Thirty-fifth session
6 June-1 July 1988, Geneva
Item 4 (a) (i) of the provisional agenda

PROGRAMME IMPLEMENTATION

Implementation of decisions adopted by the Governing Council at previous sessions

Review of programme and project activities: Project personnel

Report of the Administrator

Addendum

Summary

The present report, which refers to sub-item (e) (Project personnel) of item 4 (a) (i), responds to Governing Council decision 87/5 requesting the Administrator to update and refine earlier data on project personnel and to hold discussions with relevant bodies in the United Nations system to establish a data base for analysis of the effectiveness of different types of experts. The report also addresses the Council's request for case studies of a representative number of projects with varying component mixes of personnel to determine to what extent the objectives of projects have been achieved and whether the right mix of experts in terms of quality and cost has been used.
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INTRODUCTION

1. By its decision 85/10 of 28 June 1985, the Governing Council had requested an analysis of the cost, quality and impact of different categories of project personnel. Accordingly, the Administrator presented to the Working Group of the Committee of the Whole and to the Council in 1986 and 1987, a paper which showed inter alia that the personnel component of project budgets was about 50 per cent of total project costs; that an increasing proportion of internationally recruited experts came from developing countries; that there was a downward trend in the duration of expert assignments; and that there was increasing use of consultants and national Professional project personnel (NPPP).

2. The paper pointed out, however, that there were inconsistencies in the data relating to the various types of experts; that there was a lack of precision in the definition of certain terms; and that there were certain methodological problems in assessing the relative impact of the different categories of experts.

3. The Governing Council therefore, by its decision 87/5 of 20 February 1987, requested the Administrator to update and refine the data and to remove any inconsistencies; to hold discussions with relevant bodies in the United Nations system in order to establish a data base from which it would be possible to extract readily the kind of information needed for analysis of the effectiveness of different types of experts; and to undertake case studies of a representative number of projects with varying component mixes of different categories of personnel to determine to what extent the objectives of projects had been achieved, and whether the right mix of experts in terms of quality and cost had been used.

I. THE DATA BASE

4. A study of the data available in the United Nations system relating to different categories of experts was undertaken. The study confirmed that there were significant gaps in the information available from the field and from agencies; that the definitions applied to various types of personnel in different agencies were not always the same; and that the level of detail of the available data and the type of data kept by the field offices and agencies were often not comparable, in particular for the NPPP category.

5. However, the United Nations Development Programme (UNDP) has initiated discussions with the agencies in the Consultative Committee on Substantive Questions (Operational Activities) (CCSQ (OPS)). As a result, a set of core data has been identified and a data collection mechanism is now being tested on the NPPP category in the field. If the UNDP field offices which are participating in the test find the data base to be practical and useful, it can be utilized by the entire United Nations system. The Administrator is therefore of the opinion that it would serve no useful purpose to attempt to update and refine the data already presented to the Council on this subject at the present stage.

...
II. THE CASE STUDIES: METHODOLOGY

6. Sixteen field offices were contacted, 11 of which were visited, and an average of 4 projects per country were studied. In the countries visited not only were UNDP staff consulted but, in addition, a significant number of executing agency staff, government officials and various categories of project personnel in ongoing projects were interviewed. These field studies were supplemented by interviews and sometimes written comments from over 200 individuals in the field and from UNDP headquarters and 15 United Nations agencies.

7. In addition to visiting countries, a questionnaire on national project personnel and the "personnel mix" was sent to selected countries. Both the countries visited and those contacted were chosen after consultation with the regional bureaux. The projects examined were in large part chosen on the advice of the UNDP resident representative. The intention was to cover as wide a variety of projects as possible which displayed different compositions of project personnel.

8. This UNDP study also takes into account the findings of a review undertaken by the Regional Bureau for Asia and the Pacific, a 1987 CCSQ (OPS) report on project personnel, and UNICEF's recent study on National Professional Officers (NPOs).

9. Because there was greater familiarity and experience with the other categories of project personnel, special attention was paid to NPPP.

