

focus of this section, rather than contractual expatriates in the development projects of multilateral agencies, who are really a form of TC personnel). This multilateral system, most of whose programs are in some way devoted to the needs of developing countries, has great potential for facilitating the acquisition of developmentally-relevant skills and experience by the citizens of developing countries, either at home as participants in UN projects or when seconded to international organizations from their home public services.

The unique staffing policy of the UN, which makes "geographical distribution" a major hiring criterion, ensures that its staff is more representative of the world's nations than would be the case if only technical qualifications mattered. The balance of technical vs. political or distributional criteria in hiring decisions varies, from outright national quotas in the Secretariats to an ascending role of technical criteria in the Specialized Agencies, the UN programmes, and the World Bank/IMF).

The United Nations and its agencies therefore constitute a unique type of developmentally-relevant N-S collaboration. In the first place, the system is an indispensable training ground for administrators and professionals from developing countries, especially the poorest countries whose nationals have fewer opportunities to acquire higher-level skills. For example, the UNDP has a management development process which includes policy work in New York headquarters and regular assignments to field posts around the world.⁶⁸ It is fairly common for Third World professionals to get management experience in international organizations and then to return to their home governments or firms. In Africa in the past few years, "the trend has been to move African executives, trained and

68. Hoberman, Solomon, "Organizational Variables and Management Development," *Public Personnel Management*, Summer 1990, p. 139.