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Composition of the Secretariat

Report of the Secretary-General*

Summary

The present annual report covers the period from 1 July 2002 to 30 June 2003 and provides information on the demography of the staff of the Secretariat and on the system of desirable ranges for the geographical distribution of staff. As requested by the General Assembly in its resolution 57/305 of 15 April 2003, the report contains a brief analysis of the status of unrepresented and underrepresented Member States, the measures taken to achieve gender balance in the Secretariat, statistics on the composition of project personnel, General Service and related staff, and the implementation of human resources action plans.

* In December 1971, the General Assembly requested the Secretary-General to report statistics on the composition of the staff as at 30 June each year (see *Official Records of the General Assembly, Twenty-sixth Session, Annexes*, agenda item 84, document A/8604, paras. 34-37). The submission of the present report was delayed due to a number of factors, including changes in personnel in the division responsible for producing the reports, and the development of new automated processes for data collection, verification and reporting.

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Abbreviations

DDA	Department for Disarmament Affairs
DESA	Department of Economic and Social Affairs
DGACM	Department for General Assembly and Conference Management
DM	Department of Management
DM/OUSG	Office of the Under-Secretary-General (of the Department of Management)
DM/OCSS	Office of Central Support Services (of the Department of Management)
DM/OHRM	Office of Human Resources Management (of the Department of Management)
DM/OPPBA	Office of Programme Planning, Budget and Accounts (of the Department of Management)
DPA	Department of Political Affairs
DPI	Department of Public Information
DPKO	Department of Peacekeeping Operations
ECA	Economic Commission for Africa
ECE	Economic Commission for Europe
ECLAC	Economic Commission for Latin America and the Caribbean
ESCAP	Economic and Social Commission for Asia and the Pacific
ESCWA	Economic and Social Commission for Western Asia
FMADPKO	Field missions administered by the Department of Peacekeeping Operations
ICJ	International Court of Justice
ICSC	International Civil Service Commission
ITC	International Trade Centre UNCTAD/WTO
OCHA	Office for the Coordination of Humanitarian Affairs
ODC	Office on Drugs and Crime
OHCHR	Office of the United Nations High Commissioner for Human Rights
OHRLLS	Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States
OIOS	Office of Internal Oversight Services
OIP	Office of the Iraq Programme
OLA	Office of Legal Affairs
OSG	Office of the Secretary-General
OSRSGCAC	Office of the Special Representative of the Secretary-General for Children and Armed Conflict
UNSECOORD	Office of the United Nations Security Coordinator
UNCC	United Nations Compensation Commission

UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNFIP	United Nations Fund for International Partnerships
UNFPA	United Nations Population Fund
UNHCR	Office of the United Nations High Commissioner for Refugees
UN-Habitat	United Nations Human Settlements Programme
UNICEF	United Nations Children's Fund
UNITAR	United Nations Institute for Training and Research
UNJSPF	Secretariat of the United Nations Joint Staff Pension Fund and the United Nations Staff Pension Committee
UNMOVIC	United Nations Monitoring, Verification and Inspection Commission
UNOG	United Nations Office at Geneva
UNON	United Nations Office at Nairobi
UNOPS	United Nations Office for Project Services
UNOV	United Nations Office at Vienna
UNRWA	United Nations Relief and Works Agency for Palestine Refugees in the Near East
UNU	United Nations University

I. Introduction

1. The annual report of the Secretary-General on the composition of the Secretariat is submitted in accordance with requests made by the General Assembly in its resolutions concerning human resources management. The most recent of these are resolutions 49/222 A of 23 December 1994, 51/226 of 3 April 1997, 52/219 of 22 December 1997, 53/221 of 7 April 1999, 55/258 of 14 June 2001 and 57/305 of 15 April 2003. The report provides information on certain demographic characteristics of the staff of the Secretariat and on the system of desirable ranges of the geographical distribution of staff.
2. Section II provides the traditional information on the composition of the Secretariat, adding last year's data to data series on which reporting has taken place over many years. It focuses in particular on staff in posts subject to geographical distribution, facilitating the assessment of trends over time. A brief analysis on the status of unrepresented and underrepresented Member States, the measures taken to achieve gender balance in the Secretariat, as well as statistics on the composition of project personnel, General Service and related staff are also presented.
3. Section III provides information on the system of desirable ranges for the geographical distribution of staff, in particular on the methodology used for deriving desirable ranges.
4. Section IV contains information on the demographics of human resources: it provides an analysis of the main characteristics of the staff of the Secretariat and trends and changes over time in that population. It also contains a forecast of expected staff requirements related to anticipated retirements.
5. The data included in the report were current as at 30 June 2003 and refer to organizational entities in existence as of that date.
6. The list of staff of the United Nations Secretariat is published in document ST/ADM/R.58, which identifies staff by organizational entity, functional title, grade and nationality. Although not part of the Secretariat, staff members of the secretariats of the United Nations Joint Staff Pension Fund and the International Civil Service Commission are included in the list of staff.

II. Composition of the Secretariat

A. Staff of the United Nations

7. The authority of the Secretary-General to appoint staff derives from Article 101, paragraph 1, of the Charter of the United Nations, which states: "The staff shall be appointed by the Secretary-General under regulations established by the General Assembly".
8. A number of subsidiary programmes, funds and organs of the United Nations enjoy special status granted by the General Assembly in the appointment of their staff. These include the United Nations Children's Fund (UNICEF), the United Nations Development Programme (UNDP), the Office of the United Nations High Commissioner for Refugees (UNHCR), the United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA), the United Nations

University (UNU), the secretariat of the International Civil Service Commission, the United Nations Joint Staff Pension Fund, the Registry of the International Court of Justice and the International Trade Centre UNCTAD/WTO (ITC). The present report is therefore not designed to contain comprehensive information about their staff.

9. The principles governing the recruitment and employment of staff are derived from Article 101, paragraph 3, of the Charter, which reads:

“The paramount consideration in the employment of the staff and in the determination of the conditions of service shall be the necessity of securing the highest standards of efficiency, competence, and integrity. Due regard shall be paid to the importance of recruiting the staff on as wide a geographical basis as possible.”

10. These principles apply to all the staff of the United Nations, including the staff of the secretariats of the above-mentioned subsidiary programmes, funds and organs that have special status in matters of appointment.

11. As at 30 June 2003, the total number of staff of the United Nations Secretariat and those units with special status holding appointments of one year or more amounted to 37,705. Of this total, 15,082 staff paid from various sources of funding are assigned to the Secretariat and 22,623 are assigned to other entities of the United Nations (see fig. 1). As at 30 June 2003, 7,543 staff encumbered the 8,799 posts authorized in the regular budget for 2003, which are in the Integrated Management Information System (IMIS). A total of 176 local-level posts in established peacekeeping missions are not yet in IMIS (for further details on the composition of the staff by category and source of funds, see table 1).

Table 1
Staff of the United Nations Secretariat and other entities, by category and source of funds, as at 30 June 2003

Entity	Regular budget				Extrabudgetary resources				Total
	Professional and higher categories	Project personnel	General Service and related categories	Subtotal	Professional and higher categories	Project personnel	General Service and related categories	Subtotal	
United Nations Secretariat	3 033	12	4 498	7 543	2 492 ^a	819	4 228	7 539^b	15 082
UNDP	-	-	-	-	1 419 ^c	285	3 417 ^d	5 121	5 121
UNFPA	-	-	-	-	300 ^e	122	546 ^f	968	968
UNHCR	88	-	131	219	1 364	-	4 816	6 224	6 443
UNICEF	-	-	-	-	1 373 ^g	2 299 ^h	4 816	8 488	8 488
UNITAR	-	-	-	-	8	17	7	32	32
UNOPS	-	-	-	-	360	144	343	847	847
UNRWA ⁱ	91	-	10	101	28	-	2	30	131
ITC ^j	-	-	-	-	71	34	87	192	192
ICSC	-	-	-	-	21	-	22	43	43
UNJSPF	-	-	-	-	46	-	99	145	145
ICJ	28	-	49	77	12	-	2	14	91
UNU	-	-	-	-	26	29	67	122	122
Total	3 240	12	4 688	7 940	7 520	3 749	18 496	29 765	37 705

^a Including 859 Professional staff in peacekeeping operations with appointments of limited duration.

^b Including 12 Professional and 97 General Service staff against revenue-producing accounts.

^c Including staff charged to the UNDP core budget, funds managed by UNDP and UNDP supplementary funds.

^d Including 653 National Officers and Field Service Officers.

^e Including local Professionals (National Programme Officers).

^f Headquarters General Service only.

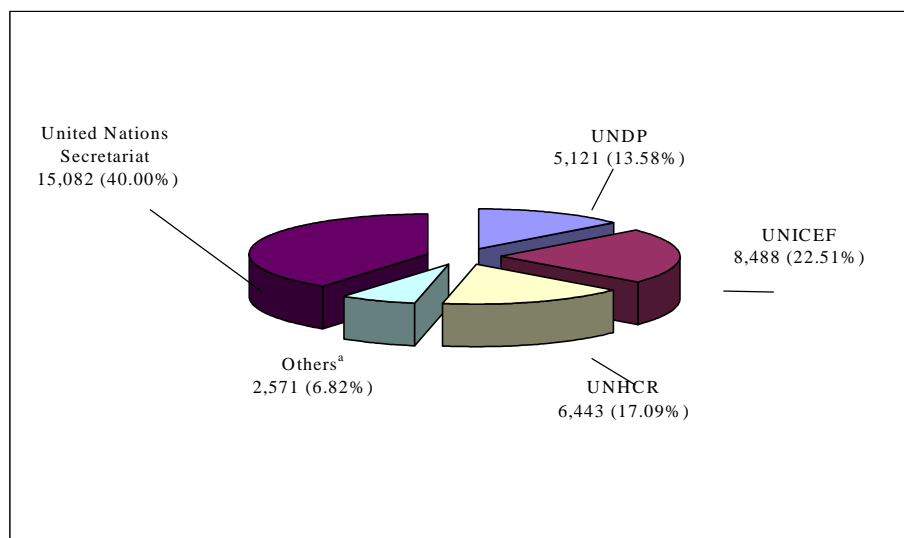
^g Including international Professional staff and National Officers occupying posts funded by regular resources.

^h Including international Professional staff and National Officers occupying posts funded by other resources, i.e., project funds.

ⁱ Excluding area staff.

^j A number of posts in ITC are financed jointly by the United Nations from the regular budget and by the World Trade Organization.

Figure 1
Staff of the Secretariat and other entities of the United Nations



^a Comprising ICJ, ICSC, ITC, UNFPA, UNITAR, UNJSPF, UNOPS, UNRWA and UNU.