III. FINDINGS

A. General observations

10. The country offices and projects vary a great deal in the way records are kept and control of project personnel, in particular NPPP, is exercised. In some there exist sophisticated job classification systems that are related to salary scales negotiated with the Government. In others the approaches to the employment of NPPP are somewhat flexible. Some offices were able to provide information quickly and in an orderly manner whilst other offices did so only with difficulty.

11. No system-wide data base exists, and at some duty stations there are no central comprehensive records which could provide basic information that would allow comparative analysis. In general very little or no performance evaluation of national project personnel is conducted. When contracts come up for extension, however, brief certificates of satisfactory performance are usually completed.

B. Project design

12. In almost all instances, personnel inputs were decided at the design stage, as they should be. Here a conscious attempt is made in most offices and most agencies to relate the type of project personnel to the requirements of the project and, in the specific case of NPPP, to the availability of the expertise. Few of those consulted thought it possible to predetermine which sectors were more suitable for...
NPPP-execution, although efforts have been made to map available national talent (with or without the help of UNDP). There is general agreement that NPPP are particularly well suited for the socio-economic sectors, whereas for highly technical sectors international experts/consultants might be preferable.

C. Recruitment procedures

13. International project personnel are recruited either through advertisements or through placement from the rosters which each executing agency maintains. The recruitment of NPPP varies from country to country. In some countries, the positions are advertised. However, it has been found in others that advertisements attract many applicants, sometimes in the hundreds, many of whom are unqualified. As a result advertising is no longer used, since it often creates unnecessary work. Where there is a shortage of available and qualified NPPP, different consultation and selection processes exist. Most often, however, candidates are suggested by the Government.

D. Selection and appointment process

14. There is usually a consultation process for selection among the Government, UNDP and/or agency representatives and the chief technical advisers involved. Such consultations are generally informal.

15. In one case a formal inter-agency review group which had been operating for some time had been suspended because the procedure became too time-consuming, thus loosing the advantage of quick and non-bureaucratic recruitment normally associated with NPPP. In this country the resident representative and the agencies have now formulated a basic agreement with the central government authority concerned, stipulating the requirements and salary ranges for junior, middle- and senior-level NPPP. The resident representative has been entrusted with the monitoring of the recruitment and hiring process. Generally the NPPP recruitment process is quicker than that for international Professional project personnel (IPPP).

E. Academic qualifications

16. Most NPPPs generally had good-to-excellent academic backgrounds and were technically competent to perform the duties assigned to them. In some countries there were cases of marginal candidates without the required academic degrees and with little practical experience. However, in these instances they performed functions that were more clerical or administrative in nature. Typically they worked at the community level in positions which require mobilizing and organizing skills rather than academic qualifications. There were also a few political appointees among NPPP as there were a few "mismatches" among those recruited internationally. Where the NPPP review procedures are well agreed upon and understood by all parties concerned (United Nations and Government) there appears to be less room for pressure and possible failure.
17. Although many NPPPs are financed from UNDP or other United Nations agency funds, increasingly government cost-sharing is used. Thus, it is often in the Government's own interest to secure the best candidate for the money which it provides itself. The few political appointees mentioned often tended to come with recommendations or support from very high-ranking officials, but were not necessarily unqualified.

18. Whilst academic degrees may be controversial indicators of competence they are nevertheless commonly used as criteria for the selection of candidates. Degrees and standards vary greatly and again no uniformity exists. In some of the countries visited the standards agreed upon with the Government are fully comparable to standards set by the United Nations family of organizations for international appointments.

19. UNDP's standards for career appointments require a minimum of a Master's degree. Inclusion in the UNDP consultants' roster requires a doctoral degree or its equivalent and 15 years of experience, 10 of them in a developing country. The Technical Assistance Recruitment and Administration Service of the Department of Technical Co-operation for Development of the United Nations Secretariat roster requires as a minimum a Master's degree and at least 10 years of professional experience. Some of the agencies demand no more than a Bachelor's degree with the length of post-qualifications experience affecting the grade offered.

