

Human resources

Interim annual report for 2013

Report by the Secretariat

INTRODUCTION

1. This report is composed of three sections:

Section I. A presentation of the Organization's workforce as at 31 July 2013 covering the following areas: staff profile; non-staff profile; staff category by office type; distribution of staff by sex; geographical representation; age and category of staff; staff mobility; distribution of staff in professional and higher category posts across the main occupational groups; staff health and well-being; and the Global Polio Eradication Initiative.

Section II. A summary of main developments in human resources management in 2013.

Section III. A look at the future of human resources management and a review of the goals of WHO reform.

SECTION I.

2. This section presents the Organization's workforce as at 31 July 2013. Where relevant, it is compared with the corresponding profile from 31 December 2012.¹ Unless otherwise specified, all data in this section relate to staff members holding fixed-term or continuing appointments (for ease of reference, both are referred to as "long-term appointments" to distinguish them from temporary appointments).

Staff profile

3. As at 31 July 2013, WHO had a total of 7283 staff members, comprising 6473 holding long-term appointments² and 810 with temporary appointments. Of those with long-term appointments, 2129 (32.9%) were in the professional and higher categories, 910 (14.1%) were in the national

¹ See document A66/36.

² This figure includes staff in special programmes and collaborative arrangements hosted by WHO. It also includes WHO-funded PAHO/AMRO staff but not PAHO-funded staff members in the Region of the Americas; nor does it include IARC or any agencies administered by WHO (UNAIDS, the International Computing Centre, UNITAID and APOC).

professional officer category and 3434 (53.1%) were in the general service category (see Table 1). The number of staff members holding long-term appointments has decreased by 76 (1.2%) compared with the number reported in the staffing profile as at 31 December 2012.¹

4. The 810 temporary staff members as at 31 July 2013 represent an increase of 21 staff, or 2.6%, compared with the number shown in the staffing profile as at 31 December 2012. Temporary staff members currently constitute 11.1% of the total workforce.

5. Table 2 sets out the distribution of staff members holding long-term appointments by major office,² grade and sex.

Cost of staff

6. For the period from 1 January to 31 July 2013, staff and other personnel costs amounted to US\$ 490 million or 43% of the Organization's total expenditure of US\$ 1 142 million. By major office, staff costs amounted to: headquarters US\$ 221 million; Regional Office for Africa US\$ 109 million; Regional Office for the Americas US\$ 22 million; Regional Office for South-East Asia US\$ 28 million; Regional Office for Europe US\$ 33 million; Regional Office for the Eastern Mediterranean US\$ 44 million; and Regional Office for the Western Pacific US\$ 33 million.

Cost of non-staff

7. For the period from 1 January to 31 July 2013, the cost of non-staff contracts was US\$ 62 million out of total contractual services of US\$ 182 million. Of non-staff contracts, Individual Service Contractors under Agreements for Performance of Work represented 33% of the total, Special Service Agreements 50% and Consultant contracts 17%.

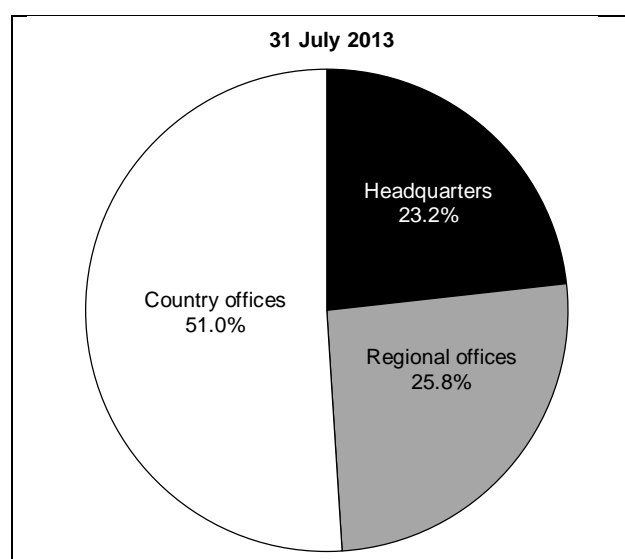
Staff category by major office and office type

8. As at 31 July 2013, 23.2% of staff members holding long-term appointments were assigned to headquarters (of which 4.3% were staff members working in the special programmes and collaborative arrangements segment), 25.8% to regional offices and 51.0% to country offices (see Figure 1).

¹ Document A66/36.

² In the Global Management System the WHO regions and headquarters are referred to as "major offices".

Figure 1. Distribution of staff holding long-term staff contracts as at 31 July 2013, by office type



Distribution of staff by sex

9. The representation of women in the professional and higher categories has increased steadily over the past 10 years, rising from 33.6% to 40.3%.

10. As at 31 July 2013, of the 2129 staff members in the professional and higher categories 857 (40.3%) were women and 1272 (59.7%) were men. This represents a further step towards gender parity since December 2012 when 39.5% of staff members in these categories were women and 60.5% were men. Figure 2 and Figure 3, respectively, depict the steady improvement in the gender balance over time and the projected movement towards gender parity in the professional and higher categories.

Figure 2. Evolution of the percentage of women in the professional and higher categories, 1990–2013

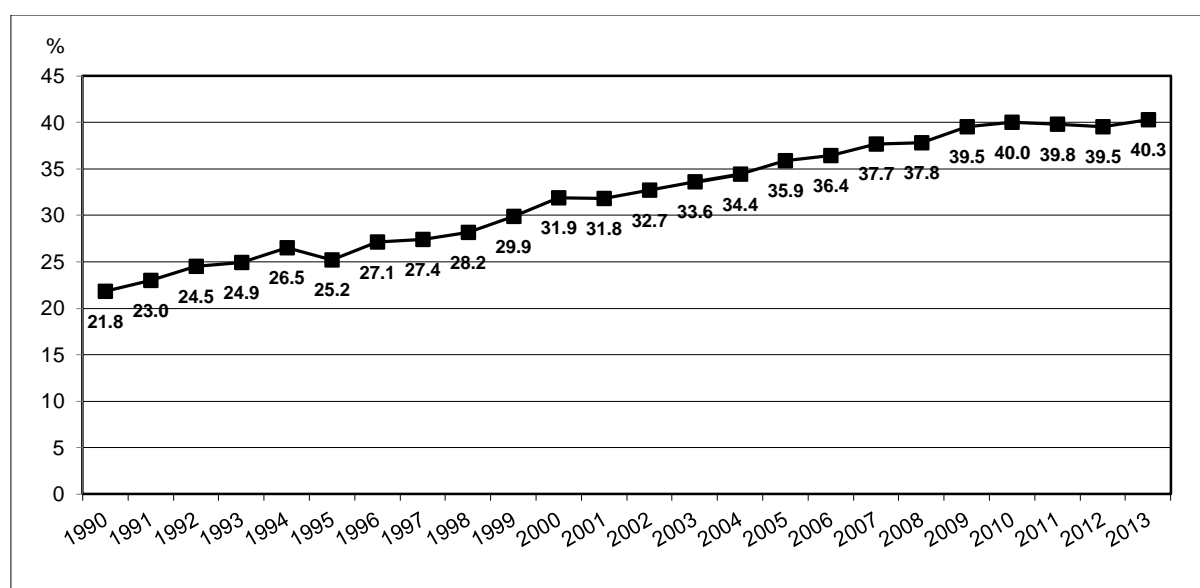
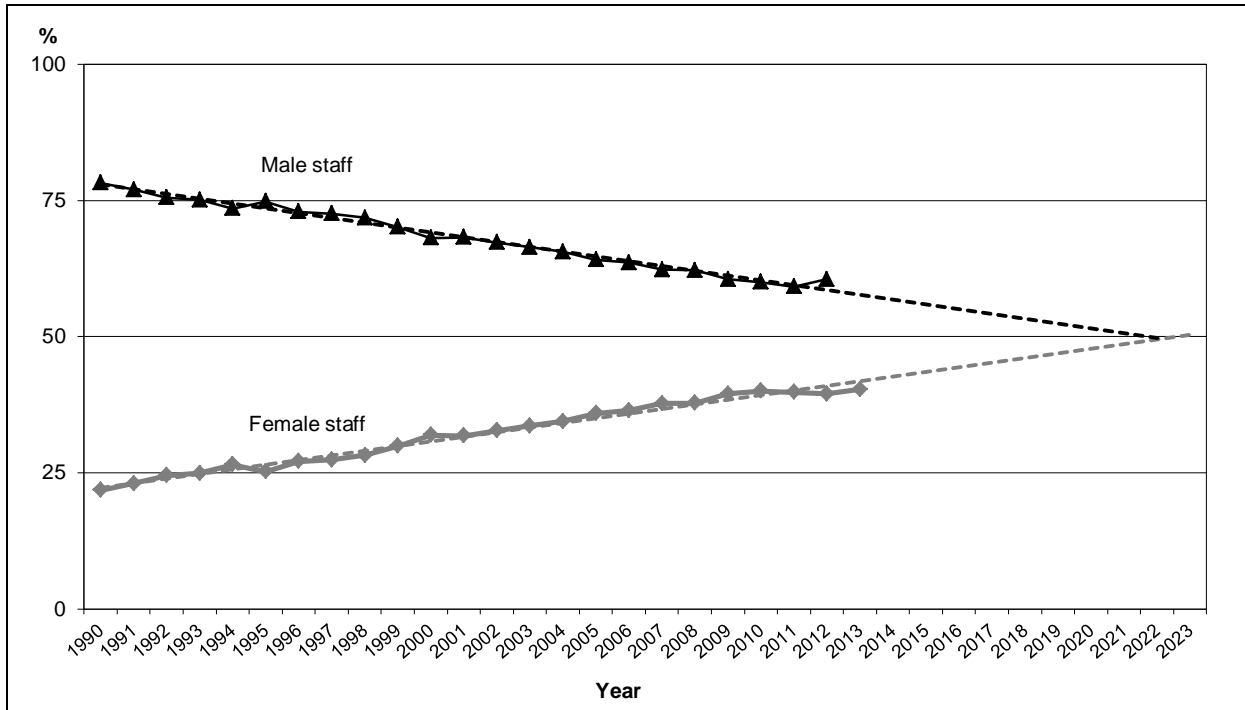


Figure 3. Projection of the movement towards gender parity in the professional and higher categories