B. Staff recruited under the system of desirable ranges

12. Within the overall total of 15,082 staff who hold appointments of one year or more, a limited number of staff of the Secretariat are recruited under the system of desirable ranges. The number of posts subject to geographical distribution, which is used to determine the desirable range for each Member State, is set out in chapter III. The staff concerned are referred to as “staff appointed to posts subject to geographical distribution”; they number 2,491. They are appointed by the Secretary-General for a period of at least one year to posts in the Professional and higher categories funded under the regular budget. Several categories of staff are excluded: staff appointed to the secretariats of subsidiary programmes, funds and organs with special status in matters of appointment; staff appointed to peacekeeping posts, posts specifically funded for other field mission service or posts financed under the support account for peacekeeping operations; staff appointed to posts with special language requirements; staff in the Field Service and the General Service and related categories of staff (such as Trades and Crafts, Security and Safety Service and public information assistants) who are locally recruited; staff appointed to posts for service limited to the United Nations Environment Programme (UNEP), the United Nations Human Settlements Programme (UN-Habitat) or the Office on Drugs and Crime (ODC); staff appointed to posts financed on an inter-agency basis; staff appointed to technical cooperation project posts; National Officers at United Nations information centres; staff on special leave without pay; and staff on secondment to other organizations.

C. Representation of Member States

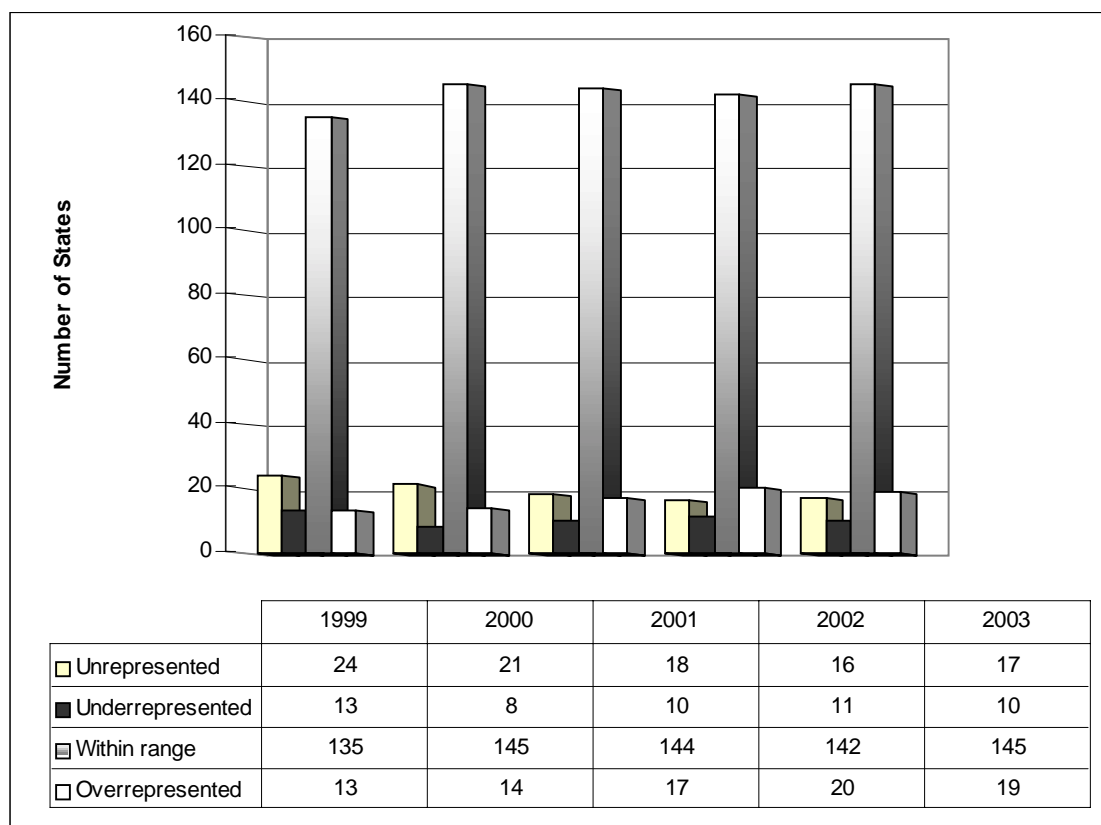
13. Representation of Member States falls into four categories: unrepresented, underrepresented, within range and overrepresented. A Member State is “unrepresented” when none of its nationals has been appointed to a post subject to geographical distribution; it is “underrepresented” when the number of its nationals appointed to such posts is below the lower limit of the desirable range; it is “within range” when the number of its nationals appointed to such posts is between the upper and lower limits of the desirable range; and it is “overrepresented” when the number of its nationals appointed to such posts exceeds the upper limit of the desirable range.

14. As at 30 June 2003, 17 Member States were unrepresented, compared with 16 in June 2002: Andorra, Antigua and Barbuda, Bahrain, Brunei Darussalam, the newly admitted Member State of the Democratic Republic of Timor-Leste, Guinea-Bissau, Kiribati, Marshall Islands, Monaco, Nauru, Palau, Republic of Moldova, Samoa, Sao Tome and Principe, Turkmenistan, United Arab Emirates and Uzbekistan. A total of 10 Member States were underrepresented, compared with 11 in June 2002: Brazil, Greece, Japan, Kuwait, Mexico, Norway, Portugal, Republic of Korea, Saudi Arabia and the newly admitted Member State of Switzerland. Nineteen Member States were overrepresented: Argentina, Cameroon, Canada, Chile, Ethiopia, India, Italy, Kenya, Lebanon, Nigeria, Pakistan, Philippines, Russian Federation, Senegal, Spain, Sweden, Thailand, Uganda and Ukraine. All other Member States are within range.

15. Pursuant to the request in section II, paragraph 30, of resolution 57/305 and in spite of the efforts made, the level of unrepresented and underrepresentation of Member States remains at 27. Taking into consideration the admission of the 2 new Member States, of the Democratic Republic of Timor-Leste and Switzerland, there was in fact a 5.8 per cent reduction among unrepresented and underrepresented Member States. The following 16 Member States were unrepresented or underrepresented for each of the past five reporting periods: Andorra, Bahrain, Brunei Darussalam, Guinea-Bissau, Japan, Kuwait, Marshall Islands, Monaco, Norway, Palau, Republic of Moldova, Sao Tome and Principe, Saudi Arabia, Turkmenistan, United Arab Emirates and Uzbekistan.

16. Figure 2 illustrates the evolution of the representation of Member States in terms of staff appointed under the system of desirable ranges for the five-year period from 1999 to 2003.

Figure 2
Representation of Member States (from 30 June 1999 to 30 June 2003)



17. Tables A.1 to A.4 in the annex cover posts subject to geographical distribution. The data in table A.1 are arranged by nationality, grade and gender. The table includes the midpoint of the desirable range and the range itself. The data in table A.2 are arranged by nationality and type of appointment as at 30 June 2002 and 30 June 2003. Table A.3 shows appointments arranged by nationality, grade and gender, for the period from 1 July 2002 to 30 June 2003. Table A.4 shows appointments and separations, arranged by nationality, type of appointment and gender, for the same period.

D. Representation of Member States at the senior and policy-making levels

18. By section X, paragraph 2, of its resolution 55/258, the General Assembly requested the Secretary-General to take all necessary measures to ensure, at the senior and policy-making levels of the Secretariat, equitable representation of Member States, especially those with inadequate representation at those levels and unrepresented and underrepresented States, in particular developing countries, in accordance with the relevant resolutions of the Assembly, and to continue to include relevant information thereon in all future reports on the composition of the

Secretariat. This request was reaffirmed in section II, paragraphs 37 and 38, of resolution 57/305.

19. The senior and policy-making levels are defined as staff at the Principal Officer (D-1) grade and above. Table A.9 contains data on senior officials appointed under the system of desirable ranges, including a breakdown by country of nationality.

20. Table 2 presents data on the representation of developing countries and other countries for staff subject to geographical distribution at the D-1 grade and above, at the D-2 grade and above and at the grade of Assistant Secretary-General and above (for more detailed information on the representation of individual Member States at the senior and policy-making levels, see annex tables A.1, A.3 and A.9). For staff at the D-1 grade and above, the ratio of staff from developing countries changed from 47.9 per cent in 1999 to 45.0 per cent in 2003; for staff from developed countries the ratio moved from 47.6 per cent in 1999 to 46.8 per cent in 2003; and for staff from countries with economies in transition the ratio evolved from 4.4 per cent in 1999 to 8.1 per cent in 2003. At the D-2 grade and above, the ratio of staff from developing countries evolved from 49.1 per cent in 1999 to 46.2 per cent in 2003; for staff from developed countries the ratio went from 45.4 per cent in 1999 to 47.9 per cent in 2003; and for staff from countries with economies in transition the ratio evolved from 5.6 per cent in 1999 to 6.0 per cent in 2003. At the grade of Assistant Secretary-General and above, the ratio of staff from developing countries changed from 57.5 per cent in 1999 to 56.1 per cent in 2003; for staff from developed countries the ratio moved from 40.0 per cent in 1999 to 36.6 per cent in 2003; and for staff with economies in transition the ratio evolved from 2.5 per cent in 1999 to 7.3 per cent in 2003.

Table 2

Distribution of staff subject to geographical distribution among developing and developed countries and countries with economies in transition, 1999-2003

Group	Year	Combined desirable ranges	Group midpoint	Percentage	Total staff		D-1 and above		D-2 and above		ASG and above	
					Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
Developing countries	1999	851-1 151	1 000.6	38.5	1 024 (369)	42.8 (40.3)	151 (43)	47.9	53 (09)	49.1	23 (2)	57.5
	2000	855-1 157	1 006.4	38.7	1 022 (382)	43.0 (41.0)	150 (43)	48.5	52 (11)	49.1	21 (2)	56.8
	2001	896-1 213	1 054.6	40.6	1 038 (400)	42.7 (40.9)	161 (50)	49.5	59 (14)	52.7	22 (4)	55.0
	2002	930-1 259	1 094.5	40.5	1 053 (409)	42.5 (40.2)	151 (46)	46.6	55 (14)	50.5	23 (4)	56.1
	2003	903-1 258	1 093.7	40.5	1 032 (417)	41.5 (40.2)	150 (52)	45.0	54 (14)	46.2	23 (4)	56.1
Developed countries	1999	1 193-1 614	1 403.0	54.0	1 120 (508)	46.8 (55.3)	150 (48)	47.6	49 (11)	45.4	16 (3)	40.0
	2000	1 198-1 621	1 410.0	54.2	1 102 (508)	46.4 (54.5)	144 (50)	46.6	47 (11)	44.3	14 (3)	37.8
	2001	1 156-1 564	1 360.3	52.3	1 130 (526)	46.5 (53.8)	147 (53)	45.2	46 (10)	41.1	15 (3)	37.5
	2002	1 202-1 626	1 414.3	52.4	1 160 (555)	46.8 (54.6)	152 (59)	46.9	47 (13)	43.1	15 (3)	36.6
	2003	1 204-1 629	1416.4	52.5	1 195 (568)	48.0 (54.5)	156 (56)	46.8	56 (18)	47.9	15 (4)	36.6
Countries with economies in transition	1999	167-225	196.1	7.5	251 (40)	10.5 (4.4)	14 (1)	4.4	6 (1)	5.6	1 (0)	2.5
	2000	156-211	183.5	7.1	252 (42)	10.6 (4.5)	15 (2)	4.9	7 (1)	6.6	2 (0)	5.4
	2001	157-213	185.1	7.1	264 (52)	10.9 (5.3)	17 (3)	5.2	7 (1)	6.3	3 (1)	7.5
	2002	162-220	191.0	7.1	267 (53)	10.8 (5.2)	21 (3)	6.5	7 (1)	6.4	3 (1)	7.3
	2003	161-218	189.9	7.0	262 (55)	10.5 (5.3)	27 (3)	8.1	7 (1)	6.0	3 (1)	7.3
Total	1999	2 210-2 990	2 600.0	100.0	2 384 (881)	100.0 (100.0)	315 (92)	100.0	108 (21)	100.0	40 (5)	100.0
	2000	2 210-2 990	2 600.0	100.0	2 376 (936)	100.0 (100.0)	309 (95)	100.0	106 (23)	100.0	37 (5)	100.0
	2001	2 210-2 990	2 600.0	100.0	2 432 (978)	100.0 (100.0)	325 (106)	100.0	112 (25)	100.0	40 (8)	100.0
	2002	2 295-3 105	2 699.8	100.0	2 480 (1 017)	100.0 (100.0)	324 (108)	100.0	109 (28)	100.0	41 (8)	100.0
	2003	2 295-3 105	2700.0	100.0	2 489 (1 040)	100.0 (100.0)	333 (111)	100.0	117 (33)	100.0	41 (9)	100.0

Source: World Population Prospects: the 2002 Revision. (United Nations publication, ST/ESA/SER.A/224 Sales No. E.03.XIII.9).

