recruited within the same period was 12, or 29.27 per cent of the total number of candidates recruited. It is evident from these figures that some progress has been made towards the objective of increased participation of staff from African countries in the Secretariat. The proportion of staff from African countries has risen from 52.6 per cent as of 31 March 1967 to 62.39 per cent as of 15 December 1968, representing an increase of 9.79 per cent. This figure would have been higher had it not been for the separations from ECA Secretariat. There were 27 (12 African and 15 non-African) such cases during the period under review.

Problems in Recruitment.

17. The Committee recognized that the main problem was the shortage of suitable African candidates. It appeared that Governments were sometimes not kept fully informed of vacancies arising in the United Nations although the Secretariat of the Organization regularly submitted a list of available posts to the permanent representatives of member States at the United Nations. The Committee agreed that the Governments should be invited to examine the question of the proper routing of these documents and evolve a more efficient system of liaison between Member Governments and the ECA Secretariat. A proposal on this was included in the recommendations of the Committee. It was further suggested that ECA should try to contact by advertisement suitable Africans who may be living in Europe, America or Asia.

18. The Committee noted that the Secretariat was doing its best to seek candidates but in certain cases when it requested the secondment of a public official with competent qualifications, the request was turned down by a Member State which was not prepared to deprive itself of the services of such a valuable officer. (A list of these States can be made available, on request). It was also noted that the status and responsibility attaching to P.3 and P.4 posts were often below what candidates for those posts could secure in their respective countries and they were, therefore, not interested in being posted to ECA.

Need for equitable distribution of posts.

19. Insistence was placed on the need to secure an equitable distribution of posts at all levels, between French-speaking and English-speaking African nations. The question of bilingualism was raised and it was suggested that three-month language courses should be organized for qualified candidates who were handicapped by the problems of language. The Secretariat pointed out that language training courses had started and that it was hoped that they might help the staff to be able to work in the two working languages. The Committee noted that the present arrangements were inadequate and suggested that the courses be expanded.

Training.

20. As regards training for a career in the United Nations and ECA, the Committee was informed of the steps taken to use P.1 and P.2 posts for that purpose. An attempt was being made to recruit to such posts young graduates who would like to make a career in the Organization or return to serve their home governments after a period of training. In addition, an attempt was being made to second officers of those categories to Headquarters or to United Nations subsidiary agencies to enable them to acquire extensive training in various services. The Committee felt that increased efforts should be made to speed up the training of P.1/P.2 staff for their promotion in higher grades.

Priority in Recruitment for ECA.

21. The Committee felt that it had two equally important tasks: (i) ensuring equitable distribution of staff on the basis of countries, sub-regions and working languages and (ii) the Africanization of ECA. The Committee felt very strongly that the problem of Africanization could not be solved within a comparatively short time if the United Nations continued to hold rigidly on the quotas allocated to each member country. The Committee therefore argued that the quota system should be re-examined and made more flexible in the interests of Africanization in ECA, bearing in mind that a sub-region might have "over-represented" and "under-represented" countries.

Accordingly the Committee suggested that a system should be devised whereby under-represented sub-regions could draw on the expertise of over-represented sub-regions on a temporary basis until such time as local skilled manpower from the under-represented sub-region was available. Should such expertise not be available throughout the sub-regions then recruitment should be made outside the African region as a last resort.

The Secretariat pointed out that this might not be acceptable to the UN as the General Assembly had decided on the policy not to recruit from countries which are over the upper limit of their desirable range, save in truly exceptional cases and with the Secretary-General's special authorization in each such a case.

Africanization in relation to the UN Charter.

22. In accordance with its mandate, the Committee considered the problems raised by the recruitment of qualified African staff. It was agreed that there was no conflict between the provisions of Articles 101 of the Charter empowering the Secretary-General to recruit staff for the Organization and the principle of Africanization.

23. The Secretariat, as shown in its recommendations, was anxious to encourage the offer of as many candidates as possible for vacancies in the Secretariat of the Economic Commission. It argued that it was not necessary to set a 75 per cent limit to African membership of the Secretariat. It favoured an arrangement which would absorb as many qualified Africans as possible as they became available and to allow for the possibility of exceeding the 75 per cent target. It recognized, however, that it would be unwise to aim at 100 per cent Africanization as an objective and doubted whether a decision to have the staff entirely made up of nationals of the ECA Member States would not contradict the principle of the universality of the United Nations. While the Committee liked to see the inter-change of staff between the regional Commissions and other UN offices outside Africa, it felt that ECA should not have a large proportion of non-Africans, whereas the number of Africans in the other Economic Regional Commissions was negligible.

Africanization and Linguistic Balance in the General Service.

24. The Committee recommended that the principle of Africanization and linguistic balance in the General Service category should be taken into account by calling on the services of technical and commercial graduates trained in various African countries.

Qualifications required.

25. The Committee felt that the qualification requirements, such as age and long previous service conditions, demanded for some of the ECA posts should be reasonably relaxed as they were unnecessarily high for candidates from certain African countries. It also recommended that the Secretariat should be less strict about the minimum age of candidates for high posts, since this requirement, in addition to that of a University degree, limits the access of African candidates to responsible positions in the Secretariat. It was agreed that this was a matter which should be considered by the advisory committee referred to in paragraph 29.

Participation of the Committee in Recruitment of Staff.

26. The Committee discussed at length the question of its active involvement in the recruitment of staff for appointment with ECA. The Secretariat pointed out that while the Secretary-General would welcome any assistance given by the Committee in locating suitable candidates and arranging to have them made available to the Secretariat, he alone was responsible for the recruitment of staff of the Secretariat, subject to regulations established by the General Assembly. Notwithstanding this explanation the Committee suggested that if possible special recruitment missions should include one of its members.

Financing of the Committee.

27. It was suggested at the Lagos meeting that the Committee might undertake a mission to African States to discuss appropriate methods of recruitment. The Secretariat pointed out that there was no budget provision for such a mission and several members of the Committee felt that their governments could not finance them for such an undertaking. The suggestion was not adopted by the Committee. However, at the Addis Ababa meeting, the Committee considered the matter again and decided to refer it to the Ninth Session with a recommendation that funds should be made available by the United Nations for this purpose.

Independence of ECA in Recruitment.

28. Another suggestion made, in order to accelerate the Africanization of the ECA Secretariat, was that the Ninth Session should be asked to make a recommendation to the General Assembly, through ECOSOC, to the effect that ECA should be authorized to recruit its staff without reference to the Office of Personnel in New York. The suggestion was not adopted.

Advisory Committee.

29. The Committee had a long discussion on the question of improving the recruitment methods and agreed to recommend to the Secretariat:

- (i) to reshape its recruitment policy so as to reduce, as soon as possible, linguistic and geographical imbalance;
- (ii) to establish an advisory committee to assist the Personnel Section and the Executive Secretary in personnel matters, including recruitment of ECA staff. This Committee, the membership of which would be determined by the Secretariat itself, would be made up of both English and French speaking senior members of the Secretariat and would be responsible for:

- (a) setting recruitment standards, determining the grades and steps, taking into consideration degrees, professional experience, academic reputation, geographic origin and age;
- (b) checking the equivalence of English and French degrees when examining candidates' files;
- (c) the following at the beginning of its functions only: to check the equivalence of French and English degrees with a view to proceeding to individual reclassification of officers already working in the Secretariat, taking into consideration the factors outlined at the end of (a) and to "regrading" in terms of job descriptions, taking account the hierarchical level;
- (d) to give its views on the promotion of officials in the profession category before recommendations are submitted to the Office of Personnel at Headquarters;
- (iii) to ensure speedy application, at the level of the Secretariat of the Commission, of the resolution adopted by the 23rd session of the UN General Assembly, stating that as from 1 January 1970, the ability to use one of the working languages of the Secretariat, (English or French) was inadequate for the recruitment of United Nations Officers and that as from 1 January 1972 any promotion of a senior United Nations Officer will be subject to adequate and verified knowledge of a second language;
- (iv) to make effort towards Africanization and the establishment of linguistic balance in the General Service category.

