SENIOR-LEVEL APPOINTMENTS
IN THE UNITED NATIONS SPECIALIZED AGENCIES
AND THE INTERNATIONAL ATOMIC ENERGY AGENCY

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ACRONYMS

ACABQ	Advisory Committee on Administrative and Budgetary Questions
ACC	Administrative Committee on Coordination (now CEB: Chief Executive Board for Coordination)
ADG	Assistant Director-General
APB	Appointment and Promotion Board
APC	Appointment and Promotion Committee
ASG	Assistant Secretary-General
CEB	Chief Executive Board for Coordination
DDG	Deputy Director-General
DSG	Deputy Secretary-General
FAO	Food and Agriculture Organization of the United Nations
HRS	Human Resources Service
IAEA	International Atomic Energy Agency
ICAO	International Civil Aviation Organization
ICSC	International Civil Service Commission
ILO	International Labour Organisation
IMO	International Maritime Organization
ITU	International Telecommunication Union
JIU	Joint Inspection Unit
MSU	Management Support Unit (in WHO)
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNIDO	United Nations Industrial Development Organization
UPU	Universal Postal Union
WHO	World Health Organization
WIPO	World Intellectual Property Organization
WMO	World Meteorological Organization

EXECUTIVE SUMMARY: OBJECTIVE, CONCLUSIONS AND RECOMMENDATIONS

OBJECTIVE:

(a)   To draw the attention of the executive heads of the organizations of the United Nations system to some existing problems in the sphere of senior-level appointments in the secretariats, such as geographical distribution of posts, gender balance, and development of a performance appraisal system.

(b)   To contribute to an exchange of information on the experiences of different organizations of the United Nations family with regard to procedures and practices for senior-level appointments in their secretariats.

The constitutions of the organizations of the United Nations system contain specific references to the effect that due regard is to be paid to the importance of recruiting staff on as wide a geographical basis as possible. However, in most secretariats, there remain obvious and significant disparities in the geographical distribution of senior-level positions (grade D-1 and above) among nationals of different Member States.

RECOMMENDATION 1

The executive heads of the organizations of the United Nations system, in pursuing policies and practices in the sphere of senior-level appointments in their secretariats, should review and further develop appropriate procedures, consistent with the specific requirements of their respective organizations, to attain wider geographical distribution of posts at the senior level (grade D-1, its equivalent and above), bearing in mind the necessity of securing the highest standards of efficiency, competence and integrity.

The recent years have witnessed some, though still insufficient, improvement of the gender balance in senior-level positions in the secretariats of the organizations of the United Nations family. This problem needs significant and continuous efforts to correct the situation.

RECOMMENDATION 2

The executive heads of the United Nations specialized agencies and the International Atomic Energy Agency (IAEA) should consider the issue of gender representation in senior-level posts in their respective secretariats, with a view to increasing the proportion of women occupying these posts, bearing in mind the necessity of securing the highest standards of efficiency, competence and integrity, and the importance of attaining as wide as is feasible and appropriate, geographical distribution of these posts.

In a number of United Nations agencies there have been cases when candidates have been appointed to senior-level positions in the secretariats to replace retiring officials of the same nationality, thus turning such posts into the "exclusive preserve" of this Member State. This practice, though infrequent, may nevertheless be regarded as one of the factors hindering the implementation of the principle of equitable geographical distribution of posts.

RECOMMENDATION 3

The executive heads of the organizations, when filling posts at the senior-level, should avoid appointing nationals of the same Member States to replace retiring officials, so as to ensure that no such posts become the "exclusive preserve" of any Member State.

The experience of the United Nations Secretariat and some other international organizations affirms the desirability of applying a staff performance appraisal system to all staff members, including those at the senior levels.

RECOMMENDATION 4

The executive heads of the agencies of the United Nations system that have not already done so should develop a staff performance appraisal system, to be applied to all staff, including those at senior levels, and report on the functioning of the system to their legislative organs on a regular basis.

The experiences of secretariats of the United Nations agencies have confirmed that a suitable advisory mechanism for the consideration of candidates for senior posts in the secretariats, adapted to meet the requirements and specifics of the organizations, contribute to the selection of the best-qualified specialists for senior positions.

RECOMMENDATION 5

The executive heads of the agencies of the United Nations system who have not already done so may consider establishing an appropriate advisory mechanism, consistent with the specific conditions and needs of their respective organizations, to make recommendations regarding appointments to senior-level posts.

INTRODUCTION

1. The concern of Member States regarding the representation of their nationals in the secretariats of the international organizations is reflected in the constitutional instruments of the latter. Most organizations of the United Nations system provide in their Constitutions for two main principles governing the recruitment of staff: the securing of the highest standards of efficiency, competence and integrity, and the recruiting of staff on as wide a geographical basis as possible.

2. Proper representation for a Member State, however, does not depend exclusively on the number of positions granted to its nationals, but also on the type and quality of these positions. Particular importance is consequently attached to the appropriate spread of the nationals of Member States across the different levels of posts in the organizations' secretariats. More specifically, Member States show a special and ever-growing interest in the composition of staff and the proportion of their nationals in posts at the senior and policy-making levels, normally consisting of the D-1 level and above.

3. The United Nations, the largest of the organizations in the system, has gone furthest of all in codifying the parameters for the representation of Member States in its Secretariat. An elaborate system of desirable ranges, based on membership, contribution and population, allows the representation of Member States to be gauged accurately, both overall and at the senior and policy-making levels.

4. In this regard, it is worthwhile to refer to the following reports of the Joint Inspection Unit (JIU), namely, "Comparison of methods of calculating equitable geographical distribution within the United Nations common system" (JIU/REP/96/7) and "Inspection of the application of United Nations recruitment, placement, and promotion policies" (Part I–Recruitment, JIU/REP/95/1 and Part II–Placement and promotions, JIU/REP/96/6). Recommendations contained in those reports were reflected in United Nations General Assembly resolution A/RES/51/226, dated 25 April 1997.

5. In 1996, the Open-ended High-level Working Group on the Strengthening of the United Nations System recommended, inter alia, that "the relevant bodies should request the external and internal oversight machinery to give early attention to … practice and procedures for appointments at senior-level".[1]

6. Given the above-mentioned concerns and suggestions, the JIU decided to prepare a report entitled "Senior-level appointments in the United Nations, its programmes and funds"[2]. The report was submitted to the fifty-fifth session of the United Nations General Assembly, which "[took] note of the recommendations of the report of the Joint Inspection Unit on senior-level appointments in the United Nations, its programmes and funds" and noted "the comments of the Secretary-General thereon".[3]

7. The present note entitled "Senior-level appointments in the United Nations specialized agencies and the International Atomic Energy Agency"is to be submitted to the executive heads of these organizations.

8. The United Nations system encompasses a wide variety of agencies that are clearly and profoundly distinct. The exchange of information on policies, procedures and practices of senior-level appointments in their secretariats is likely to be extremely useful. Comparisons of these policies and procedures provide the opportunity to learn of the experiences of other organizations and to use, as appropriate, aspects and elements of these experiences.

9. The note consists of thirteen chapters and the introduction. The latter sets out the background and scope of the note, as well as presents the methodology used for its preparation. Chapter I provides a comparison of the major features of policies, procedures and practices for appointment to senior-level positions in the organizations of the United Nations system, and analyses their commonalities and specificities. Chapters II-XIII contain specific information on the individual methods and forms of such appointments in each specialized agency and the IAEA.

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[1] Report of the Open-ended High-level Working Group on the Strengthening of the United Nations System (Official Records of the United Nations General Assembly, Fifty-first Session, supplement No. 24, (a/51/24) Annex, para. 55.

[2] JIU/REP/2000/3.

[3] A.C 5/55/L.87, 1 June 2001.

10. The preparation of the present note included the following stages:

- Examination of reports of the executive heads of the organizations of the United Nations system on personnel matters;

- Analysis of their policies and procedures pertaining to appointments to senior-level posts;

- Interviews with representatives of Member States and secretariat officials dealing with and/or responsible for recruitment and promotion to senior-level positions.

11. The Inspector is grateful to all those he had discussions with for their sincere and constructive cooperation, and for sharing with him relevant information and ideas. He hopes that the present note to which they have contributed will be useful to the executive heads and Member States in their ongoing efforts to reform human resources management in the organizations of the United Nations family, and to enhance its effectiveness and efficiency.

I. POLICIES, PROCEDURES AND PRACTICES FOR APPOINTMENTS TO SENIOR-LEVEL POSITIONS IN THE UNITED NATIONS SPECIALIZED AGENCIES AND IAEA: COMMONALITIES AND SPECIFICITIES

A. Composition of the senior-level structure: an overall view

12. In most organizations of the United Nations system, senior positions are considered to be those at the D-1 level and above. Depending on the organization, they will typically include D-2 posts and the posts of Assistant Secretary-General (ASG) or Assistant Director-General (ADG), and Deputy Secretary-General (DSG) or Deputy Director-General (DDG). The only exception to this general rule is WHO, where the P-6 grade is also a part of the senior-level structure of its secretariat.

13. The composition of the senior-level structure in these organizations reflects significant differences between the United Nations organizations, not only in terms of their size, but also in terms of the nature of their activities and orientation–some of them, for example, are more field-oriented than others. This diversity is exemplified in table 1 below, compiled from the latest data received from the agencies cited.

Table 1: Top-level structure in the United Nations specialized agencies and IAEA

ORGANIZATION /AGENCY	POST / GRADE					TOTAL SENIOR STAFF
	DSG/DDG	ASG/ADG	D2	D1	L.6	
ILO	13a		25	87b	-	125
FAO	1	15	37	130	-	183
UNESCO	1	10	25	52	-	88
ICAO	-	-	5	17	-	22
WHO	11c		46	137d	-	194
UPU	1	-	3	7	-	11
ITU	1	-	9e	13	-	23
WMO	1	1	9	12	-	23
IMO	1f	-	6	8	-	15
WIPO	4	2	15	28	-	49
UNIDO	-	2g	4	21	13	40
IAEA	6	-	8	27	-	41

a Executive and regional directors
b Including eight directors of branch offices
c Un-graded officials
d D-1/P-6

e Including three directors of bureau, who are elected officials
f Post is vacant
g At the L-7 level

(a) Top level

14. The table suggests significant disparity between the organizations in the composition of the top-level structure. Thus, each of the six following specialized agencies–FAO, IMO, ITU, UNESCO, UPU and WMO–has only one post at the DSG/DDG level, while there are six such posts in IAEA, and four in WIPO. On the other hand, FAO and UNESCO, which are large agencies, have fifteen and ten posts respectively, at the ASG/ADG level. In IAEA, ICAO, IMO, ITU and UPU, posts at the ASG/ADG level are non-existent. In ICAO, the most senior grade after Secretary-General is D-2.

15. The salient feature of both ILO and WHO top-level structures is the recent introduction of posts which, in principle, should correspond either to the DDG or ADG level, but whose incumbents have different titles. Thus, the ILO, instead of DDG or ADG posts, now has 13 "Executive and Regional Director" posts. In WHO, the current top-level structure includes 11 "un-graded" posts, rather than DDG or ADG positions.

(b) Director level

16. In all United Nations system organizations, with the exception of the IAEA, posts at the D-1 and D-2 levels are distinct. Within the organizational structure of the IAEA, however, the

grades D-1 and D-2 refer to the same hierarchical level, i.e. that of Director. In the programme budget approved by the IAEA governing bodies, such posts are identified as D-level positions, and it is the Director-General's prerogative to appoint Directors at the D-1 or D-2 level, depending on managerial responsibilities, qualifications and individual contributions.

(c) Geographical distribution

17. The constitutions of all United Nations system organizations provide that, in recruiting staff, the paramount consideration is to secure employees of the highest standards of efficiency, competence (including technical competence in the case of IAEA), and integrity. They also stipulate that due regard is to be paid to the importance of recruiting staff on as wide a geographical basis as possible. The constitutions of some agencies–such as the IAEA–also provide for due regard to be paid to the financial contributions of Member States to the Agency.

18. While the principle of equitable geographical distribution is recognized by all the organizations of the United Nations family, none of them, not even the larger ones, have formally established any quotas or desirable ranges for the allocation of posts, nor determined which geographical balance is to be achieved. However, the governing bodies of some of them have recently adopted resolutions or decisions requesting the respective executive heads to intensify efforts to recruit staff from developing, under-represented or non-represented countries.

19. Pursuant to these decisions, when recruiting staff, preference is usually given to candidates from developing countries whenever their qualifications are equal to those of candidates from developed countries. However, in agencies such as ICAO, IMO, and UPU, the achievement of a substantially better geographical balance is problematic because of the small size of their secretariats. Others, such as IAEA, experience practical difficulties in this regard, since the number of specialists from those countries in their specialized fields of activity is limited. In certain other organizations, there have been cases when new officials have been appointed to senior-level posts to replace retired ones of the same nationality. This practice tends to lead to turning such posts into the "exclusive preserve" of this or that Member State.