Numbers in parentheses represent female staff members.

E. Gender representation

21. Since the forty-fifth session of the General Assembly and in compliance with resolutions 45/239 C of 21 December 1990, 55/258 section XIV, paragraph 2 and 57/305 section II, paragraphs 39 to 41, the Secretary-General has continued to report on efforts to increase the number of women in posts subject to geographical distribution in the Secretariat, particularly in senior and policy-making posts. During the period from 1 July 1998 to 30 June 2003, the number of female staff members at the D-1 grade and above increased by 19 or 20.6 per cent, from 92 to 111. Table A.5 shows staff in posts with special language requirements by nationality, grade and gender. Table 3 shows the proportion of female staff in posts subject to geographical distribution for the five-year period from 1999 to 2003. As at 30 June 2003, the number of female staff members appointed to posts subject to geographical distribution is 1,040, or 41.8 per cent of the total. Over the past five years, the number of female staff in posts subject to geographical distribution has increased by 3.7 per cent. Further information related to gender representation can be found in paragraphs 43 to 48 below.

22. The number and percentage of female staff in posts subject to geographical distribution and in posts with special language requirements, by grade, are shown in table 4. The table compares data for 1993 and 2003. The percentage of female staff in posts subject to geographical distribution has risen from 31.2 per cent to 41.8 per cent over the decade. The comparable percentage for female staff in posts with special language requirements has increased from 34.8 per cent to 40.1 per cent.

23. Table A.3 provides details on the 168 appointments to posts subject to geographical distribution, by nationality, grade and gender, for the period from 1 July 2002 to 30 June 2003. Table 5 provides a condensed version of the same data.

Table 3

**Proportion of female staff in posts subject to geographical distribution
(30 June 1999 to 30 June 2003)**

<i>Year</i>	<i>1999</i>	<i>2000</i>	<i>2001</i>	<i>2002</i>	<i>2003</i>
Total staff	2 410	2 389	2 445	2 492	2 491
Total female staff	919	936	983	1 022	1 040
Percentage of female staff	38.13	39.17	40.2	41.0	41.8

Table 4
Number and percentage of female staff, by grade, in posts subject to geographical distribution and posts with special language requirements (1993 and 2003)

Level	Geographical posts				Language posts ^a			
	1993		2003		1993		2003	
	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
USG	3	14.3	5	20.8	-	-	-	-
ASG	1	6.7	4	23.5	-	-	-	-
D-2	9	13.6	24	31.2	-	-	-	-
D-1	31	12.8	78	36.1	-	-	-	-
P-5	103	21.7	163	34.5	37	27.8	57	41.6
P-4	203	30.5	259	37.3	128	37.5	133	37.2
P-3	239	37.6	313	49.1	118	33.2	142	41.8
P-2	209	46.9	194	55.3	25	49.0	14	50.0
P-1	6	85.7	-	-	-	-	-	-
Total	804	31.2	1 040	41.8	308	34.8	346	40.1

^a Language posts are from P-2 to P-5 only.

Table 5
Staff appointments to posts subject to geographical distribution, by gender, grade and number of nationalities represented (1 July 2002 to 30 June 2003)

Level	Female			Male		
	Number appointed	Percentage of total	Number of nationalities represented	Number appointed	Percentage of total	Number of nationalities represented
USG	1	50.0	1	1	50.0	1
ASG	1	100.0	1	-	-	-
D-2	1	14.3	1	6	85.7	6
D-1	2	16.7	2	10	83.3	10
P-5	6	37.5	5	10	62.5	7
P-4	12	34.3	10	23	65.7	18
P-3	11	39.3	9	17	60.7	14
P-2	44	65.7	17	23	34.3	10
P-1	-	-	-	-	-	-
Total	78	46.4	31^a	90	53.6	46^a

^a Multiple appointments of staff have been made for some nationalities.

24. Table A.8, sections (a) to (e), shows the gender distribution of staff in the Secretariat by department or office and by grade, as at 30 June 2003. Section (a) reports on staff in posts subject to geographical distribution, by grade; section (b) provides comparable data for staff in posts with special language requirements; section (c) combines the data on staff in both those post categories; section (d) covers staff in the General Service and related categories; and section (e) covers the 5,525 staff in the Professional and higher categories, by department or office and by grade.

25. As requested by the General Assembly in its resolution 57/305 of 15 April 2003, in table A.10, sections (a) to (c), shows the gender distribution of staff in the Secretariat by nationality as at 30 June 2003. Section (a) reports on staff in the General Service category, by nationality, grade and gender, as at 30 June 2003; section (b) provides a summary for staff in the General Service and related categories, by nationality, grade and gender, as at 30 June 2003; section (c) reports on project personnel, by nationality, grade and gender, as at 30 June 2003.

F. Recruitment activities

26. During the period from 1 July 2002 to 30 June 2003, 168 appointments were made under the system of desirable ranges. Of this total, 34 appointments (20.2 per cent) were of nationals of underrepresented Member States; 105 appointments (62.5 per cent) were of nationals of Member States that were within range; and 26 appointments (15.5 per cent) were of nationals of Member States that were overrepresented as at 30 June 2003; 2 appointments were from the newly admitted Member State of Switzerland and 1 appointment was a stateless person (see table A.3).

27. Of the 168 appointments, 69 (41.1 per cent) were of candidates who were successful in national competitive examinations for posts at the P-2 and P-3 grades. A total of 43 (62.3 per cent) of the 69 successful candidates in the examinations were women. In addition, two women nationals of Malta who were successful in the national competitive examination were appointed to the International Criminal Tribunal for Rwanda.

28. In 2003, 46 Member States participated in the national competitive examination (Afghanistan, Andorra, Angola, Australia, Bahrain, Benin, Botswana, Comoros, Congo, Cyprus, Democratic Republic of the Congo, Djibouti, Equatorial Guinea, France, Gabon, Germany, Greece, Guinea, Guinea-Bissau, Iran (Islamic Republic of), Iraq, Israel, Italy, Japan, Liechtenstein, Marshall Islands, Mauritania, Mauritius, Mexico, Monaco, Mongolia, Mozambique, Namibia, Niger, Oman, Portugal, Republic of Korea, Samoa, Sao Tome and Principe, Seychelles, Solomon Islands, Switzerland, Turkey, United States of America, Uzbekistan and Yemen). Examinations were given in eight different occupational groups. A total of 94 candidates from the 2002 examinations were successful: 19 have already been placed, 11 were not available and 20 of the 64 candidates remaining on the roster are in the process of being recruited.

29. Of the 168 staff appointed, 78 (46.4 per cent) were women, 26 of whom were from developing countries and 4 were from countries with economies in transition.

30. In accordance with section V, paragraph 17, of General Assembly resolution 53/221 and confirmed in section IV, paragraph 13, of Assembly resolution 55/258, all

five appointments at the P-2 level to posts requiring special language competence for conference services were made as a result of a successful competitive examination.

31. Offices away from Headquarters recruited 39 (59.1 per cent) of the P-2 candidates, while 27 (40.1 per cent) were recruited for posts in New York. Two of the three candidates recruited at the P-3 level were for offices away from Headquarters. Table 6 presents placement data, by department or office, for the period from July 2002 to June 2003.

Table 6
**National competitive examination placement data, by department or office
(July 2002 to June 2003)**

<i>Department/office</i>	<i>P-2</i>	<i>P-3</i>
Department for Disarmament Affairs	2	
Department of Economic and Social Affairs	8	
Department for General Assembly and Conference Management	1	
Department of Management	6	
Department of Public Information	2	
Department of Peacekeeping Operations	5	1
Economic Commission for Africa	2	
Economic Commission for Europe	6	
Economic Commission for Latin America and the Caribbean	4	
Economic and Social Commission for Asia and the Pacific	6	
Economic and Social Commission for Western Asia	1	
Office for the Coordination of Humanitarian Affairs	1	
Office on Drugs and Crime	3	1
Office of Internal Oversight Services	2	
Office of Legal Affairs	1	
Office of the United Nations High Commissioner for Human Rights	6	1
United Nations Conference on Trade and Development	6	
United Nations Office at Geneva	3	
United Nations Office at Vienna	1	
Total	66	3

32. Table A.6 presents data on staff in the Professional and higher categories who have been appointed specifically for mission service, by nationality, grade and gender, as at 30 June 2003, compared with the situation a year earlier. Of the 1,104 staff, 873 were holding appointments of limited duration and had been serving with peacekeeping operations for more than a year.

III. System of desirable ranges for the geographical distribution of staff

33. Changes in the representation status of a Member State may result from several factors: the appointment or separation of staff; adjustments of the desirable range because of an increase or decrease in the number of posts subject to geographical distribution; changes in the number of Member States; changes in the scale of assessments; changes in the population of Member States; and changes in the status of individual staff members (such as departure on secondment or special leave without pay, return from secondment or special leave, or change in nationality).

34. The criteria governing the system of desirable ranges are set out in chapter III of the report of the Secretary-General on the composition of the Secretariat dated 11 September 1998 (A/53/375 and Corr.1 and 3).

35. As at 30 June 2003, the base figure of posts subject to the system of desirable ranges, set at 2,700, in accordance with section III of General Assembly resolution 42/220 A of 21 December 1987, remains at that level. The number of posts in the Professional and higher categories subject to the system of desirable ranges currently stands at 2,773.

36. Table A.7 provides data pertinent to the application of the system of desirable ranges for the geographical distribution of staff. It also shows the weighted distribution of staff and the weighted staff position for each Member State, in points.

