



PAKISTAN

PERMANENT MISSION TO THE UNITED NATIONS

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STATEMENT

BY

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TO THE UNITED NATIONS

ON
AGENDA ITEM-135:
HUMAN RESOURCES MANAGEMENT

AT THE
FIFTH COMMITTEE DURING THE MAIN PART OF
67TH SESSION OF THE UNGA

New York,
21 November 2012

STATEMENT BY AMBASSADOR MASOOD KHAN, PERMANENT REPRESENTATIVE OF PAKISTAN TO THE UNITED NATIONS, ON AGENDA ITEM 135: HUMAN RESOURCES MANAGEMENT AT THE FIFTH COMMITTEE DURING THE MAIN PART OF SIXTY-SIEVENTH SESSION OF THE UNITED NATIONS GENERAL ASSEMBLY, NEW YORK, 21st NOVEMBER 2012.

Mr. Chairman,

Pakistan delegation joins others in thanking Mr. Yukio Takasu, Under Secretary-General for Management, Ms. Joan Elise Dubinsky, Director of the Ethics Office, and Mr. Collen Kelapile, Chairperson of ACABQ for introducing their respective reports under this agenda item.

2. The information and the proposals in these reports will enrich the Committee's deliberations and further strengthen the Organization's ongoing Human Resources Management reforms.

3. We also thank Ms. Paulina Analena, Vice-President of the Staff-Management Coordination Committee, and Mr. Stephen Kisambira, President of the Staff Union of the United Nations Secretariat, for their statements.

4. Pakistan aligns itself with the statement made by distinguished representative of Algeria on behalf of the Group of 77 and China. The Group has already touched upon the important aspects of discussion under this item which all form key elements of this endeavor. However, we have some specific points to add.

Mr. Chairman,

5. The UN ultimately serves not governments, but the 'peoples'. We must bear in mind that the proposed changes in the Human Resources Management reforms seek dual improvements: i) internal management practices; and ii) services to the global citizens who are the ultimate stakeholders of the Organization.

6. We fully support the overarching goal of the continuity of reforms of human resources management. The Secretary-General in his latest report most aptly captures the essence of this goal: to create an Organization that is better able to implement the mandates entrusted to it by Member States, delivered by a **truly** global, dynamic and adaptable workforce.

7. The fact is that the UN has to go a long way to attain a global character, orientation and composition. It has to cover some ground urgently to reflect geographic diversity.

8. While the report does not present the analysis of benefits achieved as a result of reforms of past years including those mandated by GA resolutions 63/250 and 65/247, it is broadly understood that the UN human resource machinery still suffers from some fundamental weaknesses and deficiencies which mainly include:

- A flawed, deficient and time consuming recruitment and selection system, which lacks transparency and fails to address the current and future needs of the organization;
- Inadequate strategic and workforce planning;
- Under-representation of large number of developing countries at professional and senior levels;
- lack of opportunity for career development especially for staff from developing countries;
- Lack of incentives for geographic mobility across duty stations;
- Absence of a well-defined accountability framework and mechanisms to monitor the implementation of GA resolutions and targets identified in the human resource scorecards for senior managers;
- Inadequate ICT support to the HRM system including lack of clarity on improvements that ERP-Umoja would bring to the system;

Mr. Chairman,

9. Global realities have changed since 1960 when the system of desirable ranges was first established to measure progress towards equitable geographic distribution. While there have been reforms in many other areas of human resources management, such as selection and recruitment process, contractual arrangements and the conditions of service, it is beyond comprehension that the most critical element of system of desirable ranges has remained unchanged.

10. In order to rectify the chronic imbalance in the representation of Member States in the Secretariat, the General Assembly **repeatedly** in successive sessions has provided clear guidance in its request to the Secretary-General. The request is clear and straightforward: to present proposals for a comprehensive review of the system of desirable ranges, with a view to establishing a more effective tool to ensure equitable geographic distribution in relation to the total number of staff of the global UN secretariat (paragraph 17, section IX of GA resolution 63/250, and paragraph 63, section VII of GA resolution 65/247 refer).

11. The Secretary-General has indicated that the issue is marked by complexity. We do recognize that this is a complex issue. But it is by no means intractable. In fact, the Organization has taken on much more complex problems such as change management and major business transformation projects. With strong political will, and productive engagement, we can resolve this issue too. We await the Secretary-General's proposals and we hope that this happens soon. As and when such proposals are presented, this Committee will work energetically to find agreed solutions expeditiously.

Mr. Chairman,

12. The new human resources management scorecards should promote geographic representation as one of its priority indicators. We recommend a robust role of performance management board for the accountability of programme managers in the area of delegated authority in respect to recruitment process and effective implementation of scorecards. The longstanding and unresolved issue of equitable geographic distribution should be amicably addressed during the current session. The *status quo* is not an option.

Mr. Chairman,

13. The new Young Professional Programme (YPP) has replaced the former National Competitive Recruitment Examination (NCRE). We express our concern that the overall success rate of the candidates participating in this exam has remained substantially low. Out of 33,791 applicants only 96 were successful in 2011 YPP exams. We would appreciate receiving information on the actual decrease in the number of un-represented and under-represented countries as a result of new recruitment examination since its inception.

Mr. Chairman,

14. The Secretary-General's proposed mobility and career development framework has legitimacy and rationale. We applaud his longstanding commitment and efforts to transform the UN to meet the requirements of a field oriented Organization in conformity with the purposes and principles of the UN Charter. In this context, we support all measures that can help the UN to address the issue of equitable sharing of the burden of service in hardship duty stations.

15. A number of critical areas with regard to the Secretary General's proposed mobility and career development framework are undefined and, therefore, need clarification so as to develop broader understanding of this Committee towards taking the reform process forward. I list a few of them:

- Lack of sufficient details to justify a shift from voluntary to managed mobility policy;
- Lack of clear understanding on the Organization's readiness to adopt change;
- Lack of accurate and reliable statistical data on current patterns of staff mobility;
- No clear understanding on how the proposed mobility policy would provide equal opportunities to staff in field service category to serve at headquarters duty stations;

- The impact on current staff selection system; treatment of external candidates, advertisement of positions, geographic representation and gender balance;
- Lack of detailed accounting of the full costs of the proposed mobility framework; as well as the absence of clear performance indicators.

Mr. Chairman,

16. The mechanisms in the proposed mobility and career development policy should not lead to creation of multiple recruitment processes at each geographic and functional move. With the selection and recruitment process already slow and time-consuming, screening layers at each move of the staff would lead to unnecessary delays in filling a position, increased vacancy rates, and additional financial implications.

17. The first and foremost steps in the implementation of any mobility policy in the Organization should be to ensure a more equitable sharing of burden of service in hardship duty stations, termination of lien, and priority in selection and recruitment to candidates who have served in hardship duty stations for long periods of time.

18. Pakistan supports the continuation of the existing eligibility criteria for recruitment and selection including relevant qualification experience, skills, and gender and geographic benchmarks. We do not accept a mobility policy which reintroduces the defunct discriminatory treatment of external candidates, impacts negatively the merit based selection, geographic representation and gender balance in the Organization.

19. We assure you, Mr. Chairman, of our constructive engagement in the consultations on this agenda item and our full support to you and the Committee's able bureau working under your guidance.

I thank you.