Extension of the Life of the Committee.

30. The Committee noted that the work for which it was appointed remained to be accomplished and recommended that its life should be extended with the same membership, as new members would not be fully aware of the problems.

## SUMMARY

### Part II - Summary of Conclusions and Recommendations

1. The Committee discussed the papers submitted by the secretariat on the recruitment of staff for service with the Economic Commission for Africa and arrived at the following conclusions and recommendations.

- (i) The Committee on Staff Recruitment and Training expressed its appreciation of the personal interest and deep concern of the Secretary-General, as previously communicated to the Economic Commission for Africa, in increasing the number of African nationals at all levels in the United Nations Secretariat. It considered that while realizing this objective, within the secretariat of ECA, it would also be necessary to ensure an equitable distribution of staff on a basis both of sub-regions and working languages. The Committee believed that the best way to achieve an appropriate balance would be to associate the governments of the sub-regions actively in the search for suitable candidates.

#### Method of Recruitment

- (ii) The Committee took particular note of the methods used by the Office of the Director of Personnel in New York in the discharge of its responsibility for staff recruitment as follows:
  - (a) continuing consultations with Permanent Representatives to the United Nations;
  - (b) regular notification to Member States of existing and anticipated vacancies with particular emphasis on the priority which is given to candidates from "under-represented countries";
  - (c) referral to a roster of well-qualified candidates for whom appropriate vacancies were not available when they were originally drawn to the attention of the Office of Personnel;
  - (d) special recruitment missions;
  - (e) frequent contacts with universities and professional groups (as regards approaches to universities, it should be pointed out that the United Nations considers a holder of a government-

sponsored scholarship or fellowship to be in the same situation as a civil servant - i.e., the approval of his government is necessary before he can be given serious consideration);

- (f) a two-year training programme for junior professional staff, who are expected at the end of the programme either to return to their national service or to make careers with the United Nations.

In addition the Committee recommended: advertising in press for suitable Africans who may be in Europe, America or Asia.

#### Africanization

- (iii) The Committee also noted that some African countries remain under-represented both in the secretariat of ECA and in the United Nations secretariat at large. It seemed likely that some of the Member States might not be able in the near future to provide qualified candidates. The Committee felt that to avoid an overall under-representation of the African region in ECA a formula might be found to interpret the desirable ranges for various countries and regions of Africa in a sufficiently flexible manner as to promote increase in the employment of African nationals generally.
- (iv) The Committee noted that the majority of senior posts (P.4 to D.1) were still held by non-Africans and felt that efforts should be intensified to recruit more African nationals in these senior posts.
- (v) The Committee considered it absolutely necessary that member governments make available to the ECA secretariat qualified and experienced personnel who could be appointed to responsible and policy-making posts. This would, of course, entail a sacrifice to be made by almost every Member State. Without such a sacrifice the case of the African region would be considerably weakened and the purposes for which the Committee was appointed would be defeated.

- (vi) The Committee considered that African Governments should be urged to establish a clearance system for written United Nations circulars of vacancies by designating officials of their respective governments primarily concerned with recruitment into the ECA and the United Nations as liaison officers to the secretariats. The system established by African Governments for this purpose should be notified to the Executive Secretary of the ECA and the Director of Personnel in the United Nations secretariat.
- (vii) The Committee felt that the secretariat should embark on a long-term programme of recruitment of young graduates into the grades of P.1 and P.2 accompanied by a deliberate plan to undertake their training and advancement to higher posts within the ECA secretariat and that increased efforts should be made to speed up the training.
- (viii) The Committee accepted the view that it would be unwise to establish as an objective the staffing of the regional commissions exclusively by nationals of the countries of the region. This may be difficult to reconcile with the principle of universality of the United Nations. It felt, however, that it was not necessary to fix a 75 per cent target for African membership of the secretariat but that the availability of qualified Africans should help determine a realistic staffing pattern which could exceed that target. It considered it most important that the principle of the interchange of staff between the several regional commissions as well as between the Commission and Headquarters should be seen to work in practice. In other words, the Committee would like to see Africans at work in the secretariat of the other regional commissions and in other United Nations offices outside Africa. It agreed with the view that there was a positive long-run advantage in such an arrangement.

Equitable distribution of staff on the basis of sub-regions and working language.

- (ix) The Committee would add to these procedures a process of consultation to be initiated in the sub-regions through the ECA sub-regional offices along the same lines as (a) to (f) above.

- (x) The Committee saw definite advantage in having staff members, with intimate knowledge of conditions in a particular sub-region, employed on the staff of such sub-regional offices. It felt that as far as possible staff of ECA sub-regional offices should be drawn from nationals of States comprising that particular sub-region, bearing in mind the advisability of possible interchange of staff among the sub-regions.
- (xi) The Committee felt very strongly that the equitable distribution of staff should not be seen only in terms of numbers but also in relation to the levels of posts, so that account could be taken of responsible and decision-making positions along the lines of geographic and linguistic groupings.
- (xii) The Committee suggested that the principle of Africanization and linguistic balance should be extended to staff in the General Service category.

#### Priority in Recruitment for ECA

- (xiii) The Committee suggested that the question of quotas allocated to Member States should be relaxed in ECA for the sake of Africanization and that priority should be given to:
- (a) candidates from African countries still within their limits of desirable range;
  - (b) candidates from African countries which are over-represented in the United Nations;
  - (c) candidates from non-African countries.

#### Participation of the Committee in Recruitment of Staff

- (xiv) The Committee suggested that the special recruitment missions should, if possible, include one of its members.

#### Financing of the Committee

- (xv) The Committee felt that its work was of importance for the implementation of the Commission's resolution 184(VIII) and suggested that expenses of its members in respect of its work should be borne by ECA.

Establishment of Advisory Committee.

(xvi) The Committee recommended that the recruitment policy should be reshaped in order to reduce, as soon as possible, linguistic and geographical imbalance and that an advisory committee comprised of ECA senior staff members (French-speaking and English-speaking) should be established to assist the Personnel Section and the Executive Secretary on recruitment/<sup>and</sup> personnel matters.

Life of the Committee.

(xvii) The Committee recommended that its life, with the same membership, should be maintained, as new members would not be fully aware of the problems involved.

A N N E X E S

(Several of the following annexes are extracted from the documents E/CN.14/CSRT/WP.2, ...WP.5, and ... WP.7. They are reproduced in this present document for purposes of readers' convenience.

All the pages of the annexes which follow should carry the symbol E/CN.14/CSRT/WP.9 at the top.)