20. The curricula vitae of NPPP in some of the offices with well-kept records showed:

   No.    Case 1: Of all 6 NPPP, 1 had 2 Master's degrees and 5 had Ph.Ds (4 of the degrees were obtained in North America);

   No.    Case 2: Of all 14 NPPP, 5 had Bachelor's degrees, 4 Master's and 5 Ph.Ds (10 of the degrees were from North America, Europe, Japan and Australia);

   No.    Case 3: Of all 30 NPPP, 3 had Bachelor's degrees, 24 Master's and 3 had Ph.Ds. Two of the NPPP were non-nationals on NPPP salaries.

It must be emphasized that these examples are from countries where good agreed standards have been established and where all the parties, Government and the United Nations alike agree, on basic procedures and principles.

F. Relevant working experience

21. Whilst junior-level NPPP have relatively little practical experience, their experience compares favourably with the few international experts recruited at the lower grades. Some of the middle- and senior-level NPPP have extensive work experience and have often held senior positions at home. Indeed especially in
Latin America and select countries in other regions, many of the NPPP in senior positions have held United Nations system or other international positions as international experts. An increasing number of recipient countries are introducing mechanisms and incentives to encourage the return of expatriate nationals, and in many instances the latter are being employed as NPPP in UNDP-funded projects.

22. In the same three duty stations that were used in reviewing academic qualifications relevant working experience was as follows:

No.
Case 1: Of all 6 NPPP, 1 had 3 years' working experience and 5 had 10 to 18 years' experience;

No.
Case 2: Of all 14 NPPP, 9 had 10 years or more working experience 5 had between 5 and 10 years;

No.
Case 3: Of all 30 NPPP, the 6 senior NPPP all had over 17 years of working experience. The 21 middle-level NPPP had 5 to 20 years and the 3 junior NPPP had an average of 6 years' experience.

G. Contractual modalities

23. Although the reimbursable-loan modality is suggested for use in the Policies and Procedures Manual (PPM) for the recruitment of NPPP, it has only been used on rare occasions. It is claimed that the administrative procedures and other rules of Governments make this modality difficult to implement. Moreover, Governments are usually not familiar with this kind of arrangement, nor are there any mechanisms for transferring money to the right institution. It has been said that "the money disappears into a central fund" and is "never seen again" by the releasing organization.

24. Be this as it may, the impression gained during the visits was that this modality had not been seriously tried out. It was easier for the UNDP or agency office to resort to service contracts as provided for in PPM, special service agreements (SSAs) (consultancy contracts) or other contractual arrangements whereby either UNDP or the executing agency signed the contract for or on behalf of, or at the request of, the Government counterpart. Several cases of successful national subcontracting were also cited in the field by UNDP or the executing agency representative.

25. "External collaborator" contracts are also used by one agency. These and SSAs are used for very short assignments, for research and/or drafting of reports on specific subjects, and/or whilst awaiting administrative clearances for a proper service contract. These contract types are very simple and non-bureaucratic, requiring no or few clearances (medical, government clearances, agency headquarters' clearances, etc.).
H. Salaries

26. NPPP positions are well regarded and are generally in great demand. Salaries are usually much higher than national civil service salaries but usually lower than those of NPOs - the national career staff in field offices of UNDP and the United Nations Children's Fund (UNICEF) (see annex 3). Sometimes NPPP salaries are pegged to NPO salary scales. They are also much lower than those paid to internationally recruited personnel. In some countries the salaries paid to NPPP are taxable.

I. Allowances, privileges and benefits

27. As stated above the gross salaries are good-to-very good in comparison with government salaries per se and are usually competitive with some of the best salaries in the country. However, government officials and private sector personnel often receive allowances and bonuses (housing, car, etc.) which increase their real income. Moreover, in many countries such officials have extra jobs and are almost expected to have them since one salary is not enough to maintain an adequate standard of living. Indeed, privileges and benefits are often part and parcel of government employment as a means of increasing income and financial status. NPPP do not receive such benefits, although their gross salary to some extent can include measurable fringe benefits.