(d) Gender balance

20. In some organizations, for example in WHO, in documents regulating policy modalities and recruitment procedures there are specific references to the necessity of implementing the legislative bodies' decisions not only on geographical distribution but also on gender balance (The World Health Manual, Provision 460). The statistics available in the United Nations system organizations on the status of female staff members indicate that, in recent years, many of them have increased the representation of women in senior-level positions, sometimes substantially. This is, for example, the case of FAO, ILO, UNESCO, UPU, WHO and WIPO. In the WIPO Secretariat while only one Director post (D-1) was occupied by a female staff member in 1996, as at 1 December 2001, seven such positions were occupied by women. The FAO Secretariat also increased the number of women in senior management, from six (2.8 per cent) in January 1994 to 22 (12.0 per cent) in November 2001.

Table 2: Representation of women in senior-level positions in the United Nations system organizations

ORGANIZATION/ AGENCY	POST / GRADE				TOTAL WOMEN	TOTAL WOMEN (%)
	DSG /DDG	ASG /ADG	D-2	D-1		
ILO	2a		4	18b	24	19.1
FAO	-	3	6	13	22	12
UNESCO	-	2	10	11	19	21.5
ICAO	-	-	-	-	-	0
WHO	2c		6	36d	44	22.6
UPU	-	-	1	-	1	9
ITU	-	-	-	1	1	4.3
WMO	-	-	1	-	1	4.3
IMO	-	-	2	1	3	21.4
WIPO	-	-	-	7	7	14.3
UNIDO	-	-	-	3e	3	7.5
IAEA	-	-	2	2	4	9.5

a Executive and regional directors   *d* D-1/P-6
b Including two directors of branch offices   *e* Including one L-6 post
c Un-graded officials

21. The current representation of women at senior-level posts is reflected in table 2 above. The table suggests that representation is highest in WHO (22.6 per cent), UNESCO (21.5 per cent) and IMO (21.4 per cent), followed by ILO (19.1 per cent) and WIPO (14.3 per cent). In each of two organizations–ITU and WMO–there was only one woman among its senior-level staff, which made the relevant share of women in these organizations 4.3 per cent. In one organization–ICAO–there are no women among the senior-level staff.

B. Policies

22. Analyses of the recruitment and appointment policies regarding senior-level officials in the United Nations system organizations indicate that there is great diversity among them. Moreover, recent changes in some of the agencies with regard to the recruitment and appointment of the above officials demonstrate opposing trends.

(a) Appointment of top-level officials

23. In some organizations, Member States are directly involved in selecting and appointing top-echelon officials. In IAEA, candidates for the posts of Deputy Director-General are sought in consultation with Member States' permanent missions. ITU presents a particular case to the extent that it is the only agency in which, apart from the Secretary-General, four officials are elected by the governing body, namely, Deputy Secretary-General, Director of the Radio-communication Bureau, Director of the Telecommunication Standardization Bureau, and Director of the Telecommunication Development

Bureau. The Deputy Director-General in UPU is also elected by the Congress of the organization.

24. Prior approval by, or advice from, the relevant governing bodies with regard to appointing top-level officials is required in a number of agencies. In WMO, the Secretary-General presents to the Executive Council for its approval the names and qualifications of his proposed appointees for the posts of Deputy Secretary-General and Assistant Secretary-General before proceeding with the appointment. In ICAO, Member States, through an ad hoc Commission appointed by the ICAO Council, provide advice to the Secretary-General on applications for Director posts. In WIPO, the Deputy Directors-General are appointed after approval by the Coordination Committee, which is one of the governing bodies of the organization.

25. Against this background, it is worth mentioning that the UNESCO Executive Board, at its 156th session in 1999, decided to replace the provisions of its Rules of Procedure which required consultations on appointments for posts at the Director level and above by the rule (now Rule 59) which provides only for the Director-General's informing the Board of every appointment, promotion or renewal of a contract of officials at the D-1 level and above.

(b) Appointments to Director posts

26. Regarding appointments to Director posts, most organizations of the United Nations system apply the same procedures as they do for all other Professional staff, while others have more specific procedures. Thus, in WIPO, appointments to posts

in the Special category (grades D-1 and D-2), are made taking into account the advice of the Coordination Committee. In ITU, in cases where outside applications are submitted to the Union directly, the Secretary-General normally consults with the administrations of the Member States of the nationals involved before making a final selection.

C. Selection procedures and practices

27. Many United Nations system organizations have established Appointment and Promotion Boards (APBs) or similar bodies to advise the executive heads in selecting candidates. For example, in WHO, different panels have been set up for the recruitment and selection of:

- Candidates to posts from P-6 to D-2 levels and Management Support Unit (MSU) managers;

- WHO representatives;

- Senior staff in regional offices.

28. In certain agencies, APBs do not consider candidates for senior-level positions. This is the case in IAEA and WMO. In ICAO and UNIDO, staff nominees are not involved in the selection of candidates for the D-1 and D-2 levels.

29. In FAO, posts graded D-1 and above are both exempt from the FAO selection process, and thus not considered by the Professional Staff Selection Committee. Selection for these posts has been the prerogative of the Director-General who decides on D-2 and D-1 posts on the recommendation of the department concerned. In UNIDO and some other organizations, competitive procedures have been developed to minimize the political pressure of Member States and thus strive towards more objectivity and transparency in recruiting the best-qualified candidates.

D. Staff Performance Appraisal System

30. In recent years, most organizations of the United Nations system have introduced systems for staff performance appraisal, using more or less the same criteria and forms. Some, however, have adopted somewhat distinct systems in terms of methods and coverage of staff members.

31. In FAO, for example, performance appraisal of staff at the D-1 and above category is made in the form of a Confidential Memorandum, prepared by a supervisor and sent to the Director-General.

32. As concerns coverage, in IMO, ITU and UNIDO, the staff performance appraisal system applies to all staff members. In ILO, D-1s and D-2s are subject to the normal performance appraisal process applicable to all ILO officials. The categories above this, however, do not follow any specific performance appraisal system. In IAEA, only Deputy Directors-General are exempt from being appraised. In ICAO, performance appraisal reports are not considered necessary for Directors at the D-2 level. UPU applies its performance appraisal to all staff members up to the D-1 level.

E. Reporting on senior-level appointments to the governing bodies

33. All organizations of the United Nations system report, in one form or another, to their respective governing bodies on senior-level appointments.

II.   INTERNATIONAL LABOUR ORGANIZATION

A.   Composition of the senior-level structure

34. The ILO secretariat is the International Labour Office. As at 30 June 2001, the International Labour Office senior-level structure comprised 125 officials (apart from the Director-General). This structure included 13 Executive and Regional Directors. At headquarters, there were also 25 officials at the D-2 level, and 79 officials at the D-1 level. Eight directors of the ILO Branch Offices also belonged to the senior-level structure.

(a)   Geographical distribution

35. As can be seen from table 1 in the annex, among ILO officials who encumbered the above-mentioned 125 senior-level positions there were nationals of 46 Member States. Forty-seven senior staff (37.6 per cent) were nationals of developing countries. It should be noted that nationals of only six Member States (each occupying five or more senior posts) encumbered 54 such positions among them, or 43 per cent.

(b)   Gender balance

36. Women held 24 senior-level posts, representing 19.1 per cent of ILO senior staff. Comparison with the relevant data for previous years, as reflected in ILO *Composition and the structure of the staff* reports indicates that, in recent years, significant improvement in the gender balance has been achieved.

Table 3: Composition of senior-level staff in the ILO, by grade and gender

GRADE	M	F	TOTAL	% OF WOMEN
Executive/Regional Directors	11	2	**13**	15.3
D-2	21	4	**25**	16.0
D-1	63	16	**79**	20.0
Directors of Branch Offices	6	2	**8**	25.0
Total	101	24	**125**	19.1

B.   Policies and selection procedures and practices

37. Within the ILO, D-2 appointments are primarily career civil service appointments. Of the current D-2 staff, about two-thirds have had careers in the ILO spanning at least 23 years. In a certain number of instances, external recruitment has also been used to fill D-2 posts.

38. The selection process is normally as follows:

▪ The Director-General requests the Human Resources Development Department to review qualified D-1 staff in collaboration with the responsible member of the General Management Team;

▪ An analysis is made based on technical competence, past performance, and field service. Due account is taken of nationality and gender. This analysis is usually presented orally;

▪ Extensive discussions are held with the Director-General, the General Management Team member and the Human Resources Development Department, on the basis of the analysis undertaken;

▪ A consensus is usually reached;

▪ The Human Resources Development Department then puts forward a formal proposal in writing.

39. The external recruitment process entails public advertising and widespread "head-hunting" within national public services, private enterprises and universities. An analysis is made by the Human Resources Development Department, and a short-list is prepared with the collaboration of the General Management Team member, and then interviews are held. References and publications of the candidates are thoroughly checked.

C.   Staff Performance Appraisal System

40. D-1 and D-2 staff are subject to the normal performance appraisal process applicable to all ILO officials. The categories above this, however, do not follow any specific performance appraisal system.

D.   Reporting on senior-level appointments to the governing bodies

41. Information on appointments to D-1 and D-2 positions is submitted to the Governing Body as part of the *Composition and the structure of the staff* report.

III.   FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS

A. Composition of the senior-level structure

42. As at November 2001, there were 183 senior-level officials in the FAO Secretariat (apart from the Director-General): one Deputy Director-General, 15 Assistant Directors-General, 37 D-2 and 130 D-1 officials. It is worthwhile noting that the top-heaviness of the FAO secretariat is decreasing: in November 2001, there were 183 senior level posts compared with 218 in January 1994 (see Table 4 below).

(a)   Geographical distribution

43. In accordance with FAO Staff Regulation 301.042, due regard is to be paid to the importance of recruiting staff on as wide a geographical basis as possible. FAO reports that the achievement of equitable geographic distribution has been a priority for quite some time. During the period of 1994-2001, the number of countries whose nationals encumbered senior-level positions increased from 65 to 70. However, as can be seen from table 2 in the annex, nationals of only seven Member States (each occupying five or more senior-level posts) encumbered 74 out of 183 such positions, or 40.4 per cent.

(b)   Gender balance

44. Due to its efforts to improve gender balance, FAO has increased the number of women in senior management from six (2.8 per cent) in January 1994 to 22 (12 per cent) in November 2001, as the following table indicates.

Table 4: Composition of senior-level staff at FAO by grade and gender

GRADE	JANUARY 1994				NOVEMBER 2001			
	F	M	TOTAL	%F	F	M	TOTAL	%F
DDG	-	2	**2**	0	-	1	**1**	0
ADG	-	9	**9**	0	3	12	**15**	20
D-2	1	49	**50**	2	6	31	**37**	16.2
D-1	5	152	**157**	3.2	13	117	**130**	10
TOTAL	6	212	**218**	2.8	22	161	**183**	12

45. It should be noted that, during the above-mentioned period, the number of women occupying D-1 posts increased from five to 13; in D-2 posts, from one to six. Currently, three women encumber ADG level positions. In 1994, there were none.

B. Policies

46. FAO Staff Regulations 301.042, 301.043, 301.044 and 302.422 stipulate that:

- Paramount consideration in the appointment, transfer or promotion of the staff is the need to secure the highest standards of efficiency, competence and integrity;

- So far as practicable, selection is to be made on a competitive basis;

- Without prejudice to the recruitment of fresh talent at all levels, the fullest regard in filling vacancies is to be accorded to the requisite qualifications and experience of persons already in the service of the Organization. This consideration also applies on a reciprocal basis to the United Nations and to the other specialized agencies;

- When a vacant post cannot be filled from either within the Organization or from applicants of the United Nations or other specialized agencies, external candidates are to be considered.

(a) Types of contracts and terms of office

47. ADGs receive fixed-term appointments for three years, subject to prolongation or renewal. If a staff member holding another type of appointment (or holds a fixed-term appointment with an un-expired term of more than five years) accepts a post at the ADG level, his/her appointment status/ fixed-term appointment is modified as a condition of acceptance.

48. Staff members at the D-2 and D-1 levels are granted either fixed-term or continuing appointments. The latter are granted after six years of uninterrupted satisfactory service. If a staff member already holds a continuing contract when appointed, he/she keeps that contractual status.

The holders of fixed-term appointments serve a probationary period of one year. Confirmation of appointment is based on the performance appraisal report.

49. Newly-recruited D-1s and D-2s are appointed for three years. As for staff members appointed or assigned to D-2 posts, their appointment of assignment is extended for two years, subject to renewal, while those appointed or assigned to a D-1 post have their appointment or assignment extended for one year, also subject to renewal.

C. Selection procedures and practices

50. The search for eligible candidates starts a year before a post becomes vacant. Senior FAO officials perform the search, contacting international or national institutions. Following the interviews of candidates to D-1 and D-2 posts by the Assistant Director-General, the Deputy Director-General and the *Directeur de Cabinet*, the list of candidates is submitted to the Director-General, who makes the final decision.

