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P O L I C Y

UNITED NATIONS FUND FOR POPULATION ACTIVITIES

Report of the Executive Director on the inclusion
of UNFPA Deputy Representatives and other field and
headquarters posts into the regular manning table
and on the basic manpower requirements of UNFPA

Summary

At its thirtieth session, in June 1983, the Governing Council, while taking note of the report of the Executive Director on his review of the staffing pattern and manpower requirements of UNFPA (DP/1983/25), requested him to submit to the Council at its thirty-first session a comprehensive report in order to enable the Council to discuss in depth the advantages and disadvantages of the phased inclusion of the UNFPA Deputy Representatives and limited core staff into the regular UNFPA manning table, with a view to initiating and encouraging rotation between headquarters and field Professional personnel (decision 83/17 III, para. 5). At its thirty-first session, having considered the report of the Executive Director on the inclusion of UNFPA Deputy Representatives and limited core staff into the regular manning table (DP/1984/38 and Corr.1), the Council noted the intention of the Executive Director to prepare a detailed implementation plan and revised manning table to be included in a document on basic UNFPA manpower requirements for consideration by the Council at its thirty-second session (decision 84/21 IV, para. 3). This report on the basic manpower requirements of UNFPA contains the Executive Director's implementation plan and the revised manning table.

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INTRODUCTION

1. At the thirty-first session of the Governing Council in June 1984, the Executive Director presented his response, contained in document DP/1984/38 and Corrigendum 1, to the Council's request at its thirtieth session in June 1983 for "a comprehensive report in order to enable the Council to discuss in-depth the advantages and disadvantages of the phased inclusion of the UNFPA Deputy Representatives and limited core staff into the regular manning table with a view to initiating and encouraging rotation between headquarters and field professional staff" (decision 83/17 III, para. 5).

2. The report of the Executive Director did not attempt to provide a detailed implementation plan for the integration of the field and headquarters professional staff into the regular administrative budget or manning table of the Fund. Rather, in order to facilitate the task of the Governing Council in considering the advantages and disadvantages of the proposed integration, it dealt primarily with the basic issues and principles involved. In his report, the Executive Director stressed the changes which had taken place in the nature of the Fund's field operations, the importance of equitable treatment of staff, the need for managerial flexibility and the advantages of enhanced opportunities for career development through greater rotation of staff between field and headquarters. He concluded that approval by the Governing Council of the principle recommended in the report would place UNFPA staff in the field on an equal footing with their colleagues at headquarters and their counterparts in UNDP field offices with whom they are closely associated on a daily basis. He also pointed out that no additional costs would be involved in the proposed integration.

3. Following consideration of the report by the Budgetary and Finance Committee of the Council and the comments thereon expressed by the Advisory Committee on Administrative and Budgetary Questions (ACABQ) (DP/1984/40), the Council at its thirty-first session in decision 84/21 VI, inter alia,

(a) Requested the Executive Director in preparing the biennial budget of the Fund for 1986-1987 to include all international and local staff in headquarters and in field offices, without prejudice to a final decision by the Council at its thirty-second session on the appropriate format;

(b) Decided that the Council, when considering the biennial budget of the Fund for 1986-1987, should also consider whether and to what extent field posts should be established on a permanent or temporary basis and the criteria which should be applied in determining those Deputy Representative and Senior Advisor on Population (DRSAP) posts to be proposed for inclusion in the regular manning table, taking into account the recommendations of ACABQ thereon; and

(c) Noted the intention of the Executive Director to prepare a detailed implementation plan and revised manning table to be included in the document which he has been requested to prepare on UNFPA's basic manpower requirements for consideration by the Council at its thirty-second session.

4. The information which the Executive Director has been asked to furnish in paragraph 3(a) above is provided in the budget submission for the biennium 1986-1987 (DP/1985/39) which is before the Council at the current session. This present report, after reviewing briefly in part I UNFPA's present position and future prospects, will outline in part II the considerations which require the fuller integration of field and headquarters staff into a combined manning table, financed by the regular administrative budget. The Executive Director will also, in compliance with paragraph 3(b) above, set forth the facts which will, it is hoped, enable the Council to determine "to what extent field posts should be established on a permanent or temporary basis, and the criteria which should be applied in determining those Deputy Representative and Senior Advisor on Population (DRSAP) posts to be proposed for inclusion in the regular manning table".

5. Finally, in part III of this report, the Executive Director will outline his views in general terms as to UNFPA's basic manpower requirements for future years, to the extent that they can be foreseen at the present time. In so doing he will focus his attention primarily on the intermediate period 1986-1989, i.e., the next two bienniums. Within this broad framework, the report will provide information as to the present staffing pattern of UNFPA, both at headquarters and in the field, and will demonstrate the need to strengthen the manpower resources available to UNFPA through the regular administrative budget. This strengthening is essential if the Fund is to respond to the challenges posed by the recommendations of the 1984 International Conference on Population, particularly recommendation 83 in which the Conference urged that UNFPA, in view of the leading role it plays in population matters, should be "strengthened further so as to ensure the most effective delivery of population assistance taking into account the growing needs in the field".

I. UNFPA: PRESENT POSITION AND FUTURE PROSPECTS

6. The 1974 World Population Conference, coming as it did five years after UNFPA became operational, provided the catalyst which guided the fledgling Fund on the first full decade of its existence. The World Population Plan of Action (WPPA) which emerged from that Conference has provided the main impetus to inspire and animate the Fund's activities, which witnessed remarkably rapid growth in the early years, and the maturing of a meaningful, comprehensive programme which as of 31 December 1984 was assisting 134 countries and Territories.

7. In the decade that followed the Bucharest Conference much was accomplished. Governments throughout the world are now concerning themselves with population matters to an extent never before experienced. Direct international population assistance has greatly expanded. Many of the plans and initiatives envisaged by WPPA are now well on their way to being realized. Action programmes in fields such as family planning, maternal and child health, population education and community participation are now beginning to show results in the form of improved child spacing, declining fertility rates, later marriages, smaller families, and the advancement of women, with a consequent slowing down, though not yet a flattening out, of the world's population growth rate.

8. In a report to the Council at its twenty-eighth session in June 1981, entitled "The future role of UNFPA: UNFPA in the 1980s" (DP/530), the Executive Director outlined the principal goals for the decade ahead, whose mid-point has now been reached. These goals have not undergone any fundamental change; their validity has, in general terms, been reaffirmed by the decisions of the 1984 International Conference on Population, held in Mexico City, which, while endorsing the principles and objectives set out in WPPA, clarified in a number of specific areas the rationale for international population assistance, particularly through UNFPA, and provided added emphasis to several areas of emerging concern.

9. In its efforts to realize these objectives, UNFPA has funded programmes totalling approximately \$1.2 billion in the period from its inception to the end of 1984. It has built up a core staff of moderate proportions at headquarters, supplemented by additional staff required to meet the expanding needs of the programme in special areas and to provide support to expanded activities in the field. It has provided increasing amounts of assistance to a steadily growing number of recipient countries as resources provided by donor Governments have made this possible. It has recognized that, to achieve success, its greatest effort and emphasis must be directed to the field, and with this in mind has built up a field staff to work in close association with the offices of UNDP/UNFPA Representatives. This staff includes 33 DRSAPs and supplementary support staff located in 71 of the 134 countries and Territories receiving UNFPA assistance as of 31 December 1984. Projects financed from resources provided by UNFPA have averaged 1,777 in number over each of the last four years (1980-1983); in the most recent year - 1984 - UNFPA has provided technical assistance in support of 2,180 projects in 134 countries and territories.

10. By most measurements of growth and development UNFPA's progress, during its first 15 years, can be regarded as reasonably solid and encouraging. But if progress is to be maintained in the years ahead a renewed and intensified effort is required. In actual fact, the rate of increase of international financial resources has slackened considerably in recent years. The reasons for this are well known. Financial support for the work of multilateral organizations generally has been adversely affected by the state of the world economy, together with unfavourable currency exchange rate fluctuations. As a result, UNFPA's resources have increased only marginally, if at all, during the period 1980-1984. It is, therefore, imperative that existing resources be used to the fullest and additional ones be mobilized in order to maintain the momentum achieved in earlier years and to meet the challenges laid down by the 1984 International Conference on Population.

11. With more limited financial growth in recent years, the Executive Director was under some pressure not to request any new posts resulting in long-term staff for the regular budget and has not added any staff to the regular budget since 1981. Concerning the field, he has, in fact, reduced the number of DRSAPs from 42 to 33 since 1981. The entire field operation has become an indispensable part of UNFPA's continuing operations and has continued to be financed, on a project-funded basis, rather than as part of the regular administrative budget. This is not a satisfactory arrangement

from either a managerial or a staff point of view. The Executive Director considers that the present review of basic manpower requirements provides a suitable opportunity to rectify this situation, not only for DRSAFs (as proposed in DP/1984/38) but also for all continuing staff both in the field and at headquarters.

12. Such a review and reassessment of manpower needs is rendered even more timely by the encouraging consensus that emerged at the conclusion of the deliberations of the International Conference on Population, with representatives of 146 States in attendance. The Conference adopted by consensus the Mexico City Declaration on Population and Development and 88 recommendations for the further implementation of the World Population Plan of Action, many of which have major significance for the work programme of UNFPA in the coming years.

13. The Executive Director has already undertaken a preliminary review of the recommendations of the Conference and their implications for the Fund's future work. The results of this review are being submitted separately in document DP/1985/37 for the Council's consideration. No major changes in the aims and objectives of the Fund as set forth in Economic and Social Council resolution 1763 (LIV) or in the recommendations contained in WPPA are required as a result of the recommendations of the Mexico Conference. However, he believes that some refinement of the Fund's priorities and some elaboration and expansion of its activities in a number of areas of emerging concern highlighted by the Conference recommendations will be necessary and this will require greater attention to be given to the following substantive areas, besides the established core programme of assistance:

(a) Continued improvement of the overall efficiency of the delivery of population assistance by enhancing the effectiveness of support for the management of population programmes;

(b) Strengthening of service delivery systems in the fields of maternal and child health and family planning;

(c) Research into the formulation of strategies to influence both family size norms and the determinants of fertility;

(d) Activities aimed at promoting the full participation of women in population and development activities;

(e) Activities in the field of information, education and communication designed to support population and family planning programmes etc., and to stimulate public support for the implementation of national population policies and programmes;

(f) Strengthening of UNFPA's capacity to provide policy and programmatic advice on problems of migration, urbanization, and changing population structure;

(g) Operational research on the formulation, implementation and evaluation of population policies and programmes and on the application and use of such findings;

(h) Strengthening of the capacity to advise on policy-making processes in developing countries;

(i) Research, training, institutional support and technical advice on the interrelationships between population, resources, environment and development.

14. It is not yet possible, in the aftermath of the Mexico City Conference, to determine precisely what the role of UNFPA will be in the future in each of the above areas or what additional leadership functions, if any, it will be called upon in each of the above areas to assume. To elaborate this, the Secretary-General of the United Nations has been requested by the Conference to prepare a report for the consideration of the General Assembly not later than 1986 on the further strengthening of the Fund so as to ensure the more effective delivery of population assistance, taking into account the growing needs in the field (recommendation 83). Until these roles and functions, insofar as they affect the future of UNFPA, have been further delineated, the assessment contained in this present report of UNFPA's basic manpower requirements for future years can be only a partial one. Within these limitations, however, the Executive Director considers that it is possible to set forth, at least on an interim basis, the main directions which UNFPA's programme should take and the resulting human and material resources it will require if it is to achieve a satisfactory degree of further progress toward the attainment of its goals.

