

UNITED NATIONS DEVELOPMENT PROGRAMME



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P O L I C Y

OTHER FUNDS AND PROGRAMMES

UNITED NATIONS FUND FOR POPULATION ACTIVITIES

Report of the Executive Director on his review of the headquarters and field staffing pattern and manpower requirements of UNFPA

Summary

At its twenty-ninth session in June 1982, the Governing Council in decision 82/20, II, paragraph 5, took note of the Executive Director's intention to submit a report on his review of the headquarters and field staffing pattern and manpower requirements of UNFPA. In his report, the Executive Director recommends that the Governing Council approve the principle of moving progressively towards the inclusion of the UNFPA Deputy Representatives and their local core staff into the regular manning table.

1. At its twenty-ninth session in June 1982, the Governing Council in decision 82/20, II, paragraph 5, took note of the Executive Director's intention to submit a report on his review of the headquarters and field staffing pattern and manpower requirements of UNFPA. The review was to be based, as outlined in decisions 81/7, I, paragraph 2 and 82/20, I, paragraph 2, on the assumption of an annual constant increase of 10 per cent in UNFPA's financial resources for the period 1982-1985. The difficult situation of the world economy has led to the careful re-examination of our resource projections; and it is now considered that UNFPA's resources will probably show only a modest increase in the intermediate future.

2. The Executive Director has given full consideration to the report of the Advisory Committee on Administrative and Budgetary Questions (ACABQ), and to the comments made by the members of the Governing Council's Budgetary and Finance Committee as outlined in its report (DP/1982/95), indicating that the Executive Director should exercise the utmost restraint in his future budget submissions. On this basis he has decided that his review of the headquarters and field staffing pattern and manpower requirements of UNFPA should focus on how best to enhance UNFPA's operational efficiency and economy within the limits of UNFPA's present human resources at headquarters and in the field.

3. The headquarters staffing pattern from the year 1972 through 1983 is given in Table 1, which shows the number of staff by grade during this 12-year period.

Table 1

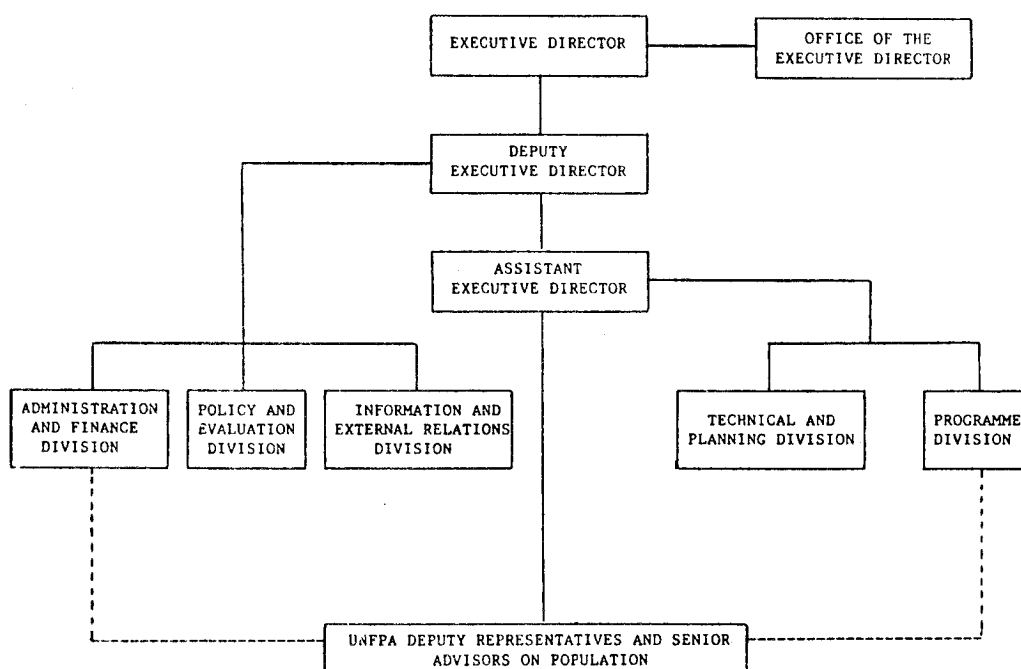
HEADQUARTERS STAFFING PATTERN: 1972 - 1983

Y E A R	72	73	74	75	76	77	78	79	80	81	82	83
USG		1	1	1	1	1	1	1	1	1	1	1
ASG	1					1	1	1	1	1	2	2
D-2	1	1	2	2	2	2	2	2	2	2	2	2
D-1	2	3	4	4	6	5	5	6	8	10	9	10
P-5	9	9	9	11	10	12	13	13	11	9	13	14
P-4	12	13	16	17	18	17	19	20	22	23	19	17
P-3	5	6	5	5	10	14	17	18	19	19	19	19
P-1/2	12	12	12	14	14	10	9	12	14	18	18	18
TOTAL P's	42	45	49	55	61	62	67	73	78	83	83	83
G-5	2	3	3	4	4	9	12	19	25	25	25	25
OTHER LEVELS	43	45	49	52	56	50	51	51	54	58	58	58
TOTAL G's	45	48	52	56	60	59	63	70	79	83	83	83
GRAND TOTAL	87	93	101	111	121	121	130	143	157	166	166	166

4. In the opinion of the Executive Director, the present organizational and functional arrangements (see figure below) serve adequately to facilitate the decision-making process and the efficient flow of work, including the necessary arrangements for inter-agency and inter-governmental co-ordination. While the organizational structure is adequate for present purposes, an effort should be continued to update the office automation system to a level comparable to that of other United Nations organizations.