51. Posts graded D-1 and above (as well as the posts of FAO Representative, Deputy Director-General and Chief, Liaison and Protocol Branch), are exempt from FAO selection procedures, and are not considered by the Professional Staff Selection Committee. Selection for these posts is the prerogative of the Director-General. The Director-General decides on D-2 and D-1 posts on the recommendation of the department concerned. Therefore, no vacancy announcements are issued for posts at the D-1 level and above. (Notes Verbales are, however, sent to the Missions/Embassies based in Rome on a quarterly basis, with a list of available vacancies.)

D. Staff Performance Appraisal System

52. Within the framework of appraising staff performance at the D-1 level and above at FAO, a report in the form of a Confidential Memorandum is prepared by the supervisor and sent to the Director-General.

E. Information and reporting on senior-level appointments

53. Director-General Bulletins are issued in connection with senior-level appointments (ADGs and Directors) and widely distributed, including to Permanent Representatives of Member States. Regular reports on personnel statistics for all posts are submitted to the FAO Finance Committee.

IV.   UNITED NATIONS EDUCATIONAL, SCIENTIFIC AND CULTURAL ORGANIZATION

A.   Composition of the senior-level structure

54. As at 1 January 2002, the UNESCO senior-level structure (apart from the Director-General), consisted of 88 posts, including one Deputy Director-General, ten Assistant Directors-General, and 25 and 52 officials at the D-2 and D-1 levels respectively, all financed by the regular budget.

55. It is important to note that, in comparison to the situation in 1999, by January 2002, top-heaviness within the UNESCO Secretariat was reduced by 44 per cent. For example, the number of ADGs decreased from 15 to ten; of D-2s, by 37.5 per cent; and of D-1s, by almost 50 per cent. The above measure was taken by the Director-General following his consultations with the Executive Board, and in response to decisions made by the governing bodies.

(a) Geographical distribution

56. The JIU, in its report entitled "Review of Management and Administration in the United Nations Educational, Scientific and Cultural Organization (UNESCO)"[4] pointed out, inter alia, to the UNESCO Secretariat's inability to ensure equitable geographical distribution of the staff, including among senior-level officials. Despite measures undertaken by the Director-General in 2000-2001 aimed at improving the geographical distribution of senior-level posts, there is still room for improvement in this regard. As can be seen from table 3 in the annex, nationals of only four Member States (each occupying five or more senior-level posts) encumber 24 such posts (27.2 per cent) out of a total of 88, and nationals of only one country (one of those four States) hold nine such positions (10.2 per cent).

(b) Gender balance

57. In recent years, gender balance in the senior echelons of the UNESCO Secretariat has improved. As at 1 January 2002, female staff held 19 posts at the D-1 level and above, representing 21.5 per cent of the total number of senior-level posts financed by the regular budget.

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[4] JIU/REP/2000/4.

B.   Policies and practices

58. In the report covering the period 1996-1997, the External Auditors addressed a number of serious deviations which superseded the authority granted to the Director-General by the General Conference of UNESCO in the area of promotions and appointments. Among them:

- A high number of promotions through appointment to a vacant post of a higher grade were not subject to the competitive process;

- A high number of promotions through reclassification which did not meet the "time in grade" service standard;

- A high number of personal promotions which did not meet all the established criteria.

In the period 1998-1999, further similar deviations occurred.

59. Since January 2001, new policies regarding recruitment, promotion and reclassification have been developed. Foregoing previous negative practices, promotions of senior managers since then have conformed with the relevant staff rules and regulations. The nomination to posts of a higher grade via the competitive process is now regarded as the primary avenue for promotion. Promotions through the reclassification of posts decreased notably in 2000-2001–by 82 per cent compared to the previous biennium. "End-of-career promotions"[5], and promotions based on merit, were granted for the last time in 2000-2001.

60. The Director-General has paid particular attention to the recruitment of senior managerial staff. At its 156th session (1999), the Executive Board decided to delete Rule 57 of its Rules of

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[5] As noted in the above-mentioned JIU report (JIU/REP/2000/4), the practice of granting "end-of-career promotions" to UNESCO staff mainly on the basis of seniority in the six months preceding their retirement (and thus considered a "parting gift" to long-serving staff), does not exist in other organizations of the United Nations system. Although criteria were established for the granting of "end-of-career-promotions", many promotions, including some of them to senior-level posts, were given without any consideration for these eligibility criteria.

Procedure with regard to consultation on appointments for posts at the Director level and above, replacing it with Rule 59.1, which reads:

> *"The Director-General shall inform the Board of every appointment, promotion or renewal of a contract of officials at the D-1 level and above that has taken place since the previous session and report on the proper application of the personnel management system."*

The removal of the obligation by the Director-General to consult the Executive Board prior to new appointments can be seen as a step towards ensuring that no undue political pressure influences these appointments. An internal consultation process with regard to recruitment of senior staff (D-1 and above) has also been established. The two sectors of the Secretariat concerned–Human Resources Management and the Bureau of Field Coordination–are now consulted prior to the decision of the Director-General.

61. UNESCO intends to introduce a competency-based approach for the selection and recruitment of staff at the D-1 level and above. This technique will use simulation exercises and practical tests to provide more complete information on the behaviour of candidates in particular situations.

62. A consulting firm has been selected for this purpose. The project will be divided into two distinct phases and will cover both line and staff managerial functions at Headquarters and in the field, as follows:

- To identify and describe generic functions, accountabilities and competencies;

- To develop an assessment process for senior management posts, based on generic functions, accountabilities and competencies.

C.   Selection procedures and practices

63. In addition to soliciting candidates from national commissions for recent vacancies at the ADG and D-2 levels, advertising campaigns have been launched in five major international publications. In order to deal with the large volume of applications (up to 300 for each post), two panels, composed of senior staff members, are being set up for each post. The first, a pre-selection panel is responsible for screening out those candidates who do not meet the requirements for the post. The second, an evaluation panel, conducts an in-depth study of candidates retained after pre-selection, draws up a short list, and conducts panel interviews with the short-listed candidates. Each short-listed candidate is also interviewed separately by the Director-General, who makes his final decision based on the competencies of the candidate while taking due account of geographical and gender balance.

64. UNESCO has undertaken a comprehensive review of its recruitment process. In this context, the role and the composition of the selection panels for senior level appointments are being modified.

D.   Staff Performance Appraisal System

65. The staff performance appraisal system is currently (in 2002) under review. Competencies of senior managers are being identified, and a competency-based assessment tool for senior managerial posts (P-5 and above) is also being developed.

E.   Reporting on senior-level appointments to the governing bodies

66. As mentioned above in para. 60, at its 156th session, the Executive Board, changed the Rules of Procedure regarding consultation on appointments for posts at D-1 level and above and on informing the Executive Board thereon.

V. INTERNATIONAL CIVIL AVIATION ORGANIZATION

A. Composition of the senior-level structure

67. As at 31 October 2001, there were 22 senior-level officers in the ICAO Secretariat (apart from the Director-General): five Directors at the D-2 level and 17 at the D-1 level. The officials at the D-2 level are referred to as "Directors"; those at the D-1 level, as "Principal Officers" (P-Os). In ICAO, no posts exist at the levels of Under Secretary-General or Assistant Secretary-General.

(a) Geographical distribution

68. The necessity of securing the highest standards of efficiency, competence and integrity is the paramount consideration in the appointment and promotion of ICAO staff. Due regard is paid to the importance of recruiting staff on as wide a geographical basis as possible. As at 31 October 2001, ten out of 22 senior officials (45 per cent) were nationals of developing countries.

Table 5: Geographical and gender distribution of senior-level posts in ICAO (as at 31 October 2001)

COUNTRY	D-2		D-1		TOTAL		GRAND TOTAL
	M	F	M	F	M	F	
India	1	-	-	-	1	-	1
Germany	1	-	-	-	1	-	1
United States	1	-	3	-	4	-	4
Cuba	1	-	-	-	1	-	1
Morocco	1	-	-	-	1	-	1
Austria	-	-	1	-	1	-	1
United Kingdom	-	-	1	-	1	-	1
Niger	-	-	1	-	1	-	1
France	-	-	1	-	1	-	1
Nepal	-	-	1	-	1	-	1
Russian Fed.	-	-	2	-	2	-	2
Algeria	-	-	1	-	1	-	1
Portugal	-	-	1	-	1	-	1
Netherlands	-	-	1		1	-	1
Tanzania	-	-	1	-	1	-	1
Philippines	-	-	1	-	1	-	1
Malaysia	-	-	1	-	1	-	1
Chile	-	-	1	-	1	-	1
TOTAL	**5**	**0**	**17**	**0**	**22**	**0**	**22**

(b) Gender balance

69. The table above shows that all Directors and Principal Officers in ICAO are male.

B. Policies

70. The salient feature of appointment and promotion to D-2 level posts in ICAO is the active involvement of Members States in the process. An ad hoc Commission, appointed by the ICAO Council, provides advice to the Secretary-General on applications for Director posts. The Commission is comprised of the Vice-Presidents of the Council (the first of whom acts as Chairman, the second as Vice-Chairman), the Chairmen of the Standing Committees of the Council, and one member per geographical region, not otherwise represented on the Commission, appointed by the President of the Council. The ICAO Secretary-General serves as Secretary of the Commission.

71. The Commission has two purposes: to offer views to the Secretary-General on the qualifications to be included in the vacancy notice for a particular post, and subsequently, to offer views on the list of candidates presented by the Secretary-General to the Commission.

C. Selection procedures and practices

(a) Appointment to D-2 level posts

72. The sequence of the appointment procedures for Director (D-2) posts is as follows:

- The Secretary-General submits to the Commission all applications, together with a reminder of the qualifications needed to fill the vacancy, a factual analysis of the

response to the vacancy notice, and any comments of a general nature by the President of the Council and the Secretary-General. In doing so, the Secretary-General, on a preliminary basis, compiles two separate lists: one comprising those candidates who, in his opinion upon initial examination, meet the requirements of the post; and the second consisting of the names of the other candidates. For this purpose, the Secretary-General provides all the relevant information available to him in respect of each candidate;

- The Commission, which meets in closed meetings, expresses its views as a consensus except when a member indicates to the Chairman that he/she does not subscribe to that view. In this event, the dissenting view(s) are recorded without attribution;

- The Secretary-General prepares a single summary record of the Commission's discussions, which may be consulted by Representatives on the Council;

- The Commission then identifies the candidates under consideration which it considers qualified for the Director post.

73. Together with a brief summary of the information provided by the candidates identified as qualified, the results of the Commission's work are communicated without delay by the Secretary-General to the Representatives on the Council as follows:

- Taking into account the advice offered by the Commission, the Secretary-General chooses, the candidate whom he proposes to appoint to the post in question and, subject to the approval of the President of the Council, informs the Council of his choice;

- Unless the Council expresses disapproval by a secret vote of the majority of its members, the Secretary-General shall, pursuant to the procedure in force, appoint the candidate he has chosen.

(b) Duration of initial appointment and extension of D-2 staff

74. Directors are appointed on a fixed-term basis for terms of between three and five years, the exact duration to be determined at the time of appointment, based on the best interests of ICAO and the circumstances surrounding the individual concerned. The first year of the appointment is considered a probationary period, during which the Secretary-General, if not satisfied with the services of the staff member, may cancel the contract. The Secretary-General may extend the appointment for up to a total of six months if he finds that this is in the interest of the Organization. It should be noted that the six-month extension is only given once, either at the end of the first term or, if the Directorship is extended (see paras. 75 and 76), at the end of eight years.

(c) Vacancy announcements and reappointment

75. Approximately twelve months before the end of an appointment, vacancies are announced to all contracting States. Incumbents are entitled to apply on the understanding that, in considering his or her candidature, the mere fact of his or her having filled the post is not considered a factor in his or her favour. In filling the vacancy, the Secretary-General observes all principles of appointment, including those related to geographical distribution.

76. If an incumbent is reappointed, the term of his or her contract shall be such that, in no case shall the total number of years served by him or her in the position of Director exceed eight years. If an incumbent has served a second term, he or she is not eligible for further reappointment as Director.

(d) D-1 appointments

77. Appointments of staff at the D-1 level are made in the same manner as those of other Professional staff, that is, in the manner similar to that of the United Nations. The major difference, however, is the composition of the appointment and promotion bodies. In ICAO, the participation of staff representatives in APBs is not allowed.

D.   Staff Performance Appraisal System

78. Performance appraisal reports are not considered necessary for ICAO Directors (D-2 level). In accordance with the ICAO Staff Regulations, at levels below that of Director (D-2) –including D-1 level–the service and conduct of staff members is reported on from time to time by the staff member's supervisors. These reports are shown to the staff member and form part of his/her permanent cumulative record.

E.   Reporting on senior-level appointments to the governing bodies

79. The Council is advised of all appointments.

VI. WORLD HEALTH ORGANIZATION

A. Composition of the senior-level structure

80. As at 30 June 2000, the senior-level structure of the WHO Secretariat (apart from the Director-General) comprised 194 officials: 137 staff members at the D-1/P-6 level, 46 at the D-2 level, and 11 un-graded officials.[6]

(a) Geographical distribution

81. Seventy-five Member States are represented in senior-level posts. The statistical data submitted by the WHO Secretariat on the status of representation of Member States (see annex, table 4) suggest the following distribution of senior-level posts by region: Region I (Africa)–36 posts; Region II (Americas)–29 posts; Region III (South-East Asia) –15 posts; Region IV (Europe)–71 posts; Region V (Eastern Mediterranean)–18 posts; and Region VI (Western Pacific)–25 posts. However, as many as 69 such posts (35.6 per cent of the total) are encumbered by the nationals of only seven countries, each one occupying five posts or more.