15. Insofar as UNFPA expects to provide greater emphasis to the programme areas highlighted in the deliberations of the Mexico Conference, it will be essential to strengthen UNFPA's capacity to assist Governments, through the field offices, in the implementation of UNFPA-supported programmes and to strengthen its capacity at headquarters to provide technical and managerial support to activities in these areas.

16. In working to this end, it is important to determine the priority areas of need for the deployment of staff resources in the years ahead. First priority in this regard should, in the Executive Director's opinion, be given to the field where there is an urgent need both to include the field service staff on the same basis as headquarters staff in the regular administrative budget and manning table and to restore the number of DRSAP offices to previously authorized levels. Part II of this report outlines the considerations which, in the Executive Director's judgement, require the full integration of all continuing field and headquarters staff, on grounds of equity, into the regular administrative budget and manning table. The final chapter (part III) includes the staffing proposals which the Executive Director makes for the restoration of the number of DRSAP offices to previously authorized levels and for certain changes affecting the headquarters establishment. In the proposals which the Executive Director makes in this regard, priority attention will be given to the Africa region

where the largest number of UNFPA priority countries are located. Additional DRSAP offices are also needed in the Middle East region and to a lesser extent in the Latin America and the Caribbean region.

II. INCLUSION OF FIELD POSTS IN REGULAR MANNING TABLE

17. The role of UNFPA at the country level has changed considerably in recent years. It has evolved from a basically financial source of population assistance into a multifaceted programme development service with a broader socio-economic dimension, working in full co-operation with all Governments, United Nations specialized agencies, programmes, trust funds and non-governmental organizations. This has resulted in increased and growing collaboration with Governments and other agencies on both a multilateral and a bilateral basis and has added greatly to the complexity of the task faced by DRSAPs who are the Fund's senior management staff in the field.

18. Initially UNFPA found it necessary to concentrate its efforts on laying the groundwork for population activities that were for the most part new to developing countries. This required attention to the basic conceptualization of population programmes and to the creation of awareness and establishment of policies and institutional capacities for placing population on an equal footing with other development priorities.

19. The Fund continues in this role in some of the recipient countries, particularly many of the least developed, and especially those in sub-Saharan Africa where the infrastructure requires further strengthening. In general, however, UNFPA is on the threshold of a second stage - a more operational stage - which places more managerial and qualitative demands on the Fund. National expectations have risen and recipient Governments have come to rely on the Fund to assist in the execution of their programmes in order to obtain results of superior quality and effectiveness. This different thrust requires that field offices adjust their usual co-ordinating and monitoring functions to a greater action-orientation, which provides prompt delivery of equipment, competent technical backstopping and not infrequently policy advice and development.

20. The field offices, supported by UNFPA headquarters, are now basically an extension to the field of the totality of services provided by UNFPA upon request to recipient countries, including programming, implementation, monitoring and co-ordination of co-operative undertakings among Governments, United Nations specialized agencies and non-governmental organizations. The volume of programmes is directly related to the resources contributed by Governments to UNFPA. A high quality of staff, conforming to the most exacting standards of efficiency, competence and integrity, is required in the field offices as well as at headquarters if the Fund is to function efficiently.

21. As reported by the Executive Director to the Council in 1984 in document DP/1984/38 and Corr. 1, it has not been the practice in past years to include any of the Fund's field staff in the regular manning table which is presented for the Council's consideration and approval in the budget for administrative

and programme support services. The historical background for this decision was explained in detail in document DP/1984/38. UNFPA's manpower requirements in the field have traditionally been financed through projects within the offices of the UNDP Resident Representatives who invariably serve also as UNFPA Representative in their respective duty stations. In countries where the Fund is devoting major resources to the support of population programmes, DRSAPs have been posted to provide special managerial assistance and day-to-day oversight of the Fund's activities, working always in close association with the office of the UNDP Resident Representative. This is the situation at the present time in 33 countries where, as previously reported, in DP/1984/38, DRSAPs, assisted principally by UNFPA local support staff, are responsible for the monitoring of UNFPA's programme of assistance to the country concerned. As of the end of 1984, the staffing pattern for these offices consisted of 33 DRSAPs, 9 internationally-recruited professional programme officers, and 190 locally recruited programme support staff (see table 1).

22. Since the Executive Director's report (DP/1984/38 and Corr. 1) was concerned essentially with the position of DRSAPs and the supporting staff in DRSAP offices, he did not endeavour to deal with the situation affecting UNFPA field staff located in 38 other countries where there are UNFPA programmes of considerable size and importance, but where no DRSAPs are located. The local UNFPA staff in these countries serves under the immediate direction of the UNDP Resident Representative (also the official UNFPA Representative in the country), who, without these supplementary personnel resources provided by UNFPA and financed from project funds, would lack the resources needed to meet adequately UNFPA's share of the combined workload of his office. The number of auxiliary support staff now being provided in these offices is currently 106, consisting of 9 internationally recruited Professional programme officers and 97 locally recruited programme support staff employed on a local, prevailing rate basis (see table 2). UNFPA programme allocations to the countries in which these staff members are serving amounted to \$21 million at the end of 1984.

23. The position of the UNFPA field staff, in the countries to which DRSAPs are posted and in the other countries where UNFPA staff works directly under the UNDP/UNFPA Resident Representative may, therefore, be summarized as follows:

33 DRSAPs recruited, except for four holding 100 Series contracts, under the 200 Series of Staff Rules and paid from project funds;

18 internationally recruited Professional programme and programme development officers whose status, apart from title and grade, is similar to that of DRSAPs;

287 locally recruited support staff, who continue to be financed under the 100 Series of Staff Rules which entitles them to consideration for permanent appointment (see para. 37).

Table 1
DISTRIBUTION OF UNFPA DEPUTY REPRESENTATIVES
AND FIELD SUPPORT STAFF IN 1984/1985

COUNTRY/REGION	International Staff			Local Staff					TOTAL
	DR	P.O.	SUB TOTAL	N.O.	NPA NAF	NSC	OTH	SUB TOTAL	
AFRICA									
Burkina Faso	1	-	1	-	1	1	2	4	5
Cameroon	1	-	1	-	2	1	2	5	6
Ethiopia	1	-	1	1	-	1	1	3	4
Kenya	1	-	1	1	1	1	1	4	5
Madagascar	1	-	1	-	1	2	3	6	7
Mozambique	1	-	1	1	1	3	3	8	9
Nigeria	1	-	1	1	1	2	1	5	6
Senegal	1	1	2	-	3	1	2	6	8
United Rep. of Tanzania	1	-	1	1	-	1	1	3	4
Zambia	1	-	1	-	1	1	1	3	4
Zimbabwe	1	-	1	-	1	1	1	3	4
Sub total	11	1	12	5	12	15	18	50	62
ASIA AND THE PACIFIC									
Bangladesh	1	1	2	2	4	5	11	22	24
China	1	2	3	(3*)	-	(4*)1	(3*)	(10*)1	4
Fiji	1	1	2	-	2	2	1	5	7
India	1	2	3	1	2	3	3	9	12
Indonesia	1	1	2	1	2	3	3	9	11
Malaysia	1	-	1	-	2	2	1	5	6
Nepal	1	-	1	2	2	4	7	15	16
Pakistan	1	1	2	1	2	4	5	12	14
Philippines	1	-	1	1	1	1	1	4	5
Sri Lanka	1	-	1	1	2	1	1	5	6
Thailand	1	-	1	-	2	4	2	8	9
Viet Nam	1	-	1	-	(1*)	1	(1*)	(2*)1	2
Sub total	12	8	20	9	21	31	35	96	116
LATIN AMERICA AND THE CARIBBEAN									
Ecuador	1	-	1	1	1	1	1	4	5
Jamaica	1	-	1	1	-	2	1	4	5
Mexico	1	-	1	-	1	2	1	4	5
Peru	1	-	1	-	1	1	1	3	4
Sub total	4	-	4	2	3	6	4	15	19
MIDDLE EAST AND MEDITERRANEAN									
Egypt	1	-	1	1	1	2	3	7	8
Morocco	1	-	1	2	1	2	1	6	7
Syrian Arab Rep.	1	-	1	1	-	1	3	5	6
Tunisia	1	-	1	-	2	1	1	4	5
Turkey	1	-	1	-	1	2	2	5	6
Yemen	1	-	1	-	-	1	1	2	3
Sub total	6	-	6	4	5	9	11	29	35
GRAND TOTAL	33	9	42	20	41	61	68	190	232

DR: Deputy Representative
IO: International Programme Officer
NO: National Programme Officer
NPA: National Programme Assistant
NAF: National Administrative or Finance Assistant
NSC: Secretarial and Clerical Staff
OTH: Other

(*) Staff under Government contracts. Not included in the total.

Table 2
 PROGRAMME SUPPORT UNITS IN COUNTRIES
 WHERE NO UNFPA/DRSAP EXISTS

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IN 1984/1985

COUNTRY/REGION	International Staff		Local			Staff		TOTAL
	P.D.A. P.O.	SUB TOTAL	N.O.	NPA NAF	NSC	OTH	SUB TOTAL	
AFRICA								
Benin	-	-	1	-	1	-	2	2
Botswana	1	1	-	1	1	-	2	3
Burundi	1	1	-	1	1	1	3	4
Congo	-	-	1	-	-	-	1	1
Ghana	1	1	1	1	1	1	4	5
Lesotho	-	-	-	1	-	-	1	1
Liberia	-	-	1	1	1	1	4	4
Malawi	-	-	1	-	1	-	2	2
Mali	-	-	1	-	1	-	2	2
Mauritania	-	-	-	2	2	-	4	4
Mauritius	-	-	-	1	1	-	2	2
Rwanda	-	-	1	-	1	-	2	2
Sierra Leone	-	-	-	1	2	2	5	5
Swaziland	-	-	-	2	-	1	3	3
Togo	1	1	-	1	1	1	3	4
Uganda	1	1	-	-	1	1	2	3
Zaire	1	1	-	1	1	1	3	4
Sub total	6	6	7	13	16	9	45	51
ASIA AND THE PACIFIC								
Afghanistan	1	1	-	-	1	2	3	4
Burma	-	-	-	-	2	-	2	2
Rep. of Korea	-	-	-	2	2	1	5	5
Samoa	1	1	-	1	1	1	3	4
Sub total	2	2	-	3	6	4	13	15
LATIN AMERICA AND THE CARIBBEAN								
Bolivia	-	-	1	-	-	-	1	1
Brazil	-	-	-	-	1	-	1	1
Colombia	-	-	1	-	1	-	2	2
Cuba	-	-	-	-	1	-	1	1
Dominican Republic	-	-	-	-	2	-	2	2
El Salvador	-	-	1	1	1	-	3	3
Guatemala	-	-	1	-	1	-	2	2
Haiti	-	-	1	-	1	2	4	4
Honduras	-	-	1	-	-	-	1	1
Nicaragua	-	-	-	-	1	-	1	1
Panama	-	-	-	1	1	-	2	2
Paraguay	-	-	-	1	1	1	3	3
Sub total	-	-	6	3	11	3	23	23
MIDDLE EAST AND THE MEDITERRANEAN								
Algeria	-	-	1	-	1	-	2	2
Democratic Yemen	1	1	1	1	1	1	4	5
Jordan	-	-	1	-	2	1	4	4
Somalia	-	-	-	-	1	1	2	2
Sudan	-	-	1	1	1	1	4	4
Sub total	1	1	4	2	6	4	16	17
GRAND TOTAL	9	9	17	21	39	20	97	106

24. In paragraphs 29 to 31 inclusive of his report to the Council in 1984 (DP/1984/38), the Executive Director described the position of the two last-mentioned groups and announced his intention to pursue further the question of including these posts in the regular manning table as soon as the Governing Council decided favourably on the inclusion of what he considered to be the most critical group, namely DRSAPs. In the present circumstances, particularly in view of the Council's request contained in paragraph 1, section VI, of decision 84/21, VI, to include all international and local staff in headquarters and field offices in the 1986-1987 biennial budget of the Fund, the Executive Director sees no justification for treating these other categories of field posts differently than DRSAPs. He repeats, therefore, the recommendation which he made a year ago that the Governing Council approve the inclusion of the posts of DRSAPs in the regular administrative budget and manning table of the Fund. At the same time, he extends his recommendation to include all field staff referred to in paragraph 23, including the 18 internationally recruited Professional programme and programme development officers, and the 287 locally recruited support staff in the 71 UNFPA field offices.