37. The weighted range, midpoint and staff position data for each Member State are presented in table A.7 of the annex. As indicated in table 7 below, the percentage of total staff in each grade (column 2) is applied to the base figure of 2,700 (column 3). The resulting figure is weighted by the gross salary per annum in dollars divided by 1,000 (column 4) to produce a weighted base figure (column 5). As at 30 June 2003, the weighted average value of each post was 86.60 points (233,833/2,700). Accordingly, the weighted membership factor is 93,533 points (40 per cent of 227,171), the weighted population factor is 11,692 points (5 per cent) and the weighted contribution factor is 128,608 points (55 per cent). The above figures represent the global numbers; for each Member State a separate calculation based on the same factors results in a weighted base figure. The weighted midpoint in table A.7 represents the sum of the weighted membership, population and contribution factors and the weighted range is calculated as 15 per cent upwards and downwards (but not less than 416 points up and down [4.8×86.60], with the upper limit being not less than 1,212 points [14×86.60]). The weighted staff position for each Member State comprises the total number of staff of that country by grade, multiplied by the gross annual salary by grade.

Table 7
Methodology for deriving weighted ranges

<i>Grade</i>	<i>(1) Number of staff</i>	<i>(2) Percentage of total</i>	<i>(3)=(2) x base Weighted number of staff</i>	<i>(4) Salary^a</i>	<i>(5)=(3) x (4) Weighted base figure</i>
USG	24	0.963	26.01	186	4839
ASG	17	0.682	18.43	169	3114
D-2	77	3.091	83.46	139	11601
D-1	216	8.671	234.12	127	29734
P-5	473	18.988	512.69	104	53319
P-4	695	27.900	753.31	84	63278
P-3	638	25.612	691.53	68	47024
P-2	351	14.091	380.45	55	20925
Total	2 491	100.000	2 700.00		233 833

^a Gross annual salary, in United States dollars, divided by 1,000. Salary scale effective 1 January 2003.

IV. Human resources demographics

38. The requirements of global human resources planning and the need to track trends in the workforce of the Secretariat call for a broader perspective in the review of Secretariat staff. The presentation and analysis below cover Secretariat staff holding an appointment of one year or more, irrespective of their category, their type of appointment and their source of funding.¹ In conformity with these criteria, the base figure used for demographic analysis as at 30 June 2003 is 11,585. Secretariat-wide data and projections for the period from 2003 to 2007 have been drawn from the IMIS database.

A. Demographic profile of Secretariat staff²

Staff by category and grade

39. The base number of staff used in the present demographic analysis is 11,585. Of these, 3.3 per cent are in the Director category (383 staff), 34.6 per cent in the Professional category (4,003 staff) and 61.6 per cent in the General Service and related categories (7,147 staff, of which 6,745 are in the General Service category, 219 staff in the Security and Safety Service category and 183 staff in the Trades and Crafts category). Overall the Professional and higher categories constitute 38.3 per cent. Under-Secretaries-General and Assistant Secretaries-General represent 0.5 per cent (52 staff). Figure 3 shows the percentage of Secretariat staff by category, figure 4 shows the number of staff by grade in the Professional and Director categories and figure 5 presents the number of staff by grade in the General Service and related categories.

40. In the Professional category (fig. 4), staff at the P-3 and P-4 grades represent more than two thirds of the total staff (69.5 per cent). Staff at the P-1/P-2 grades are only 11.5 per cent. In the Director category, D-1 staff represent 74.4 per cent of the total. In the General Service category, three quarters of the staff (75.3 per cent) are concentrated in three grades: G-4, G-5 and G-6 (fig. 5).

Figure 3
Secretariat staff, by category, as at 30 June 2003
(population: 11,585)

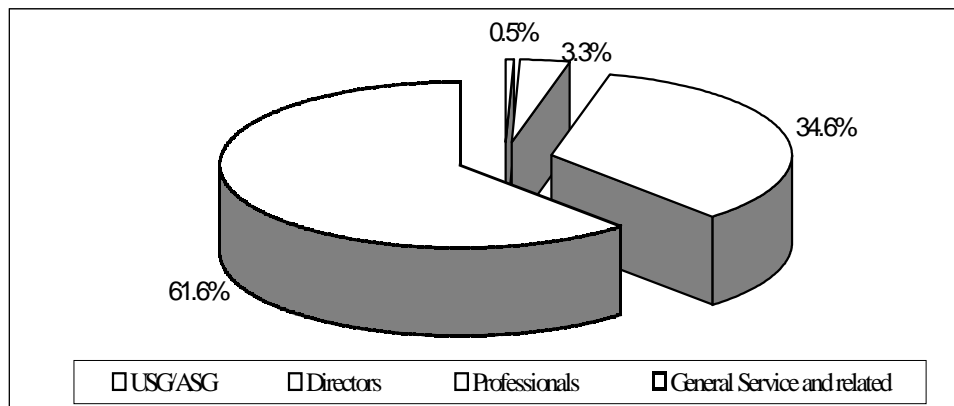


Figure 4
Grade distribution, Professional and Director categories, as at 30 June 2003
(population: 4,386)

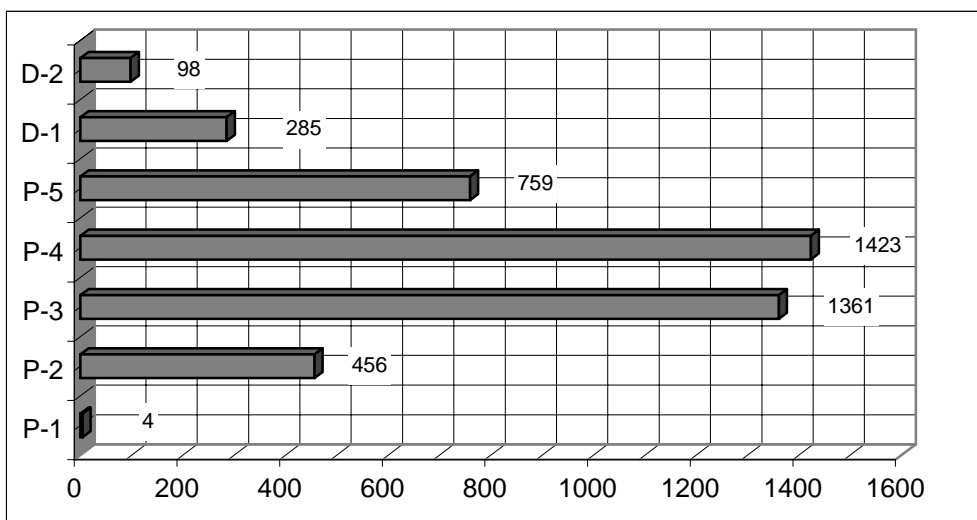
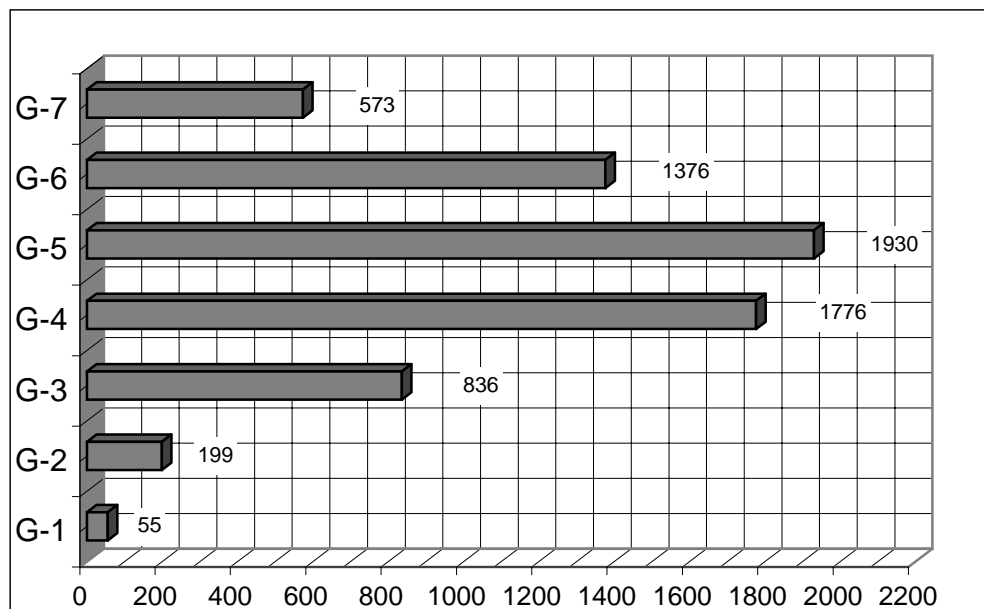


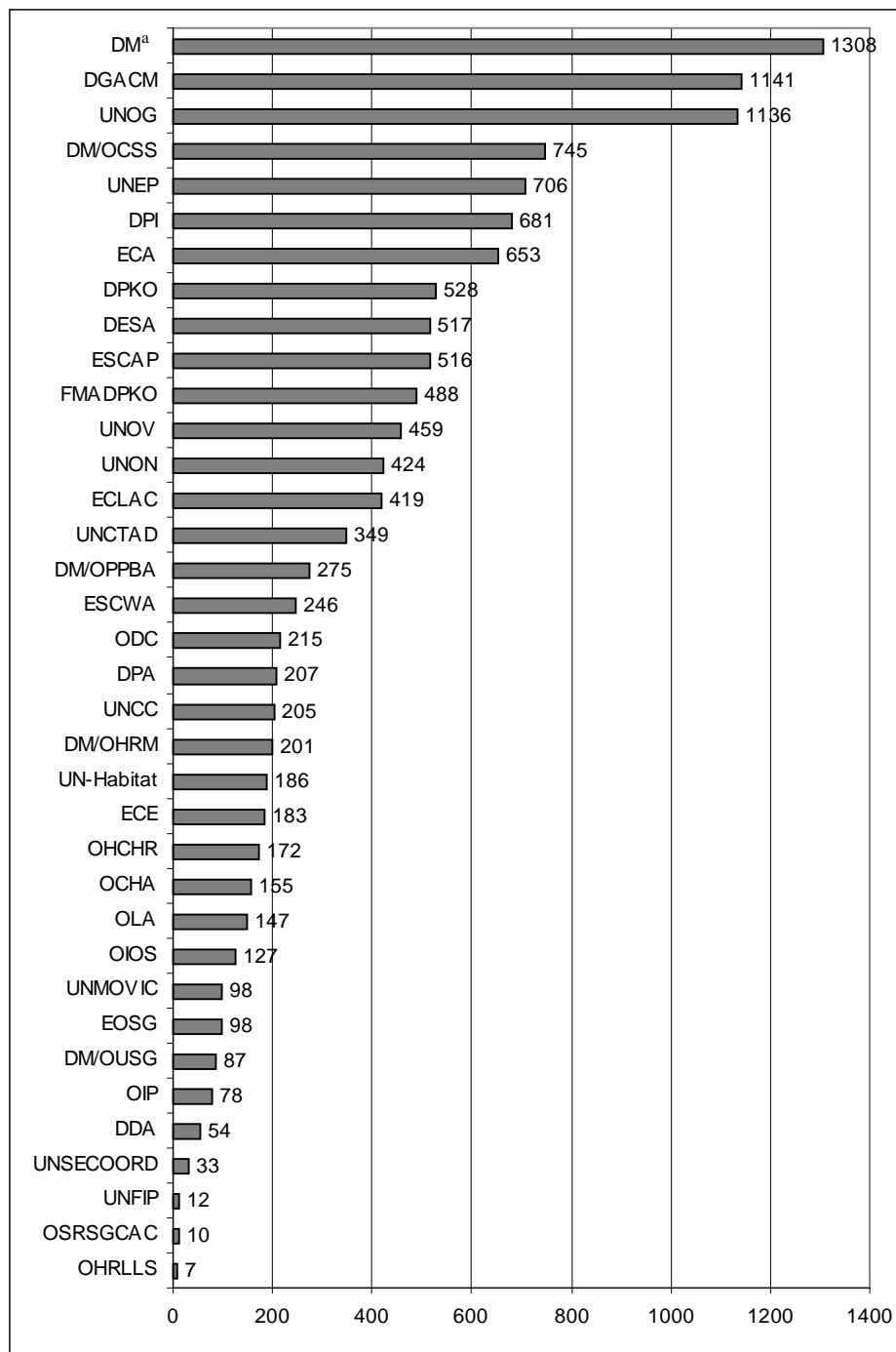
Figure 5
Grade distribution, General Service category, as at 30 June 2003
 (population: 6,745)