J. Legal status

28. The legal status of officials of a United Nations organization is governed by Article 105 of the Charter which inter alia prescribes that they "... shall similarly enjoy such privileges and immunities as are necessary for the independent exercise of their functions in connection with the Organization". Among other matters, they are immune from legal process in respect of words spoken or written and all acts performed by them in their official capacity; they are exempt from national taxation and national service obligations; and they are accorded the same privileges in respect of exchange facilities as are accorded to the officials of comparable ranks forming part of diplomatic missions, etc. Such facilities constitute the so-called functional immunities as they are applied only during the performance by staff members of their official functions. The General Assembly has officially interpreted "official" to mean all staff members of the United Nations with the exception of those who are locally recruited and paid on hourly rates (resolution 76 (I)).

29. The present legal status of NPPP is regulated by the relevant provisions of the Standard Basic Assistance Agreement, PPM and the Model Service Contract. None of these documents, in their present form, contains or could be interpreted as providing the ground for NPPP to be entitled to the status of staff members or officials of the United Nations and organizations of its system. Negotiations with various countries on the Standard Basic Assistance Agreement clearly show that the Governments are highly reluctant, if not expressly opposed, to granting any privileges and immunities to their nationals employed locally to assist UNDP in carrying out its projects. According to files of the office of the Legal Counsel
of the United Nations, none of the existing Standard Basic Assistance Agreements accords any such immunities, facilities or privileges to locally recruited nationals. The Administrator has therefore referred that matter to the Consultative Committee on Administrative Questions (Personnel and General Administrative Questions) (CCAQ (PER)) for further review and for recommendations on the core clauses to be included in agreements with countries having NPPP.

K. International career aspirations/NPPP roster

30. Amongst NPOs, the regular staff category used by UNDP field offices and UNICEF, the career aspirations stretch beyond the national level. A UNICEF study indicates that over 60 per cent of UNICEF NPOs aspired to international careers and at least 20 per cent had applied for such assignments. No comparative figures are available for NPPP nor did very many of those interviewed express any strong desire for international assignments. Variations between countries exist and, whilst in one country almost all NPPP preferred to stay at home, in another the interest in international assignments was greater. The general financial and political situation combined with traditional values, family ties, etc. plays a role as do the supply and demand for trained personnel. Even for IPPP posts, some nationalities are increasingly hard to attract since conditions at home are simply too good for United Nations salaries to be attractive.

31. No serious efforts at rostering NPPP applications were found although some resident representatives and government offices do keep track of who has worked in what field. A basic United Nations system-wide common roster could be useful for future technical co-operation, if not on a global basis then at least on a regional or subregional basis for the purposes of technical co-operation among developing countries (TCDC). More important, however, would be the value of a national roster in giving the Government an indication of national capacity by sector and skills available. The data collection mechanism referred to in paragraph 4 could easily become the basis for such a roster.

L. NPPP/IPPP relations

32. In most cases NPPP and IPPP work well together. As always these are individual problem cases or situations when there is something wrong with job descriptions, salaries or "chemistry".

33. When all the administrative and management issues have been dealt with in a professional manner, thus not clouding the real tasks to be performed, IPPP and NPPP complement each other well. The strengths of either side (IPPP with international experience and capacity, combined with the nationals' knowledge of the local situation, customs, traditions, networks and language) can forge a good team producing excellent results.
M. Training/briefing

34. Although some training/briefing is provided, at present it is far from adequate. Almost all offices consulted felt strongly that more training and briefing was needed. Individual resident representatives' offices do brief national project directors and some NPPP have regular contacts with their executing agency representatives and/or UNDP offices. The Food and Agriculture Organization of the United Nations (FAO) reports that headquarters briefing for national project directors "gained significant momentum" during the 1986-1987 biennium with the full support of UNDP. However, training and briefing must continue to receive more attention and national project directors should be given more opportunities for agency headquarters briefings since this should help to ease the work-load of field offices.