A. Deputy Representatives and other international field staff

25. The arguments to be taken into account in consideration of the foregoing recommendation insofar as it affects DRSAPs and other international field staff were set forth in the Executive Director's report a year ago and are restated here.

26. The quality of technical and other forms of assistance in population matters has matured and improved considerably as a result of the practical experience gained in the administration of UNFPA's population programme over more than a decade. Increasingly, the personnel entering employment as DRSAPs or other Professional field staff have a more broadly based professional background and stronger career orientation than in earlier years. The criteria for recruitment have evolved significantly and include, today, knowledge of population problems, experience in development assistance, and, whenever possible, previous field experience. The background and training which they bring to their work corresponds more nearly to that of other technical assistance managers in related fields.

27. So far as Professional staff is concerned, the relative lack of opportunity for career development under present personnel practices, owing to the difficulties of rotation of personnel from headquarters to the field (and vice versa), stems from the budgetary arrangement which divides the staff into two categories. Personnel at headquarters are recruited under the 100 Series of Staff Rules, entitling them, after 4 1/2 years of service, to consideration for permanent appointment. By contrast, international field staff, even though they constitute an indispensable element in the Fund's organization and structure and work in a UNDP/UNFPA field office, cannot be considered part of UNFPA's regular establishment. This is said because they are recruited under the 200 Series of Staff Rules which apply to project personnel whose service is of limited duration. Yet well over half of the DRSAPs now serving in the

field have periods of service extending anywhere from 5 to 12 years - in spite of which they will never, under the current situation, be eligible to qualify for permanent appointment as long as they continue to serve in the field and in a project post. The result of this practice is that international Professional field staff consider themselves to be separate and apart from the mainstream of UNFPA's organizational life.

28. Within the concept of a UNDP/UNFPA field establishment, it is no longer possible to justify the different treatment which is now accorded, in this respect, to UNFPA international staff in the field. More and more the goal of a single integrated service must be encouraged not only in the relations between UNFPA headquarters and the field, but equally within the joint UNDP/UNFPA field offices. Already the procedures followed in relation to appointment and promotion are in all respects identical, with the sole exception of the fact that UNFPA field personnel are not accorded the status of 100 Series contracts and do not have, therefore, the same opportunities for career development as their UNDP counterparts.

29. Ideally, DRSAPs, if they are to serve with maximum effectiveness in the field, should have at some stage of their careers a meaningful period of service at headquarters. Equally, headquarters personnel, if they are to understand and respond fully and sensitively to the needs of the field, must have the kind of insight and comprehension of working conditions in a developing country setting that can best be obtained by a period of actual service in the field.

30. The Executive Director intends to emphasize and encourage, within the framework of the unified manning table which he is recommending, more frequent transfers and reassignments of professional personnel at more regular intervals, not only between headquarters and the field, but equally between field posts. While no arbitrary limits can or should be set for the length of time a field officer should remain in a given post, it is the Executive Director's opinion that such staff members should normally be able to anticipate transfer to another field or headquarters post within a two-to four-year period. Such reassignments must, of course, conform to certain generally accepted standards and criteria, including, inter alia, the following:

(a) The reassignment should, in each case, match carefully the knowledge, skills and aptitudes of the staff member with the requirements of the new post;

(b) The post should offer to the staff member being transferred an opportunity for growth and varied experience;

(c) The post should conform to an equitable and balanced pattern of career development.

31. Future personnel policies should encourage opportunities for rotation, exchange, variety of experience, prospects for progressive career development and a measure of managerial flexibility for the organization. But this can only be achieved if the conditions of recruitment and employment for UNFPA

field personnel are brought into line with those which apply to their own colleagues at UNFPA headquarters as well as their UNDP counterparts in the field offices where they themselves are located.

32. It cannot be emphasized too strongly that, like the UNDP/UNFPA Resident Representatives, these DRSAPs and similarly the internationally recruited Professional programme officers in the field are the key officials of UNFPA in their day-to-day relations with recipient Governments. They present the image of UNFPA to the Governments concerned. The success of UNFPA's efforts in the field depends critically on their performance, on their ability to guide, stimulate and provide sound professional and managerial advice to the Governments and responsible ministries in the developing countries to which they are accredited. Yet these Professionals, many of whom have served for 5 to 10 years and even longer in different posts in the field, enjoy no security beyond the limits of their two-year contract. In many instances, they are exposed to more than normal health hazards and face the requirement of a new medical examination before each contract renewal. Should that medical examination be unfavourable, a staff member under a 200 Series contract would not enjoy the same measure of protection as a 100 Series contract would provide. Except for a very small number (four) who were recruited under the 100 Series to headquarters posts before being transferred to the field, they are deprived of the opportunity of employment under the 100 Series of Staff Rules and the prospect of eventual permanent appointment, after 4 1/2 years of satisfactory service. It is understandable, therefore, that staff members in such circumstances, who have served satisfactorily for a reasonable number of years in field assignments which are clearly of a continuing nature, should consider that they have a legitimate expectation, on the basis of demonstrated satisfactory performance, to a greater measure of security than that which can be offered by a succession of two-year extensions of contract under the 200 Series.

33. In the opinion of the Executive Director, such inequity in treatment of a particularly valuable group of Professionals would be difficult to justify even if additional financial costs were involved. In the actual circumstances, when no additional financial costs are involved, equal treatment requires that the unique position of DRSAPs and their associated international programme officers be recognized.

34. In his report a year ago, the Executive Director, after outlining the reasons why the proposed conversion of posts from project funding to the regular budget and manning table should be approved in principle, drew attention to the fact that in earlier years ACABQ had, on a number of occasions, recommended to the Governing Council the inclusion of DRSAP (Field Co-ordinator) offices in the regular budget. ACABQ pointed out that this was desirable because of the need for closer budgetary scrutiny of the estimates for DRSAP posts and related expenses. More recently, ACABQ in document DP/1984/40, based its reservations, inter alia, on what it described as the less favourable income trend of the Fund in recent years. In fact, pledges of contributions from Governments to UNFPA have increased each year, with one exception, since the organization's inception. While inflation and sharp currency fluctuations have tended to lessen the value of these increases in a

number of years, there is no reason to anticipate that support for UNFPA's work will not continue to grow in the future. In the opinion of the Executive Director, the financial record of UNFPA to date, its record of sound financial management, its steadily improving position with respect to the level of its operational reserve and its current income growth trend provide a basis for reiterating last year's recommendation that the DRSAP posts be integrated into the regular budget. No additional costs are involved beyond those which are being incurred at the present time. If, for any reason, the Fund's current or future financial prospects should deteriorate significantly, the Executive Director believes that the Fund's entire staff should be called upon to bear the burden equally and that no single group should be denied equal status with the others. The Executive Director recommends, therefore, that the Council approve the inclusion of these posts in the regular administrative budget and manning table of UNFPA.

B. Locally recruited staff

35. Although the Executive Director has been principally concerned, in the foregoing paragraphs, with the position of DRSAPs and other international staff in the field, the considerations and arguments advanced with respect to the desirability of including these posts in the regular administrative budget and manning table are equally applicable to the position of locally recruited support staff. Locally recruited staff represent the largest number of staff in the field. The average size of each local office staff is relatively small, between four and five employees per office. The typical office staff consists of an administrative assistant or clerk-accountant, secretary, messenger, driver and sometimes additional custodial personnel, barely adequate to provide a minimum of service to the DRSAP, or in non-DRSAP offices to relieve the UNDP Resident Representative of at least part of the UNFPA workload.

36. UNFPA, like UNDP and other United Nations agencies, is increasingly employing national officers for both administrative and programme functions. National officers by definition are nationals of the country in which they serve and are recruited because of their knowledge and experience of socio-economic and local conditions. As in other United Nations offices, locally recruited staff in these offices - general service and national officers alike - are remunerated according to local salary scales based on the best prevailing conditions in the locality.

37. In one important respect, the position of UNFPA's locally recruited staff in the field is unlike that of the other groups of field staff in that the individual staff members are, without exception, already holding appointments under the 100 Series of Staff Rules which normally entitles them, after four years of service, to consideration for probationary appointment, leading after six months - for a total of 4 1/2 years and subject to satisfactory service - to permanent status. These locally recruited staff were, in fact, unlike their international counterparts, originally recruited in many instances as UNDP staff members and only later transferred to UNFPA. Prior to 1 June 1978, the contractual status of UNFPA locally recruited staff in field offices was limited to service under fixed-term appointments -

differing in this respect from the treatment accorded in the same offices to UNDP locally recruited staff. As a result, difficulties have been encountered in shifting from time to time, as required, locally recruited UNDP staff to UNFPA posts in the same office and vice versa. In the interests of flexibility and uniformity of treatment, this situation was resolved on 1 June 1978 through the issuance of a circular (UNDP/ADM/FIELD/251/Rev.2) which provided that locally recruited UNFPA staff members would become eligible for probationary/permanent contracts under the 100 Series of Staff Rules on the same basis as UNDP locally recruited staff members in UNDP field offices. While this action resolved the legal and personnel aspects of the problem, the financial action to transfer the costs of these posts from project funds to the regular administrative and programme support budget could not be taken at that time. In fairness to all concerned, since these UNFPA staff members have been judged eligible in all respects for probationary and permanent appointment under the 100 Series of Staff Rules, their posts, should therefore, like other 100 Series posts, be included in the regular budget and manning table.

38. All that is required to rectify this unsatisfactory situation is a decision by the Governing Council authorizing the inclusion of the necessary funds to provide for these posts in the regular administrative and programme support services budget, thus shifting the cost of financing these posts from project financing to the regular budget.

C. Procedures for implementation of integration
into the regular manning table

39. The procedures to be followed and the conditions concerning the conversion process are somewhat different for different groups of project staff. For this reason a brief outline is given of the way in which it is proposed to deal with each group of staff.

