

Medium-term plan of recruitment, 1983-1985: Problems of implementation

Prepared by
Alexander S. Efimov
Nasser Kaddour

Joint Inspection Unit



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MEDIUM-TERM PLAN OF RECRUITMENT, 1983-1985:

PROBLEMS OF IMPLEMENTATION

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I. INTRODUCTION

1. In the United Nations Secretariat, as in any other administration, recruitment plays a decisive role in personnel policy. In fact, personnel policy itself begins with recruitment and it is on recruitment that the quality and, hence, efficiency of staff depends to a significant degree. Therefore, recruitment policies and methods have been an area of continuous concern to the Joint Inspection Unit. The present report deals specifically with the "Medium-Term Plan of Recruitment, 1983-1985" which, based on the principles governing recruitment as contained in Articles 97 and 101 of the United Nations Charter and relevant provisions of the General Assembly resolutions, constitutes a major attempt by the United Nations administration to ensure adequate representation of all Member States in the Secretariat as well as to achieve the established goals with respect to the representation of women.
2. The Charter and General Assembly resolutions also determine both the role of the Secretariat as one of the principal organs of the United Nations (Article 7) and its composition. In order to implement the principle of equitable geographical distribution, the General Assembly, in some of its resolutions, particularly resolutions 3417 A(XXX), 33/143, 35/210 and 37/235, established a number of specific targets, goals, guidelines and time-limits with regard to the geographical and sex distribution of the staff to form a systematic approach to recruitment which Member States wish the Secretariat to apply.
3. With no noticeable results achieved in this field, the Secretary-General in order to improve the situation committed himself to the "Medium-Term Plan of Recruitment, 1983-1985." The Plan was designed primarily as an instrument to provide the policy framework for recruitment activities of the United Nations Secretariat, defining recruitment priorities, setting guidelines and recommending methods for attaining the targets which have long been sought by the General Assembly. A detailed description of the purposes and goals of the Plan is contained in Chapter II of the present report.
4. An analysis of the results achieved so far, seven months before the Plan is due to expire, is given in Chapter III. The Inspectors share the concern of Member States over the lack of progress with respect to the situation of unrepresented and under-represented countries, as well as towards a balanced geographical distribution and the proportional increase in the number of women in the Secretariat, as expressed again in resolutions 38/23 and 39/245 of the General Assembly.
5. With this in mind, the Inspectors make suggestions in Chapter IV, aimed at introducing some changes in recruitment policy, improvement of recruitment methods and, eventually, at attaining a more balanced composition of the Secretariat. They believe that before a new recruitment plan is developed the Secretariat would undertake an in-depth analysis of the factors which prevented the realization of the principle of equitable geographical distribution in general, and implementation of the 1983-1985 Plan in particular.
6. The Inspectors hope that the recommendations and conclusions presented in their report will be taken into account during preparation of a new Plan, especially those which concern the suggested system of desirable ranges.
7. During the preparation of the present report the Inspectors had useful discussions with a number of officials in the Secretariat. To all of them, the Inspectors express their appreciation.

A. Purposes

c) to be used as a reference source in the exchanges which OPS has with Member States showing how representation of Member States may be affected through the various stages of the Plan's implementation.

b) to improve the representation and the level of appointment of women on the staff of the Organization.

1/ A/C.5/37/SR.13, p. 3.

C. Priorities and projections

11. In connection with goal (a), it will be recalled that as at the end of 1982, i.e., just before the Plan was launched, there were 15 unrepresented and 26 under-represented Member States or more than 26 percent of the total membership. Given the magnitude of the figure, the first priority in the Medium-Term Plan of Recruitment for 1983-1985 was accorded to candidates who were nationals of these States, with special emphasis placed on those which were unrepresented. For the latter, the number of posts needed to bring them within the range by the end of 1985 were set aside before allotment of any posts to under-represented Member States. The Plan specified annual targets for unrepresented countries (1983 - 12 posts; 1984 - 12 posts and 1985 - 13 posts) and principal methods to be used for their attainment with respect to each Member State (recruitment missions, competitive examinations, invitations to submit qualified candidates for specific posts without examination, special contacts with governments and non-governmental institutions to solicit candidates, roster search and regular recruitment).

12. As far as the whole group of unrepresented and under-represented countries is concerned, the goal set in the Plan implied, in practical terms, that out of 300 vacancies projected for each year (vacancies at D-2 level and above were excluded) 50 percent or 150 ^{2/} posts were to be allocated for nationals of unrepresented and under-represented Member States. Thus 450 posts were regarded as sufficient to bring within the range not only unrepresented but all under-represented countries by the end of 1985. Specifically, by the end of 1983, 17 of the 26 under-represented Member States should have reached the lower limit of their desirable ranges; by the end of 1984 - 18, and by the end of 1985 all the remaining States, including those most severely under-represented as of December 1982 (German Democratic Republic, the Federal Republic of Germany, Japan and Saudi Arabia).

13. The other 150 posts were reserved for regular filling of vacancies by qualified candidates, whether inside or outside, including those from over-represented countries. However, the Plan provided that the latter should not exceed 10 percent of total recruitment. Those 150 posts also included about 30 posts at P-1/P-2 level (30 percent of all P-1/P-2 posts) reserved for G-to-P promotion in accordance with resolution 35/210 of the General Assembly. The remaining posts at P-1/P-2 level were intended for young professionals from unrepresented and under-represented countries recruited through competitive examinations.

^{2/} In its resolutions the General Assembly requested the Secretary-General to establish a target of 40 percent of all vacancies for the appointment of nationals of unrepresented and under-represented countries. However, OPS calculated that with the Plan successfully implemented with only 40 percent of the pool of vacancies, four countries, the most severely under-represented, would remain under-represented. Therefore, additional 89 posts (Saudi Arabia - 2, German Democratic Republic - 7, the Federal Republic of Germany - 28, Japan - 52) had to be allocated to these countries. In view of this the Secretary-General decided to provide 89 additional posts through raising the number of posts intended for un- and under-represented countries by 10 percent. Thus, all 150 vacancies (50 percent) comprised 12 posts reserved for unrepresented countries as referred to in para. 11 above, 81 posts to compensate for annual separations from service of staff members from under-represented countries and 57 posts to improve representation of under-represented countries.

III. MEDIUM-TERM PLAN OF RECRUITMENT, 1983-1985:
RESULTS OF IMPLEMENTATION

17. Although it may seem that an analysis of the results of the 1983-1985 Medium-Term Plan of Recruitment seven months before its expiration is somewhat premature, it is nevertheless justified on the following grounds. First, as the data presented below suggest, the 1983-1985 Plan has not been implemented and it appears unlikely that in the remaining period the situation will alter substantially. Second, the outcome of the 1983-1985 Plan is to be discussed at the fortieth session of the General Assembly and delegates may be interested in having a critical view of the recruitment policy (contained in Chapter IV) before a new recruitment plan is developed.

A. Unrepresented and under-represented countries

18. According to the latest data available (as of 31 May 1985) there has been no tangible progress registered with respect to unrepresented countries. Of 15 Member States unrepresented at the end of 1982 only St. Lucia and Suriname have left the group becoming both within their desirable range. During the period under consideration, two countries joined the Organization: Brunei-Darussalam (actually unrepresented); St. Christopher and Nevis (within range). Therefore, as of 31 May 1985 there still were 14 Member States unrepresented. The number of posts needed to bring all unrepresented Member States within their ranges is now 31 posts (against 37 in 1982).

19. It will be recalled that at the end of 1982 there were 26 under-represented Member States. As of 31 May 1985, 12 of these countries became within the range (Cape Verde, Dominica, Israel, Libya, Netherlands, Norway, Oman, St. Vincent, Seychelles, Spain, UkSSR and Venezuela). ^{4/} However, they continue to be below their respective mid-points: Cape Verde (-5), Dominica (-5), Israel (-6), Libya (-4), Netherlands (-3), Norway (-4), St. Vincent (-5), Seychelles (-4), Spain (-3), UkSSR (-4), Venezuela (-5). The USSR was within the range at the end of 1982, later became under-represented and was brought back within the range in May 1985.

20. There has been no significant changes in the staff position of the majority of Member States remaining under-represented. However, it is worth mentioning that staff position of the most severely under-represented Member States somewhat improved, although their number of professional posts is still significantly below the lower limit of their desirable ranges. German Democratic Republic requires 10 posts (17 in 1982) to be within the range; Germany, Federal Republic of - 24 (40 in 1982) and Japan - 55 (64 in 1982). On the other hand, Saudi Arabia's difference between the lower limit of its desirable range and staff position has grown. Now it requires 14 posts to become within the range against 9 at the end of 1982. OPS considers that to bring all currently under-represented Member States within the range 123 posts are needed.

21. As noted in para. 12 of the present report, all unrepresented and under-represented Member States were to be brought within the range given a successful implementation of the 1983-1985 Recruitment Plan. However, taken together, these countries (28 against 41 in 1982) represent 17.6 percent of the membership of the Organization. According to the Plan, in 1982 they needed 207 posts (separations excluded) to reach the lower limit of their desirable ranges, at present they still require 154 posts to attain it. Therefore, it may be concluded that net improvement in the staff position of unrepresented and under-represented Member States amounted to 53 posts or only 25.6 percent of what was planned, a result which cannot be judged as satisfactory.

^{4/} Apart from Israel, Norway and UkSSR, each of these Member States needed only one post to leave the group of under-represented countries.

B. Under-represented Member States

22. There has been no significant progress in improving the situation of Member States whose posts are below the lower limit and mid-point of their desirable range (third priority of recruitment). As of 31 December 1982 this category comprised 10 Member States; at present there are 19 and their combined number of posts needed to reach mid-point is 175.

