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**Executive Board  
Annual Session**

**Rome, 28–30 May 2003**

# **ADMINISTRATIVE AND MANAGERIAL MATTERS**

**Agenda item 8**

*For consideration*

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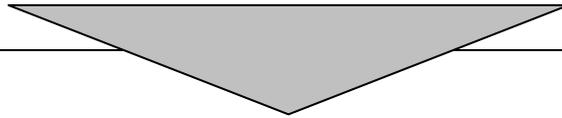
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## **WFP POLICY ON STAFF RECRUITMENT AND GEOGRAPHICAL REPRESENTATION OF MEMBER STATES**

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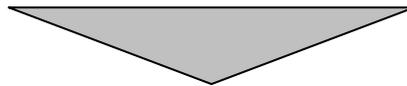
# Executive Summary



The Board will have before it, for consideration, the methodology used by WFP to guide and track its efforts to maintain a geographically representative workforce. The methodology uses two indicative formulas: The first is known as the WFP informal formula, and the second is a modified version of the formula used by the Food and Agriculture Organization (FAO). The methodology is used in the preparation and consideration of internal reports that monitor the overall composition of the staff and specifically indicate geographical representation.

This document explains the two indicative formulas and their use. It also outlines two other important factors: gender balance and geographical representation of economically developing countries—both of which must be taken into consideration when determining the overall composition of staff in response to decisions taken by the United Nations General Assembly.

## Draft Decision\*



The Board takes note in document WFP/EB.A/2003/8-B of the methodology used by the Programme to establish the geographical and gender representation of the International Professional staff category.

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\* This is a draft decision. For the final decision adopted by the Board, please refer to the Decisions and Recommendations document issued at the end of the session.



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## BACKGROUND

1. The Programme of Work for the Annual Session of the Executive Board for 2003 provides for discussion of a document to be presented by the Secretariat entitled, “WFP Policy on Staff Recruitment and Geographical Representation of Member States”. This present document, therefore, explains the methodology used by the Programme to guide its efforts in ensuring geographical and gender balance in the composition of its workforce.
2. It should be noted that United Nations agencies that are funded through assessed contributions from Member States, such as FAO, the World Health Organization (WHO) and the International Labour Organization (ILO), are required to establish and apply quotas for determining levels of geographical distribution.
3. Voluntarily funded agencies such as WFP, UNDP, UNHCR and UNICEF are not required to apply specific quotas, but some of these agencies use other mechanisms to monitor gender and geographical representation in the composition of their staff.

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## POLICY AND METHODOLOGY

4. In response to concerns expressed by members of the Executive Board, the former Executive Director, Ms C. Bertini, decided that there was a need to develop and apply an objective methodology to guide the WFP Executive Director in establishing equitable levels of representation that reflected both the contributions made to the Programme and the need for diversity in the composition of International Professional staff.

### WFP Informal Formula

5. The methodology established by the former Executive Director is referred to as the WFP informal formula. The WFP informal formula has been consistently used since its inception in monitoring the appropriate levels of geographical distribution. It must be stressed that the methodology is used only as indicative guidance for staffing targets rather than as a way of dictating specific quotas to be filled.
6. The reports that are produced using the methodology described below are used by the Executive Director to review staffing trends and to make adjustments necessary to maintain equitable geographical distribution and gender balance in the composition of International Professional staff. The reports are not made public, as this might imply the imposition of a quota system that may discourage applications from, or consideration of, the most qualified candidates irrespective of their nationality. Representatives of Missions are welcome to inquire regularly about the status of their respective countries in terms of level of representation.
7. In summary, the WFP informal formula involves the following:
  - The formula provides for 60 percent of the total number of International Professional staff to be allocated to major donor countries and the remainder (40 percent) to all other countries.
  - Of the 60 percent allocated to major donor countries, the indicative target number of staff per country is based on their contribution percentage, except that there is a ceiling of 20 percent on the total number of International staff for the United States of America, regardless of that country’s contribution percentage.