82. The staffing situation in the Organization as a whole is regularly reviewed by the Director-General, and all cluster personnel officers have Intranet access to a list of countries from which the recruitment of Professional staff is encouraged.

(b) Gender balance

83. According to the latest information available (as at 30 June 2000), women encumbered 44 senior-level posts (22.6 per cent) of the total number of such posts. This percentage seems to be the highest among the United Nations specialized agencies and the IAEA. It is worth mentioning that all objectives and statistics concerning the employment of women in the Organization are regularly reviewed by the Director-General, the Executive Board, and the World Health Assembly.

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[6] The statistical data for this chapter was provided to the JIU by the WHO Secretariat in its fax dated 12 December 2001.

B. Policies

84. WHO Staff Regulation 4.2 stipulates that "the paramount consideration in the appointment, transfer and promotion of staff shall be the necessity of securing the highest standard of efficiency, competence and integrity". Policy modalities and recruitment procedures for different categories of WHO staff are contained in *The World Health Manual* (last updated in August 2000), following full consultation with management and staff representatives. Its general provisions (450 and 460) deal with selection panels and committees, and stipulate that selection these panels/committees should ensure that careful consideration is given to applications from serving staff, and from staff employed by other organizations of the United Nations system, especially those who need to be reassigned for medical or family reasons. Provision 460 also emphasizes that "selection panels/committees for posts in the Professional and higher categories should pay the utmost attention to the necessity of implementing the decisions … on gender balance and geographical distribution".

85. On 30 September 1999, the Director-General set up a project on human resources management reform in order to reinforce her earlier initiatives in this area. The declared overall aim of the project was to strengthen the productivity, efficiency, and job satisfaction of staff at all levels, including the senior levels. The project, in close cooperation with the Human Resources Services (HRS) Department, personnel units in the regional offices and the Staff Association, was to assess existing WHO human resources management policies, review current proposals for a change, propose needed reforms, and define implementation strategies. The expected result was to have more up-to-date, responsible human resources management policies, more efficient process, more practical implementation, and greater job satisfaction. The project was to report to the Cabinet (chaired by the Director-General and consisting of all Executive Directors in Headquarters) through the Executive Director of the General Management Cluster.

86. A report entitled "Proposed WHO human resources management strategic plan" was

prepared by the WHO Task Force on Human Resources Management Reform. This paper was the basis for a Cabinet Paper, submitted by the Executive Director of the General Management Cluster, to the Cabinet in August 2000. Comments on the Cabinet Paper were requested through a wide consultation process in Headquarters and the regional offices.

87. The major elements of the strategic plan involve:

- Human Resources strategic framework;

- Organization and implementation of Human Resources functions;

- Organization needs and workforce planning;

- Contractual arrangements;

- Staffing;

- Managing and improving staff diversity;

- Performance management;

- Staff development and career management;

- Supportive working environment;

- Staff-management relations.

C. Selection procedures and practices

(a) Recruitment and selection procedures for P-6 to D-2 level staff and MSU Managers

88. Recruitment and selection procedures for senior staff in posts from P-6 to D-2 level and MSU Managers provide that HRS/Central Services issues and distributes vacancy notices and pre-screens applications. HRS/Central Services organizes the composition and the first meeting of the Selection Panel in collaboration with the Executive Director and the MSU. The MSU provides all Secretariat support to the Panel. It also schedules further meetings after the initial one, and issues and processes all appointment-related documents.

89. The Ad Hoc Selection Panel for these categories of staff is composed of: the Executive Director of the cluster(s) or a staff member from the same cluster designated by him/her; another Executive Director designated on a rotational basis or a staff member from the same cluster designated by the Executive Director; the Director of Human Resources Services or a staff member designated by him/her; and a representative of the staff designated by the Staff Committee. The Panel makes its recommendations to the Director-General, with whom the decision rests.

(b) Procedures for the appointment/reassignment of WHO representatives

90. When appointing or reassigning WHO representatives, the following interim procedure is used:

- A Regional Director submits to the Director-General a list of candidates (taking into account gender and geographical distribution) with necessary supporting documents. He/she may also indicate the preferred candidate;

- The list is then reviewed by the Director-General who may simply indicate acceptance of the Regional Director's preferred candidate or add more candidates. The list is then discussed together by the Director-General and the Regional Director;

- The Director-General either decides on the final selection or suggests further assessment, followed by further discussion between the Regional Director and the Director-General, upon which the Director-General decides on the final selection;

- In the case of further assessment, a panel composed of a nominee of the Regional Director, a nominee of the Director-General, and the Co-ordinator of the Country Office Project, is set up. The panel may be advised by a staff member nominated by Human Resources/Personnel;

- The Director-General advises the appointee that his/her name will be proposed to the government of his/her country;

- Formal clearance with the national government of the selected candidate is

undertaken, in most cases, by the regional office.

(c) Procedures for the appointment/reassignment of senior staff in Regional Offices

91. The procedures for the appointment/ reassignment to all P-6 posts and above in the Regional Offices are as follows:

- Vacancy notices are issued by the HRS at Headquarters; almost all senior posts are externally advertised;

- The HRS at Headquarters reviews all applications and screens out candidates who do not meet essential qualifications;

- An Assessment Panel (composed of the Regional Director acting as Chairperson, the Executive Director or senior policy adviser nominated by the Director-General, a Director or an official of the equivalent level with the relevant technical background from either the Regional Office or Headquarters nominated by the Regional Director, and a representative of the staff at the Director or equivalent level and designated by the relevant staff committee) reviews all screened applications, short-lists candidates, conducts interviews/tests, and provides written assessment;

- The Regional Director and the Director-General discuss the Assessment Panel's report;

- The Director-General decides on the appointment.

D. Staff Performance Appraisal System

92. The WHO Secretariat reports that performance management plays a critical role in human resources management in ensuring that individual staff members understand the development requirements, as well as the exigencies and eventual limitations of choosing to play a given role in the Organization. In November 1999, HRS/WHO produced a performance management system operations manual.

93. The objective of this performance management system, which applies to all staff up to the D-2 level are: to link individual staff goals with the corporate strategy, to achieve a high level of performance within the Organization, and to increase work team dialogue and feedback. Thus, individual work planning and review are an integral part of implementing the biennial work plan for the Organization and the individual areas of work. The WHO Secretariat also reports that this system was implemented on an Organization-wide basis in 2001.

E. Reporting on senior-level appointments to the governing bodies

94. The first consolidated annual report on WHO human resources was submitted to the 105th session of the Executive Board in January 2000 (EB/105/14). A human resources annual report was prepared by the Secretariat for the fifty-third World Health Assembly[7] provides Member States with a more comprehensive, consistent and transparent overview of the Organization's staffing profile which can be used as a basis for analysing trends and forecasting requirements. The data on senior staff is an integral part of this report.

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[7] A53/23, 3 March 2000.

VII. UNIVERSAL POSTAL UNION

A. Composition of the senior-level structure

95. As at December 2001, there were 11 senior-level officials (apart from the Director-General) in the International Bureau (Secretariat) of the UPU: one Deputy Director-General, three D-2 level and seven D-1 level staff.

Table 6: Geographical and gender distribution of senior-level staff in UPU (as at 1 December 2001)

COUNTRIES	Deputy D-G		D-2		D-1		TOTAL		GRAND TOTAL
	M	F	M	F	M	F	M	F	
Australia	-	-	-	-	1	-	1	-	1
Brazil	-	-	-	-	1	-	1	-	1
Cameroon	-	-	-	--	1	-	1	-	1
China	-	-	-	-	1	-	1	-	1
Congo	1	-	-	-	-	-	1	-	1
Finland	-	-	-	-	1	-	1	-	1
France	-	-	1	-	-	-	1	-	1
Jordan	-	-	-	-	1	-	1	-	1
Netherlands	--	--	-	-	1	-	1	-	1
Tanzania	--	--	1	-	-	-	1	-	1
USA	--	-	-	1	-	--	-	1	1
TOTAL	**1**	**0**	**2**	**1**	**7**	**0**	**10**	**1**	**11**

(a) Geographical distribution

96. As can be seen from the table above, six out eleven senior officials are nationals of developing countries.

(b) Gender balance

97. Before 2001, all UPU senior-level officials were men. Currently one senior-level official (at D-2 level) is a woman (9 per cent).

B. Policies

98. Article 109 of the General Regulations provides that the Director-General and the Deputy Director-General are elected by the UPU Congress for the period between two successive Congresses. The minimum duration of their term of office is five years and is renewable only once.

99. Currently, for appointments at the D-2 level, article 21 of the Rules of the Council of Administration empowers the Council to appoint and promote staff members to the grade of Assistant Director-General (D-2). The choice is determined by secret ballot.

100. However, the Beijing Congress (1999) decided that, as from 1 January 2001, the Director-General is empowered to appoint or promote staff to D-2 posts, following publication of the vacant post to UPU Member Countries and within the International Bureau. The amended legislation contains article 110 of the general Regulations of the UPU, which, in particular, provides that the Director-General shall: a) be empowered to classify posts in grades G-1 to D-2, and to appoint and promote officials in those grades; and b) inform the Council of Administration once a year of appointments and promotions in grades P-4 to D-2.

C. Selection procedures and practices

101. With regard to the posts of Director-General and Deputy Director-General, at least seven months before the opening of Congress, the Director-General invites the Governments of Member Countries to submit their applications, if any, indicating at the same time whether the Director-General and his/her deputy in office are interested in a renewal of their initial term of office. The applications, accompanied by a curriculum vitae, must reach the International Bureau at least two months before the opening of Congress. The candidates must be nationals of the Member Countries which put them forward. The election of the Director-General and the Deputy Director-General takes place by secret ballot.

102. For appointments in grades D-1 and D-2, the Director-General first considers the professional qualifications of the candidates recommended by the postal administrations of the Member Countries of which the candidates are nationals, or in which they exercise their professional activities.

103. The requirements of equitable geographical and language distribution rank behind merit in the recruitment process. In principle, persons occupying D-1 and D-2 posts must be nationals of

different member countries of the Union. In case of posts requiring special qualifications, the Director-General may, however, seek applications from outside.

D. Staff Performance Appraisal System

104. The UPU introduced staff performance appraisal in 1996. The appraisal is primarily based on achievement against individual objectives set at the beginning of the civil year. Other important factors are general and managerial competencies. There are five levels of evaluation: excellent, very good, good, satisfactory and insufficient. Every year, the Director-General awards certificates of merit to staff members receiving an "excellent" appraisal. The International Bureau is studying the possibility of a reward system based on gifts. All International Bureau staff members, up to and including the D-2 level, participate in the performance appraisal exercise.

VIII. INTERNATIONAL TELECOMMUNICATION UNION

A. Composition of the senior-level structure

105. The ITU top echelon (apart from the Secretary-General) consists of four elected officials (Deputy Secretary-General, Director of the Radiocommunication Bureau, Director of the Telecommunication Standardization Bureau, and Director of the Telecommunication Development Bureau), six staff members at the D-2 level and 13 at the D-1 level.

Table 7: Geographical and gender distribution of senior-level posts in ITU (as at 30 June 2000)

COUNTRY	DSG: (Directors of Bureaux) Elected Officials		D-2		D-1		TOTAL		GRAND TOTAL
	M	F	M	F	M	F	M	F	
Algeria	---	-	1	-	-	-	1	-	1
Austria	-	-	-	-	-	-	1	-	1
Australia	-	-	-	-	1	-	1	-	1
Brazil	1	-	-	-	-	-	1	-	1
Bulgaria	--	-	1	-	-	-	1	--	1
Burkina Faso	-	-	-	-	1	-	1	-	1
Canada	1	-	1	-	1	-	3	-	3
China	1	-	-	-	-	-	1	-	1
Denmark	-	-	--	-	--	1		1	1
France	-	-	-	-	1	-	1	-	1
Germany	-	--	-	-	1	-	1	-	1
Iran	-	-	-	-	1	-	1	-	1
Italy	-	-	1	-	1	-	2	-	2
Macedonia	-	-	-	-	1	-	1	-	1
Mali	1	-	-	-	-	-	1	-	1
The Netherlands	-	-	1	-	1	-	2	-	2
United States	-	-	1	-	1	-	2	-	2
Uruguay	-	-	-	-	1	-	1	-	1
TOTAL	**4**	**0**	**6**	**0**	**12**	**1**	**22**	**1**	**23**

(a)   Geographical distribution

106. The table above shows that out of a total of 23 senior-level posts, eight positions are currently occupied by nationals of developing countries.