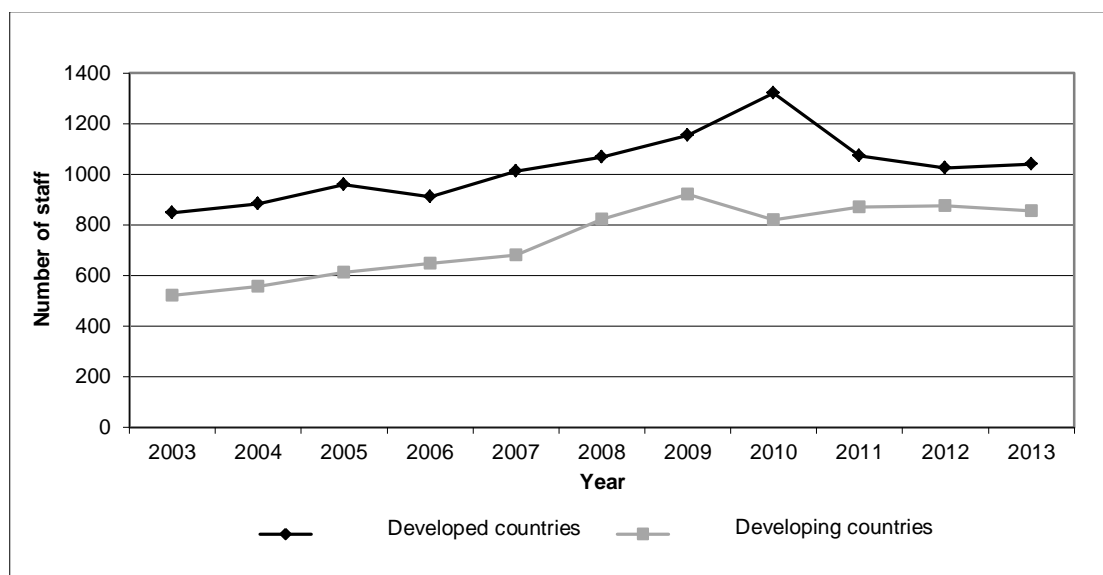


11. In the national professional officer category, the percentage of women as at 31 July 2013 remained stable at 36.3% compared with 35.9% as at 31 December 2012. In the general service category the percentage of women remained the same at 52.7%.

Geographical representation

12. As at 31 July 2013, 45.2% of positions that are counted for geographical representation in the professional and higher categories were held by staff members from developing countries and 54.8% by staff members from developed countries. Figure 4 shows the trend over time.

Figure 4. Evolution of staff numbers in the professional and higher categories in positions counted for geographical representation, 2003–2013



13. While the formula used for calculating geographical representation, approved by the Health Assembly in 2003,¹ remains the same, some of the variables have changed.

14. Geographical representation is now calculated on the basis of 1800 positions representing 196 Member States (including two Associate Members), the new scale of assessments adopted by the Sixty-sixth World Health Assembly in May 2013,² and United Nations population projections as of January 2013.³

15. The Organization bases its calculation of geographical representation on all non-linguistic professional and higher graded posts regardless of their location or source of funding, except for the following: staff in IARC and PAHO, which have separate budgets; entities for which headquarters provides administrative services and whose staff hold WHO contracts, such as special programmes and collaborative arrangements (for example, alliances and partnerships), UNAIDS, the International Computing Centre, the International Drug Purchase Facility (UNITAID) and the African Programme for Onchocerciasis Control; and seconded staff paid by their government or institution.

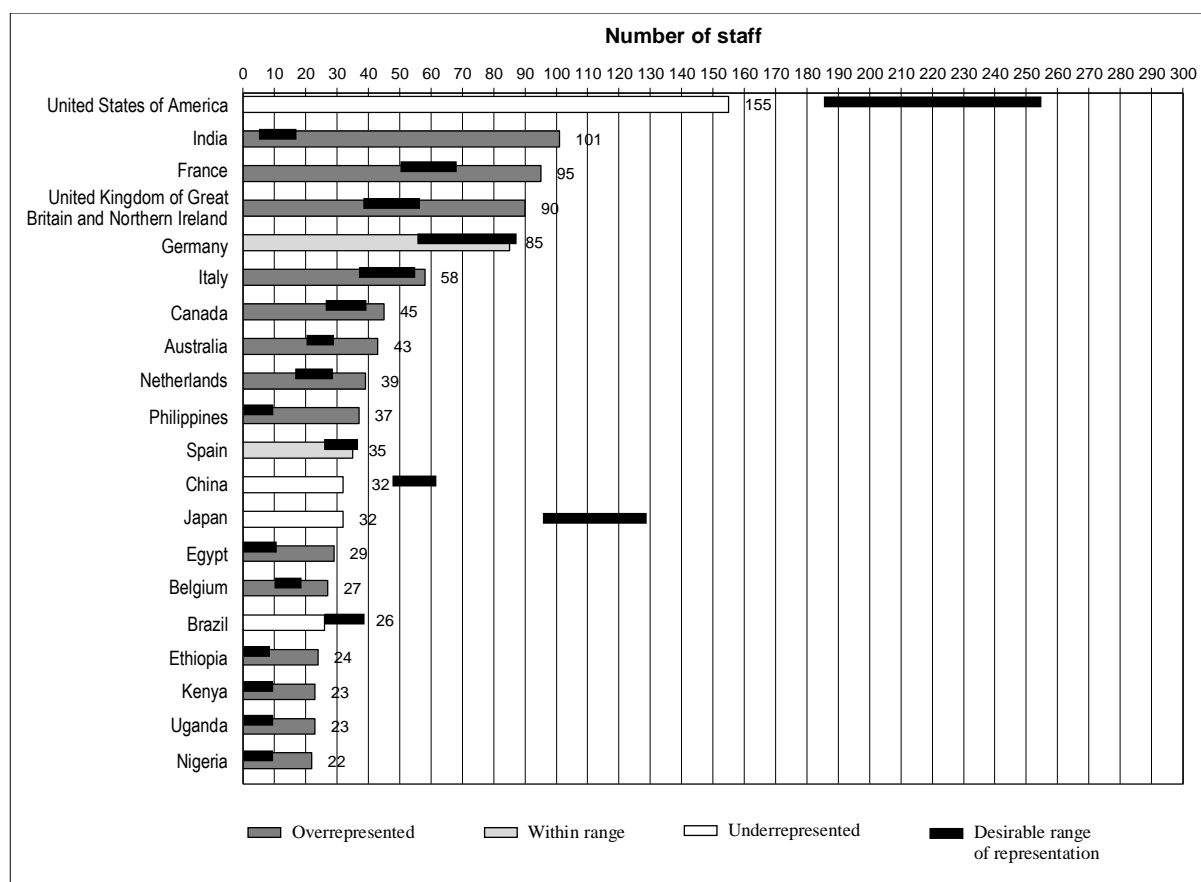
16. As at 31 July 2013, of the 196 Member States (including two Associate Members), 96 were within their desirable range of representation, with one at the top of its desirable range, 37 (including two Associate Members) were unrepresented, 16 were underrepresented and 47 were overrepresented (see Table 3). Overrepresented countries are found in all WHO regions.

17. Figure 5 shows the 20 Member States with the highest representation in the professional and higher categories. Taken together, they account for 53.9% of staff members in that grouping.

¹ Resolution WHA56.35, in which the following formula for the appointment of WHO Secretariat staff was approved: (1) contribution, 45%; (2) membership, 45%; (3) population, 10%.

² Resolution WHA66.15.

³ See <http://www.un.org/en/development/desa/population/theme/trends/index.shtml>.

Figure 5. Member States with the highest representation in the professional and higher categories

18. Tables 4a–f show the status of representation of Member States for each region (the data exclude staff members in positions funded by their country of nationality). The following changes have taken place since the last annual report as at 31 December 2012:

- four Member States that were previously unrepresented (Jamaica, Lesotho, Papua New Guinea and Suriname) are now within their desirable range of representation;
- nine Member States that were previously within their desirable range of representation (Brazil, Mexico, Norway, Poland, Republic of Korea, Russian Federation, Slovakia, Turkey and United States of America) are now underrepresented;
- one Member State that was previously within its desirable range of representation (Comoros) is now unrepresented;
- one Member State that was previously underrepresented (Indonesia) is now within its desirable range of representation;

- three Member States that were previously overrepresented (Malaysia, Spain and Sweden) are now within their desirable range of representation; and
- two Member States that were previously within their desirable range of representation (Niger and Argentina) are now overrepresented.

19. Table 5 shows the distribution of staff in positions not counted for geographical representation, namely, staff working in special programmes or collaborative arrangements; staff on secondment from their country or institution; and language staff, such as translators and editors.

Age, grade, length of service and turnover of staff

20. As at 31 July 2013, the percentages of staff members under 50 years of age were: 47.8% in the professional and higher categories; 59.7% in the national professional officer category; and 66.2% in the general service category (see Tables 6, 7 and 8; Figure 6).