N. Women NPPP

35. No specific emphasis on appointing more women to NPPP functions was found at any of the duty stations, although a number of women worked on projects as NPPP and as project co-ordinators. The proportion of internationally recruited women seemed to be about the same as that for women NPPP.

O. Cost-effectiveness

36. International expertise is generally considered expensive, ranging from $37,000 to $190,000 per annum, all costs included. NPPP salaries are generally matched against the best prevailing salaries at the duty station concerned. Often three NPPP salary levels are established and sometimes linked with NPO salary scales. Whilst NPPP salaries occasionally equal the higher NPO salaries at a duty station, the majority of the duty stations for which NPPP salary data exist show NPPP salaries closer to the lower NPO grades (see annex 3). About 80 per cent of the NPPP salaries fall within the $10,000-25,000 salary range, whereas about 65 per cent of NPOs cost that amount to the organization per year. The average cost of a United Nations Volunteer (UNV) is $14,500 with a low of $12,000 and a high of $25,800.

37. Whilst the top national salaries equalled or surpassed the cost of junior-level IPPP at the P-1 to P-3 levels at some 15 per cent of duty stations as of October 1987, no instance of NPPP being more expensive than IPPP was encountered although potentially at the above duty stations this could happen with changing exchange rates. At the remaining 85 per cent of the duty stations the cost of IPPP is significantly greater than for NPPP.

38. As has already been pointed out there is very little systematic evaluation of the performance of NPPP. Indeed, a number of agencies do not evaluate, as a matter of course, the performance of internationally recruited experts. Accordingly, it was felt necessary during the field studies to seek informal evaluations of the staff of the projects visited in order to judge, however imperfectly, their
performance. These evaluations were obtained from the local UNDP and agency offices and from government officials who were in a position to observe the work of the expert.

39. These informal evaluations revealed a good similarity between the performance of NPPP and IPPP. Of NPPP some 15-20 per cent were given top ratings, 55-60 per cent second ratings, some 20 per cent were rated third and about 5 per cent were considered poor, which is close to the normal proportions for international staff in UNDP. Several resident representatives and agency representatives indicated that there was no difference in professional competence between the two categories, provided recruitment standards had been followed.

40. No systematic comparison with associate experts and JPOs was possible because the number of staff in these two categories at the duty stations consulted was too small to make significant judgements. However, government representatives and NPPP were in general not overly excited by these categories which were seen as too well paid and no more qualified than national staff.

41. The Council has before it a detailed report on the UNV programme (DP/1988/46). The findings of the review of UNVs are in general supported by the assessments made during the field visits undertaken in the preparation of that report. The role of UNVs was generally appreciated, as was their dedication and the examples they set especially in grass-roots-type projects. Several other issues (improved salaries, better briefing/training, etc.) relating to the UNV conditions of service that were also discussed in the UNV evaluation report were also raised in this assessment.

IV. RECOMMENDATIONS

A. Project design

42. The importance of project design cannot be too strongly emphasized. It is at the project design stage that an assessment of the personnel needs of the project must be made and the correct "mix" decided upon. Indeed, UNDP has long been aware of this requirement and has revised the relevant paragraphs in the guidelines on the new project document format as follows: "Special attention must also be paid to the personnel component to assure that the most appropriate and cost-effective categories of personnel are utilized by keeping particularly in mind the possibility of using short-term consultants, national expertise, UNVs, or the services of non-governmental organizations (NGOs), Transfer of Knowledge through Expatriate Nationals (TOKTEN) and TCDC schemes, and other non-traditional sources. Whatever the category and mix of personnel inputs chosen, the goal in the provision of all UNDP-financed personnel inputs is to make available to the development process in the host country human resources which would not otherwise be available."
B. **NPPP agreement on conditions of service**

43. Although the present PPM gives high priority to reimbursable-loan agreements with the host Government, a NGO or a national institution, this modality is seldom used. It is suggested that this modality be explored as an alternative solution to the apparently more expeditious, directly hired NPPP category. This recommendation is based on what is increasingly being practised in the field. The revised PPM chapter addresses the use of different types of project personnel, in particular NPPP, from a general and global point of view. Each country will have to develop its own specific framework or agreement.