40. Deputy Representatives and Senior Advisors on Population. This is the priority group, consisting of 33 project posts considered as being of first importance. The budget submission for the biennium 1986-1987 (DP/1985/39), submitted to the current session of the Governing Council pursuant to decision 84/21 VI, paragraph 1, makes provision for an additional number of posts (33) to be established under the 100 Series of Staff Rules as a charge to the administrative and support services budget. These posts will be established from 1 January 1986 at the grade levels determined, as a result of the 1985 classification exercise, to be applicable to the 33 DRSAP project posts presently in existence under the 200 Series of Staff Rules. DRSAPs will then, with the concurrence of the UNDP/UNFPA Appointment and Promotion Board, be transferred to these posts, effective 1 January 1986 and the project posts which they presently encumber will be abolished. As a "one-time" exceptional measure, DRSAPs will then be eligible to qualify for permanent appointment after a probationary period of six months, under the following conditions:

(a) DRSAPs appointed following review of their qualifications by the UNFPA Appointment and Promotion Board, and who have completed not less than four years of service with UNFPA, will enter immediately upon their

probationary period on 1 January 1986 and, subject to satisfactory service, will qualify for permanent appointment at the end of the probationary period. The number of DRSAPs in this group is five. Most of these are already, in fact, holding 100 Series contracts since they were originally recruited against headquarters posts;

(b) DRSAPs whose appointments date prior to the inauguration in 1981 of the procedure calling for prior review by the UNFPA Appointment and Promotion Board will first have their qualifications reviewed and appointments confirmed by the Board. This process can be initiated immediately following approval by the Governing Council of the Executive Director's proposals contained herein. Following such confirmation, DRSAPs who have completed not less than four years of service with UNFPA will enter upon their probationary period, effective from the date of confirmation by the Board or 1 January 1986, whichever is later, and, subject to satisfactory service, will qualify for permanent appointment six months from that date. The number of DRSAPs in this group is 14;

(c) DRSAPs who have not yet completed four years of service with UNFPA (all such recent appointments have been made subject to prior review by the Board) will be required to complete this period of service before entering upon their six-month probationary period. Eligibility for permanent appointment, subject to satisfactory service, will date, as in all other cases, from the date of completion of the probationary period. The number of DRSAP's in this group is 11;

(d) Three DRSAPs will not be eligible for probationary appointment leading to permanency because of the age limit set forth in the Staff Rules. They will, therefore, be transferred to the 100 Series and remain on fixed-term contracts for the remaining period of their service with UNFPA;

(e) The eligibility of DRSAPs in all cases to be considered for permanent appointment will be subject to review and confirmation by the Board, at the commencement of the probationary period. When permanency has been confirmed by UNFPA, all prior periods of service with UNFPA will count in determining seniority for promotion purposes. On the basis of information presently available as to length of service, 22 of the 33 DRSAPs will qualify for permanent appointment during the biennial budget period 1986-1987 and eight will qualify later in the biennium 1988-1989.

41. Other international Professional staff in project posts in the field. As previously explained, this group of 18 internationally recruited programme officers, employed on a project-funded basis, serves either as professional support to DRSAPs in locations where the work-load is particularly heavy, or in locations where there is no DRSAP. The circumstances of their employment in the field are essentially the same as those which apply to DRSAPs and, consequently, the project-funded posts which they occupy should also, in the Executive Director's judgement, be converted to regular budget posts under the 100 Series of Staff Rules at this time. Provision has been made accordingly in the biennial budget for 1986-1987. Grade levels proposed are mostly at the P2/3 levels and are subject to confirmation by the classification review

process, following approval by the Governing Council of their inclusion in the 1986-1987 regular budget. Conditions of appointment, length of service required before consideration can be given to probationary appointment leading to permanency, etc., will be essentially the same as those outlined for DRSAFs in paragraph 40 above. On the basis of length of service, 10 of this group will qualify for permanent appointment during the biennial budget period 1986-1987; the remaining eight will qualify only in the biennium 1988-1989.

42. Locally recruited staff on project posts in the field. Locally recruited field staff, as already explained, continue to be financed from project funds despite the fact that they are employed under 100 Series contracts normally entitling them to consideration for permanent appointment. In order to regularize this situation, the Executive Director now proposes to include financial provision for the costs of all locally recruited posts established under the 100 Series of Staff Rules in the 1986-1987 budget for administrative and programme support services, thus bringing UNFPA's practice in this regard into line with prevailing administrative and budgeting practices throughout the United Nations. So far as can be determined, no other United Nations body finances such a large number of staff appointed under the 100 Series of Staff Rules from project, rather than regular budget funds.

43. Provision has, therefore, been made in the 1986-1987 biennial budget for the establishment, effective 1 January 1986, of the number of regular budget posts necessary to accommodate the conversion of the locally recruited staff in the 71 offices referred to in paragraphs 23 and 24 above. Following the transfer of staff to regular budget posts, the project posts which they have been occupying will then be abolished. Each locally recruited staff member will become eligible for probationary appointment leading to permanency under the same conditions as to length of prior service, confirmation of appointment by the local UNDP/UNFPA/WFP Appointment and Promotion Panel, and satisfactory service, as have been outlined for other groups in the foregoing paragraphs. Of the total 287 local staff in the field, 43 are already permanent, 155 will be eligible for permanent appointment in 1986-1987 and the remaining 89 will become eligible in 1988-1989.

44. Financial implications. Pursuant to the request of the Governing Council at its thirty-first session, the financial implications of the proposal to "regularize" all field posts through their inclusion in the regular administrative budget and manning table are given in the budget document for 1986-1987 (DP/1985/39) which is before the Council at the current session. In this present report, therefore, the additional amounts to be included in the 1986-1987 budget will be summarized only briefly. It should be noted, however, that the amounts in question do not represent additional costs to the Fund, but rather costs which are already being incurred under the heading of project expenditures. While the Governing Council, on the Executive Director's recommendation, has, in past years, authorized these field office salaries and related office costs to be carried as project expenditures, it is, in the Executive Director's judgement, more appropriate that they should, in future years, be classified as administrative and programme support costs and included accordingly in the administrative and support services budget.

45. The amounts to be included for field services in the 1986-1987 budget, if the Executive Director's recommendations are approved by the Council, are, therefore, in round numbers, as follows:

<u>33 DRSAP offices</u>	<u>\$ million</u>
DRSAP salaries and staff costs	5.2
Other international salaries and staff costs	0.8
Local salaries and staff costs	4.5
Non-salary office costs	<u>4.2</u>
Sub total	<u>14.7</u>
<u>38 Non-DRSAP offices</u>	
International salaries and staff costs	0.9
Local salaries and staff costs	2.3
Non-salary office costs	<u>1.2</u>
Sub total	<u>4.4</u>
Grand Total	<u>19.1</u>

III. BASIC MANPOWER REQUIREMENTS 1986-1989

46. In paragraphs 6 - 16 of this report, the Executive Director presented a brief review of UNFPA's basic goals and accomplishments, and the challenges it must meet if it is to continue effectively its efforts to achieve these goals over the next few years. It is now necessary to examine the specific manpower needs of the organization for the next few years and the staffing patterns it will be necessary to establish if the deficiencies of present staffing provisions are to be rectified, and the objectives set out in the World Population Plan of Action and the recommendations of the International Conference on Population are to be successfully pursued. In undertaking this examination, the specific recommendations of the Mexico Conference which have given new emphasis to some of these goals and directed attention to a number of issues of emerging concern (see para. 13, above) will be taken into account and particular attention will be given to the need for restoring and strengthening UNFPA's field operations and geographical coverage.

47. While there is no doubt that UNFPA has entered on a more demanding stage of project development and implementation, requiring a higher degree of versatility in the support which it provides, it is also true that new areas of interest, hitherto marginally addressed, are now beginning to surface. New priority areas emerging outside the family planning field, as evidenced in the deliberations of the 1984 International Conference on Population, include the status and the role of women in development, the dynamics of population structure affecting youth and aging, migration and urban growth. The heightened activity which is called for in these new directions will serve to enhance the effects of activities already undertaken in numerous countries with respect to population and development.

48. This has important implications in terms of the specific manpower needs at the field level and at headquarters. As it now stands, UNFPA's in-house and field capacity to improve the operational effectiveness and quality of its programmes is quite limited. Its personnel strength in areas directly related to programming and implementation, such as technical, policy and evaluation capacities, has shown deficiencies now in need of correction. With more and more countries becoming self-reliant in their own development administration, UNFPA is called upon to approve an increasing number of Government-executed projects. As a result, UNFPA is increasingly required to build up its own technical and managerial manpower base to ensure sound and timely application of operational and administrative management.

49. To respond to this new phase of increased demands on programme and operational performance, UNFPA must now establish on a regularized basis the essential manpower capacities at both field and headquarters levels.

A. The field

50. It has already been pointed out, in part I of this document (para. 9), that at the end of 1984, UNFPA was providing assistance to population programmes and projects in some 134 countries and Territories, with DRSAP offices and supporting personnel established in 33 of them. In 38 other countries or Territories, UNFPA has provided a number of supplementary UNFPA personnel to relieve the administrative burden on the office of the UNDP Resident Representative resulting from the UNFPA programme of activity in the country concerned. This still leaves approximately 63 countries and Territories in which UNFPA programmes and projects of lesser magnitude are operating without any UNFPA supplementary staff being provided. In these countries, UNFPA relies entirely on the assistance of the UNDP Resident Representative, in his capacity as UNFPA Representative, and his staff to maintain contact with the Government and/or executing agencies which are implementing UNFPA-assisted programmes in the country.

51. The Executive Director does not intend at this time to recommend that the number of support staff in the offices where DRSAPs are located should be increased. He is concerned rather with the position of the programme support staff in a number of the offices where UNFPA programmes and projects of considerable size and importance are operating without adequate professional direction by qualified and experienced UNFPA Professional staff. The importance of this is given added emphasis when it is realized that in 1984 approximately one third of the total value of UNFPA project allocations in the field was made to recipient countries to which UNFPA has been unable in recent years to assign DRSAPs on a full-time basis.

52. Part of the problem in this connection arises from the fact that in 1981 the Executive Director, because of imminent financial constraints, advised the Council that he did not intend to proceed with the establishment of the increased number of field offices which had been provided for in the field coordinators' budget for 1981 (see DP/483, para. 56, and also DP/531, para. 61). Provision was made accordingly for no more than 33 DRSAP field posts and

offices instead of the 42 posts (39 field co-ordinators and three regional liaison offices) originally planned. The staffing level has remained the same for subsequent years, with the result that in the offices where no DRSAP was appointed as originally planned, only skeleton support staff, financed from project funds, was left to carry on as part of the UNDP Resident Representative's office. As a first stage in meeting UNFPA's basic manpower requirements in the field, the Executive Director recommends that the Governing Council restore these DRSAP posts and offices, locating them in the countries which are currently in the greatest need.

53. Criteria to be applied in the selection of these countries include considerations such as the following:

(a) Priority status, taking account of factors such as gross national product, density of population, absolute growth and rate of growth of population, infant mortality rate, etc.;

(b) Degree of commitment to the objectives of the population programme on the part of the country concerned;

(c) Adequacy of indigenous institutional infrastructure and managerial capacity in relation to the proposed programme;

(d) Amount of technical backstopping required either from competent executing agencies or from UNFPA itself;

(e) Long-term need for assistance for a period of years (if not permanently), sufficient to justify the establishment of a full-time DRSAP office, or strategic location, in the event that the DRSAP's responsibilities are extended to cover a number of contiguous countries;

(f) "Break-through" situations, i.e., special opportunities, for instance, in a country which has not been responsive to the importance of population issues in the past.

54. Financial implications. The Executive Director wishes to point out that, should the Governing Council approve the restoration of the DRSAP posts and offices as recommended, the additional number of staff required will be relatively small, apart from the DRSAP posts themselves, since more than half of the support staff required is already in place. The restoration of these posts and offices will be phased in over the four-year period 1986-1989.