Figure 6. Distribution of staff by age and category

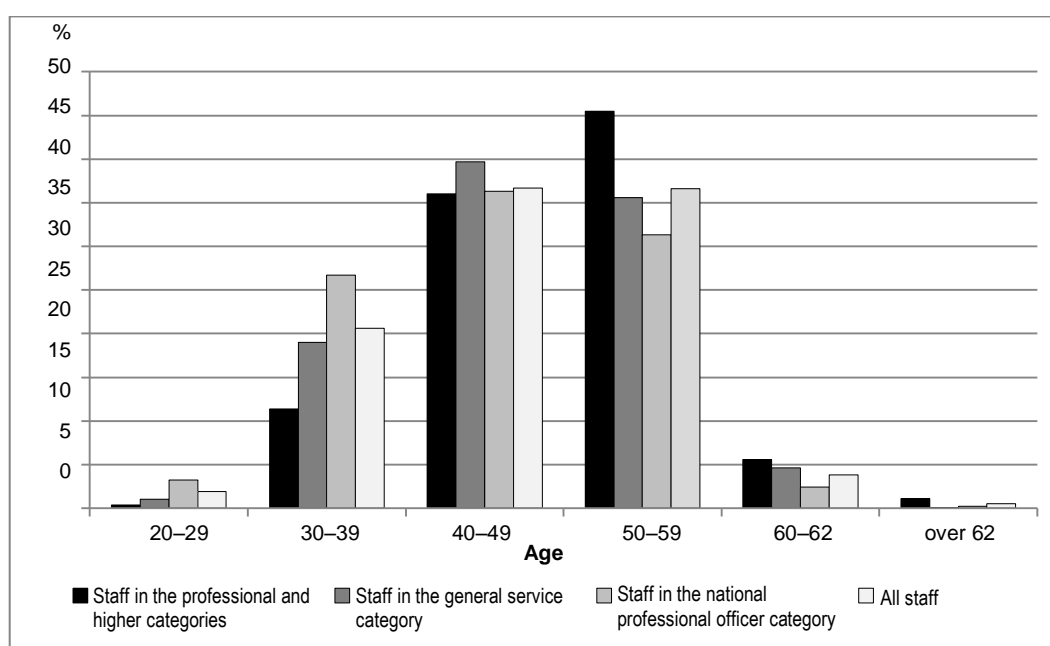
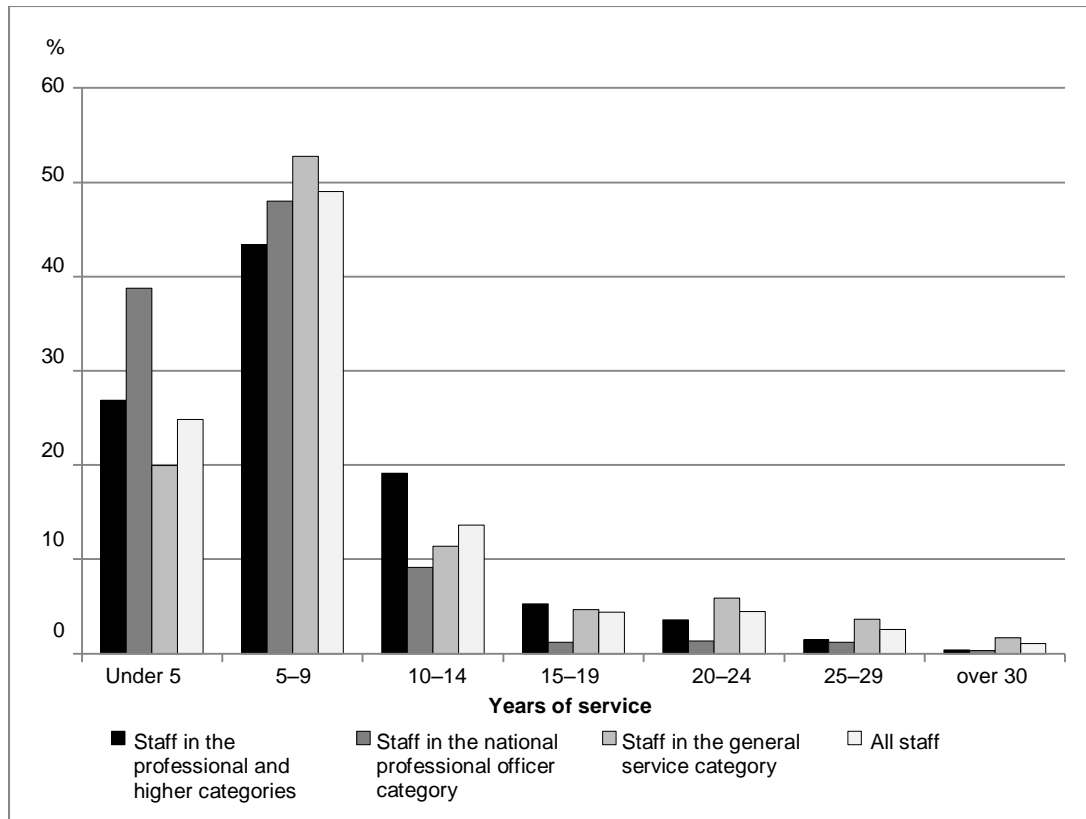


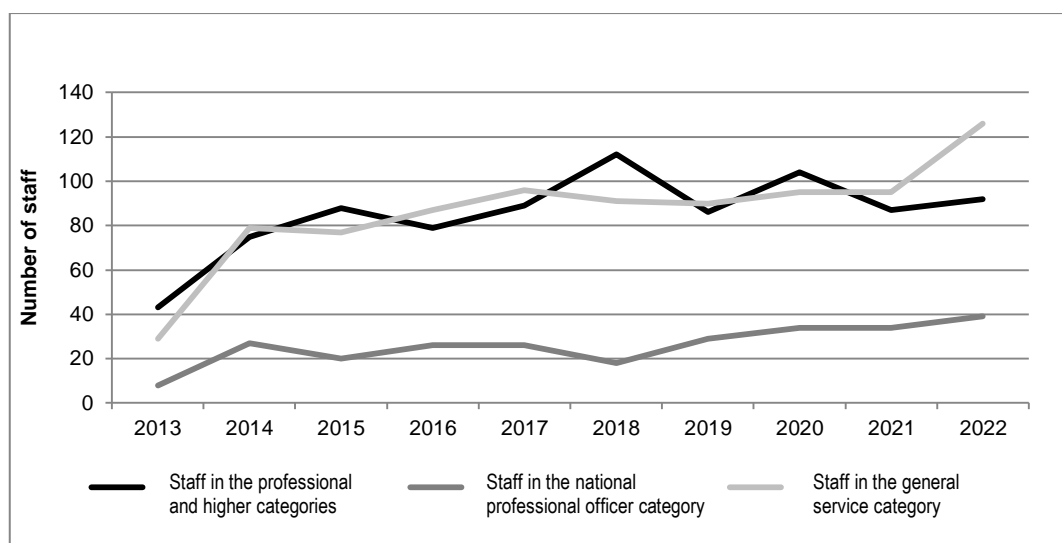
Figure 7. Distribution of staff by length of service and category



21. Table 9 provides data on staff appointments. For staff who commenced employment during the period from 1 January 2013 to 31 July 2013, in the professional and higher categories, 43 staff members (74.1% of appointments in these categories) were recruited externally, four appointments (6.9%) involved conversions of existing temporary contracts and 11 staff members (19.0%) were appointed through inter-agency transfer.

22. According to current projections (Table 10 and Figure 8), 924 staff members, representing 14.3% of the total workforce, are due to retire during the next five years (including 19.8% of staff members in the professional and higher categories). Over the next 10 years, 1987 staff members, or 30.7% of the total workforce, are due to retire (including 40.3% of staff members in the professional and higher categories). Figure 8 shows retirements occurring during the calendar year, rather than as at 31 July of each year.

Figure 8. Projection of the number of staff retiring over the next 10 years



Staff mobility across WHO regions

23. Table 11 gives an overview of staff in the professional and higher categories by major office and region of nationality. A tendency for staff to be employed in their region of origin can be observed, although it is less marked in the South-East Asia, Eastern Mediterranean and Western Pacific regions where regional mobility schemes have recently been implemented that have also allowed staff to move across regions (see also Figures 9 and 10).

Figure 9. Percentage of staff in the regions working within their region of nationality (professional and higher categories)

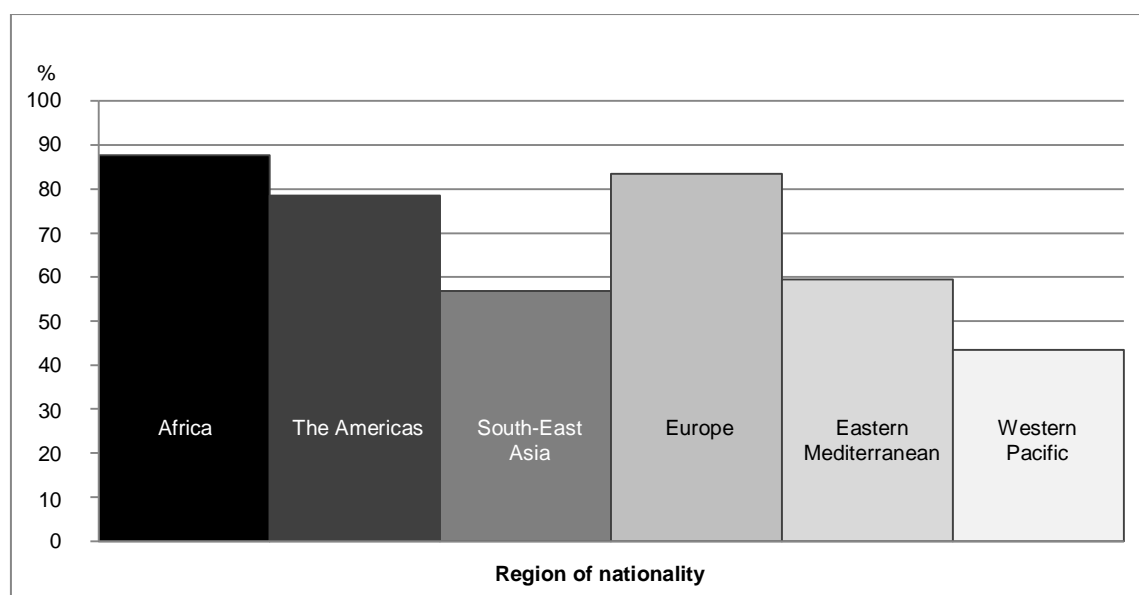


Figure 10. Distribution by region of nationality of staff working at headquarters (professional and higher categories)