Annex

- I The equitable distribution and africanization of posts in the Secretariat (resolution 184 (VIII) (...WP.5)
- II Provisional agenda (1967,1969)
- III List of participants (1967,1969)
- IV Recruitment of staff for service with the Economic Commission for Africa (...WP.2, ...WP.5)  
Tables I - III
- V Progress report on recruitment of staff for service with the Economic Commission for Africa (...WP.7)  
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- VI Professional staff on sub-regional basis as of December 1968 (...WP.5)
- VII Table I : Staff in professional and higher-level posts, subject to geographical distribution as of 31 August 1968  
Table II : Appointments to posts subject to geographical distribution (by nationality and level)
- VIII Speech by the Chairman, Committee on Staff Recruitment and Training

## ANNEX I

## THE EQUITABLE DISTRIBUTION AND AFRICANIZATION

## OF POSTS IN THE SECRETARIAT

Resolution 184(VIII) adopted by the Commission at its 139th plenary session

on 24 February 1967

The Economic Commission for Africa,

Recalling its resolution 51 (IV) of 28 February 1962 on staff recruitment,

Recalling further General Assembly resolution 2241 B (XXI),

Considering that Commission resolution 51 (IV) established a Committee on Staff Recruitment and Training responsible, inter alia, for assisting the Executive Secretary in establishing and implementing a long-range programme of Africanization, especially at the policy-making level, taking into consideration the advisability of the regional distribution of the staff among the African countries, and to make recommendations to the Commission,

Noting that the Committee thus established has in fact not yet met and that consequently, no report on its activities has been submitted,

Considering the statement of the Executive Secretary in his report on activities to the eighth session, particularly with reference to the recruitment of staff,

Believing that an equitable and judiciously balanced distribution of posts of responsibility in the ECA secretariat, taking into account not only the characteristics of the various sub-regions of the continent, but also linguistic considerations, should make possible the more efficient functioning of the secretariat and subsidiary organs of the Commission,

Convinced that qualified Africans can be recruited to fill a much higher proportion than at present of posts at all levels in the secretariat,

Further convinced that Africans are better able to understand the problems of African countries and to find solutions to them,

1. Reaffirms its resolution 51 (IV) in its entirety;
2. Requests the Executive Secretary to implement this resolution forthwith and to convene the first meeting of the Committee without delay;
3. Instructs the Committee established by resolution 51 (IV) also to study all problems relating to an equitable and judiciously balanced distribution of posts of responsibility on the staff, taking into account all the sub-regions of the continent as

well as the above-mentioned linguistic considerations, and to report on the matter to the Commission;

4. Requests the Executive Secretary to grant the Committee all assistance and facilities necessary for the accomplishment of its tasks;

5. Further requests the Committee and the Executive Secretary:

(a) To take all the necessary steps to accelerate the recruitment of Africans at all levels of the secretariat and to ensure that, in the near future, a high proportion of the posts at all levels of the secretariat is so far as possible, held by Africans;

(b) To draw up a procedure for continuous contact between the secretariat and the Governments of member States in regard to the recruitment, training and careers of members of the secretariat, the circulation of job descriptions and vacancy notices and the maintenance of a register of prospective candidates from African countries for posts in the secretariat;

6. Requests member countries to assist the Committee and the Executive Secretary in achieving this goal by facilitating the secondment of their suitably qualified and experienced nationals who may be offered posts in the secretariat.

## ANNEX II

## PROVISIONAL AGENDA (1967)

1. Opening of the meeting
2. Election of officers
3. Adoption of the agenda
4. Recruitment of staff for service with ECA
5. Recommendations on possible measures to fill existing and anticipated vacancies.
6. Adoption of the report and date of the next meeting

## ANNOTATIONS TO THE PROVISIONAL AGENDA

1. Opening of the meeting

The meeting will be opened by the Chairman of the 8th session of the Commission, Mr. Alison AYIDA (Nigeria).

2. Election of officers

The Chairman of the Committee has been elected by the 8th session of the Commission: Mr. Alison Ayida (Nigeria). It is suggested that the meeting elect a vice-chairman, and a rapporteur.

3. Adoption of the agenda

The provisional agenda for the meeting has been prepared in the light of Commission resolution 184(VIII) on the Equitable Distribution and Africanization of posts in the Secretariat adopted at the 8th session.

4. Recruitment of staff for service with the ECA

The meeting will have before it a short paper by the Secretariat on the recruitment and staffing of the ECA (E/CN.14/CSRT/2).

The Committee will also have before it lists showing the geographical distribution of staff in the UN Secretariat as a whole and in the ECA secretariat (E/CN.14/CSRT/3).

5. Recommendations on possible measures to fill existing and anticipated vacancies.

The Committee will have before it, a list of vacancies on the establishment of ECA as of 31 March 1967, and vacancies expected to arise to the end of 1967, along with job descriptions for the posts in question (E/CN.14/CSRT/4). It will be invited to make

suggestions on measures that could be taken by the Secretariat to locate suitable candidates for these posts keeping in mind that actual recruitment to the vacancies will require to be processed in accordance with established United Nations rules and procedures.

6. Adoption of the report, and date of the next meeting

Background documentation

1. Terms of reference and Rules of Procedure of the Economic Commission for Africa (E/CN.14/111)
2. Text of Commission resolution 184 (VIII).

PROVISIONAL AGENDA (1969)

1. Opening of the Meeting
2. Election of officers
3. Adoption of the Agenda
4. Recruitment efforts since the first meeting of the Committee in Lagos in May 1967.
5. Recommendations regarding improvement of recruitment methods and on possible measures to fill existing vacancies.
6. Adoption of the report and date of the next meeting.

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The meeting will be opened by the Chairman of the Committee, Mr. Alison AYIDA (Nigeria).

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The Chairman of the Committee was elected by the 8th Session of the Commission: Mr. Alison AYIDA (Nigeria). It is suggested that the meeting elect a vice-chairman and a rapporteur.

3. Adoption of the agenda

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4. Recruitment efforts since the first meeting of the Committee in Lagos in May 1967.

The meeting will have before it a short paper by the Secretariat on progress made in the recruitment of staff since the 8th Session of the Commission. The Committee will also have before it lists showing the geographical distribution of staff in the ECA secretariat.

5. Recommendations regarding improvement in recruitment methods and on possible measures to fill existing vacancies.

The Committee will have before it, a list of vacancies on the establishment of ECA as of 15 December 1968 along with the job descriptions for the posts in question. It will be invited to make suggestions on measures that could be taken by the secretariat to locate suitable candidates for these posts keeping in mind that actual recruitment to the vacancies will require to be processed in accordance with established United Nations rules and procedures.

6. Adoption of the report and date of the next meeting

ANNEX III

LIST OF PARTICIPANTS  
LISTE DES PARTICIPANTS  
(1967)

CAMEROON - CAMEROUN

M. Francois Sengat-Ku  
Directeur des Affaires économiques et techniques  
Ministère des affaires étrangères

CHAD - TCHAD

M. Mahamat Gabdou  
Directeur du commerce et de l'industrie  
Ministère de l'économie et des transports

DAHOMEY

M. Joseph Louis Hounton  
Directeur des relations économiques et des accords commerciaux  
Ministère des affaires étrangères

M. Raffet Loko  
Chargé des études  
Ministère des finances et des affaires économiques

MOROCCO - MAROC

M. Mekki Benjaber  
Chargé d'affaires a.i.  
Ambassade du Maroc à Lagos

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NIGERIA

Mr. A. A. Ayida  
Permanent Secretary  
Federal Ministry of Economic Development

Mr. John Bandele Jeffrey-Coker  
Deputy Secretary  
Cabinet Office

UNITED ARAB REPUBLIC - REPUBLIQUE ARABE UNIE

H. E. Mr. Hassan Sirry Esmat  
Minister Plenipotentiary  
Ministry of Foreign Affairs

ZAMBIA - ZAMBIE

Mr. John Chisata  
Assistant Minister  
Ministry of Commerce, Industry and Foreign Trade

Mr. James Avon Mwilwa  
Projects Analyst  
Industrial Development Corporation of Zambia, Ltd.