44. The basic principles used in determining salaries should be drawn from the CCAQ *Local Salary Survey Manual* of 1985. That Manual can be used as a general reference manual on methodology without formalizing all the detailed steps outlined therein and applying them directly to the NPPP category, which is not a United Nations staff category. NPPP are first and foremost to be kept as closely linked as possible to local conditions of service with necessary local insurance schemes for death and illness, pensions, etc. to emphasize the temporary nature of such posts and to facilitate re-entry to national employment after completion of the project.

45. Resident representatives and their agency colleagues should be encouraged to work out a framework with the Government which stipulates salary ranges, recruitment criteria, standards and procedures. Written agreements should be the rule rather than the exception. A central government office or authority should be identified as responsible for such negotiations with the United Nations Resident Co-ordinator. The establishment of local inter-agency committees, including government departments, should depend on the local situation.

46. Since candidates for IPPP positions traditionally have been submitted by the executing agencies to the Governments for final selection, Governments should be asked to consider some reciprocity. For NPPP panels, for example, UNDP and/or agencies could act as a referee, also providing a seal of approval certifying that the most suitable NPPP candidate was selected.

47. National subcontracts have also been used successfully in several duty stations and this modality may in many instances be more advantageous than contracts with individuals. At one duty station qualified individual NPPP were hard to find but local consulting firms seemed to be able to meet the needs.

C. **Status**

48. The revised PPM and the proposed draft service agreement will attempt to make the status issue as clear as possible on a global basis in light of the comments under paragraph 28, and will provide a core of rules which would be common to all countries. However, it is important to emphasize that UNDP and/or an agency of the United Nations family should not be seen as an employer but rather as a contractor unless it is envisaged that the NPPP becomes United Nations staff member. This would, of course, dramatically alter the situation. In general, NPPP should be
seen as personnel contracted by UNDP and/or agencies on behalf of the Government at its specific request.

D. Monitoring and reporting

49. Better monitoring leading to better reporting of all categories of project personnel is essential. The data sheet, now being tested, if implemented by UNDP would allow for consistent monitoring and reliable statistical data. It is proposed that this sheet be completed by the UNDP resident representative's office either using the simple dBase software programme or by manually completing factsheets for each NPPP. The increased work-load at the field level would be offset by the elimination of the present procedure requiring field offices to transmit copies of contracts and curricula vitae to headquarters. Field offices would then record NPPP appointments locally on microcomputers and provide summary year-end and other reports to headquarters. Offices with no microcomputing facilities would have to submit manually completed data forms or reports to a central recording unit in New York.

50. The UNDP software programme will be provided to the executing agencies as soon as the programme appears to be functioning properly based on field tests. Comparisons within the United Nations system would be greatly facilitated if the same base is used. The NPPP dBase programme could, if successful, be applied to other categories of project personnel.
### Annex I a/

**NUMBERS OF IPPP AND NPPP EXPERTS AND UNVs, 1982-1986**

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<td><strong>International experts</strong>&lt;sup&gt;c/&lt;/sup&gt; (Total)</td>
<td>9,081</td>
<td>8,400</td>
<td>7,813</td>
<td>8,208</td>
<td>8,969</td>
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<tr>
<td><strong>International experts</strong>&lt;sup&gt;c/&lt;/sup&gt; (from recipient countries)</td>
<td>3,515</td>
<td>3,125</td>
<td>2,771</td>
<td>2,892</td>
<td>3,515</td>
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<tr>
<td><strong>National experts</strong>&lt;sup&gt;c/&lt;/sup&gt; (Total)</td>
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<td>1,412</td>
<td>2,097</td>
<td>2,759</td>
<td>3,481</td>
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<td><strong>National experts</strong>&lt;sup&gt;c/&lt;/sup&gt; (from recipient countries)</td>
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<td>1,396</td>
<td>1,781</td>
<td>2,691</td>
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<td><strong>UNVs (Total)</strong></td>
<td>792</td>
<td>75</td>
<td>942</td>
<td>87</td>
<td>1,219</td>
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<tr>
<td><strong>UNV (from recipient countries)</strong></td>
<td>633</td>
<td>771</td>
<td>985</td>
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| | 10,604 | 10,852 | 12,186 | 13,727 |

**a/** Detailed information is provided in the statistical annex to the Administrator's annual report. This annex updates some key tables of document DP/1986/WG/5.