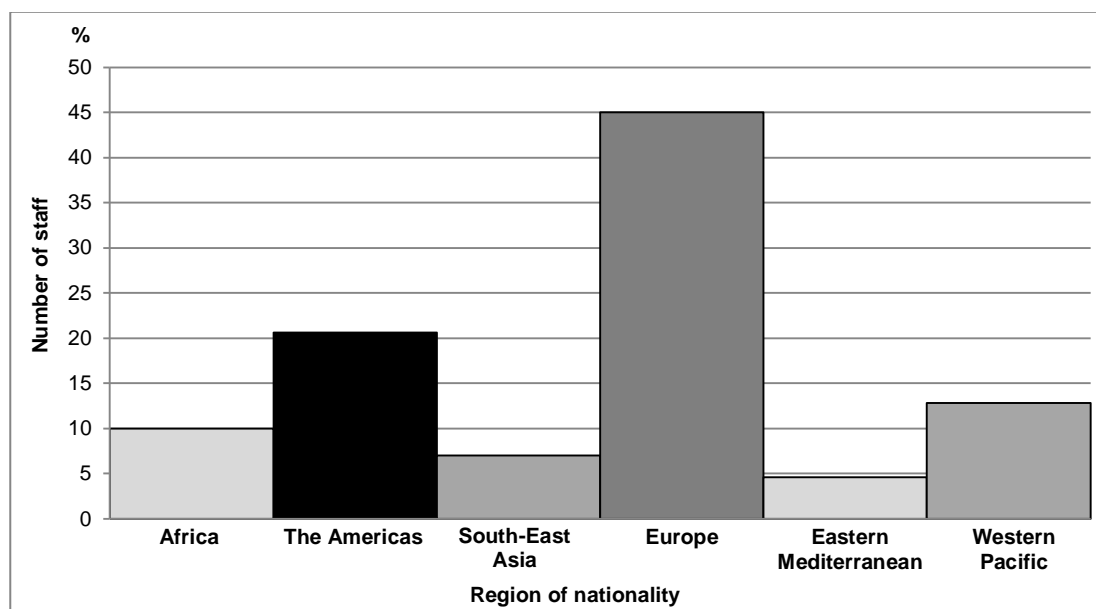
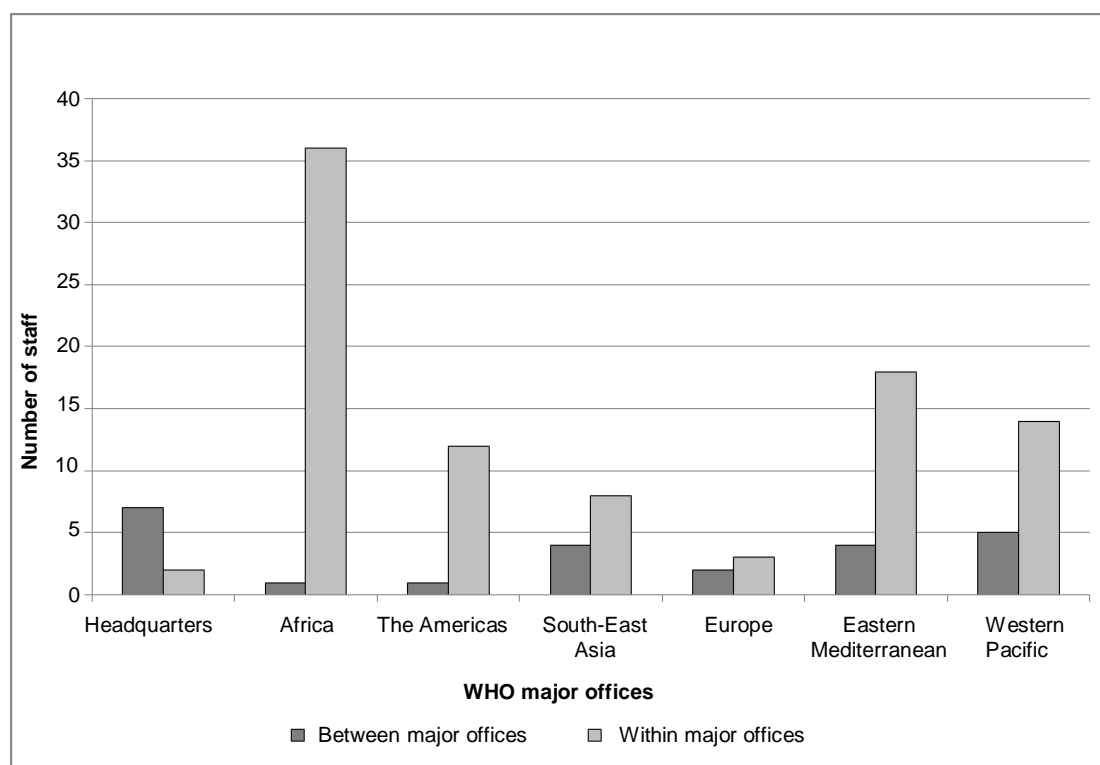


Figure 11a. Change of duty station during the period from 1 January to 31 July 2013 between major offices or within major offices¹



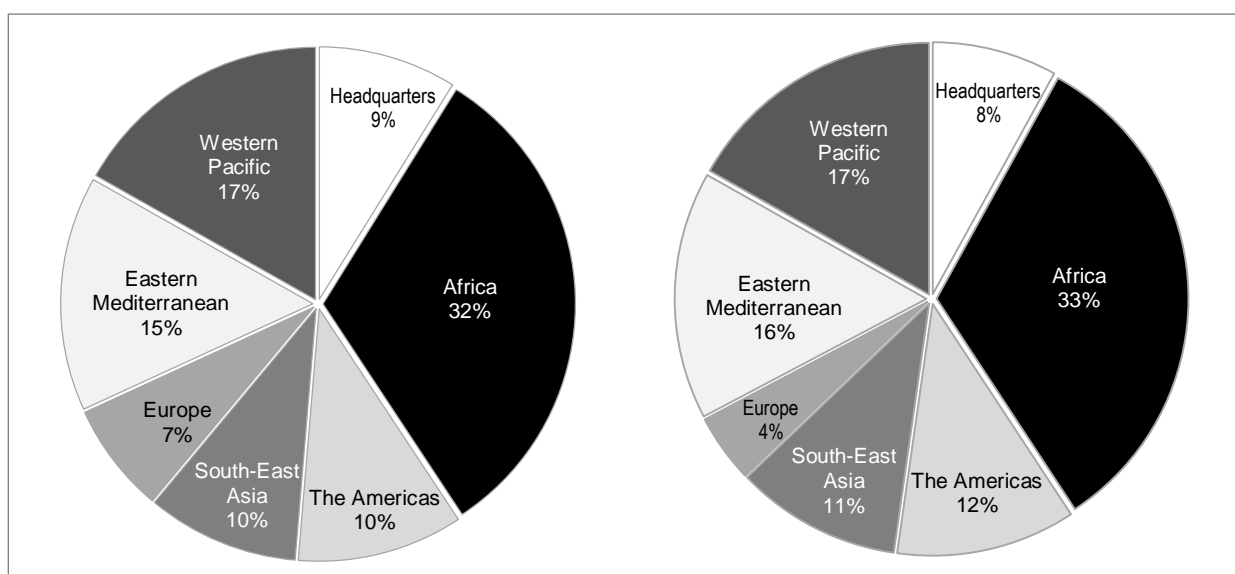
¹ In the case of headquarters, a change in duty station can refer to a move to one of the offices administered by headquarters.

24. Table 12 provides details of the movement of staff within the Organization during the period 1 August 2012 to 31 July 2013. The highest reassignment rate was in the African Region (32.7% of which 97.3% was within the Region).

25. As can be seen in Table 12, a total of 113 staff members were subject to a change in duty station, representing 5.3% of the total number of staff in the professional and higher categories. Of the 113 moves, 24 were to another WHO region (or to headquarters).

Figure 11b. Distribution of staff members in the professional and higher categories moving between major offices

Figure 11c. Distribution of staff members in the professional and higher categories moving within major offices



Occupational groups

26. As shown in Table 13, almost half the posts held by staff in the professional and higher categories are in the occupational group “dental, nutrition, medical, nursing and veterinary specialists” (47.8%). Of staff members in this group, 89.5% are “medical specialists”. Of these, 49.1% are “public health specialists”, with the remaining 50.9% spread over a wide range of other specialisms. The second largest occupational group is “administrative specialists”, which accounts for 35.3% of the total workforce in the professional and higher categories. In this group, 20.5% of posts are held by “technical cooperation specialists”, 13.0% by “computer information systems specialists”, 12.2% by “administrative officers” and 10.6% by “public information specialists”.

Performance management

27. The new version of the performance management development system (ePMDS+) will initially be launched at headquarters at the beginning of 2014, before being introduced in the regions. The new policies on rewards and recognition and improving performance are in the final stages of approval.

Staff health and well-being

28. The health and medical services team has remained central to the health of staff members and it continues to provide clinical and psychological support to staff, as well as preventive medical care. In

addition to consultations on an individual basis, stress reduction workshops have been provided to staff at headquarters and in the regions. The team remains closely involved with the regional offices, interacting on a daily basis with the offices of regional staff physicians, which contributes to reinforcing the physicians' network and harmonizing practices.

29. As part of its global remit within the United Nations common system, the health and medical services team is responsible for the medical evacuation of local staff (carried out on an exceptional basis) and international staff (when the evacuation takes place outside the country to which they are assigned). The team also continues to manage, on behalf of headquarters and the regional offices, all medical cases that are submitted to the Advisory Committee on Compensation Claims, and to prepare the medical files to be presented to the WHO Staff Pension Committee for cases involving disability.

30. In liaison with technical departments and other experts, the health and medical services team plays a pivotal role in protecting both WHO field workers, through health-related training and information, and United Nations personnel, by acting as the focal point for health issues for the United Nations Medical Directors Working Group – the common system body established in order to optimize the health and well-being of staff of the United Nations, its specialized agencies and intergovernmental organizations through collaboration and coordination of their medical services. The health and medical services unit also constitutes a key member of the United Nations Medical Emergency Response Team, a dedicated medical emergency response facility under the United Nations Medical Directors Working Group with responsibility for the assessment, triage and evacuation of United Nations staff following emergency events in the field. Similarly, the Staff Counsellor works closely with the regional offices in providing support and care to WHO regional staff, as well as common system staff both through the United Nations staff counsellor network, the body responsible for the harmonization of practices and training of United Nations staff, and, in emergency situations, through the United Nations Critical Incident Stress Management Unit.

Global Polio Eradication Initiative

31. A significant proportion of the Organization's workforce is deployed in the Global Polio Eradication Initiative. The polio eradication and endgame strategic plan 2013–2018 is a comprehensive approach to completing poliomyelitis eradication. The plan leverages the human resources infrastructure that has been built over the past 25 years in order to eradicate the disease and support other initiatives. In January 2013, during the consideration of amendments to the Staff Regulations and Staff Rules by the Executive Board at its 132nd session, the Secretariat was requested to conduct an independent study of the financial risks associated with the human resources component of the Global Polio Eradication Initiative,¹ so that they could be managed in the context of the planned completion of the polio programme in 2018. In May 2013, the Programme, Budget and Administration Committee of the Executive Board requested that, in future, human resources reports should include an update on the situation, and looked forward to learning of the results of the study and the Secretariat's proposals on how such risks could be mitigated.² The report is provided in the Annex.

SECTION II.

32. This section highlights the main developments in human resources management in 2013.

¹ See summary records of the Executive Board at its 132nd session, fifteenth meeting, section 1.

² See document A66/60.