C. Over-represented Member States

23. Another major indication of the non-fulfilment of the Plan is the growing number of over-represented Member States. As of 31 May 1985, this list comprised 33 Member States against 29 at the time when the Medium-Term Plan was launched. Taken together, the over-represented countries have 438 or 250 posts above their mid-point and upper level of desirable ranges, respectively.

24. The reason why the unsatisfactory situation continues to persist with respect to the equitable geographical distribution of posts and implementation of the provisions of the General Assembly to this effect lies essentially in the United Nations recruitment practice. As documentation provided by the Secretariat suggests, during the first 18 months of the implementation of the Plan, 225 appointments have been made to posts subject to geographical distribution. Nationals of over-represented countries have been appointed to 40 or 17.8 percent of these posts, even though the Medium-Term Plan established, as an indicative target, a maximum limit of 10 percent. By contrast, the nationals of under-represented countries represented only 20.5 percent of the total staff recruited, a percentage still very far from the target of 40 percent set by the Assembly. Apparently, 50 percent of all appointments made in this period concerned nationals of States which had been above the mid-point of their desirable ranges. In addition to this general observation, an example may be cited of one Member State, which while being represented six times over the mid-point of its desirable range as at 30 June 1982, received three additional appointments for its nationals by June 1983 and another by June 1984. As at 30 June 1984, another Member State had more nationals on the staff of the Organization at the senior levels than the mid-point of its desirable range. From the foregoing, it may be concluded that the geographical balance in the Secretariat will not improve no matter how good and sound a recruitment plan may be, unless all those concerned make rigorous efforts with a view of implementing it.

D. Developing countries

25. Representation of developing countries on the United Nations staff is a somewhat special problem. It will be recalled that in several of its resolutions, including resolution 39/245, General Assembly requested the Secretary-General "to increase the representation of developing countries in senior and policy-formulating posts, while safeguarding the principle of equitable geographical distribution in accordance with relevant resolutions of the General Assembly." The comparison of the actual number of nationals from developing countries in posts at D-1 level and above with the situation of the same countries which existed before the thirty-fifth session of the General Assembly shows that during this period significant changes have occurred.

Table

Number of developing Member States' nationals in posts of D-1 level and above, by region as at 31 December 1984 (showing corresponding numbers for 30 June 1980).

Region	Level				Sub-
	USG	ASG	D-2	D-1	Total
Africa	6 (7)	2 (1)	13 (6)	46 (33)	67 (47)
Asia and the Pacific	6 (5)	7 (2)	9 (11)	38 (36)	60 (54)
Latin America	2 (3)	1 (2)	14 (4)	22 (20)	39 (29)
Middle East	2 (2)	- (2)	6 (4)	17 (17)	25 (25)
North America and Caribbean	- (-)	1 (1)	2 (1)	5 (4)	8 (6)
Total	16 (17)	11 (8)	44 (26)	128 (110)	199 (161)

26. Indeed, the table suggests a substantial increase in representation of developing countries at levels D-1 (+18), D-2 (+18) and ASG (+3), while the number of posts filled by nationals of developing countries at USG level in 1984 was 16 against 17 in 1980. The total increase in the representation of developing countries in senior and policy-formulating posts amounted to 38 posts. Given the overall increase in these categories of posts in the United Nations Secretariat during the period under review (from 366 in 1980 to 410 in 1984), the proportion of developing countries rose from 44.0 to 48.5 percent. 5/

E. Recruitment of women

27. In a resolution adopted at its thirty-eighth session the General Assembly once again expressed its concern over the lack of progress towards increasing the proportion of women in the Secretariat and, in particular, the failure to reach the target set out in Section III of resolution 33/143. By resolution 39/295, the General Assembly took note of the decision of the Secretary-General to designate, on a temporary basis, a senior official with the title of Co-ordinator for the Improvement of the Status of Women in the Secretariat who would review the situation of women in the Secretariat and make proposals for its improvement. It also requested that the Co-ordinator be provided with all necessary assistance for carrying out effectively all the tasks assigned.

5/ The figures reflect the number of nationals on board at senior levels.

2. The Secretariat

31. In his statement of 27 January 1983 to the heads of departments and offices on personnel and budgetary issues, the Secretary-General referring to his commitment to bring all unrepresented and under-represented Member States within desirable ranges by the end of 1985, also indicated his intention to monitor geographical distribution not only in the Secretariat as a whole but in the major departments and offices. Equitable geographical distribution could only be achieved over-all if individual departments and offices also have a reasonably balanced geographical distribution. In a memorandum of 13 May 1983 circulated to the heads of departments and offices on the implementation of the Medium-Term Plan of Recruitment for 1983-1985, the Secretary-General reiterated that "the implementation of the three-year medium-term plan of recruitment should be a Secretariat-wide exercise involving" under their "personal responsibility, close co-operation with the Office of Personnel Services in order to meet, as soon as possible, the goals that have been set".

3. Office of Personnel Services

32. Of all the actors involved in recruitment OPS has prime responsibility. By virtue of the provisions contained in the Secretary-General's bulletin (ST/SGB/Organization) of June 1975, OPS and, more specifically, its Division of Recruitment should, inter alia, perform the following functions: (a) evaluate candidates and recruit staff for the professional and higher categories of the Secretariat, other than staff recruited for fixed terms by offices away from Headquarters under a delegation of authority; (b) present proposals for appointments to the Appointments and Promotion Board, Committee and subsidiary panels at Headquarters; (c) co-operate with representatives of governments of Member States on matters pertaining to recruitment of their nationals to the Secretariat. To discharge these functions, the following methods are used: recruitment planning, identification of candidates, contacts with governments, contacts with non-governmental groups, recruitment missions, circulation of vacancy announcements and use of the roster of external candidates.

33. From the description above it follows that the chief function of OPS is to formulate and apply the personnel policy of the United Nations and to recruit and administer staff of the Secretariat, except in so far as the authority to take relevant decisions has been delegated to other offices, to be exercised in accordance with the policy of the Organization as announced by the Secretary-General's bulletins, administrative instructions and such guidelines as may be issued by the Assistant Secretary-General for Personnel Services. It will be recalled that delegation of authority was brought about in accordance with the decision of the General Assembly taken at its 2324th plenary meeting on 18 December 1974. However, the Assembly's decision required the Secretary-General to take into account the comments of ACABQ that the delegation of authority should not weaken overall central control.

34. In December 1980, following the adoption of resolutions 35/210 and 35/211 by the General Assembly on personnel questions and administrative reforms, the Secretary-General entrusted OPS with the overall responsibility for attaining the objectives sought by the General Assembly, as laid down in resolutions 31/26, 32/7, 33/143, 34/219, 35/210 and 35/211. For the above purpose and within the administrative structure OPS was made directly responsible to the Secretary-General. 7/

7/ See ST/SGB/180, 24 December 1980.

35. In the period under consideration, the recruitment activities of OPS have, of course, been structured according to the 1982-1985 recruitment plan and since the annual plans related to it which set targets, specify recruitment procedures and determine the timetable of activities in the calendar year as they related to the achievement of the goals of the medium-term recruitment policy. To facilitate an accurate recruitment of nationals from the presenter and other developing countries and recruitment of women OPS has also

a. ... of agency announcements when can reach from
... sealed countries of ...
... per identified through the roster or other

The Commission's collection of vacancy announcements and the large number of applications received from cardinals from unrepresented and small underrepresented countries have been identified. The same has been intended to identify the members from a 'line unrepresented and under-represented' (see below).

[illegible]

... has ... the identification of ... candidates through ... geographical composition of the Secretariat. In 1981, ... vacancy ... of advertisements and ... vacancy ... resolution 32/143, ... average ... regular ... United Nations ... interest in the employment of nationals of those States ... however, these activities contributed to the improvement of the geographical composition of the Secretariat to a lesser degree than it was expected. At the end of 1981 a procedure for searching for internal candidates before opening vacancy to external candidates was adopted on a trial basis. Later this procedure, prejudicial to external candidates, was abolished because of delays in recruitment procedure, and, at present, the search for internal candidates is carried out at the same time as the one for external candidates. However, in filling vacancies, preference is still given to

staff already in service while Regulation 4.4 ^{9/} provides for equal treatment of both inside and outside candidates. In the Inspectors' opinion it is the quality of candidates - the highest standards of efficiency, competence and integrity required by Article 101 of the Charter - that should be a decisive factor in the selection procedure.

38. With a view to identifying women candidates, special measures have been taken. The Organization's particular interest in female candidates was emphasized at every opportunity in contacts with Member States. However, only 10 percent of candidates submitted by government services for inclusion in the roster of candidates are women. Many leading women's professional organizations were contacted, but as mentioned above, the proportion of women in the professional category and above is still below target. This target has been achieved in some 20 departments and offices in the Secretariat and in some others the target has been exceeded by 10 to 20 percent.

39. As already mentioned, another major element in OPS activities is co-operation with substantive departments and offices. In order to associate them more closely with the implementation of the Medium-Term Recruitment Plan, OPS regularly informs heads of departments and offices of how their department or office stands on this issue. On the subject of over-representation, departments and offices were regularly reminded by OPS that in the exceptional cases when candidates from such countries are considered for appointment, the approval of OPS had to be sought before presentation to local APCs and the JPB. On many occasions OPS urged the heads of departments and offices to consider positively the qualified candidates it had identified and expedite their recruitment.