(b)   Gender balance

107. There is only one woman among the ITU staff encumbering a senior-level post (D-1), which represents 4.3 per cent.

B. Policies

108. With regard to elected officials, Article 9 (chapter 1, paragraph 62) of the ITU Constitution provides that "the Secretary-General, the Deputy Secretary-General, the Directors of the Bureaux and the members of the Radio Regulations Board shall be elected among the candidates proposed by Member States as their nationals and shall all be nationals of different Member States, and at their election due consideration should be given to equitable geographical distribution amongst the regions of the world". The principles embodied in article 154 of the Constitution (i.e. the highest standards of efficiency, competence and integrity) are also applicable to the elected officials. These principles are also included in resolution 48 (Plenipotentiary Conference, Minneapolis, 1998 (PP-98)) and in regulation 4.1 of the ITU Staff Regulations and Rules.

109. Appointments of all other staff members are made by the Secretary-General within the limits authorized by the Council. As regards the staff of each Bureau, the Director concerned selects the candidate to be appointed, but the final decision for appointment remains with the Secretary-General, who shall, however, report to the Council any case where his decision is at variance with the recommendation of the Director of the Bureau concerned. The Secretary-General, with the agreement of the Director of the Bureau concerned, may decide to fill any vacant post by transfer within the Union.

C. Selection procedures and practices

110. The procedures for elections of elected officials are established by the Plenipotentiary Conference, held every four years. Those currently in force were adopted at PP-98, the most recent.

111. Recruitment procedures for posts at the D-2 and D-1 level are the same as those in place for all staff members of the Union. They are set out in Staff Regulation 4.8 which provides, in particular, that the selection for posts in grades P-1 and above at Headquarters "shall be made on a competitive basis; vacancies shall be advertised to the administrations of all the Members of the Union, to the United Nations and other specialized agencies and to the staff of the Union". It also stipulates that for all other duty stations, the Secretary-General "shall establish a selection procedure, based on United Nations common system local conditions and practice". Regulation 4.8 also provides that when vacancies are advertised, applications from outside may be submitted through the national administration, or directly to the Union, on the understanding that the Secretary-General would in such cases normally consult with the administrations of the nationals involved before making a final selection.

112. The administrative body competent as regards the selection of officials at grades D-1 and D-2 is the ITU Appointment and Promotion Board. Established under Staff Regulation 4.9, it advises the Secretary-General (and, if appropriate, the Director of the Bureau concerned) in all cases where a vacancy is advertised. For consideration of candidates to senior-level posts, the APB comprises elected officials (the Secretary-General and the Directors of the three Bureaux; the Deputy Secretary-General attends as an observer). The Chief of the Personnel Department participates ex officio at all APB meetings in an advisory capacity and serves as its Secretary.

D. Staff Performance Appraisal System

113. The performance appraisal system used for senior-level officers is the same as the one used for all other officials of the ITU, though a new system is being implemented now. One of its most innovative aspects is the introduction of competencies (skills, knowledge, behaviour and attitudes) deemed necessary to perform duties effectively. These add another dimension to the objectives-based (i.e. results-based) evaluation of staff performance.

E. Reporting on senior-level appointments to the governing bodies

114. The Secretary-General reports annually to the Council on the overall staff situation at ITU. This report does not contain specific information as to appointments at the Senior Counsellor category, unless it is specifically requested by the Council, as was the case in 1999 for D-2 posts after the reintroduction of that grade in the ITU classification plan. The Secretary-General also reports to the regular session of the Council whenever he proposes to take an appointment or promotion decision which is contrary to the APB's advice. The final decision is taken subject to the Council's agreement.

IX. WORLD METEOROLOGICAL ORGANIZATION

A. Composition of the senior-level structure

115. As at November 2001, the senior-level echelon of the WMO Secretariat (apart from the Secretary-General) consisted of 23 officials: one Deputy Secretary-General, one Assistant Secretary-General, nine D-2 and twelve D-1 posts.

(a) Geographical distribution

116. Nationals of 17 Member States occupy 23 senior-level posts. Eleven (47.8 per cent) of those posts are encumbered by nationals of ten developing countries.

(b) Gender balance

117. Only one senior-level post (D-2) or 4.3 per cent is encumbered by a woman.

B. Policies

(a) General principles

118. Article 21(b) of the WMO Convention provides that "the staff of the Secretariat shall be appointed by the Secretary-General with the approval of the Executive Council in accordance with the regulations established by the WMO Congress". In practical terms, this is implemented by the Secretary-General who reports to the Executive Council each year on all appointments at the professional level and above.

119. Articles 4.2, 4.3, and 4.4 of the WHO Staff Regulations provide that in the appointment, transfer or promotion of staff:

- The paramount consideration shall be the need to secure the highest standards of efficiency, competence and integrity;

- Due regard shall be paid to the importance of recruiting and maintaining staff on as wide a geographical basis as possible;

- So far as is practicable, selection shall be on a competitive basis; and

- Without prejudice to the recruitment of fresh talent at all levels, the fullest regard shall be paid to the requisite qualifications and experience of persons already in the service of the Organization. This consideration shall also be applied, on a reciprocal basis, to the United Nations and the specialized agencies.

C. Selection procedures and practices

120. Vacant posts, including those at senior-level grades, are advertised through vacancy notices and distributed to all Member States, to their permanent missions and to a number of international organizations and institutions. In certain unspecified circumstances (Standing Instructions 4.2.3), vacancy notices may be distributed internally only. All vacancy notices for posts in the Professional category and above are approved by the Secretary-General (Standing Instructions 4.2.4).

(a) Selection for DSG and ASG posts

121. The appointments of the Deputy Secretary-General and the Assistant Secretary-General are made in accordance with the procedures established by the Ninth and Tenth WMO Congresses respectively, which provide for the active involvement of the Executive Council.

122. The selection procedures for the posts of Deputy Secretary-General and Assistant Secretary-General provide, in particular, that:

- The Secretary-General will bring before the Executive Council for its approval the names and qualifications of his proposed appointees for the posts of Deputy Secretary-General and Assistant Secretary-General, before proceeding with the appointment;

- The Secretary-General will also inform the Executive Council in writing of the names and qualifications of other candidates;

- In case the Executive Council does not approve the proposed candidates, the Secretary-General will propose other candidates for approval;

- This procedure will be repeated, if and as necessary, until candidates acceptable to both the Secretary-General and the Executive Council are identified.

123. In addition to the provisions of Staff Regulations 4.2 and 4.3, the Executive Council and the Secretary-General should be guided by the following considerations in the appointment of the Deputy Secretary-General:

- The desirability of a balance between qualified nationals from developed and developing countries in the posts of Secretary-General and Deputy Secretary-General;

- The desirability of either the Secretary-General or/and the Deputy Secretary-General having occupied a senior position with responsibility for operational meteorological services and having had experience in international meteorological activities.

124. In appointing the Assistant Secretary-General, the Executive Council and the Secretary-General should be guided by the desirability of balanced appointments in the executive management of the Organization (composed of the Secretary-General, Deputy Secretary-General and Assistant Secretary-General) to reflect, as far as possible, the totality of the WMO membership and experience in the range of activities mentioned in Article 2 of the WMO Convention.

(b) Selection for D-level posts

125. In accordance with the decisions of the Tenth Congress, the appointments at the Director (D-1/D-2) level are decided by the Secretary-General.

126. The procedure endorsed by the Tenth Congress for appointments at the Director (D-1/D-2) level does not provide for the involvement of appointment and promotion bodies.

D.   Staff Performance Appraisal System

127. The relevant information is not available.

E.   Reporting on senior-level appointments to the governing bodies

128. As mentioned in paragraph 118 above, the Secretary-General reports to the Executive Council, on an annual basis, all appointments at the professional level and above.

X. INTERNATIONAL MARITIME ORGANIZATION

A. Composition of the senior-level structure

129. As at November 2001, the IMO top-level structure (apart from the Secretary-General) included 15 positions: one Deputy Secretary-General (post currently vacant), six D-2 and eight D-1 posts.

(a) Geographical distribution

130. As at November 2001, five out of 14 senior level officials were nationals of developing countries.

Table 8: Geographical and gender distribution of senior-level staff in the IMO Secretariat
(as at November 2001)

NATIONALITY	DSG UN-GRADED *		D-2		D-1		TOTAL		TOTAL
	F	M	F	M	F	M	F	M	
Argentina						1		1	**1**
Australia			1				1		**1**
China						1		1	**1**
France						2		2	**2**
Greece				1				1	**1**
Japan				1				1	**1**
Liberia						1		1	**1**
Nigeria			1				1		**1**
Norway						1		1	**1**
Panama					1		1		**1**
Russian Federation						1		1	**1**
United Kingdom				1				1	**1**
United States				1				1	**1**
Total	--	--	2	4	1	7	3	11	**14**

* *post is vacant*

(b) Gender balance

131. As at November 2001, there were three women (two D-2s and one D-1) among the IMO senior staff.

B. Policies

132. The Secretary-General is appointed by the IMO Council, subject to approval by the Assembly. The Council also makes provision for the appointment of other such personnel as may be necessary. The numbers of D-1 and D-2 posts are, in fact, established by the Secretary-General as part of his work programme and budget, which is considered by the IMO Council and approved (or otherwise decided upon) by the IMO Assembly.

133. The Organization's governing bodies play no part in the appointment of D-1 or D-2 staff members. The recruitment procedures and policies in respect of D-1 and D-2 posts are not explicitly provided for in the Organization's Staff Regulations and Rules. Its internal administrative machinery for dealing with appointments, e.g. APBs, does not cover D-1 and D-2. It should be mentioned, however, that, from time to time, the Secretary-General makes personal promotions from the P-5 to the D-1 level, with the endorsement of the Council.

C. Staff Performance Appraisal System

134. The Organization's staff reporting system applies to all staff members.

D. Reporting on senior-level appointments to the governing bodies

135. The Secretary-General provides the Council and the Assembly with a list of all approved posts, their funding status and the nationality of the incumbents. Sometimes, the Secretary-General notifies the Council (no written rules exist), even after the personal appointments (of the Secretary-General) are made.

XI.   WORLD INTELLECTUAL PROPERTY ORGANIZATION

A.   Composition of the senior-level structure

136. As at 1 December 2001, the WIPO Secretariat (apart from the Director-General), consisted of 49 senior-level officials, including four DDGs, two ADGs, 15 D-2s and 28 D-1s.

(a) Geographical distribution

137. Forty-nine senior-level officials were nationals of 28 countries. The distribution of these 28 countries by regions was as follows: Africa–six; Asia and Pacific–six; Eastern and Central Europe and Central Asia–two; Latin America and the Caribbean–five; North America–two; and Western Europe–seven. However, nationals of only one country encumbered eight such posts (16.3 per cent).

138. Pursuant to a decision of the WIPO General Assembly in 1973, one of the DDG posts is to be occupied by a national of a developing country. Since that decision, WIPO Member States also have adopted a rotation principle among the various regions of developing countries.

(b) Gender balance

139. In recent years, the number of women at senior-level posts in the WIPO Secretariat has been constantly increasing. In 1996, only one Director post (D-1) was occupied by a female staff member. As at 1 December 2001, women encumbered seven such positions, or 14.3 per cent of the total number of senior level posts.

B.   Policies

140. According to Article 9(7) of the WIPO Convention, the Director-General appoints the staff necessary for the efficient performance of the tasks of the International Bureau (the WIPO Secretariat). The Deputy Directors-General are appointed after approval by the Coordination Committee, which is one of the governing bodies of the Organization. As for appointments to Assistant Director-General posts and posts in the Special category (grades D-1 and D-2), WIPO Staff Regulation 4.8(a) provides that they shall be made taking into account the advice of the Coordination Committee. Staff Regulation 4.8(b), provides that, as a general rule, recruitment for posts in the Professional and higher categories shall be made on the basis of a competition. Pursuant to this regulation, D-1 level

posts have, on a number of occasions, been the subject of vacancy announcements.

C.   Selection procedures and practices

141. The Coordination Committee approves the proposed nominations for Deputy Directors-General (DDG) posts and advises the Director-General on appointments to posts at the Assistant Director-General (ADG) and at D-1 and D-2 grades.

142. In accordance with Staff Regulation 4.9, an Appointment and Promotion Board (APB) is set up in order to advise the Director-General in all cases in both the Professional and General Service categories where a vacancy has been the subject of a competition. However, there is no such requirement for appointments to posts in the Special and higher categories (D-1 and above). The WIPO Secretariat reports, however, that on a number of occasions, the Director-General has established an APB in respect of a vacancy for a D-1 level post.

143. The APB, consisting of a chairman and three members (whose grade shall be not lower than that of the vacant post), is designated by the Director-General. At least one of the three members is designated from a list of names submitted by the Staff Council. The Director of the Human Resources Management Division is ex officio member of the Board and acts as Secretary to the Board, but has no right to vote The APB's deliberations are secret. As a general rule, the Board interviews those candidates considered most promising after examination of all the documents relating to the competition. The Board may forego calling candidates if it considers that the results of the selection made under the authority of the Director of the Human Resources Management Division are sufficient to express its advice.

144. In cases where staff members have submitted their candidature or are to be considered for the vacant post, the Board also examines their service records and, if it considers necessary, seeks the opinion of their superiors. Any member–including the Director of the Human Resources Management Division–who disagrees with the Board's recommendations has the right to express his opinion in writing.