Human resources strategy¹

33. A revised human resources strategy is under discussion that takes into account recent experience and lessons learnt from the reform measures undertaken to date, and reflects changes within the Organization, including the financing model. It is essential for the strategy to be aligned with WHO reform, particularly as human resources policies and management constitute one of five key areas of managerial reform. In order to achieve the reform objectives, WHO needs a workforce with greater flexibility and mobility, high levels of performance and training and a readiness to take on new professional challenges. The strategy comprises three main pillars: attracting talent; retaining talent through career management; and providing an enabling work environment. The pillars are based on four cross-cutting principles, namely: gender balance, diversity, collaboration and accountability.

Appointments policy

34. One of the principal aims of human resources reform is to establish a more flexible workforce and appointments policy covering recruitment, management of staffing levels and the effective use of non-staff members in order to allow the Organization to respond quickly to staffing needs.

35. The global financial crisis exposed a mismatch between the funding available to the Organization and its ability to maintain a high-performing, flexible and mobile workforce. In response, between 2010 and late 2012, 937 filled fixed-term and temporary posts were abolished. As at 31 July 2013, a further 16 posts had been abolished, and, overall, there were 55 fewer posts than at 31 December 2012.

36. Following extensive consultation between headquarters and the regions, a new contractual framework has been designed that takes account of both WHO's changing priorities and the financing situation. The proposed changes were introduced in February 2013.

37. The new framework retains the three existing types of appointment (continuing, fixed-term and temporary), with the following main changes:

- continuing appointments are being phased out, and, in the interim, stricter criteria and conditions have been introduced for awarding continuing appointments;
- an initial fixed-term appointment continues to be for a period of at least one year with a possible subsequent extension of up to two years;
- the maximum duration of a temporary appointment, previously set at two years, has been removed;
- the right of a staff member to participate in a reassignment process following abolition of his or her post has been raised from five to 10 years of uninterrupted fixed-term service; and
- the discretionary power of the Director-General to extend the reassignment process beyond six months has been removed.

¹ See document EB134/INF./2.

Staff development and learning

38. Another central aim of WHO reform is to enhance staff development and learning through (i) an Organization-wide eLearning platform and learning management system known as iLearn and (ii) a management development programme.

39. The iLearn system was introduced in headquarters on 30 September 2013. It was the first step towards Organization-wide implementation of the tool, which will be made available to regional and country office staff in 2014. In this way, all WHO staff members should have access by the end of 2014. More than 15 eLearning courses are available through iLearn, including the global induction course (New@WHO), as well as time management and Microsoft Office courses. New content is being added in response to the learning needs of WHO staff members, sourced from within WHO and through external providers and other United Nations agencies.

40. The management development programme was introduced in November 2013, when the first cohort of staff completed pre-workshop activities, followed by a first workshop in Geneva in December 2013. The programme will be made available to both regional and country office managers in 2014.

41. A supervisors' guide to managing performance – designed to serve as a practical, easy-to-use workbook – was completed in 2013.

Gender equality

42. The draft policy on gender equality in staffing is being prepared. It responds to the requirements of the United Nations System-Wide Action Plan for agencies in the United Nations common system to have, as well as accountability measures, a policy and action plan that are designed to close the gender gap by 2017. As part of WHO's diversity and inclusion framework, the policy incorporates elements of geographical balance and disability.

Harmonization of selection practices across the Organization

43. Member States have regularly highlighted the need for harmonization of selection practices across the Organization. This is a key objective of the managerial component of WHO reform, as well as a recommendation of the external auditors for the financial year ended 31 December 2012. Furthermore, the "one WHO" policy depends on the adoption of a uniform selection process in order to ensure that the same standards are applied across the Organization.

44. At the global human resources community meeting in June 2013, broad agreement was reached on a selection process to be adopted throughout the Organization. A draft paper outlining the different stages of the process was then submitted to the Global Staff/Management Council in October 2013, where it was generally well received. The paper was approved by the Global Policy Group in order to allow the process to come into effect for all vacancy notices in early 2014.

Reduction in the time taken for recruitment

45. In parallel with the introduction of a harmonized selection process for fixed-term, internationally recruited staff in the professional and higher categories, the Secretariat has also been working to establish a feasible time frame for completion of the selection process. The time frame will serve not only as a guide for managers across the Organization, but also as a benchmark against which

a manager's performance in relation to selection can be monitored. The proposed time frame for completion of the selection of a fixed-term, internationally recruited professional staff member has been set at 15 weeks starting from the date on which the vacancy is advertised. The aim is to complete 65% of selections within the 15-week time frame by the end of 2014. The human resources department will monitor compliance and analyse where and why delays occur.

Succession planning

46. The Organization has embarked on a succession planning exercise in which managers have been asked to review their strategic plans for staffing in anticipation of expected retirements in the next 15 months. Specifically, managers must decide whether they wish to fill positions once they are vacated, and, if so, whether the terms of reference should be amended or not. This exercise will ensure that the Organization is able to fill future gaps arising from retirements in a timely fashion.

SECTION III.

Human resources reform

47. As part of the managerial reform process within WHO, the human resources component continues to gather momentum so as to enable the Organization to become more effective, efficient, responsive, objective, transparent and accountable. The revised human resources strategy incorporating these qualities is being finalized. Within this context, work will continue on the following human resources priority activities: development of norms for the design of personnel structures, including ceilings on staff numbers, for all offices across the Organization; design and development of career paths for staff across functional areas; identification of functional areas where generic and standard job descriptions can be prepared in order to facilitate mobility; a new global mobility framework; and the continued population of the elearning platform with relevant modules to foster enhanced learning and development.

ACTION BY THE EXECUTIVE BOARD

48. The Board is invited to take note of this report.

NUMBERED TABLES

49. The numbered tables referred to in the preceding paragraphs are listed below for ease of reference. The information applies as of 31 July 2013, unless otherwise stated:

Table 1	Number of staff holding long-term and temporary appointments
Table 2	Distribution of staff holding long-term appointments by major office, grade and sex
Table 3	Summary of countries not within range by region
Table 4a-f	Distribution of staff in positions counted for geographical representation by country of origin
Table 5	Distribution of staff in positions not counted for geographical representation by country of origin
Table 6	Staff by age, sex and major office

Table 7	Staff by grade and age, all locations
Table 8	Staff by length of service
Table 9	Appointments processed from 1 January to 31 July 2013
Table 10	Staff retirement projections
Table 11	Total staff in the professional and higher categories by major office and region of nationality
Table 12	Staff mobility: change in duty station
Table 13	Distribution of occupied posts in the professional and higher categories across main occupational groups
Table 14	Number of non-staff contracts by major office
Table 15	Number of Junior Professional Officers by major office and sponsor country
Table 16	Applications for Secretariat posts by sex and major office

TABLE 1. NUMBER OF STAFF HOLDING LONG-TERM AND TEMPORARY APPOINTMENTS

Category	Headquarters	Special programmes and collaborative arrangements ^a	Africa	The Americas ^b	South-East Asia	Europe	Eastern Mediterranean	Western Pacific	Total
Staff with long-term appointments									
Fixed-term appointments									
Professional and higher categories	339	34	118	107	47	80	87	83	895
National professional	19	0	362	5	19	36	54	44	539
General service	196	7	569	44	103	65	165	157	1 306
Total	554	41	1 049	156	169	181	306	284	2 740
Continuing appointments									
Professional and higher categories	606	23	223	15	83	113	88	83	1 234
National professional	28	0	227	1	20	43	28	24	371
General service	503	11	702	9	263	148	311	181	2 128
Total	1 137	34	1 152	25	366	304	427	288	3 733
Total number of long-term appointments	1 691	75	2 201	181	535	485	733	572	6 473
Staff with short-term appointments									
Temporary appointments under Staff Rule									
Professional and higher categories	137	25	64	6	48	14	72	31	397
National professional	2	0	24	0	54	1	14	13	108
General service	78	8	33	2	97	3	29	35	285
Total	217	33	121	8	199	18	115	79	790
Temporary appointments of 60 days or less									
Professional and higher categories	3	0	0	0	2	2	0	0	7
National professional	0	0	0	0	1	0	0	1	2
General service	5	0	2	0	3	1	0	0	11
Total	8	0	2	0	6	3	0	1	20
Total number of temporary appointments	225	33	123	8	205	21	115	80	810
Total number of staff	1 916	108	2 324	189	740	506	848	652	7 283

^a This column includes: the Secretariat of the Roll Back Malaria Partnership, the Secretariat of the Stop TB Partnership, the Partnership for Maternal, Newborn and Child Health, the Health Metrics Network, the Alliance for Health Policy and Systems Research, the Global Health Workforce Alliance and the United Nations System Standing Committee on Nutrition.

^b A better reconciliation of the use of WHO funds by PAHO, showed an increase on the number of staff financed by WHO in the region of the Americas

TABLE 2. DISTRIBUTION OF STAFF HOLDING LONG-TERM APPOINTMENTS BY MAJOR OFFICE, GRADE AND SEX¹

Professional and higher categories																													
Region	P1			P2			P3			P4			P5			P6/D1			D2			Upgraded			Total			Percentage	
	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F
Headquarters	0	0	0	8	28	36	64	101	165	148	176	324	203	109	312	54	20	74	21	3	24	7	3	10	505	440	945	53.4	46.6
<i>Special programmes and collaborative arrangements</i>	0	0	0	2	2	4	3	14	17	9	5	14	9	7	16	2	1	3	1	2	3	0	0	0	26	31	57	45.6	54.4
Africa	0	0	0	7	3	10	31	15	46	125	39	164	67	13	80	31	8	39	0	1	1	1	0	1	262	79	341	76.8	23.2
The Americas	0	1	1	4	5	9	6	7	13	45	39	84	8	5	13	1	0	1	0	0	0	0	1	1	64	58	122	52.5	47.5
South-East Asia	0	0	0	0	0	0	6	2	8	23	10	33	45	23	68	17	2	19	0	1	1	1	0	1	92	38	130	70.8	29.2
Europe	2	7	9	9	16	25	21	17	38	26	30	56	23	22	45	13	5	18	1	0	1	0	1	1	95	98	193	49.2	50.8
Eastern Mediterranean	2	1	3	3	7	10	14	9	23	38	16	54	33	18	51	23	5	28	4	1	5	1	0	1	118	57	175	67.4	32.6
Western Pacific	0	0	0	1	1	2	5	5	10	46	19	65	43	24	67	13	7	20	1	0	1	1	0	1	110	56	166	66.3	33.7
Total	4	9	13	34	62	96	150	170	320	460	334	794	431	221	652	154	48	202	28	8	36	11	5	16	1 272	857	2 129	59.7	40.3
Percentage by grade	30.8	69.2	100.0	35.4	64.6	100.0	46.9	53.1	100.0	57.9	42.1	100.0	66.1	33.9	100.0	76.2	23.8	100.0	77.8	22.2	100.0	68.8	31.3	100.0	59.7	40.3	100.0		
Percentage of total			0.6			4.5			15.0			37.3			30.6			9.5			1.7			0.8			100.0		