4. Substantive departments and offices

40. The Secretary-General's memorandum of 13 May 1983, already mentioned in para. 31, implies that the role of substantive departments and offices is complementary and supportive to that of OPS. Nevertheless, they can make a considerable contribution to improving geographical distribution and representation of women in the Secretariat. Due to their professional contacts, it is easier for them to identify suitable candidates from inadequately represented Member States, who should then be recommended to OPS for filling existing vacancies or placing them on the roster for future opportunities. Besides, departments and offices should identify vacancies and inform OPS in good time. However, in his statement to the thirty-ninth session of the General Assembly the Assistant

^{9/} Regulation 4.4: Subject to the provisions of Article 101, paragraph 3 of the Charter, and without prejudice to the recruitment of fresh talent at all levels, the fullest regard shall be had, in filling vacancies, to the requisite qualifications and experience of persons already in the service of the United Nations. This consideration shall also apply on a reciprocal basis to the specialized agencies brought into relationship with the United Nations.

Secretary-General, while explaining the poor results of the Medium-Term Plan two years after it had been launched, laid special emphasis on two issues. First, for the great majority of departments the Medium-Term Plan of Recruitment still appears as a coercive method, and therefore, an arbitrary limitation of their management prerogatives. Second, whatever its degree of flexibility, the recruitment plan is difficult to reconcile with a decentralized administrative structure in personnel matters such as exists in the Secretariat.

41. Notwithstanding the existence of a number of circulars issued by the Secretary-General on respective terms of reference of OPS and constituent departments in this field, a fundamental problem in exercising authority, as regards personnel decisions still exists. Both the lack of authority of OPS and that of co-ordination between OPS and other entities involved in the recruitment process are apparent. Still, a number of constituent departments act independently of OPS in personnel matters, thus weakening the role of OPS. Therefore the inspectors consider that greater attention should be given to formulating guidelines which should be more explicit as far as the authority of OPS is concerned and which would strengthen its authority vis-à-vis the various offices and regional economic commissions as requested in the General Assembly resolution.

42. The Inspectors also call for the guidelines to be strengthened if these guidelines specify that

a) In addition to the overall responsibility of the Secretary-General, the objectives referred to in paragraph 34 above should be clearly assigned to the Secretary-General for the implementation of the recruitment plan.

b) While reporting to the General Assembly on the implementation of future plans and composition of the Secretariat, OPS should be informed by department showing those which do not comply with the established targets and the reasons for non-compliance.

43. In addition to the major causes outlined in para. 4 above, one to which equitable geographical distribution in general and the targets of the 1983-1985 Medium-Term Recruitment Plan, in particular, have not been reached, the third one, in the Inspectors' opinion, lies in inadequacy of the guidelines. The Inspectors consider that a somewhat different approach is required for attainment of the targets set out by the General Assembly on the composition of the United Nations Secretariat. This approach is discussed in Chapter IV of the present report.

IV. SUGGESTIONS FOR THE ATTAINMENT OF EQUITABLE GEOGRAPHICAL
DISTRIBUTION OF POSTS IN THE UNITED NATIONS SECRETARIAT

44. "The equitable geographical distribution" has been under discussion in the General Assembly for almost four decades now. Those who participate in discussions of this longtime issue, generally, recognize that the principle of the equitable geographical distribution is far from being implemented in the United Nations Secretariat. Hence, there are so many complaints made about un-, under- or over-representation, representation at higher and policy-making levels, etc. etc.

45. Obviously, there is a need to recall relevant United Nations documents, including above all, the United Nations Charter, General Assembly resolutions and statements by governmental delegations concerning "equitable geographical distribution" and composition of the Secretariat.

46. Recruitment is of overriding importance for the realization of the equitable geographical distribution and for this reason a special emphasis needs to be made on this particular element of the personnel policy of the United Nations Secretariat. With respect to recruitment, the Charter specifies that "paramount consideration in the employment of staff and in the determination of conditions of service shall be the necessity of securing the highest standards of efficiency, competence and integrity", and that "due regard shall be paid to the importance of recruiting the staff on as wide a geographical basis as possible". Both principles are crucial for the role the Secretariat has to play in the United Nations activities. In this connection the Preparatory Commission observed that "while the responsibility for the framing and adoption of agreed international policies rests with the organs representative of the Members - the General Assembly, the Security Council, the Economic and Social Council and the Trusteeship Council - the essential tasks of preparing the ground for these decisions and of executing them in co-operation with the Members will devolve largely upon the Secretariat. The manner in which the Secretariat performs these tasks will largely determine the degree in which the objectives of the Charter will be realized". ^{10/}

47. Proceeding from this observation and elaborating on the above-mentioned principles of the Charter, the General Assembly, in its resolution 153(II), explicitly stated that "in view of its international character and in order to avoid undue predominance of national practices, the policies and administrative methods of the Secretariat should reflect, and profit to the highest degree from, assets of the various cultures and the technical competence of all Member nations." Nearly 30 years later, the General Assembly reaffirmed this idea in resolution 3417(XXX) when it decided that "the principle of equitable geographical distribution of the staff requires the Secretariat to reflect adequately the diversity of cultures and attitudes of all Member States." In order to reflect these the General Assembly, in its resolution 34/219, requested the Secretary-General to submit to it "a study dealing with an indicative evaluation of posts so as to ensure that Member States will have a balanced quantitative and qualitative representation".

^{10/} Report of the Preparatory Commission of the United Nations (PC/20 of 23 December 1945, Chapter VIII, section 2, para. 1).

48. From the expectations of Member States as expressed in the above documents with regard to the equitable geographical distribution of staff and composition of the Secretariat, it may be concluded that recruitment should pursue the following goals.

a) To recruit staff who meet the highest standards of efficiency, competence and integrity. (The present practice of recruitment giving preference to inside candidates is not objective since their qualifications can be evaluated only against those of external ones);

b) To ensure a balanced quantitative representation of all Member States so as to have all of them at their mid-point. (Only when will no country be under- or over-represented);

c) To ensure a balanced qualitative representation of all Member States so as to give all of them appropriate number of posts at every grade or their equivalent;

d) To ensure a balanced quantitative and qualitative representation of all Member States not only in the Secretariat as a whole but in its departments, divisions or units. (In this connection, it may be noted that where the attainment of this goal is not possible at country level it can be done at regional level).

49. In the opinion of the Inspectors, the above interpretation of "equitable geographical distribution" of staff in the United Nations Secretariat is what Member States expect from the Secretariat. Attainment of these goals would make geographical distribution really equitable. However, the geographically balanced composition of the Secretariat is far from being realized, despite repeated appeals by the General Assembly and certain efforts made by the Secretariat.

50. In its resolution 33/143, the General Assembly requested the Secretary-General to ensure that all unrepresented and under-represented countries "achieve their desirable ranges" during the period 1979-1980, "while ensuring that representation of countries which are within desirable ranges does not decrease." In its resolution 35/210, it reiterated this request for the period 1981-1982. Because these requests have not been met, the Secretary-General committed himself to the "Medium-Term Recruitment Plan, 1983-1985" in order to fulfil the above-mentioned targets. At present it is obvious that the plan has not been implemented, that the situation generally remains unchanged and six-month moratorium on recruitment ordered by the Secretary-General in September 1984 cannot be used as an excuse for non-implementation of the plan.

51. The Inspectors believe that the present situation will prevail for many years to come if future recruitment plans are worked out along the same lines. Had the Plan of 1983-1985 been implemented and all Member

States brought into their desirable ranges, there would still be no equitable geographical distribution unless these ranges are modified and other major obstacles dealt with below in the report are removed.

A. Present system of desirable ranges

52. The first and most crucial obstacle is the existing system of desirable ranges which, if continued to be applied, would never result in equitable geographical distribution. As mentioned above, equitable distribution of staff means that all Member States should be at mid-point of their quotas without leaving out a single vacant post. In other words, in order to achieve this goal, the number of posts needed for un- and under-represented countries to reach that position should be taken from the countries above their mid-points. However, the present system of desirable ranges permits every country to have 15 percent of posts in addition to their mid-points, which could be filled only at the cost of making other countries unrepresented or under-represented. For a long time, many countries have been given this opportunity and at present they are well above their mid-points. Some of them are even beyond their upper level and still allowed to fill about 10 percent of all vacant posts in the Secretariat annually. As at 31 May 1985, only 14 countries were at their mid-point while 81 were below and 64 above this point.

53. Therefore, in the view of the Inspectors, this system, which can hardly be called equitable, should be modified. In the first place, it should be based only on mid-points of the present system. This implies that mid-point should be considered the upper limit and that no national of a country should be recruited, except in very special circumstances under Secretary-General's authority as Chief Administrator, if as a result, this limit is surpassed.

54. Taking into account that turnover of staff in the Secretariat is about 10 percent a year, each country should have the lower limit of posts of not more than 10 percent below the mid-point. For example, a country with a present minimal desirable range of 2-14 posts will have range of two to eight posts ^{11/} and a country with a maximum desirable range of 407 to 551 posts will have range of 431 to 479 posts (479 is the present mid-point and 10 percent, or 48 posts, is turnover). However, one more factor should be mentioned: since present regional mid-points include population reserve allotted to each region, the latter should also be distributed among countries of each particular region according to their population size. Therefore, some fraction of population reserve should be added to those countries whose population is large enough for that. In this case some countries which are now over-represented will be much closer to their mid-point or even below it.

^{11/} In the Inspectors' opinion, for small contributors the minimal level of not less than 5.75 posts down from the mid-point, as specified in General Assembly resolution 35/210, should be retained.

55. Another obstacle inherent in the present recruitment policy which makes geographical distribution even less equitable, and this deserves serious attention is the fact that it is aimed at distribution of posts by number leaving aside distribution by grade. For this particular reason it contributed considerably to creating the present situation whereby some countries have an excessive number of posts at higher levels while some others although equal under the United Nations Charter, have not had a single post at P-5 or higher for 40 years. It should be pointed out that there are many countries which are over-represented both by number and by grade which is double over-representation or double inequity.