Staff by department or office

41. Figure 6 shows the breakdown of staff by department or office. 65 per cent of all Secretariat staff serves in 11 departments and offices with more than 450 staff.³ In New York, the Department of Management employs the most staff (11.3 per cent, 1,308 staff), closely followed by the Department for General Assembly and Conference Management (9.8 per cent). Staff at United Nations Headquarters in New York represents 41.8 per cent of all Secretariat staff. Offices away from Headquarters (Geneva, Nairobi, Vienna, Bangkok, Addis Ababa, Santiago and Beirut) make up 47.4 per cent of the staff, with the largest number at the United Nations Office at Geneva (19.8 per cent). Secretariat staff serving in field missions comprises the remaining 10.8 per cent of the staff.

Figure 6
Number of staff, by department, as at 30 June 2003
 (population: 11,585)



^a DM refers to the aggregated data of the Office of the Under-Secretary-General, the Office of Programme Planning, Budget and Accounts, the Office of Human Resources Management and the Office of Central Support Services of the Department of Management.

Staff by nationality

42. More than 73 per cent of all staff come from 25 Member States with more than 100 nationals. There are more than 400 nationals in the Secretariat from each of the following seven Member States: Ethiopia, France, Kenya, the Philippines, the Russian Federation, the United Kingdom of Great Britain and Northern Ireland and the United States of America. Inclusion of staff in the General Service and related categories in the statistics increases the number of staff from Member States that host United Nations headquarters or other major offices and regional commissions (Austria, Chile, Ethiopia, Kenya, Lebanon, Switzerland, Thailand and the United States of America). Inclusion of staff in the General Service and related categories also significantly increases the number of Member States represented in the Secretariat by staff of all categories. Currently 13 Member States are unrepresented in all staff categories,⁴ including the new Member State, the Democratic Republic of Timor-Leste.

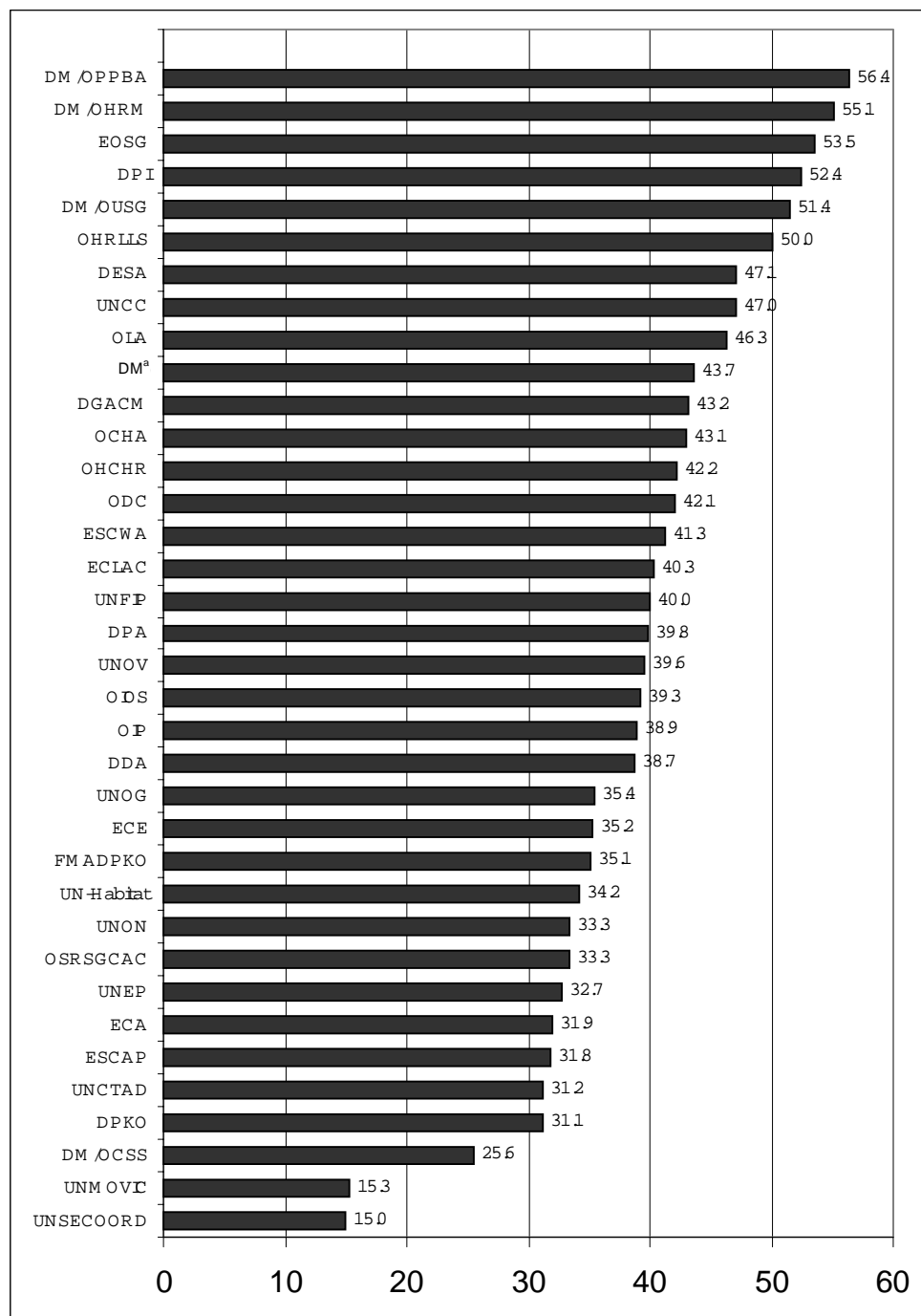
Staff by gender

43. The global gender distribution of Secretariat staff shows an almost evenly balanced female/male staff distribution (51.2/48.8). This global figure does not reveal important differences in gender representation by grade, category and by department or office.

44. The two most senior grades of the Secretariat (Under-Secretary-General and Assistant Secretary-General) have a low female staff representation (17.3 per cent of 52 staff). The numbers of female staff also remain low in the Director category (30.6 per cent of 383 staff). The proportional female staff presence at the D-2 and D-1 grades stand now at 28.6 per cent and 31.2 per cent, respectively. In the Professional category, the proportion of female staff is 40 per cent. It is higher at entry levels, where numbers are close to or above the General Assembly mandate of gender equality (54.6 per cent for P-2 of 456 staff; 44.9 per cent for P-3 of 1361 staff). Female staff is a majority (62 per cent, 6,745 staff) in the General Service category. Two specific groups continue to have very low female staffing: the Security and Safety Service (10.1 per cent of 219 staff) and the Trades and Crafts category (2.7 per cent of 183 staff).

45. Figure 7 indicates that in six departments and offices there is either gender equality or the number of women exceeds that of men in the Professional and higher categories. However, aggregating the data of the various offices under the Department of Management (the Office of the Under-Secretary-General, the Office of Programme, Planning, Budget and Accounts, the Office of Human Resources Management and the Office of Central Support Services) brings down to three the number of departments or offices having met or exceeded gender balance (the Department of Public Information with 227 Professional staff; the Office of the Secretary-General with 43 Professional staff and the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States with 4 Professional staff). Ten departments and offices have between 40 and 49 per cent of female staff and 16 departments and offices have between 30 and 39 per cent female Professionals and three departments⁵ and offices have less than 30 per cent women Professionals.

Figure 7
**Female staff representation in the Professional and higher categories,
 as at 30 June 2003 (percentage)**
 (population: 11,585)



^a DM refers to the aggregated data of the Office of the Under-Secretary-General, the Office of Programme Planning, Budget and Accounts, the Office of Human Resources Management and the Office of Central Support Services of the Department of Management.

46. The overall ratio of female to male staff in the Professional and higher categories is 38.9 per cent (1,727 out of 4,438 total staff). This percentage of female staff continues to fall short of the mandated 50/50 goal of the General Assembly in a majority of departments and offices.

47. The departmental human resources action plans are an essential tool for helping the departments and offices to set and monitor effective compliance with the gender targets. The Office of Human Resources Management is working closely with the heads of departments and offices through human resources planning sessions, focusing on various human resources issues, among them gender balance.

48. DM/OHRM, together with the Office of the Special Adviser on Gender Issues and Advancement of Women has initiated a number of innovative efforts to reach the gender balance target in the Secretariat. The following initiatives, which are currently under discussion, are aimed at strengthening departmental self-monitoring and oversight and at assisting heads of departments in achieving gender balance and equitable geographical distribution:

(a) Establishment of a monitoring mechanism that provides monthly gender distribution data for staff in all categories; this includes updating the opportunities for gender improvement created by known and expected vacancies in the Professional and higher categories; these strategic data assist programme managers to make informed and appropriate recruitment decisions;

(b) Exploring a suitable and practical methodology to integrate the existing network of the departmental focal points into a system of periodic and systematic monitoring and adjusting of departmental gender and geography targets;

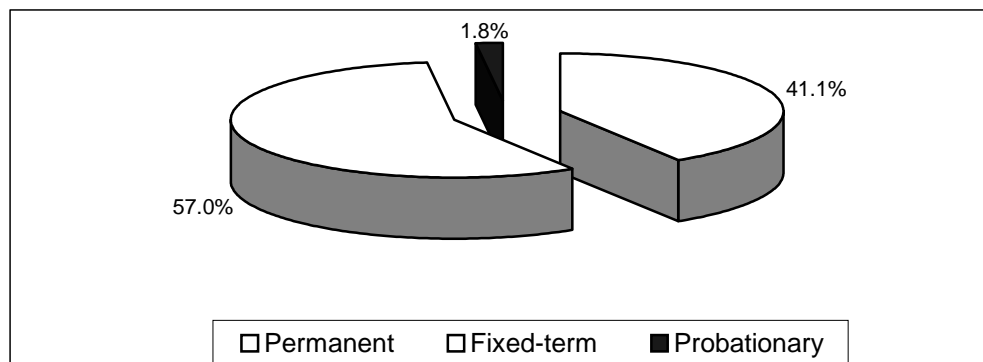
(c) Designation in the Department of Management of a Secretariat-wide focal point for geography and gender issues.