**b/** Data for NPPP and UNVs collected for the first time in 1983.

**c/** Includes projects financed by the indicative planning figures (IPFs), the Special Measures Fund for the Least Developed Countries (SMF), Special Industrial Services (SIS) and cost-sharing and experts who were members of firms and organizations working under subcontract to the participating and executing agencies, as well as operational assistance (OPAS) and associate experts.
The dark areas of the diagram show the proportion of experts/UNVs from recipient countries within each category of personnel.

If UNVs are added, the percentage of recipient country nationals in 1986 reaches 58.5%.
### Annex II

**NUMBER OF INDIVIDUALS CONTACTED FOR NPPP REPORT**

<table>
<thead>
<tr>
<th>Country</th>
<th>UNDP, United Nations agency representatives</th>
<th>IPPPP (International Experts, Chief Technical Advisers, UNVs)</th>
<th>Government representatives and/or NPPP</th>
<th>Bilateral agencies and other contacts</th>
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<td>18</td>
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<tr>
<td>Venezuela</td>
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<tr>
<td>Viet Nam</td>
<td>6</td>
<td>8</td>
<td>20</td>
<td>3</td>
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<tr>
<td>Zaire</td>
<td>9</td>
<td>2</td>
<td>5</td>
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<td>Zimbabwe</td>
<td>8</td>
<td>8</td>
<td>4</td>
<td>3</td>
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</tbody>
</table>

**Overall**

- UNDP/United Nations agency representatives and/or experts, UNVs contacted: 77
- UNESCO/International experts contacted: 35
- Government representatives and/or NPPP contacts: 80
- Bilateral agencies and other contacts: 15
- Total: 207

UNDP/United Nations agency representatives and/or experts, UNVs contacted:

- Department of Technical Co-operation for Development
- Food and Agriculture Organization of the United Nations
- International Civil Aviation Organization
- International Labour Organization
- Office of the United Nations Disaster Relief Co-ordinator
- Office of the United Nations High Commissioner for Refugees
- United Nations Children's Fund
- United Nations Conference on Trade and Development/General Agreement on Tariffs and Trade

Unofficial discussions also held with individuals representing:

- European Community
- Finnish International Development Agency
- Norwegian Aid
- Overseas Development Administration (United Kingdom)
- Swedish International Development Authority
- United States Agency for International Development
- United Nations Development Programme
- United Nations Educational, Scientific and Cultural Organization
- United Nations Industrial Development Organization
- United Nations Population Fund
- United Nations Volunteers
- World Food Programme
- World Health Organization
- World Intellectual Property Organization
- World Meteorological Organization

As part of the CCSQ report referred to in the text several major agencies headquarters were contacted.

a/ Written comments obtained.
Annex III

COST COMPARISON
ANNUAL COST OF IPPP/NPPP/NPO/UNV

This diagram shows the cost of different types of project personnel as of October 1987 at October exchange rates.

The grey area shows the range of international salaries from the lowest post adjustment multiplier (-10) to the highest (200) for FI at the lower limit to D2 at the upper limit of the grey field (cost includes average reassignment costs, pension contributions by the UN etc. i.e. total cost not only salary).

The horizontal lines at the bottom of the graph show the cost of National Professional Officers salaries plus pension fund contribution by duty station in US$ equivalents.

The round dots at the bottom of the graph give examples of NPPP top salaries matched against NPO cost. In addition UNV cost (min. - max. is plotted - average UNV cost is $14,500).
Annex IV

Reference documents/related studies


- National Professional Officers in UNICEF.


- Current trends in recruitment for technical co-operation activities.


  Working Paper No.1 prepared by the United Nations, DTCD, TARAS.