56. While the two above-mentioned obstacles concern the recruitment policy, the third lies mostly in the sphere of its implementation. It is the lack of co-operation between the Office of Personnel Services and departments, officers and regional economic commissions referred to in para 40-41 above.

57. The above analysis of the three major factors hindering the attainment of equitable geographical distribution of personnel in the Secretariat leads to the conclusion that despite numerous General Assembly resolutions, several recruitment plans and the Secretary-General's personal commitment to improving the composition of the Secretariat, the situation remains practically unchanged. The number of unrepresented and under-represented countries has decreased only by 13 while that of over-represented has increased. Four more Member States have become over-represented. Moreover, a balanced distribution of posts at high levels (P-5 and above) has yet to be achieved. Thus, the present personnel and recruitment policy has not produced the desired results and if continued would clearly not deliver them in the future either. In view of this the Inspectors feel it imperative that a somewhat different approach to this policy should be used, especially as regards the methods of its implementation. They believe that distribution of all geographical posts by number and grade, should be introduced into the recruitment policy which would make the composition of the Secretariat genuinely equitable and the Secretariat itself more efficient and probably less costly.

B. Suggested distribution of posts

58. In the annual report of the General Assembly for 1965, the Secretary-General presented a plan which shows the number and grade of posts distributed among regions and among countries in the region. The Inspectors believe that this approach should be continued with one change - present descriptions of posts should be replaced with the new ones as set out in paragraphs 59-61. The Inspectors believe that in the future the Secretariat should make a table showing the number of staff of each grade and their grades by region and country, and also the number and grade of posts which should be allocated to each region and to each country according to the established percentage.

59. A table of this kind is suggested in Annex to the present report. It shows that each regional region should have a lower or certain percentage of posts in each grade calculated on the basis of the existing regional population. For example Africa - 16.6%, Asia - 23.4%, the Pacific - 16.6%, Eastern Europe - 2.2%, Western Europe - 23.4%, Latin America - 16.6%, Middle East - 5.9% and North America and Caribbean - 16.6%.

percent. Accordingly, if all P-5 posts (635) were taken, they would be distributed as follows: 86, 115, 78, 147, 49, 36, and 124. And this procedure should be applied to each grade from P-1 to USG.

60. When this is done, it will be necessary to use the same procedure for the distribution of posts, by number and grade, among countries according to their new mid-points, including their present mid-points and some fraction of population reserve to which they may or may not be entitled depending on the size of their population. Of course, there might be some difficulties, at least at the beginning, in distributing posts at different, especially at higher levels, but this problem could be resolved by means of a weighted system of posts. The present system developed by the Secretariat is based only on one factor - salaries - and may not be altogether satisfactory. Indeed, one may argue that the post of the Secretary-General is equal to two posts P-2 but which is certainly not comparable in terms of responsibilities. Thus, the present system which for unknown reasons is not being used may be evolved by introducing other relevant factors, level of responsibilities, for example.

61. Given this system, it would be possible to distribute posts more equitably because all countries could have posts at higher levels or their equivalent by way of posts rotation, for example, every five years. This period of time seems to be the most reasonable since it is widely used by many organizations in the United Nations system, including the United Nations itself.

62. With the new system of desirable ranges taken into consideration, OPS should formulate a recruitment plan containing exact data as to the number of posts at each grade to be available for annual recruitment, as well as a list of the countries for which these posts should be earmarked. For their part, these countries should nominate the necessary number of well-qualified candidates and the most suitable should be appointed. If it is the case that these countries have no such candidates for a particular post or do not intend to compete for the post, other less represented countries may present their own candidates. This procedure would definitely strengthen the role of OPS in the implementation of the plan vis-à-vis departments and offices which at present nominate candidates in many cases from over-represented countries without paying much attention to OPS and recruitment plans.

63. It should be mentioned that the number of posts needed for all the un-represented and under-represented countries to reach their respective mid-points is around 280 posts. It means that given a well-co-ordinated recruitment plan, close co-operation of all those concerned and suitable candidates, the Secretariat could achieve the goals established by the General Assembly in a number of resolutions within a very short period of time. In the Inspectors' opinion, it might take no more than three years. However, it does not mean that candidates' high standards specified in the Charter should be sacrificed. As for distribution of posts by grade, this may take more time depending on posts becoming vacant, especially at higher levels since most of them are occupied by holders of permanent contracts.

64. The Inspectors believe that the suggested distribution of posts has definite advantages over the present system of desirable ranges and, if approved by the General Assembly, would facilitate considerably the attainment of equitable geographical distribution of personnel in the United Nations Secretariat. They also believe that its other positive aspects mentioned below would make the Secretariat more efficient. In the meantime, it seems appropriate to recommend that the Secretariat should take the above considerations into account when preparing the matter of desirable ranges for review by the General Assembly at its forty-first session.

C. Five-year rotation of personnel and ratio
between permanent and fixed-term contracts

65. While suggesting the system of distribution of geographical posts rotated on a five-year basis, the Inspectors would like to clarify their position on some questions which have been under discussion by the General Assembly for a long time. One of these concerns a workable ratio between permanent and fixed-term contracts and their relative advantages and disadvantages.

66. Arguments supporting permanent contracts can be found in the Secretary-General's comments on the IIU report entitled "Application of the principle of equitable geographical distribution of the staff of the United Nations Secretariat." Among other things this document states that "various heads of departments and offices in their comments have emphasized the importance of relating this question to the need for continuity, for efficient operation of the services, and for the good administration of the Secretariat, including the legitimate career aspirations of the staff as well as the independence of the Secretariat, rather than the requirements of geographical distribution. Several have recognized that the recommendation would adversely affect the morale of their staff." ^{12/} This statement makes it clear that permanent contracts represent one more major obstacle in meeting "the requirements of geographical distribution" and also reveals why some heads of departments and offices are blocking the implementation of recruitment plans.

67. There are also arguments put forward by staff representatives, such as better efficiency and more impartiality on the part of permanent contract holders, security of tenure, etc. A separate analysis of every one of these arguments is naturally called for.

1. Efficiency

68. It is widely recognized that the highest standards of efficiency, competence and integrity are not necessarily obtained only in an international organization which is composed entirely or even mostly of career staff. The executive heads of the United Nations system organizations are in unanimous agreement that there is no evidence whatsoever that these standards are lower in those organizations which have higher proportions of fixed-term staff than in those which have the most career staff. ^{13/}

69. It goes without saying that every international organization needs long-term staff to perform functions which can be learnt only inside the organization. But the organizations also need many well-qualified specialists with fresh practical experience gained outside who cannot be recruited at the P-1/P-2 level and trained inside the organizations.

70. As for the achievement of high performance of the staff as a whole it can be done, in the executive heads' opinion, by better standards and methods of recruitment and use of efficient management practices. This is exactly the reason

^{12/} Document A/36/407/Add. 1, para. 14.

^{13/} ACC/1982/16, Annex IV.

why the Inspectors suggest five-year rotation of posts as one of the methods of recruitment of personnel. Besides, it will give the Secretary-General more flexibility in terminating or curtailing programmes which are obsolete, marginal or of limited usefulness, and in not extending contracts of staff members whose performance is not up to required standards. Also there will be no need for costly training of permanent contract holders so as to make them fit for new programmes since fresh talents who meet job description requirements could be easily recruited.

71. The Inspectors are of the opinion that five-year contracts would considerably contribute to solving the serious problems cited above and thus to increasing efficiency of the Secretariat as a whole.

2. Security of tenure

72. Five-year contracts by no means imply that security of tenure will be threatened or the practice of granting permanent contracts abolished. It should be clarified from the very beginning that efficient staff members should have no fear about further extension of their contracts and they could remain in employment for as long as they wished and make their career with the Organization. However, those whose performance was below the standard specified in Article 101 of the Charter should intensify their efforts or be prepared to leave the Organization. In its turn, this would also contribute to improving the efficiency of the Secretariat.

73. It may be recalled that about 70 Member States are practicing secondment of their nationals. This means that staff members need not worry about their future after leaving the Secretariat. Therefore, other Member States should be encouraged not only to seek out and suggest candidates but also to take care of them after their release from the Secretariat.

74. As for a ratio between permanent and fixed-term contracts, the distribution of posts on the basis of their five-year rotation and more strict renewal of contracts would eventually be brought to a more workable balance acceptable to Member States.

3. Continuity of services

75. The argument that permanent contracts are needed for continuity of services does not seem to be sound because the turnover of personnel in the Secretariat up to now was less than 10 percent which means that over 90 percent of staff staying at posts was more than enough for ensuring continuity and for the smooth and efficient operation of services.

76. It should be added that the present system of recruitment, whereby a start is made only after a post becomes vacant, leads to a six to eight months' gap in filling the post. If the Secretariat changes this practice commencing recruitment at least six months in advance, the gap might be reduced to a month or two. This would also result in better continuity and more efficiency.