Staff by appointment type

49. The proportion of permanent appointments compared with other types of contracts in the Secretariat is illustrated in figure 8. The proportion of permanent appointments differs by category: 46 per cent of Directors (176 staff), 50.9 per cent of Professionals (2,039 staff) and 35.7 per cent of the General Service and related staff (2,548 staff) have permanent appointments. Among staff with permanent appointments, 83 per cent are against regular budget posts and 17 per cent are against extrabudgetary posts. 53.7 per cent of staff who are against regular budget posts have permanent appointments, but only 19.1 per cent of staff who are against extrabudgetary posts have permanent appointments. The current percentage of permanent appointments for posts subject to geographical distribution (57.9 per cent) has continued to decrease for a fourth year and remains far below the ceiling set by the General Assembly (70 per cent) in its resolution 51/226 in 1997.

50. The ratio of permanent and fixed-term appointments varies across departments and offices: UNCC (1 per cent), UNEP (4.3 per cent) OIP (6.4 per cent) and UNMOVIC (8 per cent) have the fewest number of permanent appointees among their staff, as compared with DGACM (73.5 per cent), DESA (65 per cent) and OLA (60.5 per cent), which have the highest.

Figure 8
Staff distribution, by type of appointment, as at 30 June 2003
 (population: 11,585)



Staff by age

51. As at 30 June 2003, the average age of the staff was 46 years. More than 57 per cent of all Secretariat staff are older than 45. Twenty-seven per cent are younger than 40 and only 4.8 per cent are younger than 30. This pattern is illustrated in figures 9 and 10, which show, respectively, the age distribution of the female and male staff and the distribution of age groups in the Secretariat. Apart from the Under-Secretaries-General and the Assistant Secretaries-General (average age of 59.3 years), the highest average age is for Directors (54.8 years). The average age of staff in the Professional category is 46.1 years. At the entry level, the average age is relatively high (37.2 years at the P-2 grade). In the General Service and related categories, the average age is 44.4 years; it is 41.6 years for staff in the Security and Safety Service and 47.7 years for staff in the Trades and Crafts category.

52. The average age of male Directors exceeds that of female staff by about six months, while Professional male staff is on average two years older than their female colleagues. Male security officers on average are nearly five years older than their female colleagues. For General Service staff, the average age of male staff is about six months lower than that of female staff. The average age of Directors in the United Nations Office at Nairobi (48.2 years), the office of the Under-Secretary-General in the Department of Management (49.8 years), the Office of the United Nations Security Coordinator (50.2 years) and the Department of Peacekeeping Operations (51.4 years) is among the lowest in the Secretariat, while in ESCWA (57 years), ECE (57.1 years), OHCHR (57.1) and the United Nations Monitoring, Verification and Inspection Commission (59.1 years) it is among the highest. The United Nations Compensation Commission (39 years), the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States (40.2 years), the Office for the Coordination of Humanitarian Affairs (42.9 years), the Office of the Secretary-General (43.3 years) and OHCHR (43.3 years) have the youngest Professionals, while ECA (49 years) and ESCWA (50.4 years) have the oldest. The departments and offices with the lowest overall average ages are the Office of the Iraq Programme (37.2 years) and the United Nations Compensation Commission (40.8 years), while the Department of Economic and Social Affairs (48.4 years), the

Department for General Assembly and Conference Management (48 years), the field missions administered by the Department of Peacekeeping Operations (47.8 years) and the Department for Disarmament Affairs (47.8 years) have the highest.

Figure 9

Age distribution of staff, by gender, as at 30 June 2003
(population: 11,585)

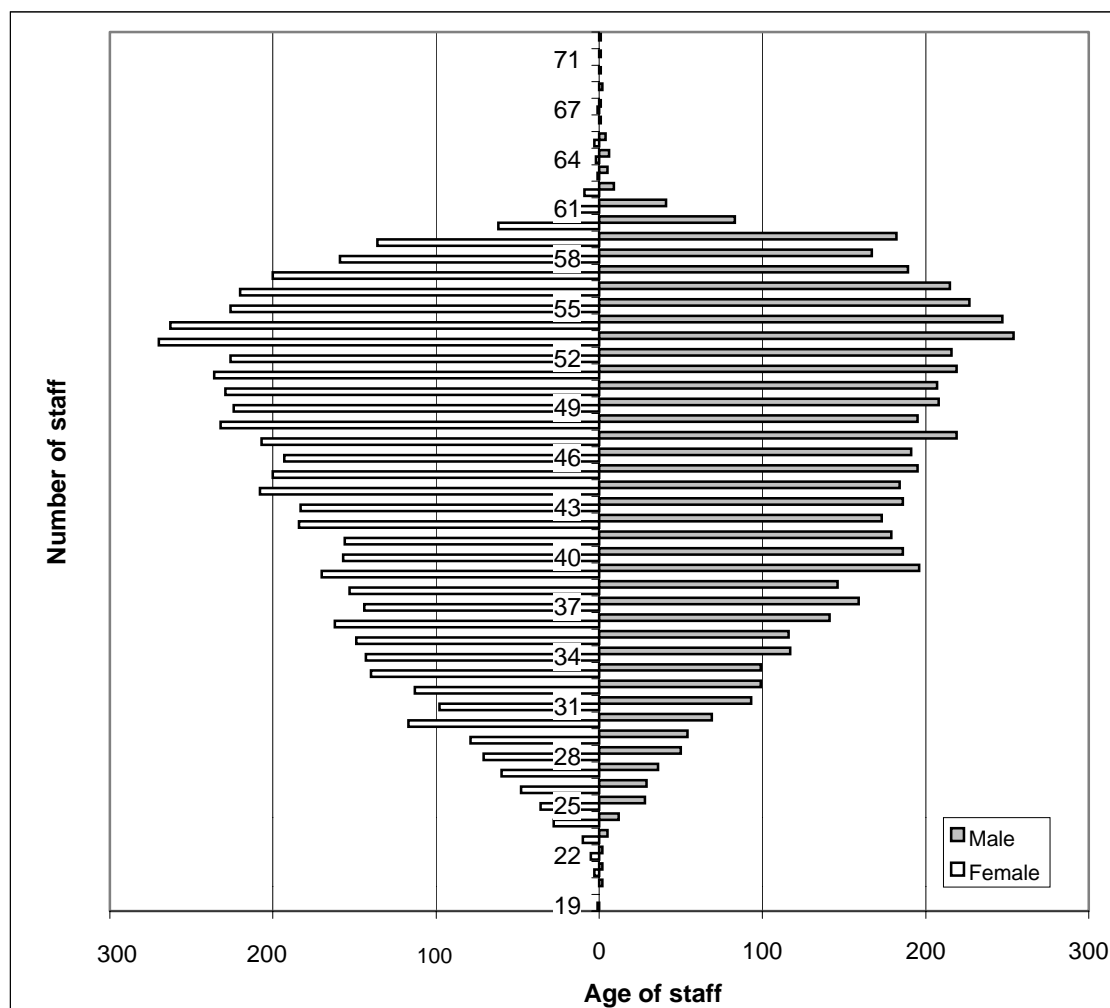
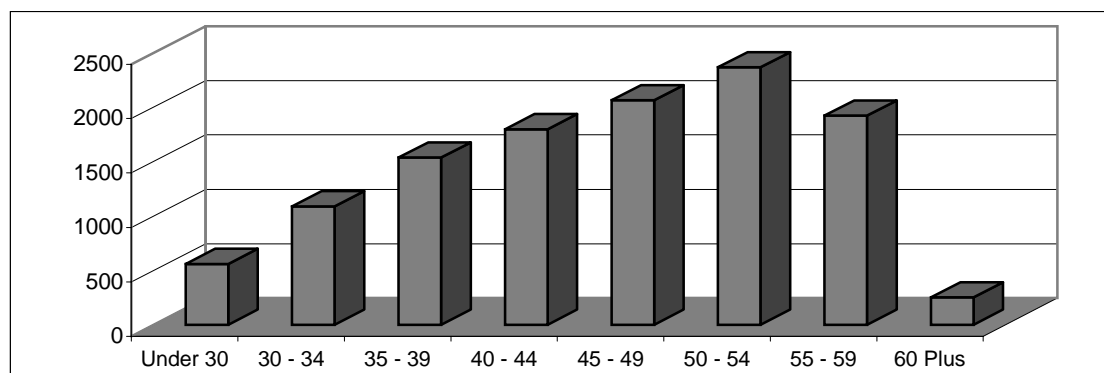


Figure 10
Distribution of age groups in the Secretariat, as at 30 June 2003
 (population: 11,585)



Staff by length of service

53. Length of service is an indicator of experience acquired in the Organization. The overall average length of service for all staff and all types of appointments is 16.4 years (14 years for Directors, 10.8 years for Professionals and 13.2 years for staff in the General Service category). The average for staff with permanent appointments is 20.5 years (23.9 years for Directors, 16.2 years for Professionals and 23.6 years for staff in the General Service category). Longer service time for Directors correlates with their higher average age. The average length of service of staff holding a fixed-term appointment of one year or more is 7 years (5.6 years for Directors, 5.6 years for Professionals and 7.7 years for staff in the General Service category). A shorter service time for Professionals as a whole is associated with higher turnover rates for fixed-term appointees, with shorter career expectations.

54. Average length of service by department and office for all appointments varies from 7.8 years (the Office for the Coordination of Humanitarian Affairs), 8.1 years (the Department of Peacekeeping Operations) and 8.5 years (the United Nations Environment Programme) at the low end to 16.4 years (ESCAP), 16.3 years (the Department of Economic and Social Affairs), 16.2 years (the Department for General Assembly and Conference Management) and 15.9 years (ECLAC) at the high end. A lower than average service duration may reflect a younger staff population, more recent recruits, a higher staff turnover rate, recent establishment of office, time limited duration or a combination. Average length of service at the departmental or office level higher than the Secretariat average length of service reflects an older population with a lower turnover rate.