National professional officers																	
Region	A			B			C			D			Total			Percentage	
	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F
Headquarters*	1	1	2	14	15	29	9	7	16	0	0	0	24	23	47	51.1	48.9
<i>Special programmes and collaborative arrangements</i>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0	0.0
Africa	9	3	12	139	41	180	263	125	388	8	1	9	419	170	589	71.1	28.9
The Americas		1	1	1	1	2	1		1	1	2	3	3	6	50.0	50.0	
South-East Asia	4	2	6	6	5	11	12	8	20	2	2	2	24	15	39	61.5	38.5
Europe	3	4	7	17	26	43	11	18	29	0	0	0	31	48	79	39.2	60.8
Eastern Mediterranean	3	2	5	32	18	50	15	7	22	4	1	5	54	28	82	65.9	34.1
Western Pacific	1	8	9	12	16	28	11	18	29	1	1	2	25	43	68	36.8	63.2
Total	21	21	42	221	122	343	322	183	505	16	4	20	580	330	910	63.7	36.3
Percentage by grade	50.0	50.0	100.0	64.4	35.6	100.0	63.8	36.2	100.0	80.0	20.0	100.0	63.7	36.3	100.0		
Percentage of total			4.6			37.7			55.5			2.2			100.0		

General service staff																										
Region	G1			G2			G3			G4			G5			G6			G7			Total			Percentage	
	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F
Headquarters	0	0	0	1	0	1	16	6	22	22	99	121	58	281	339	53	153	206	3	7	10	153	546	699	21.9	78.1
<i>Special programmes and collaborative arrangements</i>	0	0	0	0	0	0	0	0	0	0	7	7	2	5	7	0	4	4	0	0	0	2	16	18	11.1	88.9
Africa	21	10	31	442	7	449	95	14	109	56	85	141	54	121	175	77	122	199	89	78	167	834	437	1 271	65.6	34.4
The Americas	0	0	0	0	0	0	0	0	0	1	10	11	1	13	14	8	17	25	1	2	3	11	42	53	20.8	79.2
South-East Asia	4	1	5	59	0	59	33	9	42	28	33	61	42	63	105	33	17	50	30	14	44	229	137	366	62.6	37.4
Europe	0	0	0	11	1	11	14	1	15	1	24	25	26	103	129	10	21	31	1	1	2	63	150	213	29.6	70.4
Eastern Mediterranean	33	2	35	47	1	48	47	1	48	26	65	91	35	108	143	37	37	74	12	25	37	237	239	476	49.8	50.2
Western Pacific	3	5	8	20		20	23	8	31	6	56	62	9	95	104	27	57	84	6	23	29	94	244	338	27.8	72.2
Total	61	18	79	580	8	588	228	39	267	140	379	519	227	789	1 016	245	428	673	142	150	292	1 623	1 811	3 434	47.3	52.7
Percentage by grade	77.2	22.8	100.0	98.6	1.4	100.0	85.4	14.6	100.0	27.0	73.0	100.0	22.3	77.7	100.0	36.4	63.6	100.0	48.6	51.4	100.0	47.3	52.7	100.0		
Percentage of total			2.3			17.1			7.8			15.1			29.6			19.6			8.5			100.0		

M - male, F - female, T - total

¹ Includes all staff in all positions (including those not counted for geographical distribution purposes)

*National professional officers appearing under Headquarters are located in offices outside Geneva (Addis Ababa, Kobe, Kuala Lumpur, etc.)

TABLE 3. SUMMARY OF COUNTRIES NOT WITHIN RANGE BY REGION

Major office	Unrepresented countries	Underrepresented countries	Overrepresented countries
Africa	Comoros Swaziland		Benin Burkina Faso Burundi Cameroon Congo Côte d'Ivoire Democratic Republic of the Congo Ethiopia Ghana Kenya Malawi Mali Niger Nigeria Rwanda Senegal South Africa Togo Uganda United Republic of Tanzania Zambia Zimbabwe
The Americas	Antigua and Barbuda Bahamas Barbados Grenada Haiti Paraguay Puerto Rico* Saint Kitts and Nevis Saint Lucia Saint Vincent and the Grenadines	Brazil Mexico United States of America	Argentina Canada Peru
South-East Asia			Bangladesh India Nepal Sri Lanka

Major office	Unrepresented countries	Underrepresented countries	Overrepresented countries
Europe	Andorra Cyprus Kyrgyzstan Lithuania Luxembourg Monaco Montenegro San Marino	Austria Greece Israel Norway Poland Portugal Russian Federation Turkey	Belgium Denmark France Ireland Italy Netherlands Switzerland United Kingdom of Great Britain and Northern Ireland
Eastern Mediterranean	Kuwait Oman Qatar United Arab Emirates	Saudi Arabia	Egypt Iran (Islamic Republic of) Jordan Lebanon Pakistan Sudan Tunisia
Western Pacific	Brunei Darussalam Cook Islands Kiribati Lao People's Democratic Republic Marshall Islands Micronesia (Federated States of) Nauru Niue Palau Samoa Tokelau* Tuvalu Vanuatu	China Japan Republic of Korea Singapore	Australia New Zealand Philippines

* Associate Member.

TABLE 4a. DISTRIBUTION OF STAFF IN POSITIONS COUNTED FOR GEOGRAPHICAL REPRESENTATION¹ BY COUNTRY OF ORIGIN

Nationals of Member States in the African Region

Country	Range	Staff by grade and sex																		
		P1		P2		P3		P4		P5		P6/D1		D2		Ungraded		All professional staff		
		M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	Total
Algeria	1-9					1		1	3	2		1						4	4	8
Angola	1-8					1		2		1	1		1			1		5	2	7
Benin	1-8							7		1			1					8	1	9
Botswana	1-8														1			0	1	1
Burkina Faso	1-8				1	1		5	2	2			3					11	3	14
Burundi	1-8							2	1	2	2	2						6	3	9
Cameroon	1-8					2	1	6			1	1						9	2	11
Cabo Verde	1-8												1					0	1	1
Central African Republic	1-8							1		1								2	0	2
Chad	1-8							1		2			1					4	0	4
Comoros	1-8																	0	0	0
Congo	1-8				2	4		1		3			1					11	0	11
Côte d'Ivoire	1-8							2	1	3	1		2					5	4	9
Democratic Republic of the Congo	1-8					1		11	1	3			1		1			17	1	18
Equatorial Guinea	1-8									1								1	0	1
Eritrea	1-8					1		3										3	1	4
Ethiopia	1-8				1	1		9	4	4	1	3	1					17	7	24
Gabon	1-8					2				2								2	2	4
Gambia	1-8							7										7	0	7
Ghana	1-8				1	1	1	3	4	4			2			1		11	6	17
Guinea	1-8				1			2		2	1							5	1	6
Guinea-Bissau	1-8							1	1		1							1	2	3
Kenya	1-8					1	2	7	6	4	1	2						14	9	23
Lesotho	1-8							1										1	0	1
Liberia	1-8					1												1	0	1
Madagascar	1-8					1		1	1	1	1							2	3	5
Malawi	1-8					1		3	1	5								9	1	10
Mali	1-8					1		6		6		1						14	0	14
Mauritania	1-8				1	1		2				1						5	0	5
Mauritius	1-8				1	1	1	1				1						4	1	5
Mozambique	1-8								1				1	1				1	2	3
Namibia	1-8								1	2								2	1	3
Niger	1-8					1	2	1	1	2		2						6	3	9
Nigeria	1-8					2		10	1	6	1	2						20	2	22
Rwanda	1-8					2	2	2		8		1						13	2	15
Sao Tome and Principe	1-8							1										1	0	1
Senegal	1-8							5	3	5	2	1	1					11	6	17
Seychelles	1-8								1									0	1	1

Country	Range	Staff by grade and sex																		
		P1		P2		P3		P4		P5		P6/D1		D2		Ungraded		All professional staff		
		M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	Total
Sierra Leone	1-8					1		1			1							1	2	3
South Africa	4-11					1	1		2	5	2		1					6	6	12
South Sudan	1-8							1										1	0	1
Swaziland	1-8																	0	0	0
Togo	1-8					3		5	1	2		1						11	1	12
Uganda	1-8			1		2		8	4	6	1	1						18	5	23
United Republic of Tanzania	1-8					1	2	2	1	1	1		1					4	5	9
Zambia	1-8					2		3	2	3		2						8	4	12
Zimbabwe	1-8			1	1	4		2	1	4	1	1						12	3	15
Total		0	0	7	4	33	20	126	44	93	19	32	10	1	1	2	0	294	98	392

¹ Counted positions exclude: language positions, seconded staff, staff working in partnerships.

M – male, F – female.