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ORGANIZATIONAL CHART



5. In regard to the UNFPA Deputy Representative and Senior Advisors on Population (Deputy Representatives) formerly called UNFPA Field Coordinators, stationed in the field, the review recommends a change in their contractual status take place from the present project arrangement under the United Nations 200 Series appointment, which offers only a maximum of two years fixed-term contract at one time, to the regular 100 Series career contract normally offered to headquarters staff. The review also recommends that the budgets of UNFPA Deputy Representatives should be integrated into the regular administrative and programme support services budget. During the early phase of UNFPA programme operations, the project arrangement for Deputy Representatives offered the flexibility necessary to management. UNFPA has now become an established entity within the United Nations system and the largest multilateral funding organization in the population field. In 1982, UNFPA delivered total resources of \$133.8 million and supported more than 1,600 projects covering most of the developing countries and territories, thus the UNFPA Deputy Representatives and their staff have become an essential and integral part of the Fund's world-wide operations (details, see Table 2).

Table 2

UNFPA DEPUTY REPRESENTATIVES STAFFING PATTERN: 1972-1982

Y E A R	72	73	74	75	76	77	78	79	80	81	82
AFRICA	2	4	6	6	4	5	8	8	11	12	11
ASIA	7	9	13	13	11	12	13	14	15	15	13
LATIN AMERICA	2	4	5	5	6	4	4	5	7	6	4
MIDDLE EAST	1	2	4	4	4	4	4	5	7	6	5
T O T A L	12	19	28	28	25	25	29	40	40	39	33

Table 3
DISTRIBUTION OF UNFPA DEPUTY REPRESENTATIVES
AND FIELD SUPPORT STAFF IN 1982

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COUNTRY	DR	NPA	NAF	NSC	OTH	TOTAL	DR OFFICE BUDGET	PRIORITY COUNTRIES
AFRICA								
Cameroon(3) U.R.of	1	1	2		2	6	97,081	1
Ethiopia	1	1		1	1	4	114,600	1
Kenya(1)	1	3		1	1	6	147,740	2
Madagascar(2)	1		1	2	3	7	144,350	2
Mozambique(3)	1	1		1	1	4	122,415	3
Nigeria	1	1	1	2	1	6	120,381	-
Senegal(6)	1	1	1	1	1	5	200,857	5
Tanzania(1)U.R.of	1			1	1	3	66,891	2
Upper Volta(1)	1			1	2	4	103,020	2
Zaire	1	1		1	1	4	125,340	1
Zambia	1	1		1	2	5	106,842	1
Sub-Total	11	10	5	12	16	54	1,349,517	20
ASIA AND THE PACIFIC								
Bangladesh	1	2	3	3	10	19	138,060	1
China	1	1	1	1	2	6	84,000	1
Fiji(7)	1	1	1	1	2	6	143,260	-
India(1)	1	1	1	2	2	7	148,630	2
Indonesia	1	1	1	2	2	7	140,161	1
Malaysia(2)	1	1	1	1	2	6	143,203	1
Nepal	1	1	2	2	5	11	135,976	1
Pakistan	1	1	1	2	4	9	164,576	1
Philippines(1)	1	2	1	1	1	6	135,670	-
Samoa(4)	1		1	1	1	4	72,377	1
Sri Lanka(1)	1	2		1	1	5	110,900	2
Thailand(2)	1	1	2	4	2	10	198,215	1
Viet Nam	1			1	2	4	110,626	-
Sub-Total	13	14	15	22	36	100	1,725,654	12
LATIN AMERICA AND THE CARIBBEAN								
Ecuador	1	1		1	1	4	138,650	-
Jamaica(5)	1	2		1	1	5	171,300	2
Mexico(6)	1	2		2	1	6	214,504	-
Peru(1)	1	1		1	1	4	126,800	-
Sub-Total	4	6		5	4	19	651,254	2
MIDDLE EAST & MEDIT.								
Egypt(1)	1		2	1	2	6	125,930	1
Morocco	1	1	1	1	1	5	171,790	-
Syrian Arab Rep.	1	1		1	1	4	155,300	-
Tunisia(2)	1	1	1	1	1	5	151,575	-
Turkey(1)	1	1	1	1	2	6	140,874	-
Sub-Total	5	4	5	5	7	26	745,469	1
GRAND TOTAL	33	34	25	44	63	199	4,471,894	35

DR : Deputy Representative
NPA : National Programme Officer or Assistant
NAF : National Adm. & Fin. Assistant
NSC : Secretary
OTH : Others

Note: The number in () indicates the number of additional countries covered by the Deputy Representative.

6. The review reveals a number of disadvantages to the present project arrangement. Firstly, it inhibits the rotation of staff between headquarters and the field, and secondly, it impedes the development of a career plan for the UNFPA Deputy Representatives and their local core staff. It also has tended to have an adverse effect on the morale of the field staff. For our long-term work in the developing countries, integration of the UNFPA field personnel with headquarters personnel at this time is important, not only to strengthen the Fund's efforts in its field operations, but also to maintain accountability of UNFPA supported programmes and projects.

7. The Executive Director recommends, therefore, that the Governing Council approve the principle of moving progressively towards the inclusion of the UNFPA Deputy Representatives and their local core staff into the regular manning table.

8. Upon approval by the Governing Council of the aforementioned proposal, the Executive Director would submit to the Governing Council at its thirty-first session, through the Advisory Committee on Administrative and Budgetary Questions, a plan for its phased implementation.

RECOMMENDATION

9. The Executive Director recommends that the Governing Council:

(a) Approve the principle of moving progressively towards the inclusion of the UNFPA Deputy Representatives and their local core staff into the regular manning table; and

(b) Request the Executive Director to submit to the Governing Council, at its thirty-first session, through the Advisory Committee on Administrative and Budgetary Questions, a plan for its phased implementation.

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