B. Movements of staff from 1 July 2002 to 30 June 2003⁶

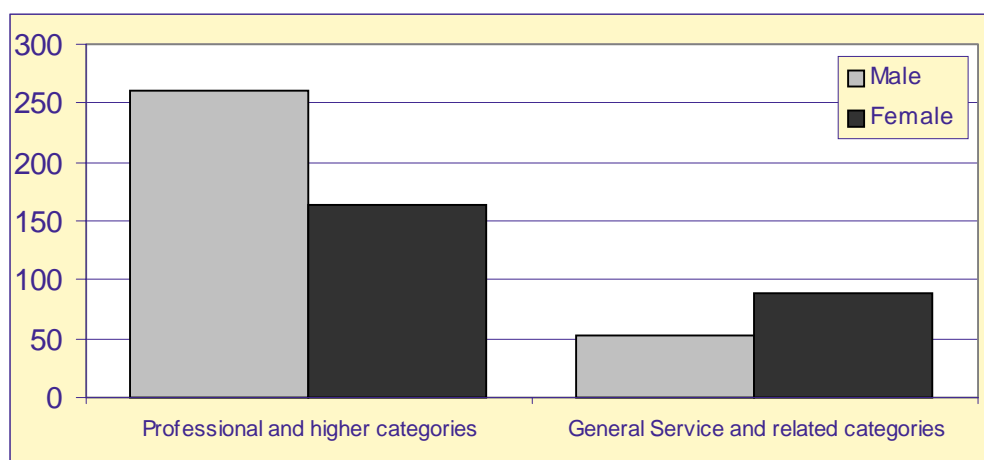
55. The analysis presented below is based on the movement of staff which includes recruitment, separation, promotion and transfer between departments and offices in the population covering staff under 100 series with appointments of one year or more in the Secretariat during the period from 1 July 2002 to 30 June 2003. This population includes Professional and higher categories, as well as General Service and related categories.

Recruitment of staff

56. Figure 11 illustrates that, between 1 July 2002 and 30 June 2003, 563 staff were recruited for the Secretariat (59.3 per cent on initial appointment and 40.7 per cent on reappointment) for posts under 100 series with appointments of one year or more. Recruitments have been highest into the Professional category (381 staff, 67.7 per cent of all recruitments) especially in the Department of Peacekeeping Operations (67 staff, or 11.9 per cent of all recruitments), UNEP (41 staff, or 7.3 per cent of all recruitments), the Department for General Assembly and Conference Management (37 staff, or 6.6 per cent of all recruitments), the Department of Management (30 staff, 5.2 per cent of all recruitments) and the United Nations Monitoring, Verification and Inspection Commission (24 staff, or 4.3 per cent of all recruitments). A total of 102 recruitments at the P-2 level accounted for 18.1 per cent of all recruitments and more than a quarter of all recruitments in the Professional category. A large part (28.4 per cent) of P-2 recruitments was for vacancies in the Department for General Assembly and Conference Management (14 staff, or 13.7 per cent), the Department of Economic and Social Affairs (8 staff, or 7.8 per cent) and OHCHR (7 staff, or 6.9 per cent). In the Director category 39 staff (6.9 per cent of all recruitments) have been recruited. Among 39 newly recruited Directors, 6 were for UNEP, 5 were for the Department of Peacekeeping Operations and 4 were for UN-Habitat. Recruitments in the General Service and related categories (140 staff, or 24.9 per cent of all recruitments) have especially benefited ECA (17 staff, or 3 per cent of all recruitments), UNEP (17 staff, or 3 per cent of all recruitments), ESCAP (15 staff, or 2.7 per cent of all recruitments), the field missions administered by the Department of Peacekeeping Operations (13 staff, or 2.3 per cent of all recruitments) and the United Nations Office at Geneva (12 staff, or 2.1 per cent of all recruitments).

57. Women accounted for 44.6 per cent of all staff recruited (251 women out of 563 staff) during the period from 1 July 2002 to 30 June 2003. The Department of Peacekeeping Operations accounted for 13 per cent of all recruitments (73 staff) between 1 July 2002 and 30 June 2003, followed by UNEP (11.4 per cent, or 64 staff), the Department for General Assembly and Conference Management (7.5 per cent, 42 staff), the Department of Management (7.1 per cent, or 40 staff), ECA (5.7 per cent, or 32 staff) and the United Nations Office at Geneva (5 per cent, 28 staff). Recruitments comprised of fixed-term appointments (79.6 per cent, 448 staff), new probationary appointments (19.7 per cent, or 111 staff) and permanent appointments (0.7 per cent, or 4 staff).

Figure 11
Recruitments by gender, from 1 July 2002 to 30 June 2003

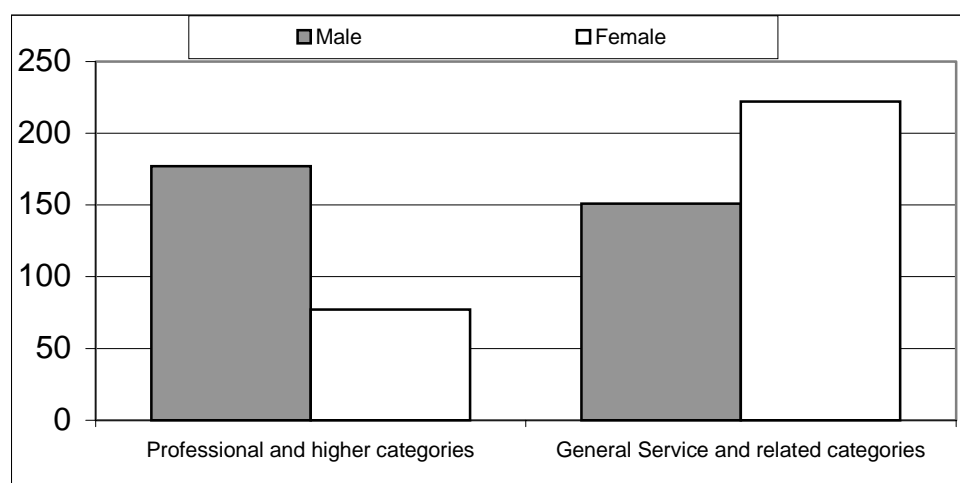


Separation of staff

58. Separation is defined as the movement of staff out of the Secretariat owing to agreed termination, expiry of contract, retirement, resignation, summary dismissal, death, separation for health reasons, termination, secondment or inter-agency transfer. Between 1 July 2002 and 30 June 2003, 627 staff separated, as indicated in figure 12. Separations mirrored more or less the distribution of staff by category and level (9.3 per cent Directors and above, 31.3 per cent Professionals and 59.4 per cent staff in the General Service and related categories). A total of 19 staff at the P-2 level separated, accounting for 3 per cent of all separations and 9.7 per cent of separations at the Professional level, among which 11 were resignations. Separations of female staff accounted for 47.7 per cent of all staff departures. A majority of staff who separated were from the Department of Management, the Department for General Assembly and Conference Management, the Department of Public Information, the Department of Peacekeeping Operations, ECA, ESCAP, ECLAC, UNEP, the United Nations Office at Geneva and the United Nations Office at Nairobi (each department or office had 30 or more separations).

59. Between 1 July 2002 and 30 June 2003, a total of 153 staff resigned, amounting to 24.4 per cent of all separations. Six Directors resigned, as compared with 48 staff in the Professional category and 99 in the General Service and related categories. In the Professional category, the majority of resignations were by staff at the P-3 level (35.4 per cent, or 17 staff), followed by P-4s (27.1 per cent, 13 staff) and P-2s (22.9 per cent, 11 staff).

Figure 12
Separations by gender, from 1 July 2002 to 30 June 2003



Promotion of staff

60. Promotion is defined as the movement of staff to a higher grade, except for movement to the Professional category of staff from the General Service and related categories, which is considered “recruitment”, pursuant to General Assembly resolution 55/258 of 14 June 2002. During the period between 1 July 2002 and 30 June 2003, 902 promotions were registered in the Secretariat. The gender distribution of the promotions showed the percentage breakdown to be 53/47 in favour of women staff. 40.4 per cent of the promotions occurred in the Director category, 42.4 per cent for the Professional staff and 58.9 per cent for staff in the General Service and related categories. The Department of Management (137), the United Nations Office at Geneva (99), the Department for General Assembly and Conference Management (97), the Department of Public Information (54), the Department of Peacekeeping Operations (54) and UNEP (50) all had more than 50 promotions in 2002/03. The United Nations Fund for International Partnerships (2), the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States (3), the United Nations Monitoring, Verification and Inspection Commission (4), field missions administered by the Department of Peacekeeping Operations (4), the Office of the Secretary-General (5), ESCWA (5) and the Office of the United Nations Security Coordinator (5) had the fewest promotions.

Transfer of staff

61. Transfers are defined as lateral staff movements, with a change of assignment involving two departments or offices at one or more duty stations. During the period under review, there were 186 transfers Secretariatwide. A greater number of transfers by female staff (59.7 per cent of the total number of transfers) was registered, compared to male staff. Most transfers occurred into or out of the United Nations Office at Geneva (23), followed by the Department of Management (21), the Department of Peacekeeping Operations (19), the Department of Economic and

Social Affairs (11), the Department for General Assembly and Conference Management (10) and the Department of Public Information (9).

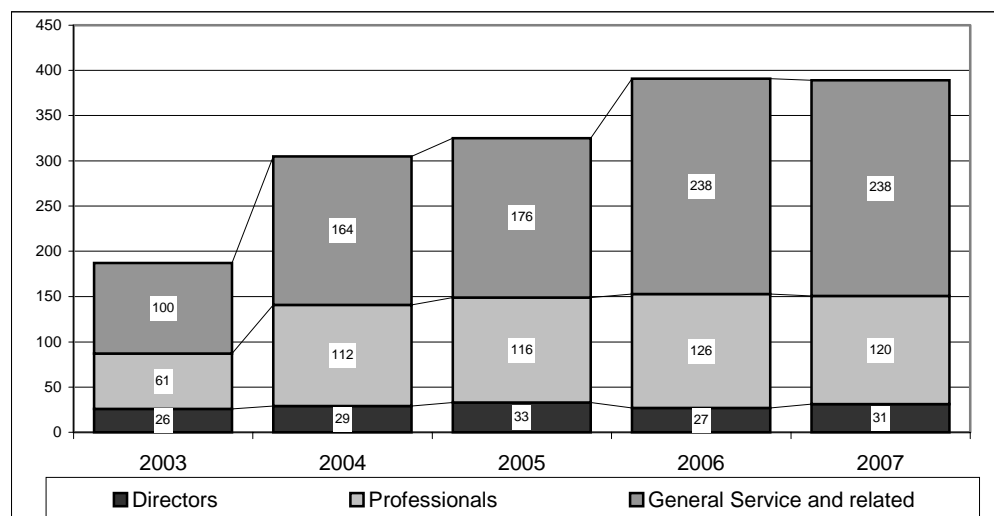
C. Forecasts of anticipated retirements, 2003-2007

All Secretariat staff

62. A total of 1,597 Secretariat staff will reach the mandatory retirement age during the next five years (13.8 per cent of the current overall workforce). An average of 319 staff will retire each year, ranging from a low of 187 in 2003 to a high of 391 in 2006. Figure 13 illustrates that 146 Directors will retire over the five-year period, accounting for 9.1 per cent of all retirements. 535 staff (33.5 per cent) will retire from the Professional category and 916 staff (57.4 per cent) from the General Service and related categories. During 2003-2007, more men than women will retire (816 men, compared to 781 women). In the Professional and higher categories, more than two of every three retirees will be male (P-2 to D-2: 68.1 per cent of men). This demographic situation holds important potential for substantial improvement of geographical and gender distribution.