4. Independence and impartiality

77. There are no real grounds for this argument which may be called artificial and as such discarded for the following reasons:

a) It implies that only permanent contract holders are independent and impartial and thus casts a shadow of mistrust on their colleagues with fixed-term contracts. Taking into account the fact that, when joining the international civil service, all staff members are given fixed-term contracts, it also implies that independence and impartiality are acquired upon receiving a permanent contract. It is worth noting that the higher echelon of administration hold fixed-term contracts only;

b) The only reference to independence and impartiality can be found in Staff Regulation 1.7 and it concerns only national political activities. The regulation specifies that any staff member, no matter whether on permanent or fixed-term contract, "may exercise the right to vote but shall not engage in any political activity which is inconsistent with or might reflect upon the independence and impartiality required by their status as international civil servants";

c) There is no reference in the Staff Regulations or in the United Nations Charter to "independence and impartiality" to be applied within the Secretariat. The Charter (Art. 100.1) only specifies that "in the performance of their duties the Secretary-General and the staff shall not seek or receive instructions from any government or from any other authority external to the Organization." It should be clarified that no single person, and similarly staff members including those on permanent contracts, can be considered absolutely independent or impartial. All of them have their own national, political as well as religious convictions due to their educational, socio-economic and cultural background and they are not expected to give them up (Regulation 1.4). For this particular reason, all staff members might share and promote views resembling those of their national governments but this, in no way, means that they are acting upon their governments' instructions or that they are not loyal to the Organization dedicated to international peace and security. All of them, upon employment, pledge themselves to "discharge their functions and to regulate their conduct with the interests of the United Nations only in view." (Regulation 1.11). Besides, there is no official evidence to believe that staff members with fixed-term contracts are not or less "independent and impartial." This is exactly why the United Nations Charter provides for the recruitment of staff "on as wide a geographical basis as possible" in order "to avoid undue predominance of national practices", as mentioned in para. 47 above.

78. In this connection, it is worth recalling what the Secretary-General stated at the University of Geneva, Switzerland: "As for its (United Nations) Secretariat, it is the living proof that staff members coming from the most varied cultures and holding the most widely differing beliefs can unite to ensure that a common idea of the general interest triumphs." 13/

5. Good administration and morale of the staff

79. These two factors are inter-dependent. The staff's morale also depends on the performance of their colleagues because if some of them, while getting

the same salaries and holding permanent contracts, do not do their jobs properly, it infects the others and thus lowers their morale and efficiency. At the same time, this cripples the administration in its efforts to implement programmes assigned in terms of time and quality. Therefore, five-year contracts and a more objective and strict procedure for their renewal would make it easier to get rid of "dead wood" and considerably improve both the staff's morale and administration which, in its turn, would definitely result in higher efficiency of the Secretariat in general, and in implementing programmes in particular.

80. Five-year rotation of personnel makes it possible to freeze post levels and thus eliminate "grade creep". The long standing practice of upgrading the level of posts without expansion of incumbents' functions became known as "grade creep". In most cases such "promotions" are none other than awards for a long-time service. For example, over the last 20 years they, according to the Inspectors' estimates, have resulted in additional costs of some \$3 million for Member States. Therefore, if a large part of the staff is rotated every five years there will be no need in upgrading, save in special cases. Thus stabilized staffing table will also permit downgrading "swollen" posts when they become vacant and additional savings to be made.

81. On the other hand, such staffing table would substantially narrow the field of arbitrary action of heads of departments and offices, as far as unjustified upgrading of posts is concerned. One example of such action is that posts at the P-1/P-2 level are practically vanishing having been upgraded to P-3.

82. Five-year rotation would eliminate "brain drain" from developing countries. "Brain drain" is the subject of many General Assembly resolutions but is being practised by the Organization itself. If five-year rotation is applied it would serve two very important purposes: a) strengthen national civil services by specialists enriched by international experience while working in the United Nations Secretariat and b) promote, in the countries of their origin, the United Nations ideals and interests.

V. CONCLUSIONS AND RECOMMENDATIONS

83. The Inspectors consider "The Medium-Term Plan of Recruitment, 1983-1985" to be a major effort towards the formulation and application of a systematic approach to recruitment and one of the primary means of creating a Secretariat in conformity with the Charter whose staff meet the highest standards of efficiency, competence and integrity. Moreover, the Plan has succeeded to serve as the policy frame for recruitment activities of the United Nations Secretariat and a managerial tool for UNRWA in its selection of staff. It is also a guide for the Secretary-General to raise the ratio of representation of all under-represented and under-represented countries to the proportion of their respective populations and to improve representation of women in the staff of the Secretariat.

84. However, the results so far achieved suggest that none of the specific goals is going to be achieved. According to the latest data available, the group of under-represented countries continues to number 74 Member States which is almost equal to the number of under-represented Member States as at the end of 1982 (55). The number of under-represented countries was only slightly reduced. This group at the end comprises 14 Member States against 10 at the end of 1982. On the other hand, the list of over-represented countries grew longer and includes now 30 Member States against 29 as at the time when the Plan was launched. As far as the representation of women is concerned, geographical distribution is concerned, their proportion in the 1983-1984 period increased from 19.5 per cent to 22.5 per cent of the total but was still falling rather short of the goal of 25 per cent as envisaged in the Charter. As compared to 1982, the ratio was 1.3.

85. The Inspectors believe that a variety of factors may be responsible for the failure of the plan and that one is the existing system of ranges in the appointment of staff. The qualitative point of view is that geographical distribution of staff is only achieved when all Member States have the number of posts equal to their population. With the present distribution of posts, this situation is impossible to achieve since representation of countries is not on an equal basis. Even if a normal and representative distribution of posts is also considered, the ratio is why the existing system of ranges should be re-examined and modified.

Recommendations

The General Assembly may wish to consider reviewing and modifying the existing system of ranges so that the present respective mid-points would become the upper levels with the lower levels being 50 percent below but not less than 5.75 posts.

86. The Inspectors feel that at present there are no appropriate guidelines to ensure equitable geographical distribution from the qualitative point of view. This problem might be solved if all Member States had a specific proportion of posts at each grade (from P-1 to USC) or their equivalent in accordance with a weighted system of posts which should be developed further. With this in mind, they offer considerations which may bring the problem of qualitative distribution close to solution. The pattern of staff distribution is given in Annex I to the present report.

Recommendation II

The General Assembly should request the Secretary-General to take the suggested system of desirable ranges and distribution of all the geographical posts into consideration while preparing the question of desirable ranges which is to be presented to the General Assembly at its *forty-first* session. It is also recommended that the Secretariat should publish statistical data on distribution of geographical posts so as to show not only their number and grade as usually presented in table 9 of the document "Composition of the Secretariat", but also the number and grade of the posts to which each country and each region are entitled as suggested in Annex I to this report.

87. One more factor which contributed to non-implementation of the Plan is that not all prerequisites were created. It appeared impossible to ensure concerted efforts on the part of the entire Secretariat. Substantive departments, offices and units still enjoy an excessive degree of independence in recruitment matters vis-à-vis OPS, including practice of prior commitments without consultations with OPS. Demarcation of recruitment responsibilities between substantive departments and OPS tends to be ambiguous and difficult to discharge. Strengthening of the authority of OPS as required by General Assembly resolutions yet has to be realised.

Recommendation III

In addition to the overall responsibility for the attainment of the objectives sought by the General Assembly as laid down in its relevant resolutions, OPS should be made directly responsible to the Secretary-General for the implementation of recruitment plans as well. Greater attention should be given to the formulation of internal guidelines so as to be more explicit as far as the authority of OPS is concerned and thus strengthen this authority vis-à-vis departments and offices and regional economic commissions as requested in a number of General Assembly resolutions.

Recommendation IV

While reporting to the General Assembly on implementation of recruitment plans and composition of the Secretariat, OPS should submit information by department showing those which do not comply with the established targets and the reasons of non-compliance.

88. In a number of General Assembly resolutions the Secretary-General was requested to achieve a balanced and equitable geographical distribution of staff throughout the Secretariat which implies that the principle of equitable geographical distribution should be implemented in all its departments, offices and units. However, this goal has yet to be attained.

Recommendation V

Additional efforts should be made in order to ensure the equitable geographical distribution of posts in all departments, offices or units. Wherever this is impossible to achieve at a country level, such distribution should be secured at a regional level.

89. The overwhelming majority of specialists who may be employed in the Secretariat can be found in national civil services. Therefore governments could play a very important role in nominating candidates. They could also ensure the availability of female candidates so as to increase the number of the Secretariat staff.

Recommendations

The Commission should encourage governments to establish of the Secretariat in their respective countries to provide them with the necessary information and to provide them with the necessary facilities. It should also encourage them to provide the necessary facilities for the staff of the Secretariat. It should also encourage them to provide the necessary facilities for the staff of the Secretariat.

Staff in posts subject to geographical distribution
(by region, nationality and level)

I. Africa

(13.49 percent of all posts; population reserve - 1 post = 19.8 million inhabitants)