United Nations Secretariat - Secrétariat de l'Organisation des Nations Unies

Mr. William W. Cox  
Deputy Director of Personnel

LIST OF PARTICIPANTS  
LISTE DES PARTICIPANTS  
(1969)

CAMEROON - CAMEROUN

M. Alexis Boum  
Conseiller des Affaires Etrangères  
Chef de Service Affaires économiques  
Ministère des Affaires étrangères

M. Jules Mevaa  
Chargé d'Affaires du Cameroun  
à Addis-Abéba

M. F. N. Ebakisse  
2ème Secrétaire à Addis-Abéba

CHAD - TCHAD

M. Mahamad Gabdou  
Directeur du commerce et de l'industrie  
Ministère de l'économie et des transports

DAHOMY

M. Raffet Loko  
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ANNEX IV

RECRUITMENT OF STAFF FOR SERVICE WITH THE  
ECONOMIC COMMISSION FOR AFRICA  
(E/CN.14/CSRT/WP.2)

Guidelines laid down by the Secretary-General

1. In reply to a communication from the Executive Secretary of the Economic Commission for Africa concerning the recruitment and training of staff for the Commission, the Secretary-General addressed a telegram<sup>1/</sup>, dated 23 February 1962, in which he laid down the following policy guidelines:

- (a) With a view to increasing the number of nationals from countries in Africa at all levels in the Secretariat, efforts would be made to find qualified candidates through circulation of vacancies, special recruitment means and contacts with universities.
- (b) The staffing of the Commission might be directed towards the achievement within a few years of a proportion of some 75 per cent of nationals from African countries. In the meantime, the programme of work envisaged by the Commission would necessarily have to be carried out by such staff drawn from all regions as could be assigned for the purpose.
- (c) It would be unwise to establish as an objective the staffing of a regional commission exclusively by nationals of countries in the region. In the first place, it was open to question whether such a nationality restriction could be reconciled with the principles of the Charter. Secondly, there was a positive long-run advantage in continuing the interchange of staff between the several regional commissions as well as between the commissions and Headquarters.

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<sup>1/</sup> Official Records of the Economic and Social Council, 34th Session, Annexes, Document E/3581, pp. 78 - 79. Copy attached.

(d) The development of training facilities for African nationals within the Secretariat, including the use of trainees, would be encouraged.

(e) Any assistance in finding qualified candidates for service with a commission or elsewhere in the secretariat would naturally be welcome, subject to the Charter provision concerning the exclusive responsibility of the Secretary-General for the recruitment of the staff of the secretariat under regulations established by the General Assembly.

#### Progress since 1962

2. In pursuance of this policy, the proportion of staff from African countries in the Secretariat has gone up from 6.4 per cent as of 31 August 1962 to 9.6 per cent by 31 March 1967, representing an increase of 50.0 per cent. During the same period, the number of African Member States in the Organization has risen from 29 to 39, an increase of 34.5 per cent. Their contribution to the regular budget, which is a major element in the determination of the desirable range, has also advanced - from 2.10 per cent to 2.57 per cent, an increase of 22.4 per cent.

3. In the Economic Commission for Africa the proportion of staff from African countries was 37.3 per cent on 31 August 1962, as compared with 52.6 per cent on 31 March 1967, representing an increase of 41.0 per cent.

4. It is evident from these figures that substantial progress has been made in the last five years towards the objective of increased participation of staff from African countries in the secretariat. In terms of the principles recommended by the General Assembly in Resolution 1852(XVII) of 19 December 1962, the number of African nationals on the staff as a whole has passed the median of the desirable range of posts established in application of that resolution. As of 31 March 1967, the number of such staff was 164, including 51 in the ECA, while the median of the current desirable range of posts for the region of Africa is 147.

5. As compared to the relatively high rate of increase, over the past five years, in the proportion of African staff members in the secretariat as a whole, there has been a somewhat lower rate of increase in the proportion of such staff in the Economic Commission for Africa. This may arise in part from the practical consideration of the total number of African candidates who can be made available and the recognized desirability of establishing a significant African element elsewhere in the secretariat especially at Headquarters. This could not be achieved within existing resources if the ECA were to be given the first call upon all African candidates.

Sources of recruitment

6. Among the methods used by the Office of Personnel in the discharge of its responsibility for staff recruitment are:

- (a) continuing consultations with Permanent Representatives to the United Nations;
- (b) regular notification to Member States of existing and anticipated vacancies, with particular emphasis on the priority which is given to candidates from "under-represented" countries;
- (c) referral to a roster of well-qualified candidates for whom appropriate vacancies were not available when they were originally drawn to the attention of the Office of Personnel;
- (d) special recruitment missions;
- (e) frequent contacts with universities and professional groups;  
(as regards approaches to universities, it should be pointed out that the United Nations considers a holder of a Government-sponsored scholarship or fellowship to be in the same situation as a civil servant -- i.e., the approval of his Government is necessary before he can be given serious consideration) and

(f) ~~a two-year training programme for junior professional staff,~~  
who are expected at the end of the programme either to  
return to their national service or to make careers with the  
United Nations.

7. In making current information available to all Member States on vacant posts, and in addressing special pleas for the nomination of candidates from "under-represented" countries, the Office of Personnel has invited the Governments' assistance, which it finds very important in the conduct of its recruitment programme. Responses to the circulars of vacancies and other communications have in fact become an important source of candidates for service in the secretariat. The degree to which this source is utilized for the selection of staff to be assigned to any particular office or activity naturally depends upon the number and qualifications of the candidates brought to the attention of the Office of Personnel. It is in this respect that the co-operation of Member States can greatly influence the rate at which the staffing objective for the Commission is achieved.

Text of telegram dated 23 February 1962 from the  
Secretary-General addressed to the Executive Secretary  
of the Commission regarding staff recruitment and training

You may assure Commission of my personal interest and deep concern in increasing number of African nationals at all levels in United Nations Secretariat. For this purpose Director Personnel, Chef de Cabinet and I personally are in close touch with delegations here. We are using all means to find qualified candidates including circulation of description vacant posts, special recruitment assignments to officials travelling in Africa, contacts with universities in Africa, Europe and North America and advertisements in journals in those areas. Regarding staffing of Commission I am anxious to increase number of African nationals considerably and would hope that in another few years African nationals might comprise some seventy-five per cent of staff. Meanwhile I believe ~~it is indispensable in order to accomplish programme envisaged~~

by Commission that we use qualified non-African staff. I see positive long-run advantage in continuing to interchange staff as between the several regional commissions and also between the Commission and Headquarters. I therefore believe it would be unwise to establish as an objective the staffing of a regional commission exclusively from the nationalities of the region. In any event it is open to question whether such nationality restriction could be reconciled with principles of the Charter. I am strongly in favour of development of training facilities for African nationals within the secretariat and under special programmes, including use of trainees which is proving very successful. If proposed committee can assist us in finding qualified staff for service with Commission or elsewhere in secretariat and help arrange that such personnel be made available for United Nations service, I would naturally welcome any help in achieving our goals in line with Article 101 of the Charter. Under paragraph 1 of this Article, the Secretary-General alone is responsible for recruitment of the staff of the secretariat, subject to regulations established by the General Assembly and the considerations set out in Article 101, paragraph 3. I would hope that establishment of committee would not add cumbersome procedures and cause delays in achieving our target of increased African participation in secretariat.