TABLE 4b. DISTRIBUTION OF STAFF IN POSITIONS COUNTED FOR GEOGRAPHICAL REPRESENTATION¹ BY COUNTRY OF ORIGIN

Nationals of Member States in the Region of the Americas

Country	Range	Staff by grade and sex																							
		P1		P2		P3		P4		P5		P6/D1		D2		Ungraded		All professional staff							
		M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	Total					
Antigua and Barbuda	1-8																		0	0	0				
Argentina	4-12			1			2		5	3		1		1					7	6	13				
Bahamas	1-8																		0	0	0				
Barbados	1-8																		0	0	0				
Belize	1-8									1									0	1	1				
Bolivia (Plurinational State of)	1-8					1				1									0	2	2				
Brazil	27-38						4		3	8		4	4	3					10	16	26				
Canada	28-39				2		4		12	10		9	2	2	2	1	1		25	20	45				
Chile	3-11								3	2		1	2						4	4	8				
Colombia	3-10			1			1		2	2		3	1						6	4	10				
Costa Rica	1-8						1		2										2	1	3				
Cuba	1-8					1			5										6	0	6				
Dominica	1-8															1			0	1	1				
Dominican Republic	1-8								1										1	0	1				
Ecuador	1-8				1		1		2	2									3	3	6				
El Salvador	1-8								2	3									2	3	5				
Grenada	1-8																		0	0	0				
Guatemala	1-8				1				1	1		1		2					4	2	6				
Guyana	1-8						1							1					0	2	2				
Haiti	1-8																		0	0	0				
Honduras	1-8								2	1									2	1	3				
Jamaica	1-8					1						1							1	1	2				
Mexico	18-26						1			4		2	2	1		1			4	7	11				
Nicaragua	1-8									2									0	2	2				
Panama	1-8								2	1									2	1	3				
Paraguay	1-8																		0	0	0				
Peru	1-9				1		2	2	9	3		1		1					13	6	19				
Puerto Rico*	1-8																		0	0	0				
Saint Kitts and Nevis	1-8																		0	0	0				
Saint Lucia	1-8																		0	0	0				
Saint Vincent and the Grenadines	1-8																		0	0	0				
Suriname	1-8									1									0	1	1				
Trinidad and Tobago	1-8					1				3				1					2	3	5				
United States of America	188-255		1		2	5		8	13		27	29		34	16		10	7	2	1	84	71	155		
Uruguay	1-8						1		1											1	1	2			
Venezuela (Bolivarian Republic of)	6-14				1				1	1		2	1							4	2	6			
Total		0	1		5	10		14	31		80	78		58	29		20	11	4	0	2	1	183	161	344

¹ Counted positions exclude: language positions, seconded staff, staff working in partnerships.

* Associate Member.

M – male, F – female.

TABLE 4c. DISTRIBUTION OF STAFF IN POSITIONS COUNTED FOR GEOGRAPHICAL REPRESENTATION¹ BY COUNTRY OF ORIGIN
Nationals of Member States in the South-East Asia Region

Country	Range	Staff by grade and sex																		
		P1		P2		P3		P4		P5		P6/D1		D2		Ungraded		All professional staff		
		M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	Total
Bangladesh	1-8							7		3	1	3					13	1	14	
Bhutan	1-8							2		2	1	1					5	1	6	
Democratic People's Republic of Korea	1-8							1		1							2	0	2	
India	7-14			2	2	13	7	31	7	17	15	7					70	31	101	
Indonesia	3-11				1					3							3	1	4	
Maldives	1-8										1						0	1	1	
Myanmar	1-8							1			2	2					3	2	5	
Nepal	1-8					1		3		3	1	3					10	1	11	
Sri Lanka	1-8			1			1	1		4	2	3					9	3	12	
Thailand	2-10					1		1	1		3	1	1			1	3	6	9	
Timor-Leste	1-8									1							1	0	1	
Total		0	0	3	3	14	9	47	8	34	26	20	1	0	0	1	0	119	47	166

¹ Counted positions exclude: language positions, seconded staff, staff working in partnerships.

M – male, F – female.

TABLE 4d. DISTRIBUTION OF STAFF IN POSITIONS COUNTED FOR GEOGRAPHICAL REPRESENTATION¹ BY COUNTRY OF ORIGIN

Nationals of Member States in the European Region

Country	Range	Staff by grade and sex																	
		P1		P2		P3		P4		P5		P6/D1		D2		Ungraded		All professional staff	
		M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Albania	1-8					1		1		1							0	3	3
Andorra	1-8																0	0	0
Armenia	1-8							1		1				1			3	0	3
Austria	8-15			1				1	1	1	1	1		1			4	2	6
Azerbaijan	1-8							2	1	2	1						4	2	6
Belarus	1-8								2	1							1	2	3
Belgium	10-17				1		1	2	7	8	1	6		1			16	11	27
Bosnia and Herzegovina	1-8							1									1	0	1
Bulgaria	1-8				1	1	1	1	1								2	3	5
Croatia	1-9					1	1		2		1	1					2	4	6
Cyprus	1-8																0	0	0
Czech Republic	4-11							1	2	1							2	2	4
Denmark	7-14			1	3	2	2	3	3	6							12	8	20
Estonia	1-8									1	1	1					2	1	3
Finland	5-13			1	1			2		1	3	1					5	4	9
France	50-68				6	8	7	15	11	23	13	6	4	1		1	53	42	95
Georgia	1-8							1		1				1			1	2	3
Germany	63-86				2	4	9	16	15	21	12	4	2				45	40	85
Greece	6-14					1	1	2				1					2	3	5
Hungary	3-10					2	2		2	1	1	1				1	4	4	8
Iceland	1-8								1								0	1	1
Ireland	4-12				1		5		3	4	1						4	10	14
Israel	4-11												1				0	1	1
Italy	40-55				1	6	3	8	4	14	7	9		5		1	42	16	58
Kazakhstan	1-9					1		1	2								2	2	4
Kyrgyzstan	1-8																0	0	0
Latvia	1-8								1		1						0	2	2
Lithuania	1-8																0	0	0
Luxembourg	1-8																0	0	0
Malta	1-8							1		1		1	1				3	1	4
Monaco	1-8																0	0	0
Montenegro	1-8																0	0	0
Netherlands	16-24				2	1	2	6	3	12	5	5	2	1			25	14	39
Norway	8-16					1	1	2			1		1				1	5	6
Poland	9-16							1		1	2						2	2	4
Portugal	5-12								1	1	1						1	2	3
Republic of Moldova	1-8					1	1	1	2	1	1						3	4	7
Romania	2-10							1	3		1						1	4	5

Country	Range	Staff by grade and sex																		
		P1		P2		P3		P4		P5		P6/D1		D2		Ungraded		All professional staff		
		M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	Total
Russian Federation	23-32			2		3	1	2	1	4	2					1		10	6	16
San Marino	1-8																0	0	0	
Serbia	1-8					1		2		3							1	5	6	
Slovakia	2-9					1											1	0	1	
Slovenia	1-8						1										0	1	1	
Spain	28-39			1	2	4	1	8	7	5	5	1		1			19	16	35	
Sweden	9-17				1		4	1	4	2	2				1		4	11	15	
Switzerland	9-16					6	5	2	4	2	3						10	12	22	
Tajikistan	1-8						1		2								0	3	3	
The Former Yugoslav Republic of Macedonia	1-8						1	1									1	1	2	
Turkey	13-23							3		2	4	1	1				6	5	11	
Turkmenistan	1-8					1	1				1						1	2	3	
Ukraine	1-8					2	1	1	1								3	2	5	
United Kingdom of Great Britain and Northern Ireland	39-54	1		3	4	3	9	13	11	22	14	4	2	3	1		49	41	90	
Uzbekistan	1-8				1												1	0	1	
Total		1	0	8	27	46	62	99	102	138	90	43	14	12	4	2	3	349	302	651

¹ Counted positions exclude: language positions, seconded staff, staff working in partnerships.

M – male, F – female.

TABLE 4e. DISTRIBUTION OF STAFF IN POSITIONS COUNTED FOR GEOGRAPHICAL REPRESENTATION¹ BY COUNTRY OF ORIGIN

Nationals of Member States in the Eastern Mediterranean Region

Country	Range	Staff by grade and sex																			
		P1		P2		P3		P4		P5		P6/D1		D2		Ungraded		All professional staff			
		M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	Total	
Afghanistan	1-8					1		1	1			1						3	1	4	
Bahrain	1-8									1				1				0	2	2	
Djibouti	1-8					1												1	0	1	
Egypt	1-9		1	3	3	5	1	5	4	3	4							16	13	29	
Iran (Islamic Republic of)	3-11				1	1		4	2	4	2		1					9	6	15	
Iraq	1-8				1					3					1			4	1	5	
Jordan	1-8					1	1	3	1	2	1	1	1	1				8	4	12	
Kuwait	3-10																	0	0	0	
Lebanon	1-8					2		1	3	1	1	1	2					5	6	11	
Libya	1-9											1						1	0	1	
Morocco	1-8					1	1	1	1	1	1	2						5	3	8	
Oman	1-8																	0	0	0	
Pakistan	1-8					1		6	1	10		3						20	1	21	
Qatar	1-8																	0	0	0	
Saudi Arabia	9-16								1	1	1							1	2	3	
Somalia	1-8								2	1		1			1			3	2	5	
Sudan	1-8					2	1	4	2	1		4						11	3	14	
Syrian Arab Republic	1-8							1	1	2		1						4	1	5	
Tunisia	1-8					2		1	2	1	1	1		1				6	3	9	
United Arab Emirates	1-8																	0	0	0	
Yemen	1-8							2		1	1			1				4	1	5	
Total			0	1	3	5	17	4	29	21	31	13	16	4	3	1	2	0	101	49	150

¹ Counted positions exclude: language positions, seconded staff, staff working in partnerships.

M – male, F – female.

**TABLE 4f. DISTRIBUTION OF STAFF IN POSITIONS COUNTED FOR GEOGRAPHICAL REPRESENTATION¹ BY COUNTRY OF ORIGIN
Nationals of Member States in the Western Pacific Region**

Country	Range	Staff by grade and sex																		
		P1		P2		P3		P4		P5		P6/D1		D2		Ungraded		All professional staff		
		M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	Total
Australia	20-28			1		1	4	10	7	6	4	5	2	3			25	18	43	
Brunei Darussalam	1-8																0	0	0	
Cambodia	1-8					1		1									2	0	2	
China	46-63			1	2	5	10	6	2	3	1	1		1			16	16	32	
Cook Islands	1-8																0	0	0	
Fiji	1-8							2	1								2	1	3	
Japan	94-128			3	2	5	4	9	5	2		1		1			21	11	32	
Kiribati	1-8																0	0	0	
Lao People's Democratic Republic	1-8																0	0	0	
Malaysia	3-10				1	2	2	2	1			1					5	4	9	
Marshall Islands	1-8																0	0	0	
Micronesia (Federated States of)	1-8																0	0	0	
Mongolia	1-8							4	1	1							1	5	6	
Nauru	1-8																0	0	0	
New Zealand	2-10			1	1	3			3	1	1	1					6	5	11	
Niue	1-8																0	0	0	
Palau	1-8																0	0	0	
Papua New Guinea	1-8							1									1	0	1	
Philippines	1-9			1	1	6	7	5	9	4	1	2	1				18	19	37	
Republic of Korea	19-27				1	1	3	3	2	1				1			6	6	12	
Samoa	1-8																0	0	0	
Singapore	4-11					1											1	0	1	
Solomon Islands	1-8							1									1	0	1	
Tokelau*	1-8																0	0	0	
Tonga	1-8						1										0	1	1	
Tuvalu	1-8																0	0	0	
Vanuatu	1-8																0	0	0	
Viet Nam	1-8						1										0	1	1	
Total		0	0	1	2	12	18	33	41	36	20	14	5	7	0	2	1	105	87	192

¹ Counted positions exclude: language positions, seconded staff, staff working in partnerships.