55. The Executive Director considers that the nine countries mentioned below should be chosen for the establishment of DRSAP offices over the four-year period 1986-1989. These additional posts should be phased in over the next two biennial periods (three posts in 1986, two in 1987, two in 1988 and two in 1989). The Executive Director's present intention would be to establish the new DRSAP posts and offices in the following countries:

1986-1987	Burundi* (covering Rwanda*)	1 DRSAP + 4 local staff
	Ivory Coast (covering Guinea* and the Niger*)	1 DRSAP + 4 local staff
	Democratic Yemen*	1 DRSAP + 4 local staff
	Sudan	1 DRSAP + 4 local staff
	Brazil	1 DRSAP + 4 local staff
	Total 1986-1987	5 DRSAP + 20 local staff
1988-1989	Ghana*	1 DRSAP + 4 local staff
	Somalia*	1 DRSAP + 4 local staff
	Congo (covering Gabon)	1 DRSAP + 4 local staff
	Togo (covering Benin*)	1 DRSAP + 3 local staff
	Total 1988-1989	4 DRSAP + 15 local staff

* Priority country

56. It may be noted that the Council's approval of the proposal to authorize DRSAP posts and offices in nine countries (five in 1986-1987; four in 1988-1989) involves, for the 1986-1987 biennium, approval of five DRSAP posts and 20 local staff at an average cost per office of \$150,000 gross per year. Actual additional costs, however, should be considerably less for the following reasons:

(a) It is anticipated that a number of the DRSAP posts will be filled by Professional staff members already employed in posts, financed from project funds at headquarters or in the field, who have had previous service as DRSAPs or who are otherwise qualified to undertake this responsibility;

(b) Furthermore, local programme support staff is already in place in all of the countries mentioned, except the Ivory Coast, leaving only eight additional local posts as needed in 1986-1987. Precise details as to staffing and costs are given in the budget estimates for administrative and programme support services for the 1986-1987 biennium (DP/1985/39). For present purposes, the Executive Director considers that additional costs of staffing the nine restored DRSAP posts and offices on the basis outlined would not exceed \$100,000 (net) per office annually, owing to the fact that approximately one third of the gross cost of each office is already being met on a provisional basis from project funds.

57. It is assumed that if the Governing Council approves the recommendations of the Executive Director contained in part II of this document with respect to the transfer of existing field posts to the regular budget, such decision would include the nine additional DRSAPs and support staff which are proposed to be added, as described above. The budget submission for 1986-1987 provides, therefore, for five new DRSAP posts to be established under the 100 Series of Staff Rules (three in 1986, two in 1987) as a charge to the administrative and support services budget. Twenty additional local staff posts will also be included to cover the support service needs of the five

countries in which it is proposed to post DRSAPs in 1986-1987. Twelve of the 20 posts to be included will replace posts now being financed from project funds. The additional costs to be reflected in UNFPA's administrative and programme support services budget are estimated at \$750,000 gross for the five offices beginning in 1987 (\$450,000 gross for three offices in 1986). The net additional burden for the Fund itself will, however, be less - \$300,000 in 1986 and \$500,000 annually beginning in 1987 - because of offsetting reductions or savings in the costs of posts presently being financed from project funds.

58. Grade levels for the five DRSAP posts included in the 1986-1987 budget document have been tentatively set at the P-5 level, subject to review and confirmation by the post classification process. Additional DRSAP posts for which provision will need to be made in the 1988-1989 biennium will be treated on the same basis. Candidates for appointment will be subject to review of qualifications by the UNFPA Appointment and Promotion Board. Preference will be given among candidates otherwise equally qualified to persons already holding appointments with UNFPA under the 100 Series or 200 Series of Staff Rules. All other conditions of eligibility described in paragraph 40 as applicable to existing DRSAPs will apply, mutatis mutandis, to new appointees.

B. Headquarters

59. As a matter of record, the regular manning table of UNFPA at headquarters has remained unchanged at 83 professional and 83 general service posts since 1981. Reporting in 1982 on the continuation of no staffing increases in the regular administrative and support services budget, the Executive Director informed the Council that this could not continue and that it was his intention to make a complete review of the manpower needs of the Fund when preparing the budget for 1984. It is now necessary to propose some strengthening of the UNFPA headquarters establishment in order to rectify the imbalance referred to.

60. During the period since the Executive Director advised the Council of his intention to maintain the number of regular budget posts at existing levels, the work of UNFPA at headquarters has grown in complexity and volume at an ever increasing pace. A much larger proportion of projects in the field have been approved as government-executed or UNFPA-executed projects and this has placed a correspondingly heavier burden not only on the field staff and offices in the field, but also on supervisory staff at headquarters. The additional workload has fallen not just on one but on all divisions and branches at headquarters, particularly in the programme, technical and planning, policy and evaluation, public information, and administration areas. Almost every division and branch, as a consequence, has had to have its regular budget establishment reinforced by auxiliary staff, provisionally financed on a project basis. The time has now come, in the Executive Director's opinion, when this situation should be regularized through the transfer of the key posts which continue to be necessary to the regular administrative budget on a phased basis over the next few years.

61. In the case of the Programme Division, the geographical branches most seriously under pressure are the Africa Branch and the Asia and Pacific Branch which have the largest number of recipient countries with active programmes to support and monitor. The Middle East and Mediterranean Branch is also affected by an excessive work-load and insufficient regular budget staff. The main functions of these branches, as in all branches of the Programme Division, are to formulate and implement UNFPA-funded projects and programmes. Each branch is also responsible for appraising and making funding recommendations on requests from Governments as well as for monitoring the implementation of all ongoing projects in the region. These branches have only been able to fulfil their basic functions through the use of supplementary resources. Thus it has been necessary to deploy from project funds additional staff to three of the six branches. It is not intended to request additional posts for the Latin America and the Caribbean, Europe and Interregional and Global Projects branches at this time.

62. Particularly in the Africa Branch, staff resources have been stretched unreasonably thin. Its complement of seven professional programme officers working under a Chief and a Deputy, and seven support staff carries responsibility for the oversight of programmes in no less than 43 countries - in only 11 of which DRSAFs are stationed (table 1). Two additional programme officers and four support staff have had to be recruited, financed provisionally from project funds, in order to relieve the work pressure at headquarters.

63. Likewise, in the case of the Asia and Pacific Branch, while the number of countries and Territories with programmes in place is smaller - 34 - the total volume of project allocations exceeds by a substantial margin that of any other branch. The regular budget staff in the Asia and Pacific Branch consists of a Chief and a Deputy, six professionals and six support staff. Two additional programme officers and six general service support staff have had to be provided from project funds to take care of the work-load. It must be reiterated, in this connection, that as the number of projects involving execution by recipient Governments increases, UNFPA's own planning, supervising and monitoring responsibilities in the field increase proportionately, since there is no specialized agency to rely upon as executing agency, and the recipient Government frequently requires considerable backstopping towards the effective execution of its own projects. It should be noted that UNFPA helped to pioneer, in the Asia and Pacific region, the concept of Government-execution which promotes self-reliance wherever possible.

64. The Middle East and Mediterranean Branch covers 23 countries, of which five are priority countries, namely, Democratic Yemen, Egypt, Somalia, the Sudan and Yemen. All of these priority countries as well as several others have large-scale Governing Council-approved programmes. The Branch has three professional posts in addition to the Chief and Deputy Chief, assisted by four general service staff, to take care of their heavy work-load. An additional general service post has been supplied from project funds. One additional Programme Officer and one additional general service staff are required if the Branch is to carry out its work. It should be noted that this

Branch also takes care of a substantial regional programme involving not only United Nations specialized agencies but also entities such as the Cairo Demographic Centre, the Arab League and the Islamic Research and Study Unit at Al Azhar University, all of which require substantial technical support and advice from UNFPA.

65. The work-load, for all three Branches is a growing one which clearly should not be dealt with any longer on an ad hoc or temporary basis. In the 1986-1989 period, a number of large new programmes will need to be formulated and implemented in countries with existing programmes. In Africa, particularly, new programmes will need to be initiated in countries where no programmes existed previously. With the increasing degree of sophistication as recipient countries gain experience and their programmes acquire momentum, UNFPA will find it necessary to place increasingly greater emphasis on substantive and financial monitoring of country programmes. The Executive Director proposes to provide in the next two bienniums for the transfer from project funding to the regular budget of two programme officer posts (P-4) and four support staff posts each for the Africa Branch and for the Asia and Pacific Branch. Furthermore, he proposes to add one programme officer (P-4) and transfer from project funds one support staff post for the Middle East and Mediterranean Branch during the biennium 1986-1987.

66. The additional posts proposed for the Africa and Asia and Pacific Branches are to be phased into the regular budget equally over two biennia, 1986-1987 and 1988-1989. This will require project funding to be retained throughout 1986-1987 for those posts which are not to be transferred to the regular budget until 1988-1989. While the costs involved for the Africa and Asia and Pacific Branches, amounting in each case to an estimated \$320,000 in 1986-1987 and a further increment of \$380,000 in 1988-1989, will represent a pro forma increase in the regular administrative and support services budget, the additional posts and costs will be offset by the elimination of a corresponding number of project posts which are now being financed provisionally on a project basis. The additional posts for the Middle East and Mediterranean Branch, amounting to \$241,000, are included in the regular budget for 1986-1987. Approximately \$162,000 of this amount, representing the P-4 post for the Middle East and Mediterranean Branch, is new.

67. The needs of the Technical and Planning Division are of both an immediate and a longer-term nature. The need has long been recognized by both UNFPA management and the Governing Council to strengthen the technical capacity of the Fund, which, as the largest intergovernmental agency in the population field, has the responsibility of providing technically competent guidance of the highest order to Governments. These Governments are now, in increasing numbers, showing heightened awareness of the critical importance of population factors in development.

68. With this in mind, the Governing Council, in decision 83/17 III, paragraph 6, requested the Executive Director to give increased emphasis to the work of the Fund in both the technical and planning, as well as the policy and evaluation areas. The Council recognized, in its decision, that as more and more Governments have accepted the challenge and begun to embark on

population programmes suited to their particular needs, the need for expert guidance and leadership in the development of clinical family planning programmes and the management of such programmes has become increasingly urgent.

69. In the first instance, the requirement is for a Senior Management Specialist with experience in the management of population programmes and their supporting information systems. In the other case, the need is for a Senior Family Planning Specialist with a background and experience in clinical family planning programmes in developing countries. The 1986-1987 biennial budget estimates provide for the establishment of these two posts at the P-5 level, together with three additional support staff, at a cost of \$614,000, which will be offset by the elimination of an equivalent number of project posts and release of a similar amount from project funds.

70. Among the most important recommendations of the 1984 International Conference on Population are those relating to the role and status of women in society (recommendations 5 - 8 and 10). In this respect, the Conference echoed and reemphasized the need, expressed in the 1974 World Population Plan of Action, to achieve the full integration of women in society on an equal basis with men, and to provide opportunities for them to participate fully in all phases of the development process, including planning, policy and decision-making. UNFPA has an important role to play in this regard and for this purpose, the Executive Director has included in the 1986-1987 regular budget provision for a new Technical Officer post at the P-4 level to respond more effectively to the increased demand for programme support of activities related to the integration of women in population and development efforts. This will involve the establishment of two posts (one at the P-4 and one at the General Service level) at a cost of \$241,000, for the biennium, which will be offset, to the extent of the cost of the General Service post (\$79,000), by a corresponding reduction in project expenditures.

71. The longer-term needs of the Technical and Planning Division which can now be foreseen involve the creation of a number of posts which are not now being financed on a project basis. These include a Senior Technical Officer for Population and Development Planning, with training in economics and demography and related experience in developing countries, and a Senior Communications Planning Specialist to develop patterns for population education and community participation in population activities. While the need for these additional posts is recognized, the Executive Director proposes to include at present only one of these two posts in the 1988-1989 biennium.