Country	Population in thousands	Country percent of 4261 posts	Present mid-point	Population reserve	Present mid-point+ population reserve	Suggested desirable range 2/453 posts 3/	Country percent of 453 posts 3/	USG and ASG (55) 4/	D-2 (103)	D-1 (316)	P-5 (635)	P-4 (992)	P-3 (824)	P-2/P-1 (434)	Totals (3359)	Balance 5/
Algeria	21,272	2.40	10.20	1.07	11.27	5-11	2.43	0.18 1	0.34 2	1.03 4	2.08 6	3.25 7	2.70 2	1.42	11 22	+11
Angola	8,540	1.86	7.94	0.43	8.37	2-8	1.76	0.13 -	0.25 -	0.75 -	1.51 -	2.36 -	1.97 3	1.03 -	8 3	-5
Benin	3,890	1.86	7.94	0.20	8.14	2-8	1.76	0.13 -	0.25 -	0.75 -	1.51 5	2.36 2	1.97 2	1.03 3	8 12	+7
Botswana	1,042	1.86	7.94	0.05	7.99	7-8	1.76	0.13 -	0.25 -	0.75 -	1.51 -	2.36 1	1.97 2	1.03 -	8 3	-5
Burkina Faso	6,768	1.86	7.94	0.34	8.28	2-8	1.76	0.13 -	0.25 -	0.75 1	1.51 -	2.36 3	1.97 3	1.03 1	8 8	-
Burundi	4,503	1.86	7.94	0.23	8.17	2-8	1.76	0.13 -	0.25 -	0.75 -	1.51 -	2.36 1	1.97 4	1.03 1	8 6	-2
Cameroon, I.R.	9,467	1.86	7.94	0.48	8.42	3-9	2.00	0.14 -	0.27 -	0.85 1	1.70 3	2.67 4	2.20 3	1.17 1	9 12	+3
Cape Verde	317	1.86	7.94	0.02	7.96	2-8	1.76	0.13 -	0.25 -	0.75 -	1.51 -	2.36 1	1.97 1	1.03 -	8 2	-6
Cent. African Rep	2,508	1.86	7.94	0.13	8.07	2-8	1.76	0.13 -	0.25 -	0.75 -	1.51 -	2.36 -	1.97 3	1.03 -	8 3	-5
Chad	4,901	1.86	7.94	0.25	8.19	2-8	1.76	0.13 -	0.25 -	0.75 -	1.51 -	2.36 2	1.97 4	1.03 -	8 6	-2
Comoros	443	1.86	7.94	0.02	7.96	2-8	1.76	0.13 -	0.25 -	0.75 -	1.51 -	2.36 -	1.97 1	1.03 1	8 2	-6
Congo	1,695	1.86	7.94	0.09	8.03	2-8	1.76	0.13 -	0.25 1	0.75 -	1.51 1	2.36 4	1.97 3	1.03 -	8 9	+1
Djibouti	354	1.86	7.94	0.02	7.96	2-8	1.76	0.13 -	0.25 -	0.75 -	1.51 -	2.36 -	1.97 -	1.03 -	8 0	.8
Egypt	45,657	2.13	9.07	2.30	11.37	5-11	2.43	0.18 1	0.34 2	1.03 4	2.08 3	3.25 5	2.70 1	1.42 1	11 17	+6
Equatorial Guinea	383	1.86	7.94	0.02	7.96	2-8	1.76	0.13 -	0.25 -	0.75 -	1.51 -	2.36 -	1.97 -	1.03 1	8 1	-7
Ethiopia	35,420	1.86	7.94	1.78	9.72	4-10	2.21	0.16 -	0.31 -	0.94 3	1.89 5	2.95 4	2.45 5	1.30 9	10 26	+16
Gabon	1,146	1.91	8.13	0.06	8.19	2-8	1.76	0.13 -	0.25 -	0.75 -	1.51 -	2.36 -	1.97 -	1.03 -	8 0	-8

I. Africa (continued)

Country	Population in thousands	Country percent of 426 posts 1/	Present mid-point	Population reserve	Present mid-point+ population reserve	Suggested desirable range 2/	Country percent of 453 posts 3/	USG and ASG (55) 4/	D-2 (103)	D-1 (316)	P-5 (625)	P-4 (992)	P-3 (824)	P-2/P-1 (434)	Totals (3359)	Balance 5/
Gambia	630	1.86	7.94	0.03	7.97	2-8	1.76	0.13	0.25	0.75	1.51	2.36	1.97	1.03	8	+1
Ghana	13,044	1.91	8.13	0.66	8.79	3-9	2.00	0.14	0.27	0.85	1.30	2.67	2.20	1.17	9	+12
Guinea	5,301	1.86	7.94	0.27	8.21	2-8	1.76	0.13	0.25	0.75	1.51	2.36	1.97	1.03	8	-1
Guinea-Bissau	875	1.86	7.94	0.04	7.98	2-8	1.76	0.13	0.25	0.75	1.51	2.36	1.97	1.03	8	8
Ivory Coast	9,474	1.95	8.32	0.48	8.80	3-9	2.00	0.14	0.28	0.85	1.70	2.67	2.20	1.17	9	+3
Kenya	19,761	1.86	7.94	1.00	8.94	3-9	2.00	0.14	0.28	0.85	1.70	2.67	2.20	1.17	9	+6
Lesotho	1,481	1.86	7.94	0.07	8.01	2-8	1.76	0.13	0.25	0.75	1.51	2.36	1.97	1.03	8	-
Liberia	2,123	1.86	7.94	0.11	8.05	2-8	1.76	0.13	0.25	0.75	1.51	2.36	1.97	1.03	8	+4
Libyan Arab J.	3,471	2.97	12.65	0.17	12.82	7-13	2.88	0.21	0.39	1.22	2.46	3.85	3.19	1.68	13	-5
Madagascar	9,731	1.86	7.94	0.49	8.43	3-9	2.00	0.14	0.27	0.85	1.70	2.67	2.20	1.17	9	+3
Malawi	6,788	1.86	7.94	0.34	8.28	2-8	1.76	0.13	0.25	0.75	1.51	2.36	1.97	1.03	8	+1
Mali	7,825	1.86	7.94	0.39	8.33	2-8	1.76	0.13	0.25	0.75	1.51	2.36	1.97	1.03	8	+6
Mauritania	1,832	1.86	7.94	0.09	8.03	2-8	1.76	0.13	0.25	0.75	1.51	2.36	1.97	1.03	8	-4
Mauritius	1,031	1.86	7.94	0.05	7.99	2-8	1.76	0.13	0.25	0.75	1.51	2.36	1.97	1.03	8	+7
Morocco	22,848	2.04	8.69	1.15	9.84	7-10	2.21	0.16	0.31	0.94	1.89	2.95	2.45	1.30	10	+3
Mozambique	13,693	1.86	7.94	0.69	8.63	3-9	2.00	0.14	0.27	0.85	1.70	2.67	2.20	1.17	9	-8
Niger	5,940	1.86	7.94	0.30	8.24	2-8	1.76	0.13	0.25	0.75	1.51	2.36	1.97	1.03	8	-3
Nigeria	92,037	2.66	11.33	4.64	15.97	10-16	3.53	0.26	0.49	1.50	3.02	4.72	3.92	2.07	16	+5
Rwanda	5,903	1.86	7.94	0.30	8.24	2-8	1.76	0.13	0.25	0.75	1.51	2.36	1.97	1.03	8	-5

I. Africa (continued)

Country	Population in thousands	Country percent of 426 posts/	Present mid- point	Population reserve	Present mid-point+ population reserve	Suggested desirable range/	Country percent of 453 posts/	USG and ASG (55)/	D-2 (103)	D-1 (316)	P-5 (635)	P-4 (992)	P-3 (824)	P-2/P-1 (434)	Totals (3359)	Balance ^{5/}
S. Tome Principe	94	1.86	7.94	0.00	7.94	2-8	1.76	0.13	0.25	0.75	1.51	2.36	1.97	1.03	8 0	-8
Senegal	6,352	1.86	7.94	0.32	8.26	2-8	1.76	0.13	0.25	0.75	1.51	2.36	1.97	1.03	8 14	16
Seychelles	74	1.86	7.94	0.00	7.94	2-8	1.76	0.13	0.25	0.75	1.51	2.36	1.97	1.03	8 3	-5
Sierra Leone	3,536	1.86	7.94	0.18	8.12	2-8	1.76	0.13	0.25	0.75	1.51	2.36	1.97	1.03	8 19	+11
Somalia	5,423	1.86	7.94	0.27	8.21	2-8	1.76	0.13	0.25	0.75	1.51	2.36	1.97	1.03	8 15	+7
South Africa	31,586	3.63	15.48	1.59	17.07	11-17	3-75	0.28	0.52	1.60	3.21	5.02	4.17	2.20	17 11	-6
Sudan	20,945	1.86	7.94	1.06	9.00	3-9	2.00	0.14	0.27	0.85	1.70	2.67	2.20	1.17	9 13	+2
Swaziland	630	1.86	7.94	0.03	7.97	2-8	1.76	0.13	0.25	0.75	1.51	2.36	1.97	1.03	8 1	-7
Togo	2,838	1.86	7.94	0.14	8.08	2-8	1.76	0.13	0.25	0.75	1.51	2.36	1.97	1.03	8 9	+3
Tunisia	7,042	1.95	8.32	0.35	8.67	3-9	2.00	0.14	0.27	0.85	1.70	2.67	2.20	1.17	9 22	+15
Uganda	15,150	1.86	7.94	0.76	8.70	3-9	2.00	0.14	0.27	0.85	1.70	2.67	2.20	1.17	9 16	+7
U.Rep.Tanzania	21,710	1.86	7.94	1.10	9.04	3-9	2.00	0.14	0.27	0.85	1.70	2.67	2.20	1.17	9 20	-11
Zaire	32,084	1.86	7.94	1.62	9.56	4-10	2.21	0.16	0.31	0.94	1.89	2.95	2.45	1.30	10 15	+5
Zambia	6,445	1.86	7.94	0.32	8.26	2-8	1.76	0.13	0.25	0.75	1.51	2.36	1.97	1.03	8 11	+3
Zimbabwe	8,461	1.91	8.13	0.43	8.56	3-9	2.00	0.14	0.27	0.85	1.70	2.67	2.20	1.17	9 7	-2
TOTALS	534,464	99.86	426.05	26.93	452.98	408-453	99.97	7.29	14	42.55	85.54	133.83	111.27	58.52	453 497	+160 -116

II. Asia and the Pacific

(18.07 percent of all posts; population reserve - 1 post = 19.59 million inhabitants)