D. Staff Performance Appraisal System

145. At WIPO, periodic performance appraisal reports of senior-level officials are made on an annual basis. During the period 1995 to 2000, all reports of work performed expressed satisfaction with both the quality and quantity, without reservation. At the time, a redesigned PAS was under consideration.

E. Reporting on senior-level appointments to the governing bodies

146. Since each appointment to a DDG post, an ADG post, or a post in the Special category requires the approval (for DDGs) or advice (for the other grades) from the WIPO Coordination Committee, all such cases are submitted to the WIPO Coordination Committee for its consideration, and are thereby reported to that governing body.

XII. UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

A. Composition of the senior-level structure

147. As at 30 November 2001, the UNIDO senior-level structure included (apart from the Director-General) 40 officials: four D-2 staff, 21 D-1 and 13 L-6 staff. Currently, there are also two Assistants Director-General at the L-7 level.

(a) Geographical distribution

148. The above 40 posts are encumbered by nationals of 28 Member States.

(b) Gender balance

149. There are three women (7.5 per cent) in senior-level positions.

B. Policies

150. Staff members in the immediate office of the Director-General are selected outside the APB procedures. New Staff Rule 103.12 (a)(i) provides that the APB established by the Director-General should advise him on the appointment, placement, promotion and review of staff in the Director, Professional and General Service categories, except for staff in his immediate Office, Special Advisors in the Executive Office, and UNIDO Representatives. It is understood that when such an appointment involves a promotion for an internal candidate, the promotion is for the duration of the assignment only, and that the appointments of Special Advisors–L-6 and L-7 level staff–are limited to the term of office of the Director-General.

C. Selection procedures and practices

151. The selection procedure for high-level posts is set forth in Director-General Administrative Instruction 14. For officers at the D-2 and D-1 levels, it follows the same competitive process as for any other grade in the Organization and includes five elements:

- Advertising;

- Screening of applications;

- Establishment of a short-list of candidates, following interviews by the Division Directors (Managing Directors) concerned;

- Review of the recommended short-list by a selection panel;

- selection by the Director-General, following the selection panel's recommendations.

152. The competitive procedure has been established to minimize the political pressure or influence of Member States and to strive towards objectivity and transparency in recruiting the best qualified candidates in line with the requirements of the United Nations Charter and UNIDO Staff Regulations (Article III, 3.2). In the course of interviews, it was observed that the pressure exerted by Member States on the Director-General is still very high. It was also mentioned that some high-level officials, especially some Directors of UNIDO regional offices, are rather weak. The analysis of the relevant recruitment files confirms some of those observations.

153. For officials at the D-1 and D-2 level, the initial appointment is normally granted for a period of three years, with the first twelve months being a probationary period. Subject to satisfactory performance and budgetary coverage, any subsequent extension of contracts is normally either for a period of three years, or until the month in which a staff member reaches the mandatory retirement age. The term of office of a D-2, however, cannot exceed the end of the term of office of the Director-General by more than six months. In the opinion of the UNIDO Secretariat, the above measures for the D-2 position, which is the most senior grade after Director-General, were taken in order to:

- Recognize the political nature of such appointments, even though they are subject to competitive selection;

- Consider the special trust and relationship the incumbents have with the Director-General;

- Avoid "mortgaging" the D-2 during a period of six months following election.

154. The selection of L-6 and L-7 staff, appointed under the 200-series of Staff Rules, is not competitive and does not fall under the recruitment, placement and selection procedures outlined in Director-General Administrative Instruction 14. There is neither a vacancy announcement nor a systematic review of applications by the APB panel. At times, L-6 and L-7 staff may have only terms of reference

provided in place of a job description classified according to the International Civil Service Commission (ICSC) master standards. Candidates may be staff members or external candidates recommended to the Director-General. These staff may also be assigned outside Headquarters and their tenure of appointment does not follow the duration applied to officers graded D-1 and D-2.

(c) Appointment and Promotion Board

155. The APB is composed of three selection panels. One is the Director (and Principal Officers) Selection Panel. This Selection Panel consists of three managing directors and such senior staff as the Director-General deems necessary. One Chairperson is appointed for each session by the Director-General. The secretary of the panel is the Director of the Human Resource Management Branch. Staff nominees are not involved in the selection of candidates for the D-2 and D-1 levels.

156. Director-General's bulletin UNIDO/DGB/(0).86/Add.10 of 28 February 2002 outlined the modalities for the recruitment and selection of Managing Directors (Division Directors). Accordingly, in March 2002, vacancy announcements for the three positions of Managing Director were circulated to Member States, United Nations Common System organizations, international and regional financial institutions as well as industry and trade promotion related organizations. The vacancy announcements were also advertised commercially in international, regional and national publications. Following the close of applications on 15 May 2002, the leading candidates were invited to UNIDO headquarters in June to meet with an independent Executive Search Panel constituted for each position. The members of the Executive Search Panel included senior executive officials of organizations in the United Nations Common System, high-level officials of National Civil Services and the Private Sector. The Executive Search Panel interviewed and assessed short listed candidates against pre-determined criteria including technical expertise in the specific specializations required for each position and important managerial competencies associated with successful leadership roles at this senior level. Following the recommendations of the Executive Search Panel, the Director-General has decided to select the appropriate candidates to fill the positions of the three Managing Directors (D-2).

D. Staff Performance Appraisal System

157. In 1998, the Director-General introduced a simplified staff evaluation system. In 1999, this system was replaced by a new staff performance appraisal system which incorporated into the existing system some conceptual changes which reflect the new approach to performance appraisal in the United Nations as well as in the private sector. The new system extends to all levels of staff.

158. As indicated in Director-General Administrative Instruction 10 of 8 April 1999, the new system follows the basic principles of staff appraisal, e.g. the determination of work plans and objectives along with standards of performance, and the evaluation and rating of staff members' performance by their direct and second-level supervisors. It also introduces new features, such as the assessment of skills and competencies by supervisors, peers and subordinates, when applicable.

159. However, this new system was introduced without sufficient consultation with either managers or staff, and is considered to be too complicated, too heavy, and time-consuming. Difficulties in its application seem to be unavoidable, although both managers and staff have been briefed on it and have even undergone some training.

Another new staff performance appraisal system is being developed which will address some of the problems highlighted in the present system. This will be introduced for the 2002 exercise.

E. Reporting on senior-level appointments to the governing bodies

160. Governing bodies receive detailed statistical information and reports on the composition of UNIDO staff, including information on grade, gender and geographical distribution on a regular basis. In addition, Member States are informed via Director-General Bulletins on the structure of the Secretariat and staff assignments.

XIII. INTERNATIONAL ATOMIC ENERGY AGENCY

A. Composition of the senior-level structure

161. As at 1 February 2002 the top-level structure of the IAEA (apart from the Director-General) is composed of six Deputy Directors-General (DDGs), eight D-2 and 27 D-1 officials. Currently, there are no officials at the ADG level. Within the Agency's organizational structure, grades D-1 and D-2 refer to the same hierarchical level, i.e. that of Director. In the programme/budget approved by the governing bodies, such posts are identified as D-level positions. It is the Director-General's discretion to appoint directors at the D-1 or D-2 level depending on their managerial responsibilities, qualifications and individual contributions.

(a) Geographical distribution

162. At present, out of 41 senior-level posts in IAEA, 40 positions are subject to geographical distribution. Thirteen of them (32.5 per cent of the total) are encumbered by nationals of developing countries. The Agency's governing bodies have not established any quotas or desirable ranges for the allocation of posts or staff, or determined what geographical balance is to be achieved in the composition of the secretariat. In their resolutions, they have, however, requested the Director-General to intensify efforts in recruiting women staff from developing, under-represented or non-represented countries. Pursuant to this request, in recruiting his staff, the Director-General gives preference to candidates from the target groups, whenever their qualifications are equal to those of candidates from other countries. According to the IAEA Secretariat, the obstacle preventing a further increase in the share of nationals of developing countries may be due to the fact that fewer experts specializing in IAEA fields of activity come from those countries.

(b) Gender balance

163. Among the IAEA regular senior-level staff, only four (9.5 per cent) are women. Overall, women represent about 18.2 per cent of Professional staff. Despite numerous initiatives taken to improve the status of women, the progress is not commensurate with those efforts. Indeed, the pool of women candidates for scientific posts is not large, hence the discrepancy between their representation in scientific and general (administration, etc.) sectors has been continuing.

However, in line with the resolutions of the IAEA Governing Bodies, whenever male and female candidates competing for a Professional post in the IAEA Secretariat are equal in terms of qualifications (education, practical experience, managerial skills, etc.), female candidates are recruited.

B. Policies

164. In accordance with the Agency's statute, the paramount consideration in the recruitment of staff is to secure employees possessing the highest standards of efficiency, technical competence and integrity. Subject to this, due regard is to be paid to the financial contributions of Member States and the importance of recruiting staff on as wide a geographical basis as possible.

165. Until recently, the IAEA operated under a "government sponsorship policy", in that a government's agreement was needed for the appointment of a staff member to a post subject to geographical distribution. Following an ILO Tribunal judgement, the Agency abolished its government sponsorship requirements. It relies on the support of Member States for the circulation of vacancy notices as well as for encouraging suitably qualified persons to apply. Most Professional staff are subject to the "rotation policy".

166. With regard to length of service, new recruits are initially offered three-year contracts, the first year being probationary. Professional staff are informed as to whether or not their contracts will be extended for another two years at least one year before the expiration date of their contracts. One year before the expiration of a five-year contract, they are advised as to whether or not their contracts will be extended for another two years. The length of some contracts is related to the time-length of the programme they are contracted to which makes it possible to terminate staff members at the time of phasing out the programme for which they were recruited.

167. Generally, seven years is the maximum length of appointment in the IAEA Secretariat. The seven-year maximum is based, on the one hand, on the understanding that it is in the interest of the Agency's programmatic activities to have an influx of fresh talent at reasonable intervals. On the other, the longer a staff member stays, first of all, the higher his/her expectation is for continued

employment with the Agency, and secondly, the more difficult if becomes for that individual to be absorbed into their national labour markets.

168. Some core staff have longer contracts. The number of long-serving staff vary. In some departments they constitute some 20 per cent. In Administration, the share of long-term contract holders is about 50 per cent. The highest number of long-term staff is among Safeguards Inspectors who are highly specialized and in whose training the Agency has made significant investment. The other reason for granting longer-term contracts to the majority of Safeguards Inspectors is the need for keeping the institutional memory of the Agency.

C. Selection procedures and practices

169. Deputy Director-General vacancies are not advertised. Candidates for these posts are sought in consultation with permanent missions. At the Director-General's discretion, other Agency officials are also involved in the process (e.g. the Advisor to the Director-General, the Deputy Director-General, the Director of Personnel). The type of experience required from candidates would depend on the post. While some may require managerial experience in a scientific institution, others may need a different background, for instance, in academia, industry or public service.

170. All director positions are advertised in the same way as Professional posts, vis-à-vis through circular letters to Member States, ICSC vacancy bulletins, the United Nations recruitment network, the Agency's Internet web site, professional institutions and associations, and selected periodicals and newspapers. Given the Director-General's discretionary powers (described in para. 161 above), the Agency usually advertises all Director positions at the D-1 level. The promotion of a Director to the D-2 level depends on his/her managerial responsibilities, qualifications and contribution to the Agency's work. In some cases, a post at the Director level may be advertised as

D-1/D-2 depending on the profile of the post and the qualifications sought.

171. The process of recruitment to senior-level posts includes the collection of applications, and the review of the applications by the Deputy Director-General for Management, the Special Assistant to the Director-General for Management, the Deputy Director-General of the department concerned, the Director of the Personnel Division and, in certain cases, the outgoing chief of service. Following this review, a relevant memorandum is sent to the Director-General, containing short-listed candidates, their comparative evaluation and a recommendation for appointment.

172. The candidates are considered by the Director-General, assisted by the Deputy Directors-General. The Director of Personnel is also involved in the selection process. At a special informal session of the Board which meets three-to-four times a year, the Director-General briefs Member States on upcoming, intended appointments to the D-1 level posts and above. These briefings provide Member States with the opportunity to comment. Informal consultations on issues of appointment of senior-level staff reflect the corporate culture of the IAEA, where decisions of the governing bodies (the General Conference and the Board) are usually taken by consensus.

D. Appointment and promotion bodies

173. The APB does not consider candidates for senior-level positions.

E. Staff Performance Appraisal System

174. Only Deputies Director General are exempt from being appraised.

F. Reporting on senior-level appointments to the governing bodies

175. Every other year, the Secretariat submits to the Board comprehensive reports on personnel issues. The latest ones were issued in August 2001 and contain statistics on distribution of posts by level, gender, and nationality.