72. In accordance with the decisions of the Governing Council, the Policy and Evaluation Division, composed of a Policy Branch and an Evaluation Branch, needs to be considerably strengthened in the future. The Policy Branch, which is composed of a Chief, three Professional officers and supporting staff, requires that its functions be elaborated to include analysis of programme strategies and their modification by establishing a feedback between policy analysis, research insights, evaluation findings, and sectoral experience in UNFPA programmes of population assistance; monitoring and elaboration of

policy guidelines and active collaboration with research institutions and the United Nations specialized agencies on substantive matters with a view to reflecting the system-wide experience and the current state of the art in the formulation of the Fund's policies and strategies. It should also be noted that the International Conference on Population has recommended a number of new substantive areas for increased attention, such as aging, youth, women, migration and urbanization. The Branch will be required to provide professional research support in order to give policy formulation a wider substantive coverage and to make it more appropriate to local circumstances and conditions. The Executive Director, therefore, proposes to add a new post of Policy Officer as well as supporting General Service staff in the 1986-1987 regular budget, to be filled by a qualified population economist; for the biennium 1988-1989, the Executive Director foresees the need for an additional officer at the P-4 level, with specialist background in demography, migration and population distribution. The costs of these two Professional posts, together with one General Service support staff, is estimated at \$241,000 for 1986-1987, with a further increment of \$192,000 for 1 P-4 for 1988-1989. The cost of the General Service post, but not the costs of the two Professional posts, will be offset by corresponding reductions in project expenditures.

73. The work of the Evaluation Branch has increased steadily over the years. The Branch handles about seven or eight in-depth evaluation exercises per year. In addition, its area of concern also involves the refinement of procedures for the conduct of evaluations, especially in regard to the inclusion of self-evaluation components in new projects, and the development of guidelines and training materials in the area of evaluation. In accordance with the recommendations of the Governing Council and of the International Conference on Population, the Branch needs to perform a larger number of evaluations and to synthesize evaluation findings into programme and policy formulation. At present, the Branch functions with a Chief and four Professional staff, one project post research officer and supporting General Service staff. As this staffing level does not permit the necessary expansion of the work programme, the Executive Director recommends the provision of one Evaluation Officer at the P-4 level together with one General Service post for the biennium 1986-1987 and one General Service post for the biennium 1988-1989. The costs of one Professional and one General Service posts represent a pro forma increase in the 1986-1987 biennial budget of \$241,000, with a further increment of \$94,000 for one General Service post, but no added cost to the Fund as a whole owing to offsetting reductions in project expenditures.

74. The Information and External Relations Division, like the Programme Division, faces a critical need for additional resources beyond those provided in the regular administrative budget. In Economic and Social Council resolution 1763 (LIV) of 18 May 1973, one of the major aims and purposes of UNFPA was defined as follows: "To promote awareness, both in developed and in developing countries, of the social, economic and environmental implications of national and international population problems; of the human rights aspects of family planning; and of possible strategies to deal with them, in accordance with the plans and priorities of each country". The primary responsibility for implementing this objective has been assigned within UNFPA to the Information and External Relations Division.

75. Over the past 10 years, UNFPA has undertaken a series of activities aimed at promoting a better understanding and awareness of population issues throughout the world. These include (a) a series of regular and special publications and audio-visual aids; (b) conferences and meetings involving planners, parliamentarians, media representatives, representatives of non-governmental organizations and members of the scientific and research community; (c) training programmes for media representatives on population reporting; and (d) programme support to specialized groups for conferences, meetings and publications aimed at informing their constituencies on the interrelationship of population and development issues.

76. These activities have led to increased awareness and understanding worldwide of the varied dimensions and complexities of population issues. In particular, the State of World Population report, which has been produced annually since 1978 in the official languages of the United Nations and is distributed worldwide in all official languages, has become the standard reference document on developments in the field of population. There is a clear recognition, following the International Conference on Population, that these and other related activities must be continued and strengthened in the future.

77. Following the 1974 World Population Year, the Governing Council authorized the establishment of an Information and NGO unit in UNFPA with a minimum staff of four Professionals and three General Service staff. This was from the beginning an inadequate staff complement in view of the increasingly heavy flow of information material - especially in written form - which the Division generates. In the 11 years since 1974, only one additional Professional post and one additional General Service post have been added to the regular manning table. The additional manpower requirements of the Division, which have more than doubled, have had to be met on an ad hoc basis through the addition of a number of Professional and General Service posts, financed on a project-funded basis. Some of these posts are related to specific projects and will continue to be funded on a project basis. However, those which are set out in the following paragraphs represent the continuing work-load of the Division and need to be incorporated into the regular budget.

78. The Executive Director proposes, therefore, the replacement on a phased basis of eight project posts (four Professional and four support staff) now being provided to the Information and External Relations Division by an equal number of regular budget posts, as follows:

1986-1987 - 1 Information Officer - P-3 (production of monthly newsletter "Population", and press releases and background material for media);

1 Senior Information Policy Officer - P-5 (information policy research for the preparation of the State of World Population report and related information dissemination);

1 External Relations Officer - P-5 to fulfil responsibilities relating to the United Nations Population Award and the Committee for the United Nations Population Award, in accordance with General Assembly resolution 36/201 of 17 December 1981 and Economic and Social Council decision 1982/112 of 26 April 1982;

4 General Service posts.

1988-1989 - 1 Information Officer - P-4 to supervise research for and production of background documents and information and audio-visual material for parliamentarians, legislators and other opinion-makers (see recommendations 85 and 86 of the International Conference on Population).

79. The costs involved for these additions to the regular budget, amounting to \$834,000 in 1986-1987 and an additional \$192,000 in 1988-1989, will represent a pro forma increase in the administrative and support services budget, while the additional posts and costs will be fully offset by the elimination of a corresponding number of posts which are now being financed provisionally on a project basis.

80. The growth and increasing complexity of the Fund's activities in all of the substantive areas mentioned above have had an inevitable effect on the central administrative support services provided by the financial, personnel and general administrative elements at headquarters. As the Fund's personnel in these areas have acquired experience and taken on greater responsibilities, UNFPA's relationship with UNDP has changed perceptibly. While UNFPA still relies on UNDP for services in areas such as accounting, personnel, treasury, travel and data processing services, UNFPA Administration and Finance Division has acquired a substantial responsibility in all these areas in light of the Governing Council's approval of a new set of Financial Regulations for UNFPA in 1983, followed by the Executive Director's issuance of new Financial Rules effective 1 January 1985. This approval has clearly established the principle that UNFPA itself, through the Executive Director, is responsible and directly accountable to the Governing Council for the financial and administrative management of UNFPA's affairs. As this gradual change in the relationship of UNFPA and UNDP continues to evolve, it has led to a greatly stepped-up involvement of UNFPA staff in day-to-day decision-making in a wide variety of financial matters - investment decisions relating to UNFPA funds, monitoring of remittances to executing agencies, weekly and monthly financial reporting on the Fund's financial position, personnel and travel procedures, etc.

81. The Administration and Finance Division faces a critical need for additional staffing resources beyond those provided for in the regular budget. The Division is responsible for the co-ordination and preparation of organizational, administrative, personnel and financial policies and procedures at headquarters and in the field. Currently, the Division is composed of the Finance Branch, the Personnel Branch, and the Administrative Branch, which includes the Library.

82. The Finance Branch is responsible for developing financial policies and procedures for UNFPA, for administering and maintaining overall financial and budgetary control of UNFPA's resources and for providing, in co-operation with UNDP, treasury and accounting services. The present staffing of the Finance Branch consists of three posts of Professional staff and nine posts of General Service staff under the regular budget.

83. In view of the heavy work-load of the Branch, additional manpower requirements have had to be met on a project-funded basis. At present, there are two Professional staff - one Budget Officer and one Senior Financial Adviser - and eight General Service staff which are project funded. The ratio of Professional to General Service staff is 1:3, which is well within the standard limit, given the nature of the functions performed. Of these project posts, the Executive Director proposes to include one Budget Officer (P-4) and five General Service staff in the 1986-1987 regular manning table. This will mean an increase in the regular budget for the biennium 1986-1987 of \$557,000, which will be fully offset by corresponding reductions in project expenditures. The Professional post of Senior Financial Adviser will be retained on a project basis until the end of 1986, when the project objective of overseeing the accounting and budgetary systems development will be completed and the post phased out. As for the remaining three General Service posts, the Executive Director proposes to continue these posts on a project basis through the biennium 1986-1987, and to review the position in light of manpower requirements for the biennium 1988-1989.

84. The Personnel Branch functions as a staff organization advising and assisting the Executive Director in developing and maintaining a highly competent and motivated staff, and in utilizing it most effectively in achieving UNFPA's mandate and objectives. It performs the entire range of personnel activities in close co-operation with the UNDP Division of Personnel, including recruitment, transfer, reassignment, promotion, career development, training, separation, etc. The Branch is also responsible for the recruitment and fielding of short-term consultants for specific headquarters and field programme requirements.

85. The Personnel Branch is currently staffed by three Professional and three General Service staff from the regular budget and one Professional staff and four General Service staff financed on a project basis, to support programmes at headquarters and in the field. Considering the ratio of staff and support functions of the Branch, the ratio of 1:1 of Professional to General Service staff under the regular budget is already inadequate and out of line with the staffing ratio of other United Nations organizations.

86. The Executive Director, having carefully reviewed the work-load of the Personnel Branch, currently proposes to transfer two of the four existing General Service posts financed from project funds to the regular budget in the biennium 1986-1987. No additional cost to the Fund will result since the increased cost of \$158,000 for these two posts for the biennium 1986-1987 will be fully offset by a corresponding reduction in project expenditures. As for the remaining Professional post and the two General Service posts continuing on project funds, the former will be phased out during 1986 and the General Service posts will be reviewed in light of manpower requirements for 1988-1989.

87. The Administrative Branch is responsible for a wide range of services including conference services; storage and archives services; documents and printing, including reproduction and distribution; liaison with building management; registry; administration of office equipment; communications; office automation; telex services; messenger services; and the maintenance and certification of inventory of records of non-expendable equipment. In close co-operation with the UNDP Travel Section and United Nations Transportation Section, the Branch is also responsible for travel and visas.

88. The Library, which is also a part of the Branch, is responsible for the normal range of library services, including bibliographic research and references, as well as arrangements for translation services.

89. The Branch employs, at the present time, four Professional posts and 20 General Service posts of which, owing to the workload of the Branch, one half has had to be financed on a project basis. These will be continued without change pending further review. Because of the great variety of functions of the Branch, the ratio of Professional to General Service staff is 1:5, which is considerably higher in this unit than in others, but is well within the range of corresponding units in other United Nations organizations.

90. The Fund has also taken a number of steps to enable it to update and modernize its administrative and managerial capacity through computerization, word processing and automation of many of its procedures. However, it does not have at its command the Professional and technical capacity to develop its own management information system to serve the steadily increasing needs of the Programme Division, the Administration and Finance Division, and other headquarters units which require in their ongoing work a steady and reliable source of data flows and management information to enable them to plan and carry out their tasks effectively. The development of this capacity, tailored to the particular needs of UNFPA, can only be undertaken successfully within the Fund itself. It cannot be provided from the outside, for the reason that those who are to be responsible for developing the system and procedures to meet the management information needs of the Fund must have an intimate knowledge of the day-to-day activities of the Fund, which can only be acquired by personnel who are in continuous contact with the daily work of the Fund and are aware of its unique requirements.

91. For these reasons, the Executive Director considers it essential to establish the nucleus of a Management Information Development Unit, consisting initially of an experienced and qualified Professional with the necessary

supporting staff. The functions of the Unit head will be to provide in-house leadership in the development of an integrated management information system to serve the needs of all headquarters units of UNFPA and to advise on the hardware and software needed to accomplish this. A programme is also needed to upgrade the skills of office personnel in the use of the modern automated equipment which has now become increasingly an indispensable feature of modern office management.

92. The establishment of such a Unit will require a total of four posts, one at the P-4 level, and three General Service posts. Cost of the Unit for the biennium 1986-1987 is estimated at \$399,000, of which only \$162,000 represents additional costs since the support posts are currently being financed from project funds. The Executive Director proposes to establish and finance this Unit initially, for the biennium 1986-1987, on a project basis and to defer consideration of the inclusion of these posts in the regular budget until 1988-1989, when it is hoped the continuing value of the Unit will have been demonstrated.