Figure 13

**Anticipated retirements, by category, from 2003 to 2007
(population: 1,597)**



63. Retirement rates at senior levels (P-5, D-1 and D-2) will be important in a number of departments. The following compares the number of expected retirements at these levels by department and office with their present staff strength in the Professional and higher categories. Departments and offices have been divided into two groups corresponding to the percentage of their strategic replacement needs:

(a) Departments and offices with low strategic replacement needs (less than 5 per cent replacement of their present staff in Professional and higher categories): the Department for Disarmament Affairs, the Department for General Assembly and Conference Management, the Office of the Under-Secretary-General, the Office of

Central Support Services, the Office of Human Resources Management and the Office of Programme Planning, Budget and Accounts of the Department of Management, the Department of Public Information, the Department of Peacekeeping Operations, ECA, ECLAC, the Office of the Secretary-General, ESCAP, field missions administered by the Department of Peacekeeping Operations, the Office for the Coordination of Humanitarian Affairs, the Office on Drugs and Crime, the Office of Internal Oversight Services, the Office of the Iraq Programme, the Office of Legal Affairs, OHCHR, the Office of the United Nations Security Coordinator, the United Nations Compensation Commission, UNEP, UN-Habitat, the United Nations Monitoring, Verification and Inspection Commission, the United Nations Office at Geneva, the United Nations Office at Nairobi and the United Nations Office at Vienna.

(b) Departments and offices with medium strategic replacement needs (between 5 and 15 per cent of their present staff in the Professional and higher categories): the Department of Economic and Social Affairs, the Department of Political Affairs, ECE, ESCWA, UNCTAD and the United Nations Fund for International Partnerships.

64. Monitoring of expected staff retirements in the P-5, D-1 and D-2 grades helps to forecast staff replacement requirements. Replacement needs for the P-5 grade for the coming five years are 28.3 per cent of their present number. At the D-2 and D-1 grades they are higher, namely, 38.1 per cent. This is illustrated in table 8.

Table 8

Replacement needs due to retirement at the D-1/D-2 and P-5 grades from 2003 to 2007

<i>Year</i>	<i>All posts</i>			<i>Posts subject to geographical distribution</i>		
	<i>D-1/D-2</i>	<i>P-5</i>	<i>Total</i>	<i>D-1/D-2</i>	<i>P-5</i>	<i>Total</i>
2003	26	26	52	24	20	44
2004	29	42	71	25	30	55
2005	33	52	85	29	31	60
2006	27	55	82	24	36	60
2007	31	40	71	27	22	49
Total	146	215	361	129	139	268

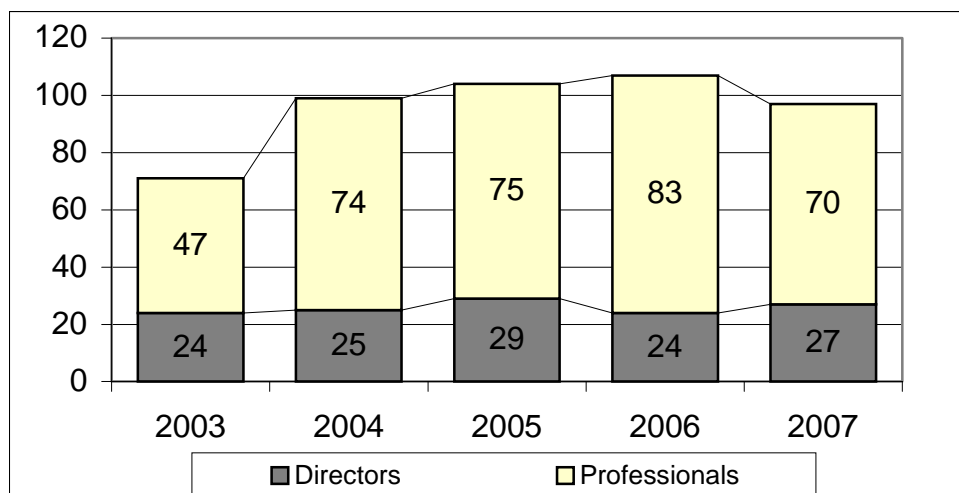
Staff occupying posts subject to geographical distribution

65. Of the current 2,491 staff on posts subject to geographical distribution, 478 will retire between 2003 and 2007 (19.2 per cent). Retirements will average 96 staff members a year, ranging from a low of 71 in 2003 to a high of 107 in 2006. Figure 14 indicates the breakdown between the Director and Professional categories.

66. All staff on posts subject to geographical distribution from four countries⁷ will retire in the next five years, while 15 countries⁸ will see their current staff reduced by more than 50 per cent, as a result of retirement. Fifty-six countries⁹ will have their staff reduced by between 20 and 50 per cent, 27 countries¹⁰ by 10 to 20 per cent and eight countries¹¹ by 1 to 10 per cent. There will be no retirements for staff from the remaining 81 represented countries in the coming five years.

Figure 14

Anticipated retirements, by category, from 2003 to 2007, for staff in posts subject to geographical distribution (population: 478)



V. Implementation of human resources action plans

67. The General Assembly, in its resolution 57/305 of 1 May 2003 on human resources management (para. II.33), requested the Secretary-General to report annually on progress made by departments in the implementation of their human resources action plans. In accordance with this request, the Secretary-General is providing in the present report initial information on the progress achieved in this area.

68. In accordance with General Assembly resolution 53/221, human resources action planning was established in 1999 throughout the Secretariat under the central authority of the Office of Human Resources Management. A pilot programme was launched in 1999-2001, which enabled the Office to develop and define the scope, criteria and tools to be used in human resources action plans. Measurable objectives and indicators were set in key human resources management areas, including vacancy management, geographic distribution, gender balance, mobility, revitalization of the Organization, staff development, performance management and staff-management relations. The pilot planning cycle provided the Secretariat with valuable experience which was used to improve the methodology and tools for the second cycle.

69. The second human resources action planning cycle was launched in 2001, covering a two-year period. During the second cycle, additional indicators were introduced and the frequency of progress reviews with departments was increased to two per year. A variety of tools have been created to assist departments in monitoring their progress throughout the planning cycle and in preparing for end-of-cycle assessment meetings between the head of the Office and heads of departments. The biannual reviews gave the Office the opportunity to provide more timely guidance and assistance to departments/offices in reaching their targets.

70. Following the recommendations of the Office of Internal Oversight Services contained in the report (A/57/726) regarding the implementation of General Assembly resolution 55/258 on human resources management, the Office of Human Resources Management is working on refining the targets in human resources action plans and aligning them more closely with departmental operational targets. New electronic tools are being developed to allow departments and offices online access to relevant human resources data and reporting capabilities on human resources indicators. These tools will improve departments' self-monitoring capacity.

71. In 2003, the Office completed the second cycle and began the third cycle, with 26 departments and offices participating in the human resources action-planning process. The data and information gathered from the pilot and the second cycle are being compiled and cross-evaluated in order to produce an analytical report at the Secretariat level, and will constitute the baseline for analysis and comparison in subsequent cycles. Comprehensive information on human resources action planning will be submitted to the General Assembly at its fifty-ninth session.

VI. Conclusion

72. The General Assembly is invited to take note of the present report.

Notes

¹ Section IV of the present report has a number of limitations, due mainly to uneven data quality and the lack of a geographically integrated worldwide IMIS database. The following two populations have been defined for analytical purposes:

Population 1: All Secretariat personnel, irrespective of source of funding, holding an appointment of one year or more under the 100 series of the Staff Rules, with the exception of mission appointees, Field Service staff, technical assistance personnel (200 series staff) and language teachers. As at 30 June 2003, the size of this population was 11,585, which includes the following categories:

- Under-Secretaries-General and Assistant Secretaries-General
- Directors (D-2) and Principal Officers (D-1), hereafter referred to as the Director category
- Senior, First, Second, Associate and Assistant Officers (P-5, P-4, P-3, P-2 and P-1), hereafter referred to as the Professional category
- General Service (G-7 to G-1) and related categories (Security Service and Trades and Crafts) hereafter referred to as the General Service and related category

Population 2: All Secretariat staff, irrespective of source of funding, with the same restrictions as population 1, in the Professional and higher categories (4,438).

² The demographic profile of the Secretariat staff provided in this section in previous years did not cover the population specified under endnote 1 above and hence the figures provided in this section are not comparable with similar figures given in previous years.

³ Departments and offices with more than 450 staff are the Department for General Assembly and Conference Management, the Office of Central Support Services of the Department of Management, the Department of Peacekeeping Operations, the Department of Economic and Social Affairs, the Department of Public Information, ECA, ESCAP, the field missions administered by the Department of Peacekeeping Operations, UNEP, the United Nations Office at Geneva and the United Nations Office at Vienna.

⁴ Unrepresented Member States: Andorra, Brunei Darussalam, Democratic Republic of Timor-Leste, Guinea-Bissau, Kiribati, Marshall Islands, Monaco, Nauru, Palau, Samoa, Sao Tome and Principe, Turkmenistan and United Arab Emirates.

⁵ The Office of Central Support Services of the Department of Management (129 Professional staff); the United Nations Monitoring, Verification and Inspection Commission (72 Professional staff) and the Office of the United Nations Security Coordinator (20 Professional staff).

⁶ Statistics for movement of staff made available under this section in the previous years covered not only appointments of one year or more but also short-term appointments of less than a year. Due to this fact, the figures provided in this section are not comparable with the similar figures given in the previous years.

⁷ Angola, Comoros, Malta and Oman.

⁸ Afghanistan, Algeria, Congo, Democratic Republic of the Congo, Egypt, the Gambia, Iraq, Malawi, Mauritius, Panama, Senegal, Somalia, Suriname, Turkey and Yemen.

⁹ Barbados, Belarus, Benin, Burkina Faso, Cambodia, Cameroon, Canada, Cape Verde, Chad, Chile, China, Colombia, Costa Rica, Cyprus, Dominican Republic, Ecuador, El Salvador, Finland, Greece, Guatemala, Guinea, Guyana, Haiti, Iran (Islamic Republic of), Ireland, Israel, Kenya, Lebanon, Liberia, Mauritania, Mexico, Morocco, Myanmar, Netherlands, New Zealand,

Nigeria, Pakistan, Poland, Russian Federation, Saint Kitts and Nevis, Saint Lucia, Saudi Arabia, Senegal, Singapore, Sudan, Swaziland, Switzerland, Syrian Arab Republic, Thailand, Togo, Trinidad and Tobago, Tunisia, United Kingdom of Great Britain and Northern Ireland, United States of America, Uruguay and Zambia.

¹⁰ Australia, Bangladesh, Belgium, Brazil, Bulgaria, Cuba, Denmark, Eritrea, Ethiopia, France, Germany, Ghana, Hungary, India, Jordan, Malaysia, Mali, Nepal, Peru, Philippines, Sri Lanka, Sweden, Uganda, Ukraine, United Republic of Tanzania, Serbia and Montenegro and Zimbabwe.

¹¹ Argentina, Austria, Italy, Jamaica, Japan, South Africa, Spain and Venezuela.

Annex

Comprehensive statistical tables