- No targets are set for the remaining countries, although an indicative target of three staff per country is used to determine whether a country is over- or underrepresented.
8. Details of the WFP Informal Formula are contained in Annex I.
  9. As at 31 December 2002, the application of the WFP informal formula yielded the following results:

	Average annual contribution of last four years (1999–2002) (in US\$)	Target number of staff using the WFP formula	Actual number of staff as at 31 Dec 2002	Indicator
<b>Major donors</b>				
United States of America	914 341 112	<b>183</b>	94	Under- represented
Other major donors with average contributions of over US\$2 million	797 784 932	<b>365</b>	473	Over- represented
<b>Other countries</b>				
Countries with average contributions under US\$2 million	13 723 091	<b>N/A</b>	122	
Countries with staff but no contributions	N/A	<b>N/A</b>	226	
<b>Total</b>	<b>1 725 849 135</b>		<b>915</b>	

### FAO-Based Formula

10. In a further effort to ensure appropriate levels of geographical representation, WFP has routinely checked the results achieved using the WFP informal formula with those achieved by applying a modified version of the methodology used by FAO for the same purposes. Although the methodology used by FAO is based on the amount of assessed contributions from all its Member States, the results obtained from its application in the WFP context can be indicative of trends and, therefore, useful in the monitoring of appropriate geographical distribution levels in the Programme. Details of the FAO-based formula are contained in Annex II.

## OTHER CONSIDERATIONS

### Gender Balance

11. The United Nations system has set objectives for reaching a goal of 50 percent of women in its International Professional staff category, and all agencies have reported progress in that regard. WFP adheres to that policy and continues with its efforts to achieve 50-percent female representation in its staff. At present, WFP has achieved 39.3-percent representation, among the highest in the United Nations system.



12. Therefore, in determining the appropriate levels of staff representation, these gender-related objectives are also taken into account. The table below indicates the gender percentages achieved by the Programme as at 31 December 2002.

**REPRESENTATION OF WOMEN IN THE INTERNATIONAL PROFESSIONAL STAFF AND HIGHER CATEGORIES AS AT 31 DECEMBER 2002**

Male	Female	Total	% of female
555	360	915	39.3

### **Geographical Representation of Economically Developing Countries**

13. The United Nations system has also established the objective of reaching a recruitment target of 40-percent nationals from economically developing countries. The Programme, therefore, monitors the level of representation from such countries. The table below shows the representation of nationals from developing countries in the International Professional staff category as at 31 December 2002. The Programme is very close to achieving the target of 40 percent set by the United Nations system.

**REPRESENTATION OF NATIONALS OF DEVELOPING COUNTRIES IN THE INTERNATIONAL PROFESSIONAL STAFF AND HIGHER CATEGORIES AS AT 31 DECEMBER 2002**

Developed	Developing	Total	% of developing
556	359	915	39.2



## ANNEX I

### WFP INFORMAL FORMULA

1. Sixty percent of the total number of International Professional staff are allocated to major donor countries. A major donor country is defined as one whose contribution has averaged more than US\$2 million a year over the last four years.
2. Of this, a maximum of 20 percent has been allocated to the United States of America, regardless of that country's contribution percentage.
3. Forty percent of the total number of International Professional staff are allocated to all other countries.
4. The target number of staff for a specific major donor country is calculated by:
  - dividing that country's average annual contribution over the last four years by the average annual contribution over the last four years of all major donor countries, except the United States of America; and
  - multiplying the resulting percentage by the number of International Professional staff reserved for major donor countries (60 percent), less the percentage (20 percent) allocated to the United States of America.

**Example:**

A. Calculate the total number of International Professional staff allocated to the major donor countries:

- The total number of International Professional staff is 900.
- Of this, 60 percent is reserved for major donor countries (60 percent of 900 = 540).
- Less 20 percent allocated to the United States (540 – 180 = 360).