Country	Population in thousands	Country percent of 475.5 posts 1/	Present mid-point	Population reserve	Present mid-point+ population reserve	Suggested desirable range 2/	Country percent of 607 posts 3/	USG and ASG (55) 4/	D-2 (103)	D-1 (316)	P-5 (635)	P-4 (992)	P-3 (824)	P-2/P-1 (434)	Totals (3359)	Balance 5/
Australia	15,519	7.85	37.35	0.79	38.14	32-38	6.26	0.62	1.17	3.58	7.18	11.22	9.32	4.91	38	+6
Bangladesh	98,464	1.75	8.32	5.03	13.55	7-13	2.14	0.21	0.40	1.22	2.46	3.84	3.19	1.68	13	+6
Bhutan	1,388	1.67	7.94	0.07	8.01	2-8	1.33	0.13	0.24	0.75	1.52	2.38	1.98	1.00	8	-7
Brunei	269	1.67	7.94	0.01	7.95	2-8	1.33	0.13	0.24	0.75	1.52	2.38	1.98	1.00	8	-8
Burma	38,513	1.67	7.94	1.96	9.90	4-10	1.65	0.16	0.31	0.94	1.89	2.96	2.45	1.29	10	-3
China	1,051,551	5.12	24.34	53.68	78.02	70-78	12.86	1.27	2.39	7.34	14.75	23.04	19.13	10.08	78	-22
D. Kampuchea	7,149	1.67	7.94	0.37	8.31	2-8	1.33	0.13	0.24	0.75	1.52	2.38	1.98	1.00	8	-3
Fiji	674	1.67	7.94	0.03	7.97	2-8	1.33	0.13	0.24	0.75	1.52	2.38	1.98	1.00	8	-2
India	746,742	3.06	14.54	38.12	52.66	47-53	8.74	0.87	1.63	5.00	10.00	15.65	13.00	6.85	53	-9
Indonesia	162,167	2.14	10.20	8.28	18.48	13-19	3.13	0.31	0.58	1.79	3.59	5.61	4.66	2.46	19	-9
Japan	119,492	42.55	202.33	6.10	208.43	187-208	34.27	3.41	6.38	19.57	39.32	61.43	51.02	26.87	208	-91
Lao Dem. Rep.	4,315	1.67	7.94	0.22	8.16	2-8	1.33	0.13	0.24	0.75	1.52	2.38	1.98	1.00	8	-6
Malaysia	15,204	1.99	9.45	0.78	10.23	4-10	1.65	0.16	0.31	0.94	1.89	2.96	2.45	1.29	10	+6
Maldives	173	1.67	7.94	-	7.94	2-8	1.33	0.13	0.24	0.75	1.52	2.38	1.98	1.00	8	-8
Mongolia	1,851	1.67	7.94	0.09	8.03	2-8	1.33	0.13	0.26	0.75	1.52	2.38	1.98	1.00	8	-8
Nepal	16,107	1.67	7.94	0.82	8.76	3-9	1.48	0.15	0.28	0.85	1.70	2.65	2.21	1.16	9	+2
New Zealand	3,264	2.66	12.65	0.17	12.82	7-13	2.14	0.21	0.40	1.22	2.46	3.84	3.19	1.68	13	+1
Pakistan	98,971	1.87	8.88	5.05	13.93	8-14	2.31	0.23	0.43	1.31	2.65	4.14	3.44	1.80	14	+7

II. Asia and the Pacific (continued)

Country	Population in thousands	Country percent of 475.5 posts/	Present mid-point	Population reserve	Present mid-point+ population reserve	Suggested desirable range/	Country percent of 607 posts/	USG and ASC (55)4/	D-2 (103)	D-1 (316)	P-5 (635)	P-4 (992)	P-3 (824)	P-2/P-1 (434)	Totals (3359)	Balance 5/
Papua N. Guinea	3,601	1.67	7.94	0.18	8.12	2-8	1.43	0.13	0.24	0.75	1.52	2.38	1.98	1.00	8	-8
Philippines	53,395	1.99	9.45	2.73	12.18	6-12	1.98	0.19	0.36	1.13	2.27	3.55	2.95	1.55	12	+52
Samoa	163	1.67	7.94	-	7.94	4-8	1.33	0.13	0.24	0.75	1.52	2.38	1.98	1.00	8	-7
Singapore	2,540	1.99	9.45	0.13	9.58	4-10	1.65	0.16	0.31	0.94	1.89	2.96	2.45	1.29	10	+2
Solomon Islands	269	1.67	7.94	0.01	7.95	2-8	1.33	0.13	0.24	0.75	1.52	2.38	1.98	1.00	8	-8
Sri Lanka	16,076	1.67	7.94	0.82	8.76	3-9	1.48	0.15	0.28	0.85	1.70	2.65	2.21	1.16	9	+6
Thailand	50,584	1.95	9.26	2.58	11.84	6-12	1.98	0.19	0.36	1.13	2.27	3.55	2.95	1.55	12	+22
Tanautu	136	1.67	7.94	-	7.94	2-8	1.33	0.13	0.24	0.75	1.52	2.38	1.98	1.00	8	-8
Viet Nam	58,307	1.70	8.13	2.98	11.11	5-11	1.81	0.18	0.34	1.03	2.08	3.25	2.70	1.62	11	-5
TOTALS	2,566,884	100	475.51	131.00	606.51	546-607	100	9.90	18.57	57.09	114.82	179.48	149.10	78.04	607	+110

III. Europe (Eastern)

12.23 percent of all posts; population reserve - 1 post = 19.7 million inhabitants)

Country	Population in thousands	Country percent of 390 posts/	Present mid-point	Population reserve	Present mid-point+ population reserve	Suggested desirable range/	Country percent of 411 posts/	USG and ASC (55)4/	D-2 (103)	D-1 (316)	P-5 (635)	P-4 (992)	P-3 (824)	P-2/P-1 (434)	Totals (3359)	Balance 5/
Albania	2,985	2.04	7.94	0.15	8.09	2-8	1.95	0.13	0.24	0.75	1.51	2.37	1.97	1.03	8	-8
Bulgaria	9,182	2.86	11.14	0.46	11.60	6-12	2.92	0.20	0.37	1.13	2.27	3.54	2.94	1.55	12	+1
Byelorussian SSR	9,000	3.73	14.54	0.45	14.99	9-15	3.65	0.25	0.46	1.41	2.83	4.43	3.68	1.94	15	-2
Czechoslovakia	15,588	5.66	22.08	0.79	22.87	17-23	5.60	0.38	0.71	2.16	4.35	6.79	5.64	2.97	23	-10
German, Dem. Rep.	16,658	8.71	33.96	0.84	34.80	29-35	8.51	0.57	1.08	3.30	6.61	10.33	8.59	4.52	35	-17
Hungary	10,786	3.10	12.09	0.55	12.64	7-13	3.16	0.21	0.40	1.22	2.46	3.84	3.19	1.68	13	-1

III Europe-Eastern (continued)

Country	Population in 1990	Present mid-population	Population reserve	Present mid-population reserve	Wageable range	Curry percent of 1990	USG	D-2 (193)	D-1 (316)	F-5 (635)	F-4 (997)	P-3 (844)	1-4 (434)	Tota s (3350)	Base
Albania	27,228	21,33	1.89	23.22	7-3	5.60	0.38	0.71	2.16	1.35	6.79	5.64	2.9	23	-3
Bulgaria	22,517	14.33	1.16	24.0	6-17	2.92	0.20	0.27	1.13	1.27	3.54	1.94	.55	12	-6
Czechoslovakia	54,000	32.64	2.64	35.28	20-35	8.51	0.57	1.08	3.30	6.61	10.33	8.50	4.52	35	7
East Germany	24,61	206.48	10.90	211.38	05 7	52.80	3.57	6.67	20.42	41.67	64.07	3.22	28.04	17	13
East Poland	23,028	16.42	1.17	17.59	12-18	4.38	0.29	0.25	1.70	3.40	5.32	4.41	2.33	8	-1
East Romania	24,113	389.95	21	410.95	31-41	100	6.76	12.61	28.68	77.61	111.35	100.81	5.0	411	-22

IV. Europe-Western

(23.28 percent of all posts, population reserve - post 10.2 m 1101 inhabitants)

Country	Population in 1990	Present mid-population	Population reserve	Present mid-population reserve	Wageable range	Curry percent of 1990	USG	D-2 (193)	D-1 (316)	F-5 (635)	F-4 (997)	P-3 (844)	1-4 (434)	Tota s (3350)	Base
Austria	7,429	21.80	0.39	22.28	16-22	2.81	0.37	0.27	2.07	4.16	6.49	5.39	2.85	22	12
Belgium	9,117	31.88	0.51	33.39	2-33	1.22	0.54	1.01	1.10	6.24	9.75	8.10	4.26	39	12
Denmark	5,141	21.89	0.27	22.16	6-22	4.81	0.37	0.67	2.07	4.16	6.49	5.39	2.85	22	12
France	850	16.87	0.25	17.05	11-17	1.7	0.37	0.57	1.6	2.22	2.61	4.17	2.20	7	9
Germany	24,417	130.54	2.84	33.34	11-13	1	2.8	4.08	12.51	14	39.28	32.63	1.18	33	30
Greece	61,244	168.77	0.29	171.90	15-22	2.20	2.81	5.27	16.18	32.22	55.80	42.20	22.22	172	53
Ireland	3,884	15.29	0.22	15.81	10-6	2.65	0.26	0.49	1.50	3.02	4.73	3.93	2.67	16	-4
Italy	24,355	8.33	0.1	8.33	1-8	0.2	0.3	0.27	0.76	51	36	1.96	1.13	8	-4
Netherlands	3,555	11.14	0.18	11.32	5-11	1.43	0.18	0.34	1.3	2.08	3.25	2.70	1.42	11	12