## ANNEX IV, TABLE I

( E/CN.14/CSRT/WP.2, ANNEX I )

Composition of ECA secretariat staff as of1 April 1967

<u>Level</u>	<u>African</u>	<u>Non-African</u>	<u>Total</u>
US	1	-	1
D.2	-	-	-
D.1	1	3	4
P.5	10	5	15
P.4	5	20	25
P.3	18	12	30
P.2/1	23	6	29
	<u>58</u>	<u>46</u>	<u>104</u>

## ANNEX IV, TABLE II

( E/CN.14/CSRT/WP.2, ANNEX II )

## PROFESSIONAL

Staff members by nationalityAs of 1 April 1967

Country	U.S	D.2	D.1	P.5	P.4	P.3	P.2	P.1	TOTAL
I. AFRICA									
Algeria			1						1
Congo (Brazza.)									
Congo (Kinshasa)							4		4
Dahomey						1	2		3
Ethiopia						6	4		10
Ghana	1			4		2	2		9
Kenya					1		2		3
Malawi							1		1
Mali				2					2
Morocco						1	1		2
Nigeria				1	1	1	1		4
Rhodesia							1		1
Senegal				1			3		4
Sierra Leone				1					1
South Africa				1		1			2
Sudan					2	2	1		5
Togo							1		1
Tunisia						1			1
United Arab Republic					1	3			4
TOTAL	1		1	10	5	18	23		58

ANNEX IV, TABLE II (cont'd)

(E/CN.14/OSRT/WP.2, ANNEX II (Cont'd))

PROFESSIONAL

Staff members by nationality

As of 1 April 1967

Country	U.S	D.2	D.1	P.5	P.4	P.3	P.2	P.1	TOTAL
II. ASIA AND THE FAR EAST									
Ceylon			1						1
China						1			1
India			1		2				3
Indonesia					1				1
Thailand								1	1
TOTAL			2		3	1		1	7
III. EUROPE (Eastern)									
Czechoslovakia					2	2			4
Poland				1	2	1			4
USSR					2	1			3
Yugoslavia				1	1				2
TOTAL				2	7	4			13
IV. EUROPE (Western)									
Belgium									
France				1	1	1			3
Netherlands									1
United Kingdom			1	1		1	1		4
TOTAL			1	2	1	3	1		8

( E/CN.14/CSRT/WP.2, ANNEX II. (Cont'd) )

### Staff members by nationality

As of 1 April 1967

[illegible]

ANNEX IV,  
TABLE III

E/CN.14/CSRT/WP.2/Add.1  
PROFESSIONAL STAFF MEMBERS BY NATIONALITY  
Central African Sub-region

Country	US	D.2	D.1	P.5	P.4	P.3	P.2	P.1	Total ECA	Total UN	Desirable range
Cameroun									-	1	2-5
Congo Brazaville									-	2	2-5
Congo Kinshasa							4		4	6	2-5
Gabon									-	-	2-5
Chad									-	-	2-5
Central African Republic									-	1	2-5
Sub-total							4		4	11	

North Africa

Country	US	D.2	D.1	P.5	P.4	P.3	P.2	P.1	Total ECA	Total UN	Desirable range
Algeria			1						1	4	2-5
Morocco						1	1		2	6	2-6
Libya									-	-	2-5
UAR					1	3			4	27	4-7
Tunisia						1			1	6	2-5
Sudan					2	2	1		5	6	2-5
Sub-total		1			3	7	2		13	49	

East Africa

Country	U.S.	D.2	D.1	P.5	P.4	P.3	P.2	P.1	Total ECA	Total UN	Desirable range
Ethiopia						6	4		10	17	2-5
Kenya					1		2		3	5	2-5
Malawi							1		1	1	2-5
Zambia								1	-	1	2-5
Tanzania									-	4	2-5
Madagascar									-	2	2-5
Mauritius									-	-	-
Malawi									-	1	2-5
Uganda									-	5	2-5
Rwanda									-	-	2-5
Burundi									-	1	2-5
Botswana									-	-	-
Lesotho									-	-	-
Sub-total					1	6	7	1	14	37	

## ANNEX IV, TABLE III (concluded)

West Africa

Country	U.S.	D.2	D.1	P.5	P.4	P.3	P.2	P.1	Total ECA	Total UN	Desirable range
Tahomey						1	2		3	4	2-5
Ghana	1			4		2	2		9	16	2-5
Mali				2					2	2	2-5
Nigeria				1	1	1	1		4	9	3-6
Senegal				1			3		4	5	2-5
Sierra Leone				1					1	5	2-5
Togo				1			1		1	5	2-5
Mauritania										1	2-5
Niger										1	2-5
Upper Volta										1	2-5
Ivory Coast										1	2-5
Guinea										1	2-5
Cambia										1	2-5
Liberia										2	2-5
Sub-total	1			9	1	4	9		24	53	

PROGRESS REPORT ON RECRUITMENT OF STAFF FOR SERVICE WITH  
THE ECONOMIC COMMISSION FOR AFRICA

1. The UNECA adopted at its 8th Session resolution 184(VIII) on the Equitable Distribution and Africanization of posts in ECA and established an advisory committee on Africanization and Training, comprising representatives from the following seven Member States: Cameroon, Chad, Dahomey, Morocco, Nigeria, the United Arab Republic and Zambia. In operative paragraph 2 of the resolution, the Commission requested the Executive Secretary to implement their resolution forthwith and to convene the first meeting of the Committee.

2. Accordingly, the Committee on Staff Recruitment and Training held its First Meeting in Lagos, Nigeria, from 8 to 10 May 1967 and was attended by delegates from the seven Member States mentioned above.

3. The following conclusions and recommendations were made:

- (i) The Committee on Staff Recruitment and Training expressed its appreciation of the personal interest and deep concern of the Secretary-General, as previously communicated to the Economic Commission for Africa, in increasing the number of African nationals at all levels in the United Nations Secretariat. It considered that while realizing this objective, within the secretariat of ECA, it would also be necessary to ensure an equitable distribution of staff on a basis both of sub-regions and working languages. The Committee believed that the best way to achieve an appropriate balance would be to associate the governments of the sub-regions actively in the search for suitable candidates.
- (ii) The Committee took particular note of the methods used by the Office of the Director of Personnel in the discharge of its responsibility for staff recruitment as follows:
  - (a) continuing consultations with Permanent Representatives to the United Nations;
  - (b) regular notification to Member States of existing and anticipated vacancies, with particular emphasis on the priority which is given to candidates from "under-represented" countries;

- (c) referral to a roster of well-qualified candidates for whom appropriate vacancies were not available when they were originally drawn to the attention of the Office of Personnel;
- (d) special recruitment missions;
- (e) frequent contacts with universities and professional groups (as regards approaches to universities, it should be pointed out that the United Nations considers a holder of a government-sponsored scholarship or fellowship to be in the same situation as a civil servant - i.e., the approval of his government is necessary before he can be given serious consideration); and,
- (f) a two-year training programme for junior professional staff, who are expected at the end of the programme either to return to their national service or to make careers with the United Nations.