93. Mention should also be made of two other organizational units which have been functioning for some time on a provisional basis with project funds, but which the Executive Director now feels should be recognized as integral units of the Fund's continuing administrative structure and incorporated into the regular budget. The best example of this is the Geneva office of UNFPA (housed in the UNDP office in Geneva), consisting of three Professionals and two General Service staff, which renders an indispensable service as liaison with numerous Governments and more particularly with other United Nations organizations and non-governmental organizations in Europe which work closely with UNFPA in the population field. The Geneva office has been in existence since 1977, financed at all times as a special project, since, owing to regular budget constraints, provision could not be made for it in any other way. Whether the office continues to be financed as a project or is acknowledged as it should be as a part of the regular budget makes little difference in strict administrative terms. But in fairness to the staff concerned and as a matter of administrative and budgetary common sense, it clearly should be included in the regular budget. The Executive Director proposes, therefore, to include provision for the Geneva office (except for one L-3 post to be retained for a further period on project financing) in the regular 1986-1987 budget. Costs for the biennium, amounting to \$548,000, will be fully offset by a corresponding reduction in project expenditures.

94. From 1974 through 1983, UNICEF handled and was reimbursed to undertake UNFPA-related procurement. The reimbursement covered the cost of two Professional officers and two-and-one-half General Service staff, as well as a procurement fee of three per cent of total order value. During 1983, UNICEF consolidated its supply operations in Copenhagen, Denmark, and transferred most of its staff away from New York. As a result, the arrangement between UNICEF and UNFPA became impracticable. In early 1984, UNFPA took over the purchasing services, which are now handled by two former UNICEF Professional officers and three General Service staff members. This small Procurement Unit is responsible for the establishment of, and advice on, specifications, as well as for the timely procurement of supplies and equipment as requested by

Government-executed projects and headquarters administrative services. UNICEF is still used when items available from its UNIPAC warehouse in Copenhagen are required.

95. The first year's experience with UNFPA's own Procurement Unit shows that supply operations have become more expeditious, largely as a function of a direct line of communication with projects that reduces bureaucratic delays and improves efficiency. In 1984, UNFPA's total procurement volume increased by 44 per cent to \$15 million, and considerable savings could be realized not only in procurement fees but also by obtaining better pricing by pooling some requests and placing consolidated orders. Given the good experience and substantial savings, UNFPA considers that this unit should form part of the regular secretariat, financed from UNFPA's regular budget, and subject to the direct supervision of UNFPA management.

96. The Executive Director has, therefore, provided for the inclusion of the Procurement Unit, consisting of one P-5, one P-3 and three General Service posts, together with the addition of one General Service post, in the 1986-1987 regular budget of the Fund. This will add \$646,000 gross on a pro forma basis to the administrative and support services budget of the Fund but will be offset fully by corresponding reductions in project expenditures.

97. The basic manpower requirements at headquarters (including Geneva), as thus detailed in the foregoing paragraphs, are shown in summary form in table 3.

98. In concluding this section on basic manpower requirements for UNFPA headquarters, the Executive Director, in paragraph 3 of this report, made reference to the request contained in paragraph 1, section VI, of Governing Council decision 84/21 for a full report to the current session of the Council on all international and local staff in headquarters and in the field. In the foregoing paragraphs he has provided information to the Council on all such posts that are proposed for inclusion in the regular administrative and support services budget and manning table. To complete the picture, there remain a small number of Professional posts (seven) which the Executive Director proposes to retain for the present on project funds, since they do not form part of the Fund's continuing establishment and should not, therefore, be included in the regular manning table. It should be noted, in this connection, that in similar circumstances other organizations, including the United Nations itself, follow the practice of establishing temporary assistance posts. UNFPA has not adopted this practice but has utilized project funds instead. The majority of the seven posts referred to will be terminated before the end of 1986, either through attrition or completion of the project in question. In other cases, the project itself is of short duration and does not justify inclusion of the post in the regular manning table. As these posts are terminated, the supporting General Service staff will be absorbed into the regular manning table to fill vacancies as they occur.

Table 3. Headquarters

OFFICE/DIVISION	1984/85			1986/87			1988/89			1986/87			1988/89		
	A. Regular posts			B. Additional posts proposed			C. Additional posts proposed			TOTAL (A + B)			TOTAL (A + B + C)		
	Prof. and above	GS	Total	Prof. and above	GS	Total	Prof. and above	GS	Total	Prof. and above	GS	Total	Prof. and above	GS	Total
(i) Office of Ex. Dir.	11	12	23	-	-	-	-	-	-	11	12	23	11	12	23
(ii) IERD	5	4	9	3* (1P3; 2P5)	4*	7	1(1P4)	-	1	8	8	16	9	8	17
(iii) a) AFD	11	23	34	1**(1 P-4)	7**	8	1*** (1P4)	3	4	12	30	42	13	33	46
b) Proc. Unit	-	-	-	2 (1 P5, 1P3)	4	6	-	-	-	2	4	6	2	4	6
(iv) PED	11	9	20	2****	2****	4	1(1P4)	1	2	13	11	24	14	12	26
(v) Prog. Div. Direction	1	2	3	-	-	-	-	-	-	1	2	3	1	2	3
Africa	9	7	16	1(1 P-4)	2	3	1(1P4)	2	3	10	9	19	11	11	22
AP	8	6	14	1(1 P-4)	2	3	1(1P4)	2	3	9	8	17	10	10	20
LAC	6	4	10	-	-	-	-	-	-	6	4	10	6	4	10
MEMB	5	4	9	1(1 P-4)	1	2	-	-	-	6	5	11	6	5	11
EB	1	2	3	-	-	-	-	-	-	1	2	3	1	2	3
IRMB	5	2	7	-	-	-	-	-	-	5	2	7	5	2	7
Division total	35	27	62	3	5	8	2	4	6	38	32	70	40	36	76
(vi) TPD Direction	1	1	2	-	-	-	-	-	-	1	1	2	1	1	2
Tech. Br.	5	3	8	3(2 P-5, 1P4)	4	7	1(1P5)	1	2	8	7	15	9	8	17
Planning + Stat. Br.	4	4	8	-	-	-	-	-	-	4	4	8	4	4	8
Division total	10	8	18	3	4	7	1	1	2	13	12	25	14	13	27
HQ's total	83	83	166	14	26	40	6	9	15	97	109	206	103	118	221
Geneva Liaison Office	-	-	-	2(1 D1, 1 P5)	2	4	-	-	-	2	2	4	2	2	4
GRAND TOTAL	83	83	166	16	28	44	6	9	15	99	111	210	105	120	225

* 1 P-3 : 1 GS for Information Branch; 2 P-5 : 3 GS for External Relations Branch in 1986/87; 1 P-4 for IERD in 1988/89.

** 1 P-4 : 5 GS for Finance Branch; 2 GS in Personnel Branch.

*** 1 P-4 : 3 GS for MIS Unit which is suggested to be established as a project on a trial basis for two years - 1986/87-and to be regularized in 1988/89.

**** 1 P-4 : 1 GS for Policy Branch; 1 P-4 : 1 GS for Evaluation Branch in 1986/87; 1 P-4 for Policy Branch and 1 GS for Evaluation Branch in 1988/1989.

Abbreviations for Table 3

AFD	-	Administration and Finance Division
AP	-	Asia and Pacific Branch
D	-	Director
EB	-	Evaluation Branch
GS	-	General Service staff
IERD	-	Information and External Relations Division
IRMB	-	Interregional and Multi-bilateral Projects Branch
LAC	-	Latin America and Caribbean Branch
MEMB	-	Middle East and Mediterranean Branch
Office of Ex. Dir.	-	Office of the Executive Director
P; Prof.	-	Professional staff
PED	-	Policy and Evaluation Division
Planning + Stat. Br.	-	Programme Planning and Statistics Branch
Proc. Unit	-	Procurement Unit
Prog. Div.	-	Programme Division
Tech. Br.	-	Technical Branch
TPD	-	Technical and Planning Division

IV. SUMMARY OF FINANCIAL IMPLICATIONS

99. The financial and personnel implications of the proposals made by the Executive Director are summarized in tables 4 and 5 respectively.

V. RECOMMENDATIONS

A. Inclusion of field posts in regular manning table

100. The Executive Director recommends that the Governing Council approve the inclusion in the regular manning of 33 DRSAP posts, 18 Professional posts for internationally recruited programme and programme development officers, and 287 posts for locally recruited staff, replacing an identical number of posts which are currently being financed on a project basis (see para. 24 above). All posts will be transferred at their present grade levels and will be subject to classification review.

B. Establishment of additional DRSAP field posts

102. The Executive Director recommends that the Governing Council approve the establishment and inclusion in the regular manning table and budget for 1986-1987 of 5 additional DRSAP posts (of which 3 are in 1986), and 20 locally recruited posts (of which 12 are in 1986), replacing 12 locally recruited posts (of which 7 are in 1986), which are currently being financed at the same grade levels on a project basis. For the biennium 1988-1989, the Executive Director further recommends that the Governing Council approve the establishment and inclusion in the regular manning table and budget of 4 additional DRSAP posts (of which 2 are in 1988) and 15 locally recruited posts (of which 8 are in 1988), replacing 10 locally recruited posts (of which 6 are in 1988) which are currently being financed at the same grade levels on a project basis.

C. Additions to the manning table at headquarters

103. The Executive Director recommends that the Governing Council approve the inclusion in the regular manning table for headquarters (1986-1987 budget) of 16 Professional and 28 General Service posts, of which all except three new Professional posts are currently being financed on a project basis. For 1988-1989, the Executive Director further recommends the inclusion in the regular manning table and budget of six Professional and nine General Service posts, of which all except three new Professional posts are currently being financed on a project basis. Posts will be transferred at their grade levels and will be subject to classification review.

Table 4. Financial implications of Executive Director's recommendations

Proposal	Total posts and offices	Total increase in regular budget	Portion of increase offset by project cost reductions	Net new costs to Fund	New posts requested
<u>1986-1987</u>					
A. Inclusion of field posts in regular manning table	33 DRSAPs 18 International Professionals 287 Locals 71 Office costs	\$19.1 million	\$19.1 million (100%)	Nil	None
<u>1986-1987</u> <u>1986-1987</u> <u>1986-1987</u> <u>1986-1987</u> <u>1986-1987</u>					
B. Additional DRSAP offices	5 DRSAPs (3 in '86; 2 in '87) 20 locals (12 in '86; 8 in '87)	\$450,000 ('86) \$750,000 ('87) - -	\$150,000 ('86) \$250,000 ('87) - -	\$300,000 ('86) \$500,000 ('87) - -	5 DRSAPs (3 in '86; 2 in '87) 8 locals (5 in '86; 3 in '87)
<u>1988-1989</u> <u>1988-1989</u> <u>1988-1989</u> <u>1988-1989</u> <u>1988-1989</u>					
	4 DRSAPs (2 in '88; 2 in '89) 15 locals (8 in '88; 7 in '89)	\$300,000 ('88) \$600,000 ('89) - -	\$100,000 ('86) \$200,000 ('87) - -	\$200,000 ('88) \$400,000 ('89) - -	4 DRSAPs (2 in '88; 2 in '89) 5 locals (2 in '88; 3 in '89)
<u>1986-1987</u> <u>1986-1987</u> <u>1986-1987</u> <u>1986-1987</u> <u>1986-1987</u>					
C. Additional head-quarters posts	16 Professionals 28 General Service	\$5.0 million	\$4.5 million	\$0.5 million	3 Professionals
<u>1988-1989</u> <u>1988-1989</u> <u>1988-1989</u> <u>1988-1989</u> <u>1988-1989</u>					
	6 Professionals 9 General Service	\$2.1 million	\$1.5 million	\$0.6 million	3 Professionals