Country	Population in thousands	Country percent of 240 posts	Present mid- point	Population reserve	Present mid-point+ population reserve	Suggested desirable range	Country percent of 260 posts	USG and ASG (55)	D-2 (103)	D-1 (316)	P-5 (635)	P-4 (992)	P-3 (874)	P-2/P-1 (743)	Totals (3350)	Balance
Costa Rica	2,534	3.39	8.13	0.13	8.26	2-8	3.08	0.13	0.25	0.75	1.51	2.37	1.96	1.03	8	8
Cuba	9,966	3.94	9.45	0.52	9.97	4-10	3.84	0.16	0.31	0.94	1.89	2.95	2.45	1.30	10	-
Colombian Rep.	6,101	3.47	8.32	0.32	8.64	3-9	3.46	0.15	0.27	0.85	1.70	2.66	2.21	1.16	9	-3
Ecuador	9,090	3.39	8.13	0.47	8.60	3-9	3.46	0.15	0.27	0.85	1.70	2.66	2.21	1.16	9	-4
El Salvador	5,388	3.31	7.94	0.28	8.22	2-8	3.08	0.13	0.25	0.75	1.51	2.37	1.96	1.03	8	-
Guatemala	8,165	3.39	8.13	0.42	8.55	3-9	3.46	0.15	0.27	0.85	1.70	2.66	2.21	1.16	9	-5
Haiti	6,419	3.31	7.94	0.33	8.27	2-8	3.08	0.13	0.25	0.75	1.51	2.37	1.96	1.03	8	+5
Honduras	4,232	3.31	7.94	0.22	8.16	2-8	3.08	0.13	0.25	0.75	1.51	2.37	1.96	1.03	8	-3
Mexico	77,040	10.15	24.34	3.99	28.33	22-28	10.77	0.46	0.86	2.63	5.29	8.27	6.87	3.62	28	-9
Nicaragua	3,162	3.31	7.94	0.16	8.10	2-8	3.08	0.13	0.25	0.75	1.51	2.37	1.96	1.03	8	-4
Panama	2,134	3.39	8.13	0.11	8.24	2-8	3.08	0.13	0.25	0.75	1.51	2.37	1.96	1.03	8	-1
Paraguay	3,576	3.31	7.94	0.18	8.12	2-8	3.08	0.13	0.25	0.75	1.51	2.37	1.96	1.03	8	-6
Peru	19,197	3.78	9.07	0.99	10.06	4-10	3.84	0.16	0.31	0.94	1.89	2.95	2.45	1.30	10	-10
Suriname	352	3.31	7.94	0.01	7.95	2-8	3.08	0.13	0.25	0.75	1.51	2.37	1.96	1.03	8	-6
Uruguay	2,990	3.54	8.50	0.15	8.65	3-9	3.46	0.15	0.27	0.85	1.70	2.66	2.21	1.16	9	+3
Venezuela	17,819	7.55	18.12	0.92	19.04	13-19	7.31	0.31	0.58	1.79	3.59	5.61	4.66	2.46	19	-6
TOTALS	387,095	100.00	239.89	20	259.89	234-260	100	4.25	8	24.44	49.12	76.85	63.76	33.58	260	+54
								5	12	22	50	64	63	43	259	-55

VI. Middle East

(5.68 percent of all posts; population reserve - 1 post = 18.5 million inhabitants)

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Country	Population in thousands	Country percent of 182 posts	Present mid-point	Population reserve	Present mid-point+ population reserve	Suggested desirable range	Country percent of 191 posts	USG and ASG (55)	D-2 (103)	D-1 (316)	P-5 (635)	P-4 (992)	P-3 (824)	P-2/P-1 (434)	Totals (3399)	Balance
Afghanistan	14,292	4.36	7.94	0.77	8.71	3-9	4.71	0.15	0.28	0.85	1.70	2.65	2.21	1.16	9	+3
Bahrain	414	4.36	7.94	0.02	7.96	2-8	4.19	0.13	0.25	0.75	1.51	2.36	1.96	1.04	8	-8
Cyprus	659	4.36	7.94	0.04	7.98	2-8	4.19	0.13	0.25	0.75	1.51	2.36	1.96	1.04	8	+1
Dem. Yemen	2,066	4.36	7.94	0.11	8.05	2-8	4.19	0.13	0.25	0.75	1.51	2.36	1.96	1.04	8	-2
Iran, Islamic R.	43,799	10.26	18.69	2.36	21.05	15-21	11	0.35	0.64	1.98	3.97	6.20	5.15	2.71	21	+4
Iraq	15,158	5.50	10.01	0.82	10.83	5-11	5.76	0.18	0.34	1.03	2.08	3.25	2.70	1.42	11	+9
Israel	4,216	6.64	12.09	0.23	12.32	6-12	6.28	0.20	0.37	1.13	2.27	3.54	2.94	1.55	12	-6
Jordan	3,375	6.36	7.94	0.18	8.12	2-8	4.19	0.13	0.25	0.75	1.51	2.36	1.96	1.04	8	+1
Kuwait	1,703	6.84	12.46	0.09	12.55	7-13	6.80	0.22	0.40	1.22	2.45	3.83	3.20	1.68	13	-13
Lebanon	2,644	4.46	8.13	0.14	8.27	2-8	4.19	0.13	0.25	0.75	1.51	2.36	1.96	1.04	8	+13
Oman	1,181	4.36	7.94	0.06	8.00	2-8	4.19	0.13	0.25	0.75	1.51	2.36	1.96	1.04	8	-6
Qatar	291	4.57	8.32	0.01	8.33	2-8	4.19	0.13	0.25	0.75	1.51	2.36	1.96	1.04	8	-8
Saudi Arabia	10,824	13.16	23.97	0.58	24.55	19-25	13.09	0.42	0.77	2.35	4.72	7.38	6.13	3.23	25	-21
Syrian Arab R.	10,189	4.57	8.32	0.55	8.87	3-9	4.71	0.15	0.28	0.85	1.70	2.65	2.21	1.16	9	+3
Turkey	48,811	7.57	13.78	2.63	16.41	10-16	8.37	0.26	0.50	1.50	3.03	4.72	3.92	2.07	16	+7
U.A. Emirates	1,255	5.91	10.77	0.07	10.84	5-11	5.76	0.18	0.34	1.03	2.08	3.25	2.70	1.42	11	-10
Yemen	6,386	4.36	7.94	0.34	8.28	2-8	4.19	0.13	0.25	0.75	1.51	2.36	1.96	1.04	8	-4
TOTALS	167,263	100.00	182.12	9	191.12	172-191	100	3.15	5.92	17.94	36.08	56.35	46.84	24.72	191	+41
								1	7	14	40	43	39	10	154	-37

VII. North America and Caribbean

(19.5 percent of all posts; population reserve - 1 post = 19.0 million inhabitants)

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Country	Population in thousands	Country percent of 640 posts	Present mid-point	Population reserve	Present mid-point+ population reserve	Suggested desirable range	Country percent of 655 posts	USG and ASG (55%)	D-2 (103)	D-1 (103)	P-5 (635)	P-4 (992)	P-3 (824)	P-2/P-1 (434)	Totals (3359)	Balance
Antigua/Barbuda	79	1.24	7.94	-	7.94	2-8	1.22	0.13	0.25	0.75	1.51	2.36	1.96	1.04	8	-7
Bahamas	221	1.24	7.94	0.01	7.95	2-8	1.22	0.13	0.25	0.75	1.51	2.36	1.96	1.04	8	-6
Barbados	262	1.24	7.94	0.01	7.95	2-8	1.22	0.13	0.25	0.75	1.51	2.36	1.96	1.04	8	-
Belize	156	1.24	7.94	0.01	7.95	2-8	1.22	0.13	0.25	0.75	1.51	2.36	1.98	1.04	8	-6
Canada	25,302	10.27	65.82	1.33	67.15	60-67	10.23	1.10	2.05	6.30	12.65	19.75	16.50	8.65	67	12
Dominica	77	1.24	7.94	-	7.94	2-8	1.22	0.13	0.25	0.75	1.51	2.36	1.96	1.04	8	-4
Grenada	112	1.24	7.94	0.01	7.95	2-8	1.22	0.13	0.25	0.75	1.51	2.36	1.96	1.04	8	-4
Guyana	936	1.24	7.94	0.05	7.99	2-8	1.22	0.13	0.25	0.75	1.51	2.36	1.96	1.04	8	+8
Jamaica	2,290	1.26	8.13	0.12	8.25	2-8	1.22	0.13	0.25	0.75	1.51	2.36	1.96	1.04	8	+7
St. Christopher	54	1.24	7.94	-	7.94	2-8	1.22	0.13	0.25	0.75	1.51	2.36	1.96	1.04	8	-8
St. Lucia	126	1.24	7.94	0.01	7.95	2-8	1.22	0.13	0.25	0.75	1.51	2.36	1.96	1.04	8	-6
St. Vincent/Tr.	104	1.24	7.94	0.01	7.95	2-8	1.22	0.13	0.25	0.75	1.51	2.36	1.96	1.04	8	-6
Trinidad/Tobago	1,105	1.30	8.32	0.06	8.38	2-8	1.22	0.13	0.25	0.75	1.51	2.36	1.96	1.04	8	+7
U.S.A.	235,681	74.77	479.13	12.38	491.51	443-492	75.13	8.10	15.06	46.20	92.80	145.00	120.92	63.92	492	-18
TOTALS	266,505	100.00	640.80	14	654.80	589-655	100	10.76	20.11	61.50	123.57	193.07	160.94	85.05	655	+26
								6	21	33	123	178	169	83	613	-42

Footnotes: 1. The present aggregated mid-point of all countries of the region.

2. Upper level of range is a present mid-point with population reserve included; lower level is a mid-point less 10 per cent amounting to turnover of personnel but not less than 5.75 posts.

3. Present mid-points plus population reserve.

4. Upper line in grade columns represents an estimated number of posts to be allotted to Member States; lower line shows the number of their nationals on board (to this number should be added: in Africa - four posts for Namibia; in Asia and the Pacific - four posts for Rep. of Korea; in Europe (Western) - 25 posts for Switzerland).

5. Balance is given in comparison to upper levels of suggested desirable ranges.