#### Africanization

(iii) The Committee also noted that some African countries remain under-represented both in the secretariat of ECA and in the United Nations secretariat at large. It seemed likely that some of the Member States might not be able in the near future to provide qualified candidates. The Committee felt that to avoid an overall under-representation of the African region in ECA a formula might be found to interpret the desirable ranges for various countries and regions of Africa in a sufficiently flexible manner as to promote increases in the employment of African nationals generally.

(iv) The Committee considered it absolutely necessary that member Governments make available to the ECA secretariat qualified and experienced personnel who could be appointed to responsible and policy-making posts. This would, of course, entail a sacrifice to be made by almost every Member State. Without such a sacrifice

the case of the African region would be considerably weakened and the purposes for which the Committee was appointed would be defeated.

- (v) The Committee considered that African Governments should be urged to establish a clearance system for written United Nations circulars of vacancies by designating officials of their respective governments primarily concerned with recruitment into the ECA and the United Nations as liaison officers to the secretariats. The system established by African Governments for this purpose should be notified to the Executive Secretary of the ECA and the Director of Personnel in the United Nations secretariat.
- (vi) The Committee felt that the secretariat should embark on a long-term programme of recruitment of young graduates into the grades of P.1 and P.2 accompanied by a deliberate plan to undertake their training and advancement to higher posts within the ECA secretariat.
- (vii) The Committee accepted the view that it would be unwise to establish as an objective the staffing of the regional commissions exclusively by nationals of the countries of the region. This may be difficult to reconcile with the principle of universality of the United Nations. It felt, however, that it was not necessary to fix a 75 percent target for African membership of the secretariat but that the availability of qualified Africans should help determine a realistic staffing pattern which could exceed that target. It considered it most important that the principle of the interchange of staff between the several regional commissions as well as between the Commission and Headquarters should be seen to work in practice. In other words, the Committee would like to see Africans at work in the secretariats of the other regional commissions and in other United Nations offices outside Africa. It agreed with the view that there was a positive long-run advantage in such an arrangement.

Equitable distribution of staff on the basis of sub-regions and working languages

- (viii) The Committee would add to these procedures a process of consultation to be initiated in the sub-regions through the ECA sub-regional offices along the same lines as (a) to (f) above.
- (ix) The Committee saw definite advantage in having staff members, with intimate knowledge of conditions in a particular sub-region, employed on the staff of such sub-regional offices. It felt that as far as possible staff of ECA sub-regional offices should be drawn from nationals of States comprising that particular sub-region, bearing in mind the advisability of possible interchange of staff among the sub-regions.
- (x) The Committee felt very strongly that the equitable distribution of staff should not be seen only in terms of numbers but also in relation to the levels of posts, so that account could be taken of responsible and decision-making positions along the lines of geographic and linguistic groupings.

4. Progress of Recruitment since 1 April 1967

In accordance with the recommendations made by the Committee at its first meeting, recruitment efforts have been intensified. A total of 29 African candidates have been recruited since the 8th Session, 14 of whom are French-speaking and 15 are English-speaking. The number of non-African candidates recruited within the same period is 12, or 29.27 per cent of the total number of candidates recruited. It is evident from these figures that substantial progress has been made towards the objective of increased participation of staff from African countries in the Secretariat. It will also be noted that some success has been achieved in arriving at parity between the number of French-speaking candidates recruited and those from English-speaking countries. The proportion of staff from African countries has risen from 52.6 percent as of 31 March 1967 to 62.39 per cent as of 15 December 1968, representing an increase of 9.79 percent. This figure would have been higher had it not been for the separations from the

ECA secretariat. There were 27 (12 Africans and 15 non-Africans) such cases during the period under review.

5. The list of current vacant posts together with the job descriptions is attached. In making the information available to Member States, the Office of Personnel would like to appeal once again to Governments' assistance in locating suitable candidates for consideration, if its recruitment programme is to be completed. Responses to the circular of vacancies and other communications have in fact become invaluable sources of candidates for service in the secretariat. The degree to which this sources is utilized for selection of staff to be assigned to any particular office or activity naturally depends on the number and quality of the candidates coming forward. It is in this respect that the co-operation of Member States can greatly influence the rate at which the staffing objective for the Commission is achieved.

TABLE I

ECONOMIC COMMISSION FOR AFRICA

PROFESSIONAL STAFF STRENGTH

(1969)

I: MANNING TABLE

	<u>Authorized</u>	<u>On Board</u>	<u>Vacancies</u>
Professional	143	120	23*

\* 6 posts are temporarily encumbered

# # #

II. DISTRIBUTION OF STAFF (excluding 11 Language Staff Members)

<u>Grade</u>	<u>Africans</u>	<u>Non-Africans</u>
A-S-G	1	-
D-2	1	-
D-1	1	4
P-5	9	5
P-4	9	17
P-3	24	11
P-2/1	23	4
	68	41

# # #

TABLE II

STAFF RECRUITED AFTER THE 8TH SESSION

LEVEL	A F R I C A N S		NON AFRICANS	TOTAL
	French-speaking	English-speaking		
A-S-G	-	-	-	-
D-2	1	-	-	1
D-1	-	-	1	1
P-5	1	2	2	5
P-4	1	3	3	7
P-3	7	5	4	16
P-2/1	4	5	2	11
	<u>14</u>	<u>15</u>	<u>12</u>	<u>41</u>

# # #

TABLE III  
DISTRIBUTION OF STAFF RECRUITED AFTER 8TH SESSION  
BY NATIONALITY

Country	D-2	D-1	P-5	P-4	P-3	P-2/1	Total
Congo (Brazza.)	-	-	-	-	1	-	1
Dahomey	-	-	-	1	2	2	5
Ethiopia	-	-	-	-	-	1	1
French Somalia	-	-	-	-	-	1	1
Ghana	-	-	-	-	-	1	1
Kenya	-	-	-	1	-	1	2
Madagascar	1	-	-	-	1	-	2
Morocco	-	-	-	-	1	-	1
Nigeria	-	-	2	1	1	-	4
Rhodesia	-	-	-	-	-	1	1
Senegal	-	-	1	-	1	-	2
Somalia	-	-	-	-	1	-	1
Sudan	-	-	-	-	1	-	1
Togo	-	-	-	-	1	-	1
Tanzania	-	-	-	-	1	1	2
Tunisia	-	-	-	-	-	1	-
Uganda	-	-	-	1	1	-	2
	1	-	3	4	12	9	29

TABLE IV

AFRICAN STAFF MEMBERS WITH ECAAS OF 15 DECEMBER 1968

NATIONALITY	ASG	D-2	D-1	P-5	P-4	P-3	P/2-1	Total
Algeria	-	-	1	-	-	-	-	1
Congo (Brazza.)	-	-	-	-	-	1	-	1
Congo (Kinshasa)	-	-	-	-	-	-	3	3
Dahomey	-	-	-	-	1	2	3	6
Ethiopia	-	-	-	-	-	5	5	10
Ghana	1	-	-	3	1	1	2	8*
Kenya	-	-	-	-	1	2	1	4
Madagascar	-	1	-	-	-	1	-	2
Malawi	-	-	-	-	-	-	1	1
Mali	-	-	-	1	-	-	-	1
Morocco	-	-	-	-	-	1	-	1+1
Nigeria	-	-	-	2	2	1	-	5
Rhodesia	-	-	-	-	-	-	2	2
Senegal	-	-	-	1	-	1	3	5
Sierra Leone	-	-	-	1	-	-	-	1
Somalia	-	-	-	-	-	1	1	2
South Africa	-	-	-	1	-	-	0	1
Sudan	-	-	-	-	2	3	-	5
Tanzania	-	-	-	-	-	1	1	2
Togo	-	-	-	-	-	2	-	2
Tunisia	-	-	-	-	-	1	1	2
U.A.R.	-	-	-	-	1	-	-	1
Uganda	-	-	-	-	1	1	-	2
TOTAL	1	1	1	9	9	24	23	68

\* Excluding one Translator.