ANNEX

Table 1: Geographical and gender distribution of senior-level staff in ILO (as at 30 June 2001)

COUNTRY OF ORIGIN	ED* & RD**		D-2		D-1		DIR***		TOTAL		GRAND TOTAL
	F	M	F	M	F	M	F	M	F	M	
Argentina	-	1	-	-	-	2	-	-	-	3	3
Australia	-	-	-	-	1	1	-	-	1	1	22
Bangladesh	-	-	-	-	-	2	-	-	-	2	2
Belgium	-	-	-	-	-	3	-	-	-	3	3
Benin	-	-	-	-	-	2	-	-	-	2	2
Burkina Faso	-	-	-	-	1	-	-	-	1	-	1
Cameroon	-	-	-	-	-	1	-	-	-	1	1
Canada	-	-	-	2	-	1	-	-	-	3	3
Chile	-	-	1	-	-	2	-	-	1	2	3
China	-	-	1	-	-	-	-	-	1	-	1
Côte d'Ivoire	-	-	-	-	1	-	-	-	1	-	1
Democratic Republic of the Congo	-	-	-	-	-	1	-	-	-	1	1
Denmark	-	-	-	-	-	1	-	-	-	1	1
Dominica	-	-	-	-	1	-	-	-	1	-	1
Egypt	-	-	-	1	-	1	-	-	-	2	2
Ethiopia	-	-	-	1	-	-	-	-	-	1	1
Finland	-	2	-	-	-	2	-	-	-	4	4
France	-	1	-	4	2	7	-	1	2	13	15
Germany	-	1	-	1	-	6	-	1	-	9	9
Ghana	-	-	-	-	1	1	-	-	1	1	2
India	-	1	-	-	-	2	-	-	-	3	3
Iran	-	-	1	-	1	-	-	-	2	-	2
Ireland	-	-	-	-	1	-	-	-	1	-	1
Italy	-	-	-	1	1	1	-	1	1	3	4
Japan	-	1	-	1	1	1	1	-	2	3	5
Lebanon	-	-	-	-	-	1	-	-	-	1	1
Malaysia	-	-	-	1	1	3	-	-	1	4	5
Mali	-	-	-	-	-	1	-	-	-	1	1
Mauritius	-	-	-	-	-	1	-	-	-	1	1
Mexico	-	-	-	1	-	-	-	-	-	1	1
Netherlands	-	-	-	2	-	1	-	-	-	3	3
New Zealand	-	-	-	1	-	1	-	-	-	2	2
Nigeria	1	-	-	-	-	-	-	-	1	-	1
Pakistan	-	2	-	-	-	2	-	-	-	4	4
Philippines	-	-	-	-	1	-	-	-	1	-	1
Portugal	-	-	-	-	-	1	-	-	-	1	1
Russian Federation	-	-	-	-	-	1	-	-	-	1	1
Senegal	-	1	-	-	-	-	-	-	-	1	1
Sierra Leone	-	-	-	-	-	2	-	-	-	2	2
South Africa	-	-	-	-	-	-	-	-	-	-	-
Spain	-	-	-	1	-	1	-	1	-	3	3
Sri Lanka	-	-	-	-	-	1	-	-	-	1	1
Turkey	-	-	-	-	-	-	1	-	1	-	1
United Kingdom of Great Britain and Northern Ireland	-	-	-	3	-	4	-	1	-	8	8
United States of America	1	-	1	1	3	5	-	1	5	7	12
Uruguay	-	-	-	-	-	1	-	-	-	1	1
Yemen	-	1	-	-	-	-	-	-	-	1	1
TOTAL	2	11	4	21	16	63	2	6	24	101	125

*   Executive Director
**   Regional Director
***   Director of a Branch Office

Table 2: Geographical and gender distribution of senior-level staff in FAO (as at 1 November 2001)

COUNTRY OF ORIGIN	D/ADG		D-2		D-1		TOTAL		TOTAL
	F	M	F	M	F	M	F	M	F + M
Afghanistan	-	-	-	-	-	1	-	1	1
Algeria	-	-	-	1	-	2	-	3	3
Argentina	-	-	-	1	1	1	1	2	3
Australia	-	-	-	1	-	1	-	2	2
Bangladesh	-	-	-	-	-	1	-	1	1
Barbados	-	-	-	-	-	1	-	1	1
Belgium	-	-	1	-	-	2	1	2	3
Brazil	-	-	-	-	-	1	-	1	1
Burkina Faso	-	-	-	-	-	1	-	1	1
Cambodia	-	-	-	-	1	1	1	1	2
Cameroon	-	1	-	-	-	2	-	3	3
Canada	-	-	-	1	-	4	-	5	5
Chile	-	-	-	1	-	1	-	2	2
China	-	-	-	1	-	2	-	3	3
Colombia	-	-	-	-	1	2	1	2	3
Congo	-	-	-	-	-	1	-	1	1
Czech Republic	-	-	-	-	-	1	-	1	1
Denmark	-	-	-	-	-	1	-	1	1
Djibouti	-	-	-	-	-	1	-	1	1
Egypt	-	1	-	-	-	1	-	2	2
Eritrea	-	-	-	1	-	1	-	2	2
Ethiopia	-	-	-	-	-	1	-	1	1
Finland	-	-	-	-	1	1	1	1	2
France	-	2	-	3	-	9	-	14	14
Germany	-	1	-	4	-	5	-	10	10
Greece	-	-	-	-	-	2	-	2	2
Hungary	-	-	-	-	-	1	-	1	1
Iceland	-	-	-	1	-	-	-	1	1
India	-	1	-	-	-	3	-	4	4
Iran	-	-	-	-	-	1	-	1	1
Ireland	-	-	-	-	-	1	-	1	1
Italy	-	1	-	1	-	2	-	4	4
Jamaica	1	-	-	-	-	1	1	1	2
Japan	-	1	-	2	-	3	-	6	6
Kenya	-	-	-	-	-	2	-	2	2
Liberia	-	-	-	-	1	1	1	1	2
Madagascar	-	-	-	-	1	-	1		1
Malawi	-	-	-	-	-	1	-	1	1
Malaysia	-	-	-	-	-	1	-	1	1
Mauritania	-	-	-	-	-	1	-	1	1
Mexico	-	1	-	-	-	-	-	1	1
Morocco	-	-	-	-	-	3	-	3	3
Myanmar	-	-	-	-	-	1	-	1	1
Netherlands	1	-	-	-	-	3	1	3	4
New Zealand	-	-	-	-	-	1	-	1	1
Niger	-	-	-	-	-	1	-	1	1
Nigeria	-	1	-	-	-		-	1	1
Norway	-	-	1	-	1	1	2	1	3
Pakistan	-	1	-	-	-	2	-	3	3
Peru	-	-	-	-	-	1	-	1	1
Poland	-	-	-	1	-		-	1	1
Republic of Korea	-	-	-	-	-	1	-	1	1
Saudi Arabia	-	1	-	-	-	1	-	2	2
Senegal	-	-	-	1	-	1	-	2	2
Spain	-	-	-	1	1	3	1	4	5
Sri Lanka	-	-	-	-	-	1	-	1	1
Sudan	-	-	-	1	-	1	-	2	2
Swaziland	-	-	-	-	-	1	-	1	1
Sweden	-	-	1	1	-	1	1	2	3
Switzerland	-	-	-	1	-	1	-	2	2
Thailand	-	-	-	1	-	-	-	1	1

COUNTRY	D/ADG		D-2		D-1		TOTAL		TOTAL
	F	M	F	M	F	M	F	M	F + M
Tonga	-	-	-	-	-	1	-	1	1
Trinidad and Tobago	-	-	-	-	-	1	-	1	1
Tunisia	-	-	-	-	-	2	-	2	1
Turkey	-	-	-	-	-	1	-	1	1
Uganda	-	-	2	-	-	-	2	-	2
United Kingdom of Great Britain and Northern Ireland	-	-	-	1	1	10	1	11	12
United Republic of Tanzania	-	-	-	1	-	1	-	2	2
United States of America	1	1	1	4	4	11	6	16	22
Venezuela	-	-	-	-	-	1	-	1	1
TOTAL	**3**	**13**	**6**	**31**	**13**	**117**	**22**	**161**	**183**

Table 3: Geographical and gender distribution of senior-level staff in the UNESCO:
regular budget only (as at January 2002)

GROUP	COUNTRY OF ORIGIN	DDG		ADG		D2		D1		TOTAL
		F	M	F	M	F	M	F	M	F + M
1	Belgium	-	-	-	-	-	1	-	-	**1**
	Canada	-	-	-	-	2	1	1	1	**5**
	France	-	-	1	-	-	2	1	5	**9**
	Germany	-	-	-	1	-	1	-	2	**4**
	Greece	-	-	-	-	-	-	1	-	**1**
	Italy	-	-	-	-	-	1	-	-	**1**
	Norway	-	-	-	-	-	-	1	-	**1**
	Spain	-	-	-	-	1	-	-	1	**2**
	Turkey	-	-	-	-	-	1	-	-	**1**
	United Kingdom of Great Britain and Northern Ireland	-	-	-	1	-	1	-	3	**5**
	United States of America	-	-	-	-	-	1	-	-	**1**
	Total Group 1	**-**	**-**	**1**	**2**	**3**	**9**	**4**	**12**	**31**
2	Hungary	-	-	-	-	-	1	-	-	**1**
	Poland	-	-	-	-	-	-	-	1	**1**
	Russian Federation	-	-	1	-	-	-	-	1	**2**
	Slovenia	-	-	-	-	-	-	1	-	**1**
	Total Group 2	**-**	**-**	**1**	**-**	**-**	**1**	**1**	**1**	**5**
3	Argentina	-	-	-	-	-	1	-	-	**1**
	Brazil	-	1	-	-	1	-	-	-	**2**
	Chile	-	-	-	1	-	-	-	1	**2**
	Colombia	-	-	-	-	-	1	-	-	**1**
	Cuba	-	-	-	-	-	-	-	1	**1**
	Ecuador	-	-	-	-	-	-	-	1	**1**
	Guyana	-	-	-	-	-	-	-	1	**1**
	Nicaragua	-	-	-	-	-	-	-	1	**1**
	Total Group 3	**-**	**1**	**-**	**1**	**1**	**2**	**-**	**8**	**11**
4	Australia	-	-	-	-	-	1	1	3	**5**
	China	-	-	-	-	-	-	-	1	**1**
	India	-	-	-	1	-	-	-	1	**2**
	Japan	-	-	-	-	1	-	1	2	**4**
	New Zealand	-	-	-	-	-	-	2	-	**2**
	Pakistan	-	-	-	-	-	-	-	1	**1**
	Total Group 4	**-**	**-**	**-**	**1**	**1**	**1**	**4**	**8**	**15**
5	Algeria	-	-	-	1	-	-	-	1	**2**
	Egypt	-	-	-	-	-	1	-	1	**2**
	Jordan	-	-	-	-	-	-	-	1	**1**
	Lebanon	-	-	-	-	-	-	1	-	**1**
	Libya	-	-	-	-	-	-	-	1	**1**
	Sudan	-	-	-	-	-	-	-	2	**2**
	Yemen	-	-	-	1	-	1	-	-	**2**
	Total Group 5	**-**	**-**	**-**	**2**	**-**	**2**	**1**	**6**	**11**
6	Benin	-	-	-	1	-	-	-	-	**1**
	Cameroon	-	-	-	-	-	1	-	-	**1**
	Guinea	-	-	-	-	1	-	-	1	**2**
	Liberia	-	-	-	-	-	-	-	1	**1**
	Mauritania	-	-	-	-	-	-	-	2	**2**
	Mauritius	-	-	-	-	-	1	-	-	**1**
	Senegal	-	-	-	1	-	-	1	1	**3**
	Somalia	-	-	-	-	-	1	-	-	**1**
	Tanzania	-	-	-	-	-	-	-	1	**1**
	Togo	-	-	-	-	-	-	-	1	**1**
	Uganda	-	-	-	-	-	1	-	-	**1**
	Total Group 6	**-**	**-**	**-**	**2**	**1**	**4**	**1**	**7**	**15**
TOTAL		**-**	**1**	**2**	**8**	**6**	**19**	**11**	**41**	**88**

Table 4: Geographical and gender distribution of senior-level staff in WHO (as at 30 June 2000) *

* The data in this table was provided by the WHO Secretariat in the fax to JIU dated 12 December 2001.