Table 5
Consolidated, revised manning table

	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	
	1984/1985 approved posts	1984/1985 Project posts	1984/1985 Total posts (1)+(2)	1986/1987 Project posts proposed for integration	1986/1987 proposed new posts	1986/1987 Total proposed posts (1)+(4)+(5)	1988/1989 Project posts proposed for integration	1988/1989 proposed new posts	1988/1989 Total proposed posts (6)+(7)+(8)	Project posts not proposed to be included into regular manning table in	
										1986/1987 (4)-(2)	1988/1989 (4)+(7)-(2)
A. HEADQUARTERS N.Y. AND GENEVA.											
POSTS											
<u>INTERNATIONAL</u>											
<u>PROFESSIONAL</u>											
USG	1	0	1	0	0	1	0	0	1	0	0
ASG	2	0	2	0	0	2	0	0	2	0	0
D-2/L-7	2	1	3	0	0	2	0	0	2	(1)	(1)
D-1/L-6	10	2	12	1	0	11	0	0	11	(1)	(1)
P-5/L-5	14	7	21	6	0	20	0	1	21	(1)	(1)
P-4/L-4	17	6	23	4	3	24	3	2	29	(2)	1
P-3/L-3	19	3	22	2	0	21	0	0	21	(1)	(1)
P-1/2/L-1/2	18	1	19	0	0	18	0	0	18	(1)	(1)
Subtotal international											
Professional	<u>83</u>	<u>20</u>	<u>103</u>	<u>13</u>	<u>3</u>	<u>99</u>	<u>3</u>	<u>3</u>	<u>105</u>	<u>(7)</u>	<u>(4)</u>
<u>GENERAL</u>											
<u>SERVICE</u>											
G-6/G-7	24	7	31	6	0	30	1	0	31	(1)	0
Other levels	59	48	107	22	0	81	8	0	89	(26)	(18)
Subtotal General											
Service:	<u>83</u>	<u>55</u>	<u>138</u>	<u>28</u>	<u>0</u>	<u>111</u>	<u>9</u>	<u>0</u>	<u>120</u>	<u>(27)</u>	<u>(18)</u>
TOTAL HQ POSTS:	<u>166</u>	<u>75</u>	<u>241</u>	<u>41</u>	<u>3</u>	<u>210</u>	<u>12</u>	<u>3</u>	<u>225</u>	<u>(34)</u>	<u>(22)</u>

L = project post.

are indicated in () remains as project post; subject to redeployment or reduction.

Table 5 (cont'd)

Consolidated, revised manning table

	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	
	1984/1985 approved posts	1984/1985 Project posts	1984/1985 Total posts (1)+(2)	1986/1987 Project posts proposed for integration	1986/1987 proposed new posts	1986/1987 Total proposed posts (1)+(4)+(5)	1988/1989 Project posts proposed for integration	1988/1989 proposed new posts	1988/1989 Total proposed posts (6)+(7)+(8)	Project posts not proposed to be included into regular manning table in <u>1987/1987</u> <u>1988/1988</u> (4)-(2) (4)+(7)-(2)	
<u>(iii) Latin America</u>											
<u>International</u>											
<u>Professional</u>											
USC	0	0	0	0	0	0	0	0	0	0	0
ASG	0	0	0	0	0	0	0	0	0	0	0
L-7	0	0	0	0	0	0	0	0	0	0	0
L-6	0	0	0	0	0	0	0	0	0	0	0
L-5	0	4	4	4	1	5	0	0	5	0	0
L-4	0	0	0	0	0	0	0	0	0	0	0
L-3	0	0	0	0	0	0	0	0	0	0	0
L-1/L-2	0	0	0	0	0	0	0	0	0	0	0
Subtotal international Professional:	<u>0</u>	<u>4</u>	<u>4</u>	<u>4</u>	<u>1</u>	<u>5</u>	<u>0</u>	<u>0</u>	<u>5</u>	<u>0</u>	<u>0</u>
<u>Local staff</u>											
National Officers (N.O.)	0	8	8	8	1	9	0	0	9	0	0
Other local CS staff	0	30	30	30	2	32	0	0	32	0	0
Subtotal local staff	<u>0</u>	<u>38</u>	<u>38</u>	<u>38</u>	<u>3</u>	<u>41</u>	<u>0</u>	<u>0</u>	<u>41</u>	<u>0</u>	<u>0</u>
TOTAL Latin America	<u>0</u>	<u>42</u>	<u>42</u>	<u>42</u>	<u>4</u>	<u>46</u>	<u>0</u>	<u>0</u>	<u>46</u>	<u>0</u>	<u>0</u>

Table 5 (cont'd)

Consolidated, revised manning table

	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	
	1984/1985 approved posts	1984/1985 Project posts	1984/1985 Total posts (1)+(2)	1986/1987 Project posts proposed for integration	1986/1987 proposed new posts	1986/1987 Total proposed posts (1)+(4)+(5)	1988/1989 Project posts proposed for integration	1988/1989 proposed new posts	1988/1989 Total proposed posts (6)+(7)+(8)	Project posts not proposed to be included into regular manning table in	
										1986/1987 (4)-(2)	1988/1989 (4)+(7)-(2)
<u>(ii) Asia & Pacific</u>											
<u>International</u>											
<u>Professional</u>											
USC	0	0	0	0	0	0	0	0	0	0	0
ASC	0	0	0	0	0	0	0	0	0	0	0
L-7	0	0	0	0	0	0	0	0	0	0	0
L-6	0	2	2	2	0	2	0	0	2	0	0
L-5	0	6	6	6	0	6	0	0	6	0	0
L-4	0	6	6	6	0	6	0	0	6	0	0
L-3	0	4	4	4	0	4	0	0	4	0	0
L-1/L-2	0	4	4	4	0	4	0	0	4	0	0
Subtotal international Professional	<u>0</u>	<u>22</u>	<u>22</u>	<u>22</u>	<u>0</u>	<u>22</u>	<u>0</u>	<u>0</u>	<u>22</u>	<u>0</u>	<u>0</u>
<u>Local staff</u>											
<u>National</u>											
Officers (N.O.)	0	9	9	9	0	9	0	0	9	0	0
<u>Other local</u>											
GS staff	0	100	100	100	0	100	0	0	100	0	0
Subtotal local staff	<u>0</u>	<u>109</u>	<u>109</u>	<u>109</u>	<u>0</u>	<u>109</u>	<u>0</u>	<u>0</u>	<u>109</u>	<u>0</u>	<u>0</u>
TOTAL Asia & Pacific	<u>0</u>	<u>131</u>	<u>131</u>	<u>131</u>	<u>0</u>	<u>131</u>	<u>0</u>	<u>0</u>	<u>131</u>	<u>0</u>	<u>0</u>

Table 5 (cont'd)

Consolidated, revised manning table

	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	
	1984/1985	1984/1985	1984/1985	1986/1987	1986/1987	1986/1987	1988/1989	1988/1989	1988/1989	Project posts not proposed to be included into regular manning table in	
	approved	Project	Total	Project	proposed	Total	Project	proposed	Total	1986/1987	1988/1989
	posts	posts	posts	posts	new posts	posts	posts	new posts	posts	(4)-(2)	(4)+(7)-(2)
			(1)+(2)	proposed		(1)+(4)+(5)	proposed		(6)+(7)+(8)		
				for			for				
				integration			integration				
B. FIELD											
<u>POSTS</u>											
(1) <u>Africa</u>											
<u>International</u>											
<u>Professional:</u>											
USG	0	0	0	0	0	0	0	0	0	0	0
ASG	0	0	0	0	0	0	0	0	0	0	0
L-7	0	0	0	0	0	0	0	0	0	0	0
L-6	0	1	1	1	0	1	0	0	1	0	0
L-5	0	6	6	6	2	8	0	3	11	0	0
L-4	0	7	7	7	0	7	0	0	7	0	0
L-3	0	0	0	0	0	0	0	0	0	0	0
L-1/2	0	4	4	4	0	4	0	0	4	0	0
Subtotal international											
Professionals	<u>0</u>	<u>18</u>	<u>18</u>	<u>18</u>	<u>2</u>	<u>20</u>	<u>0</u>	<u>3</u>	<u>23</u>	<u>0</u>	<u>0</u>
<u>Local staff</u>											
National											
Officers (N.O.)	0	12	12	12	2	14	0	0	14	0	0
Other local											
GS staff	0	83	83	83	3	86	0	3	89	0	0
Subtotal local											
staff	<u>0</u>	<u>95</u>	<u>95</u>	<u>95</u>	<u>5</u>	<u>100</u>	<u>0</u>	<u>3</u>	<u>103</u>	<u>0</u>	<u>0</u>
TOTAL Africa	<u>0</u>	<u>113</u>	<u>113</u>	<u>113</u>	<u>7</u>	<u>120</u>	<u>0</u>	<u>6</u>	<u>126</u>	<u>0</u>	<u>0</u>

Table 5 (cont'd)

Consolidated, revised manning table

	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	
	1984/1985 approved posts	1984/1985 Project posts	1984/1985 Total posts (1)+(2)	1986/1987 Project posts proposed for integration	1986/1987 proposed new posts	1986/1987 Total proposed posts (1)+(4)+(5)	1988/1989 Project posts proposed for integration	1988/1989 proposed new posts	1988/1989 Total proposed posts (6)+(7)+(8)	Project posts not proposed to be included into regular manning table in	
										1986/1987 (4)-(2)	1988/1989 (4)+(7)-(2)
(iv) <u>Middle East & Mediterranean</u>											
<u>International Professional</u>											
USG	0	0	0	0	0	0	0	0	0	0	0
ASG	0	0	0	0	0	0	0	0	0	0	0
L-7	0	1	1	1	0	1	0	0	1	0	0
L-6	0	0	0	0	0	0	0	0	0	0	0
L-5	0	3	3	3	2	5	0	1	6	0	0
L-4	0	2	2	2	0	2	0	0	2	0	0
L-3	0	1	1	1	0	1	0	0	1	0	0
L-1/L-2	0	0	0	0	0	0	0	0	0	0	0
Subtotal international Professional:	<u>0</u>	<u>7</u>	<u>7</u>	<u>7</u>	<u>2</u>	<u>9</u>	<u>0</u>	<u>1</u>	<u>10</u>	<u>0</u>	<u>0</u>
<u>Local staff</u>											
National Officers (N.O.)	0	8	8	8	0	8	0	1	9	0	0
Other local GS staff	0	37	37	37	0	37	0	1	38	0	0
Sub-Total Local Staff	<u>0</u>	<u>45</u>	<u>45</u>	<u>45</u>	<u>0</u>	<u>45</u>	<u>0</u>	<u>2</u>	<u>47</u>	<u>0</u>	<u>0</u>
TOTAL Middle East & Mediterranean	0	<u>52</u>	<u>52</u>	<u>52</u>	<u>2</u>	<u>54</u>	<u>0</u>	<u>3</u>	<u>57</u>	<u>0</u>	<u>0</u>
TOTAL Field Posts	<u>0</u>	<u>338</u>	<u>338</u>	<u>338</u>	<u>13</u>	<u>351</u>	<u>0</u>	<u>9</u>	<u>360</u>	<u>0</u>	<u>0</u>
GRAND TOTAL HQs & FIELD POSTS	<u>166</u>	<u>413</u>	<u>579</u>	<u>379</u>	<u>16</u>	<u>561</u>	<u>12</u>	<u>12</u>	<u>585</u>	<u>(34)</u>	<u>(22)</u>