B. Calculate the percentage of the major donors' contribution:

- The average annual contribution over the last four years of all major donor countries, except the United States of America is US\$800 million.
- The major donors' average annual contribution over the last four years is US\$40 million.
- $\text{US\$40 million} \div \text{US\$800 million} = 5 \text{ percent}$ .

C. Multiply the percentage contribution (B) by the total number of International Professional staff allocated to the major donor countries (A):

- 5 percent of 360 = 18.
- Therefore, that major donor country's target number of staff is 18.

5. Additionally, WFP considers that for economically developing countries the target number of staff is three per country.



## ANNEX II

## FAO-BASED FORMULA

FAO calculates regularly the over-and under-representation of staff from a particular country in relation to the percentage of that country's regular budget contribution and assigns a point system to give a value of the level of the posts occupied by nationals of member countries. The explanatory notes below detail the factors that are taken into account in arriving at the calculations. WFP has adapted this methodology to reflect its particular funding and contracting mechanisms. The differences between the FAO and WFP applications are identified in the table below.

<b>EXPLANATORY NOTES</b>	
<b>FAO</b>	<b>WFP</b>
<b>Calculation of the number of staff for purposes of geographical distribution</b>	
Includes staff with Continuing or Fixed-Term appointments (i.e., appointments of one year or more), funded by the Regular Programme.	Includes all staff with appointments of one year or more, regardless of the funding source of the posts they occupy.
Includes FAO Representative Office staff; FAO/World Bank; FAO/WHO Cooperative Programmes; Publications; and Computer Pool Accounts.	Includes all staff with contracts of one year or more, regardless of the location of their assignments.
Excludes field project staff, language staff and staff/posts financed by Support Costs, Trust Funds and Other Funds.	Excludes only Junior Professional Officers.
Excludes temporary posts and staff with appointments of less than 12 months.	Excludes temporary posts and staff with appointments of less than 12 months.
<b>Determining the countries to which the formula is to be applied</b>	
Total countries included in the Geographic Distribution Table: 175 members.	Includes countries that provide a contribution and/or have a national included among WFP Professional staff.



<b>EXPLANATORY NOTES</b>
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<b>FAO</b>	<b>WFP</b>
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**Defining the “representation” of member countries among the staff of the organization**

The proportion of a country's representation is based in part on the percentage of its contribution to the Regular Programme. This representation is further refined by assigning point values to grade levels. These are:

Given the smaller number of positions at D-1 and above, WFP applies different point values at those levels.

Grade	Points	Grade	Points
DDG	15	DDG	16
ADG	15	ADG	14
D-2	10	D-2	12
D-1	10	D-1	10
P-5	8	P-5	8
P-4	6	P-4	6
P-3	4	P-3	4
P-2	2	P-2	2
P-1	1	P-1	1

The percentage of representation of each country is obtained by dividing the points of posts staffed from a country by the total number of points of all filled Regular Programme posts.

WFP considers a country's total contribution. It does not limit it to the programme support and administrative (PSA) portion, nor does it differentiate between the funding for various posts.

A member country is considered to be equitably represented if the representation percentage is within the following limits:

WFP uses the same basic formula but relates it to total contributions.

- If contributing 10 percent or less to the Regular Programme (see above), their representation ranges from 25 percent below to 50 percent above their contribution percentage. (No country is considered over-represented if it has only one staff member.)
- If contributing over 10 percent but less than 20 percent to the Regular Programme (see above), their representation ranges from 25 percent below to 25 percent above their contribution percentage.
- If contributing over 20 percent to the Regular Programme (see above), their representation ranges from 25 percent below to 0 percent above (i.e., to their actual contribution percentage).



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## ACRONYMS USED IN THE DOCUMENT

FAO	Food and Agriculture Organization
ILO	International Labour Organization
UNDP	United Nations Development Programme
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
WHO	World Health Organization