TABLE V

NON-AFRICAN STAFF MEMBERS WITH ECAAS OF 15 DECEMBER 1968

	D-1	P-5	P-4	P-3	P-2/1	TOTAL
I. <u>From Asia and the Far East</u>						
Ceylon	1	-	-	-	-	1
China	-	-	-	1	-	1
India	1	1	2	-	1	5
Nepal	-	-	1	-	-	1
Thailand	-	-	-	-	1	1
	2	1	3	1	2	9
II. <u>Europe (Eastern)</u>						
Czechoslovakia	-	-	2	1	-	3
Poland	-	1	1	1	-	3
U.S.S.R.	-	-	2	3	-	5
Yugoslavia	-	-	1	-	-	1
	-	1	6	5	-	12
III. <u>Europe (Western)</u>						
Belgium	-	-	-	-	-	0*
France	1	1	2	-	-	4
Netherlands	-	-	-	1	1	2
United Kingdom	1	1	-	1	-	3 <sup>+</sup>
	2	2	2	2	1	9
IV. <u>Latin America</u>						
Mexico	-	-	-	-	1	1
	-	-	-	-	1	1
V. <u>Middle East</u>						
Syria	-	-	2	-	-	2
Yemen	-	-	-	1	-	1
	-	-	2	1	-	3

TABLE V (cont'd)

	D-1	P-5	P-4	P-3	P-2/1	TOTAL
VI. <u>North America</u>						
Canada	-	-	1	-	-	1 <sup>++</sup>
Jamaica	-	-	1	-	-	1
U.S.A.	-	1	2	2	-	5
	-	1	4	2	-	7
GRAND TOTAL	4	5	17	11	4	41

\* Plus one translator.

\*\* Plus 7 translators.

+ Plus one translator.

++ Plus one translator.

# # #

TABLE VI

CURRENT VACANCIES

<u>Level</u>	<u>No. of Posts</u>	<u>Recruitment Status</u>
D-2	1	-
D-1	1	French-speaking African candidate being sought.
P-5	4	Suitable candidates have yet to be located.
P-4	1	A suitable candidate is being sought.
P-3	5	All five posts will be filled within the first quarter of 1969.
P-2/I	7	All posts will be encumbered within the first quarter of 1969.

Professional Staff on Sub-regional basisas of December 1968E A S T

<u>Country</u>	<u>ECA</u>	<u>UN</u>	<u>Desirable Range</u>
Ethiopia	10	14	2-6
Kenya	4	6	2-6
Malawi	1	1	2-6
Zambia	-	3	2-6
Tanzania	2	9	2-6
Madagascar	2	4	2-6
Mauritius	-	2	2-6
Somalia	2	4	2-6
Uganda	2	6	2-6
Rwanda	-	-	2-6
Burundi	-	1	2-6
Botswana	-	-	2-6
Lesotho	-	-	2-6
Total	23	50	26-78

WEST

<u>Country</u>	<u>ECA</u>	<u>UN</u>	<u>Desirable Range</u>
Dahomey	6	9	2-6
Ghana	8	14	2-7
Mali	1	2	2-6
Nigeria	5	15	3-8
Senegal	5	9	2-6
Sierra Leone	1	6	2-6
Togo	2	6	2-6
Mauritania	-	1	2-6
Niger	-	1	2-6
Upper Volta	-	2	2-6
Ivory Coast	-	-	2-6
Guinea	-	1	2-6
Gambia	-	1	2-6
Liberia	-	3	2-6
<u>Total</u>	<u>28</u>	<u>70</u>	<u>29-87</u>

C E N T R A L

<u>Country</u>	<u>ECA</u>	<u>UN</u>	<u>Desirable Range</u>
Cameroun	-	4	2-6
Congo (Brazzaville)	1	3	2-6
Congo (Kinshasa)	3	7	2-7
Gabon	-	1	2-6
Chad	-	-	2-6
Chad	-	-	2-6
Central African Republic	-	-	2-6
Total	4	15	12-37

N O R T H

<u>Country</u>	<u>ECA</u>	<u>UN</u>	<u>Desirable Range</u>
Algeria	1	6	3-7
Morocco	1	7	3-7
Libya	-	2	2-6
UAR	1	25	5-8
Tunisia	2	8	2-6
Sudan	5	8	2-7
Total	10	56	17-41

TABLE I

Staff in professional and higher level posts subject to  
geographical distribution as of 31 August 1968

(By nationality and level)  
in UN

Nationality	Number of staff 31/8/67	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Number of staff 31/8/68	Desir- able range
AFRICA												
Algeria	5				1				3	2	6	3 - 7
Botswana	-										-	2 - 6
Burundi	1									1	1	2 - 6
Cameroon	2						1	2		1	4	2 - 6
Central African Republic	1										-	2 - 6
Chad	-										-	2 - 6
Congo (Brazzaville)	2							1	1		3	2 - 6
Congo (Democratic Republic of)	6								6		7	2 - 7
Dahomey	5							3	5		9	2 - 6
Ethiopia	17						1	9	3		14	2 - 6
Gabon	1								1		1	2 - 6
Gambia	1										1	2 - 6
Ghana	15		1			4	2	2	5		14	2 - 7
Guinea	1								1		1	2 - 6
Ivory Coast	-										-	2 - 6
Kenya	5						1	2	1		6	2 - 6
Lesotho	-										-	2 - 6
Liberia	2							1			3	2 - 6
Libya	-							1			2	2 - 6
Madagascar	2			1				1	1		4	2 - 6

Nationality	Number of staff 31/8/67	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Number of staff 31/8/68	Desirable range
AFRICA (Cont'd)	1											
Malawi	1								1		1	2 - 6
Mali	2					2					2	2 - 6
Mauritania	1						1				1	2 - 6
Mauritius	-									2	2	2 - 6
Morocco	7						1	2	3	1	7	3 - 7
Niger	1	1									1	2 - 6
Nigeria	14					2	4	3	4	2	15	3 - 8
Rwanda	-										-	2 - 6
Senegal	5					1	1	3	4		9	2 - 6
Sierra Leone	6					2		1	2	1	6	2 - 6
Somalia	3							2	1	1	4	2 - 6
South Africa	13				2	5	2	1			10	10 - 12
Sudan	6						2	3	2	1	8	2 - 7
Togo	5							5	1		6	2 - 6
Tunisia	6						1	2	4	1	8	2 - 6
Uganda	5			1	1			2	1	1	6	2 - 6
United Arab Republic	27	1			4	7	7	4	2		24	5 - 8
United Republic of Tanzania	8				1			1	4	3	9	2 - 6
Upper Volta	2					1	1				2	2 - 6
Zambia	1								1	2	3	2 - 6
							Population reserve					11 - 11
Sub-Total	179	2	1	2	9	24	25	51	57	30	201	105 - 266

TABLE II

Appointments to posts subject to geographical distribution  
(By nationality and level)

(1 September 1967 - 31 August 1968)