COUNTRY OF ORIGIN	STAFF BY GRADE AND GENDER								
REGION I: AFRICA	**P6/D-1**		**D-2**		**UG (UN-GRADED)**		**TOTAL**		**GRAND TOTAL**
	M	**F**	**M**	**F**	**M**	**F**	**M**	**F**	
Algeria	1	-	-	-	-	-	**1**	**-**	**1**
Angola	-	-	1	-	-	-	**1**	**-**	**1**
Burkina Faso	1	-	-	-	-	-	**1**	**-**	**1**
Burundi	1	-	-	-	-	-	**1**	**-**	**1**
Côte d'Ivoire	1	1	-	-	-	-	**1**	**1**	**2**
Democratic Republic of the Congo	-	1	-	-	-	-	**-**	**1**	**1**
Gambia	-	-	-	-	1	-	**1**	**-**	**1**
Ghana	1	-	2	-	-	-	**3**	**-**	**3**
Guinea	1	-	-	-	-	-	**1**	**-**	**1**
Guinea-Bissau	1	-	-	-	-	-	**1**	**-**	**1**
Mali	-	1	-	-	-	-	**-**	**1**	**1**
Mauritania	2	-	-	-	-	-	**2**	**-**	**2**
Niger	2	-	-	-	-	-	**2**	**-**	**2**
Rwanda	1	-	-	-	-	-	**1**	**-**	**1**
Sao Tome and Principe	1	-	-	-	-	-	**1**	**-**	**1**
Senegal	2	-	-	-	-	-	**2**	**-**	**2**
South Africa	-	-	1	1	-	-	**1**	**1**	**2**
Swaziland	-	1	-	-	-	-	**-**	**1**	**1**
Togo	2	-	-	-	-	-	**2**	**-**	**2**
Uganda	1	-	-	-	-	-	**1**	**-**	**1**
United Republic of Tanzania	1	1	-	-	-	-	**1**	**1**	**2**
Zambia	2	-	-	-	-	-	**2**	**-**	**2**
Zimbabwe	2	1	1	-	-	-	**3**	**1**	**4**
TOTAL: AFRICA REGION	**23**	**6**	**5**	**1**	**1**	**0**	**29**	**7**	**36**
REGION II: AMERICAS	**P6/D-1**		**D-2**		**UG (UN-GRADED)**		**TOTAL**		**GRAND TOTAL**
	M	**F**	**M**	**F**	**M**	**F**	**M**	**F**	
Barbados	-	-	-	-	1	-	**1**	**-**	**1**
Brazil	-	-	1	-	-	-	**1**	**-**	**1**
Canada	2	2	1	-	-	-	**3**	**2**	**5**
Mexico	-	-	1	-	-	-	**1**	**-**	**1**
United States of America	6	9	6	-	-	-	**12**	**9**	**21**
TOTAL: AMERICAS REGION	**8**	**11**	**9**	**0**	**1**	**0**	**18**	**11**	**29**
REGION III: SOUTH-EAST ASIA	**P6/D-1**		**D-2**		**UG (UN-GRADED)**		**TOTAL**		**GRAND TOTAL**
	M	**F**	**M**	**F**	**M**	**F**	**M**	**F**	
India	2	-	1	1	-	-	**3**	**1**	**4**
Indonesia	2	1	1	-	1	-	**4**	**1**	**5**
Maldives	1	-	-	-	-	-	**1**	**-**	**1**
Myanmar	1	-	-	-	-	-	**1**	**-**	**1**
Nepal	-	1	-	-	-	-	**-**	**-**	**1**
Sri Lanka	2	-	-	-	-	-	**2**	**1**	**2**
Thailand	-	-	1	-	-	-	**1**	**-**	**1**
TOTAL: SOUTH-EAST ASIA REGION	**8**	**2**	**3**	**1**	**1**	**0**	**12**	**3**	**15**
REGION IV: EUROPE	**P6/D-1**		**D-2**		**UG (UN-GRADED)**		**TOTAL**		**GRAND TOTAL**
	M	**F**	**M**	**F**	**M**	**F**	**M**	**F**	
Austria	1	1	-	-	-	-	**1**	**1**	**2**
Belgium	1	-	3	-	-	-	**4**	**-**	**4**
Denmark	-	-	1	-	-	-	**1**	**-**	**1**
Estonia	1	-	-	-	-	-	**1**	**-**	**1**

COUNTRY OF ORIGIN	STAFF BY GRADE AND GENDER								
REGION IV: EUROPE (con't)	**P6/D-1**		**D-2**		**UG (UN-GRADED)**		**TOTAL**		**GRAND TOTAL**
	M	**F**	**M**	**F**	**M**	**F**	**M**	**F**	
Finland	3	-	-	-	-	-	**3**	**-**	**3**
France	1	2	4	-	1	-	**6**	**2**	**8**
Germany	6	-	1	-	2	-	**9**	**-**	**9**
Hungary	1	1	-	-	-	-	**1**	**1**	**2**
Iceland	-	1	-	-	-	-	**-**	**1**	**1**
Ireland	3	-	-	-	-	-	**3**	**-**	**3**
Israel	-	2	-	-	-	-	**-**	**2**	**2**
Italy	7	-	1	-	-	-	**8**	**-**	**8**
Netherlands	1	1	-	-	-	-	**1**	**1**	**2**
Norway	2	-	-	-	-	1	**2**	**1**	**3**
Russian Federation	2	-	1	-	-	-	**3**	**-**	**3**
Spain	1	1	-	-	-	-	**1**	**1**	**2**
Sweden	2	1	-	-	-	-	**2**	**1**	**3**
Turkey	-	-	-	-	-	1	**-**	**1**	**1**
United Kingdom of Great Britain and Northern Ireland	7	3	1	1	1	-	**9**	**4**	**13**
TOTAL: EUROPE REGION	**39**	**13**	**12**	**1**	**4**	**2**	**55**	**16**	**71**
REGION V: EASTERN MEDITERRANEAN	**P6/D-1**		**D-2**		**UG (UN-GRADED)**		**TOTAL**		**GRAND TOTAL**
	M	**F**	**M**	**F**	**M**	**F**	**M**	**F**	
Egypt	2	-	-	-	-	-	**2**	**-**	**2**
Iraq	1	-	-	-	-	-	**1**	**-**	**1**
Jordan	1	-	-	-	-	-	**1**	**-**	**1**
Kuwait	-	-	1	-	-	-	**1**	**-**	**1**
Morocco	1	-	-	-	-	-	**1**	**-**	**1**
Pakistan	1	-	-	-	-	-	**1**	**-**	**1**
Saudi Arabia	-	-	-	-	1	-	**1**	**-**	**1**
Somalia	2	-	-	-	-	-	**2**	**-**	**2**
Sudan	1	-	1	-	-	-	**2**	**-**	**2**
Syrian Arab Republic	1	-	-	-	-	-	**1**	**-**	**1**
Tunisia	3	-	-	1	-	-	**3**	**1**	**4**
Yemen	1	-	-	-	-	-	**1**	**-**	**1**
TOTAL: EASTERN MEDITERRANEAN REGION	**14**	**0**	**2**	**1**	**1**	**0**	**17**	**1**	**18**
REGION VI: WESTERN PACIFIC	**P6/D-1**		**D-2**		**UG (UN-GRADED)**		**TOTAL**		**GRAND TOTAL**
	M	**F**	**M**	**F**	**M**	**F**	**M**	**F**	
Australia	6	-	3	1	-	-	**9**	**1**	**10**
China	-	-	1	1	-	-	**1**	**1**	**2**
Fiji	1	-	-	-	-	-	**1**	**-**	**1**
Japan	-	1	3	-	1	-	**4**	**1**	**5**
Malaysia	-	1	-	-	-	-	**-**	**1**	**1**
Mongolia	1	-	-	-	-	-	**1**	**-**	**1**
New Zealand	-	1	1	-	-	-	**1**	**1**	**2**
Philippines	1	1	-	-	-	-	**1**	**1**	**2**
Republic of Korea	-	-	1	-	-	-	**1**	**1**	
TOTAL: WESTERN PACIFIC REGION	**9**	**4**	**9**	**2**	**1**	**0**	**19**	**6**	**25**
ALL REGIONS: GRAND TOTAL	**101**	**36**	**40**	**6**	**9**	**2**	**150**	**44**	**194**

Table 5: Geographical and gender distribution of senior-level staff in WIPO (as at 30 June 2000)

COUNTRY	DDG		DG		D-2		D-1		TOTAL		GRAND TOTAL
	M	F	M	F	M	F	M	F	M	F	
Australia			1		1		1		3		**3**
Belgium							1		1		**1**
Brazil	1								1		**1**
Bulgaria							1		1		**1**
Cameroon					1				1		**1**
Canada							1		1		**1**
China						1	2		2	1	**3**
Cuba							1		1		**1**
Denmark							1		1		**1**
Egypt					1				1		**1**
France	1				3		3	1	7	1	**8**
Germany					1		2		3		**3**
Ghana					1				1		**1**
Hungary							1		1		**1**
India					1				1		**1**
Italy						1	3		3	1	**4**
Japan	1				1				2		**2**
Mexico								1		1	**1**
Nigeria							1		1		**1**
Norway							1		1		**1**
Peru							1		1		**1**
Philippines							1		1		**1**
Singapore			1						1		**1**
United Kingdom of Great Britain and Northern Ireland							2		2		**2**
United Republic of Tanzania					1				1		**1**
United States of America		1			1			2	1	3	**4**
Uruguay					1				1		**1**
Zambia							1		1		**1**
TOTAL	**3**	**1**	**2**	**0**	**13**	**2**	**24**	**4**	**42**	**7**	**49**

**Table 6: Geographical and gender distribution of senior-level staff in the UNIDO
(as at 30 November 2001)**

COUNTRY	D-2		D-1		L-7		L-6		TOTAL M	TOTAL F	TOTAL M + F
	M	F	M	F	M	F	M	F			
Algeria	-	-	1	-	-	-	-	-	1	-	1
Argentina	-	-	-	-	1	-	2	-	3	-	3
Austria	-	-	-	-	-	-	-	1	-	1	1
Belgium	-	-	1	-	-	-	-	-	1	-	1
Brazil	-	-	1	-	1	-	-	-	2	-	2
Cameroon	-	-	1	-	-	-	-	-	1	-	1
Canada	-	-	-	-	-	-	1	-	1	-	1
China	-	-	-	1	-	-	-	-	-	1	1
Denmark	-	-	-	-	-	-	2	-	2	-	2
Egypt	-	-	1	-	-	-	-	-	1	-	1
France	1	-	1	-	-	-	-	-	2	-	2
Germany	-	-	1	-	-	-	2	-	3	-	3
Guyana	-	-	-	-	-	-	1	-	1	-	1
Hungary	-	-	1	-	-	-	-	-	1	-	1
India	1	-	-	-	-	-	-	-	1	-	1
Italy	1	-	-	-	-	-	2	-	3	-	3
Japan	1	-	1	-	-	-	-	-	2	-	2
Mexico	-	-	1	-	-	-	-	-	1	-	1
Pakistan	-	-	1	-	-	-	-	-	1	-	1
Republic of Korea	-	-	1	-	-	-	-	-	1	-	1
Russian Federation	-	-	2	-	-	-	-	-	2	-	2
Rwanda	-	-	-	-	-	-	1	-	1	-	1
Sierra Leone	-	-	1	-	-	-	-	-	1	-	1
Tunisia	-	-	1	-	-	-	-	-	1	-	1
Turkey	-	-	1	1	-	-	-	-	1	1	2
United Kingdom of Great Britain and Northern Ireland	-	-	-	-	-	-	1	-	1	-	1
Uruguay	-	-	1	-	-	-	-	-	1	-	1
Yugoslavia	-	-	1	-	-	-	-	-	1	-	1
TOTAL	**4**	**0**	**19**	**2**	**2**	**0**	**12**	**1**	**37**	**3**	**40**
								PERCENTAGE	**92.5 %**	**7.5 %**	**100 %**

Table 7: Geographical and gender distribution of senior-level staff in the IAEA
(as at 1 February 2002)

COUNTRY	DDG		D-2		D-1		TOTAL M		TOTAL F		TOTAL M + F	DEVELOPING COUNTRIES	
	M	F	M	F	M			%	#	%		#	%
Algeria	-	-	-	-	1		#		-		1	1	
Argentina	-	-	1	-	1	-	2		-		2	2	
Australia	-	-	-	-	4	-	3		-		3	-	
Belgium	1	-	-	-	1	-	2		-		2	-	
Brazil	-	-	1	-	-	-	1		-		1	1	
Canada	-	-	-	1	-	-	-		1		1	-	
China	1	-	-	-	-	-	1		-		1	1	
Denmark	-	-	-	-	1	-	1		-		1	-	
Finland	-	-	-	-	1	-	1		-		1	-	
France	-	-	-	1	-	-	-		1		1	-	
Germany	1	-	2	-	1	-	4		-		4	-	
Ghana	-	-	-	-	1	-	1		-		1	1	
Iceland	-	-	-	-	1	-	1		-		1	-	
India	-	-	-	-	1	-	1		-		1	1	
Italy	-	-	1	-	-	-	1		-	9.8	1	-	32.5
Japan	1	-	-	-	2	-	3	%	-		3	-	
Lebanon	-	-	-	-	1	-	1		-		1	1	
Netherlands	-	-	-	-	1	-	1		-		1	-	
Panama	-	-	1	-	-	-	1		-		1	1	
Republic of Korea	-	-	-	-	2	-	2		-		2	2	
Russian Federation	1	-	-	-	1	-	2		-		2	-	
Sweden	-	-	-	-	1	1	1		1		2	-	
Thailand	-	-	-	-	1	-	1		-		1	1	
United Kingdom of Great Britain and Northern Ireland	-	-	-	-	1	-	1		-		1	-	
United States of America	1	-	-	-	1	1	2		1		3	-	
Zambia	-	-	-	-	1	-	1		-		1	1	
TOTAL	**6**	**0**	**6**	**2**	**25**	**2**	**36**		**4**		**41**	**13**	