AFRICA	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total
Algeria									1	1
Cameroon						19			1	2
Congo (Brazzaville)							1		1	2
Congo, Democratic Republic of								1		1
Dahomey							1	1	1	3
Gambia									1	1
Kenya									1	1
Libya							1		1	2
Madagascar			1				1			2
Mauritania						1				1
Mauritius									2	2
Morocco						1	1			2
Senegal					1		3			4
Somalia								1		1
Sudan							2		2	4
Togo							1			1
Tunisia							1		1	2
Uganda							1		1	2
United Republic of Tanzania								1		1
Zambia								1	1	2
Sub-total			1		1	5	13	5	15	40

TABLE III

Staff changes in posts subject to geographical distributionStaff changes in posts subject to geographical distribution

(By nationality and type)

AFRICA	Number of staff 31/8/67	Appointments		Separations c/	Adjustments d/	Number of staff 31/8/68	Special category e/
		Career	Non-career				
1. Algeria	5	1	-	-	-	6	-
2. Botswana	-	-	-	-	-	-	-
3. Burundi	1	-	-	-	-	1	-
4. Cameroon	2	-	2	-	-	4	-
5. Central African Republic	1	-	-	-1	-	3	-
6. Chad	-	-	-	-	-	-	-
7. Congo (Brazzaville)	2	-	2	-1	-	3	-
8. Congo, Democratic Republic of	6	1	-	-	-	7	-
9. Dahomey	5	-	3	-	-1	9	-
10. Ethiopia	17	-	-	-3	-	14	-
11. Gabon	1	-	-	-	-	1	-
12. Gambia	1	-	1	-1	-	1	-
13. Ghana	15	-	-	-2	-1	14	-
14. Guinea	1	-	-	-	-	1	-
15. Ivory Coast	-	-	-	-	-	-	-
16. Kenya	5	1	-	-	-	6	-
17. Lesotho	-	-	-	-	-	-	-
18. Liberia	2	-	1	-	-	3	-
19. Libya	-	1	1	-	-	2	-
20. Madagascar	2	-	2	-	-	4	-
21. Malawi	1	-	-	-	-	1	-
22. Mali	2	-	-	-	-	2	-
23. Mauritania	1	-	1	-1	-	1	-
24. Mauritius	-	-	2	-	-	2	-
25. Morocco	7	-	2	-2	-	7	-
26. Niger	1	-	-	-	-	1	-
27. Nigeria	14	-	2	-1	1	15	-
28. Rwanda	-	-	-	-	-	-	-
29. Senegal	5	-	4	-	-	9	-
30. Sierra Leone	6	-	-	-	-	6	-
31. Somalia	3	-	1	-	-	4	-
32. South Africa	13	-	-	-3	-	10	-
33. Sudan	6	1	3	-1	-1	8	-
34. Togo	5	-	1	-	-	6	-
35. Tunisia	6	2	-	-	-	8	-
36. Uganda	5	-	2	-1	-	6	-
37. United Arab Republic	27	-	-	-2	-	25	-
38. United Republic of Tanzania	8	1	-	-	-	9	-
39. Upper Volta	2	-	-	-	-	2	-
40. Zambia	1	1	1	-	-	3	-
Sub-total	179	9	31	-19	-1	201	-

TABLE IV

Fixed-term staff in professional and higher level posts subject  
to geographical distribution  
(By nationality and level)  
(As of 31 August 1968)

AFRICA		ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total
Algeria									1	1
Burundi									1	1
Cameroon						1	1		1	3
Congo, (Brazzaville)							1	1		2
Congo, Democratic Republic of								2	1	3
Dahomey							3	4	1	8
Ethiopia						1	5	1		7
Gambia									1	1
Ghana		1			3		1	1		6
Guinea								1		1
Kenya						1			1	2
Liberia									2	2
Libya									1	1
Madagascar			1				1	1		3
Mali					1					1
Mauritania						1				1
Mauritius									2	2
Morocco						1	1	1	1	4
Niger	1									1
Nigeria					2	2	1	1	1	7
Senegal					1	1	3			5

AFRICA (continued)	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total
Sierra Leone					1			1		2
Somalia							2	1	1	4
Sudan						1	2			3
Togo							2	1		3
Tunisia						1		1		2
Uganda			1	1			2	1	1	6
United Arab Republic	1			3	2	4	3			13
United Republic of Tanzania				1			1			2
Upper Volta						1				1
Zambia									2	2
Sub-total	2	1	2	5	10	15	29	18	18	100

Speech for the Chairman, Committee on Staff Recruitment and Training

Your Excellencies and Gentlemen,

It gives me great pleasure to welcome you to this second meeting of the Committee on Staff Recruitment and Training. First of all, let me thank you for having spared yourselves from the busy schedules you handle in your Governments in order to attend this meeting on the important question of staffing the Secretariat to the satisfaction of Member States and in the best interest of the Commission.

As you will recall, the first meeting of this Committee was held in Lagos in May 1967. We had hoped to hold the second meeting in October 1968 but, owing to lack of favourable response from some Member States represented on this Committee, the meeting had to be postponed. We have now assembled again to review the progress made in matters of recruitment and training since the last meeting, so that suitable recommendations may be made to ECA in regard to improvement of recruitment methods.

Turning to the business on the agenda, I do hope that you have all had time to study the papers circulated by the ECA Secretariat and that we shall be able to make useful contributions during this meeting in fulfilment of the task given to us by the ECA Eighth Session. Before we start going through the agenda, I would like to make a few comments on Item 4, namely, "Recruitment efforts since the first meeting of the Committee in Lagos in May 1967". From the figures supplied by the Secretariat you will have noted that recruitment efforts since our last meeting have had considerable success, not only in the filling of vacant posts but also in the achievement of a balance as between French-speaking and English-speaking Africans recruited. So far 62.39 per cent Africanization has been achieved and more efforts will be required before the 75 per cent target for African membership can be achieved. Nevertheless, we should commend the Secretariat for its efforts in implementing the Commission's Resolution 184 (VIII) on the Equitable Distribution and Africanization of posts in ECA.

Quite a lot has already been done by the Secretariat to implement the Commission's Resolution 184 (VIII); 14 French-speaking and 15 English-speaking Africans have joined ECA Secretariat since the Eighth Session. It remains to be seen, however, whether Member States will be willing to release some of their qualified and experienced personnel for appointment with ECA so as to speed up the Africanization target.

We are all aware of the manpower problems in Africa today and, while we should not be complacent with the present achievement, we ought to realize that recruitment and training programmes are bound to take time. One of the reasons why we are here today is to suggest ways and means of overcoming, or at least minimizing these problems. You will have noticed, for instance, that some Member States are still under-represented or even un-represented at all in the United Nations system. This may, to a large extent, be attributed to shortage of manpower; however, some sacrifice on the part of the Member States has to be made to provide qualified and experienced personnel if ECA is to accomplish its programmes with a considerably increased number of African nationals.

I very much hope that our discussions will produce recommendations which may enable the Secretariat to speed up the implementation of the Commission's resolution in full. I am confident that with the co-operation of all Member States a great deal more can be achieved and our task would be accomplished in a relatively short time. It is in this spirit that I would like to appeal to Member States to make available qualified and experienced personnel who may be selected by the United Nations for appointment to responsible and policy-making posts.

Once again I wish to express my thanks to you for having spared yourselves to attend this meeting and to thank the Secretary-General and the Executive Secretary for the interest they have shown in this matter and for the part they have played in implementing the Commission's Resolution.

Thank you.