* Associate Member.

M – male, F – female.

TABLE 5. DISTRIBUTION OF STAFF IN POSITIONS NOT¹ COUNTED FOR GEOGRAPHICAL REPRESENTATION BY COUNTRY OF ORIGIN
Nationals of Member States of all Regions

Country	Range	Staff by grade and sex																		
		P1		P2		P3		P4		P5		P6/D1		D2		Ungraded		All professional staff		
		M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	Total
Algeria	2-10					1												0	1	1
Angola	1-8			1														0	1	1
Australia	20-28					1	1		1	1								2	2	4
Bahrain	9-15									1				1				0	2	2
Belarus	1-8							1										1	0	1
Belgium	21-29			1		1		1	2	2		1						4	4	8
Bolivia	1-8							1										1	0	1
Brazil	1-8					1			1									1	1	2
Bulgaria	19-26					1												0	1	1
Burundi	1-8								1									0	1	1
Cameroon, Republic of	40-55								2									2	0	2
Canada	3-10		1				1			2	1							2	3	5
Central African Republic	1-8								1									1	0	1
Chad	1-8					1												1	0	1
China	1-8			1		1				4								4	2	6
Colombia	2-9											2						2	0	2
Cote d'Ivoire	3-12					1			1	2								3	1	4
Czech Republic	2-12									1								1	0	1
Democratic Republic of the Congo	2-12									1								1	0	1
Denmark	4-11		1								1							0	2	2
Egypt	42-58					1				1	1							1	2	3
Ethiopia	63-86							1										1	0	1
France	1-8			1		3	3	3	3	2	1							8	8	16
Germany	1-8	1				1		5	1	1								7	2	9
Ghana	27-38							1										1	0	1
Guinea-Bissau	3-9											1						1	0	1
Hungary	34-47										1							0	1	1
India	1-8					1				2	1							2	2	4
Iraq	1-8							1										1	0	1
Ireland	15-21			1		1												1	1	2
Italy				1		2		2	1		1							3	4	7
Japan	1-8			1				2	3	1	2							4	5	9
Jordan						1												1	0	1
Kenya	1-8					1												1	0	1

Country	Range	Staff by grade and sex																			
		P1		P2		P3		P4		P5		P6/D1		D2		Ungraded		All professional staff			
		M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	Total	
Latvia	1-8							1										1	0	1	
Lebanon	5-14									1								1	0	1	
Lithuania	3-12		1															0	1	1	
Mali														1				0	1	1	
Mexico								1										1	0	1	
Netherlands									2	1	1		1					1	4	5	
New Zealand						1					1							0	2	2	
Norway								1					1					1	1	2	
Others			1			1		2										4	0	4	
Pakistan										1		1		1				3	0	3	
Philippines						1		1										0	2	2	
Poland			1															0	1	1	
Portugal				1				1	1	1								3	1	4	
Republic of Korea	11-17				1		1	3		1	1							4	3	7	
Romania	4-11												1					0	1	1	
Russian Federation	1-8				3		2	1		1	1							2	6	8	
Senegal	12-19						1	1										1	1	2	
Sierra Leone	1-8								1									0	1	1	
Spain	1-8		1	1				1	1			1						3	2	5	
Sweden	18-26							1		1								2	0	2	
Switzerland	8-14				1			1		1								2	1	3	
Togo	9-16								1									0	1	1	
Tunisia	1-8						1				1							0	2	2	
Uganda	37-51				1	1												1	1	2	
United Kingdom of Great Britain and Northern Ireland	142-193		2	1	2	1	2	1	4	1	5	3		1				7	16	23	
United States of America	1-8		1			2	2	10	14	10	5	1						24	21	45	
Zambia										1								1	0	1	
Total			3	7	7	11	14	26	46	39	40	25	9	4	1	3	0	0	120	115	235

¹ Positions NOT counted for geographical distribution are: language positions, seconded staff and staff working in Special programmes and collaborative arrangements (partnerships)

M – male, F – female.

TABLE 6. STAFF BY AGE, SEX AND MAJOR OFFICE

Professional and higher categories

Region	20–29 years			30–39 years			40–49 years			50–59 years			60–62 years			Over 62 years			Total		
	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T
Headquarters	1	3	4	40	80	120	172	181	353	260	154	414	25	18	43	7	4	11	505	440	945
<i>Special programmes and collaborative arrangements</i>	0	0	0	3	7	10	13	15	28	9	9	18	1	0	1	0	0	0	26	31	57
Africa	0	0	0	9	5	14	78	23	101	147	45	192	27	6	33	2	0	2	263	79	342
The Americas	0	2	2	8	9	17	22	19	41	31	27	58	3	1	4	0	0	0	64	58	122
South-East Asia	0	0	0	2	4	6	20	18	38	54	12	66	12	4	16	4	0	4	92	38	130
Europe	1	0	1	16	26	42	44	43	87	31	27	58	2	1	3	1	1	2	95	98	193
Eastern Mediterranean	0	0	0	7	6	13	32	20	52	67	30	97	10	1	11	1	0	1	117	57	174
Western Pacific	0	1	1	12	9	21	44	22	66	45	21	66	6	3	9	3	0	3	110	56	166
Total	2	6	8	97	146	243	425	341	766	644	325	969	86	34	120	18	5	23	1 272	857	2 129
Percentage by bracket	25.0	75.0	100.0	39.9	60.1	100.0	55.5	44.5	100.0	66.5	33.5	100.0	71.7	28.3	100.0	78.3	21.7	100.0	59.7	40.3	100.0
Percentage of total			0.4			11.4			36.0			45.5			5.6			1.1			100.0

National professional officers

Region	20–29 years			30–39 years			40–49 years			50–59 years			60–62 years			Over 62 years			Total		
	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T
Headquarters	0	4	4	23	10	33	1	8	9	0	0	0	0	1	1	0	0	0	24	23	47
<i>Special programmes and collaborative arrangements</i>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Africa	2	0	2	60	23	83	178	63	241	154	76	230	25	8	33	0	0	0	419	170	589
The Americas	0	0	0	0	0	0	1	0	1	1	3	4	1	0	1	0	0	0	3	3	6
South-East Asia	0	0	0	2	5	7	5	4	9	15	5	20	2	1	3	0	0	0	24	15	39
Europe	1	0	1	7	13	20	15	22	37	7	12	19	1	1	2	0	0	0	31	48	79
Eastern Mediterranean	0	0	0	10	7	17	21	14	35	21	7	28	1	0	1	1	0	1	54	28	82
Western Pacific	0	2	2	4	9	13	12	17	29	8	15	23	1	0	1	0	0	0	25	43	68
Total	3	6	9	106	67	173	233	128	361	206	118	324	31	11	42	1	0	1	580	330	910
Percentage by bracket	33.3	66.7	100.0	61.3	38.7	100.0	64.5	35.5	100.0	63.6	36.4	100.0	73.8	26.2	100.0	0.0	0.0	0.0	63.7	36.3	100.0
Percentage of total			1.0			19.0			39.7			35.6			4.6			0.1			100.0

General service staff

Region	20-29 years			30-39 years			40-49 years			50-59 years			60-62 years			Over 62 years			Total		
	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T
Headquarters	2	18	20	49	158	207	57	169	226	42	182	224	3	17	20	0	2	2	153	546	699
<i>Special programmes and collaborative arrangements</i>	0	0	0	2	1	3	0	5	5	0	9	9	0	1	1	0	0	0	2	16	18
Africa	9	5	14	136	121	257	362	176	538	302	128	430	25	7	32	0	0	0	834	437	1271
The Americas	0	1	1	5	3	8	4	11	15	2	26	28	0	1	1	0	0	0	11	42	53
South-East Asia	3	6	9	56	54	110	74	44	118	88	30	118	6	2	8	2	1	3	229	137	366
Europe	2	3	5	16	48	64	32	57	89	11	36	47	0	6	6	2	0	2	63	150	213
Eastern Mediterranean	17	19	36	69	89	158	76	75	151	73	51	124	2	5	7	0	0	0	237	239	476
Western Pacific	3	21	24	28	81	109	30	74	104	31	64	95	2	4	6	0	0	0	94	244	338
Total	36	73	109	361	555	916	635	611	1 246	549	526	1 075	38	43	81	4	3	7	1 623	1 811	3 434
Percentage by bracket	33.0	67.0	100.0	39.4	60.6	100.0	51.0	49.0	100.0	51.1	48.9	100.0	46.9	53.1	100.0	0.0	0.0	0.0	47.3	52.7	100.0
Percentage of total			3.2			26.7			36.3			31.3			2.4			0.2			100.0

M – male, F – female, T – total.

TABLE 7. STAFF BY GRADE AND AGE, ALL LOCATIONS

Professional and higher categories																					
Grade	20–29 years			30–39 years			40–49 years			50–59 years			60–62 years			Over 62 years			Total		
	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T
Ungraded	0	0	0	0	0	0	0	0	0	5	3	8	3	0	3	3	2	5	11	5	16
D2	0	0	0	0	0	0	2	0	2	21	6	27	4	2	6	1	0	1	28	8	36
D1/P6	0	0	0	0	0	0	22	17	39	107	29	136	16	2	18	9	0	9	154	48	202
P5	0	0	0	3	3	6	118	80	198	263	122	385	43	14	57	4	2	6	431	221	652
P4	0	0	0	41	48	89	202	158	360	201	115	316	15	12	27	1	1	2	460	334	794
P3	1	2	3	34	64	98	69	62	131	42	39	81	4	3	7	0	0	0	150	170	320
P2	0	4	4	18	23	41	10	23	33	5	11	16	1	1	2	0	0	0	34	62	96
P1	1	0	1	1	8	9	2	1	3	0	0	0	0	0	0	0	0	0	4	9	13
Total	2	6	8	97	146	243	425	341	766	644	325	969	86	34	120	18	5	23	1 272	857	2 129
Percentage by bracket	25.0	75.0	100.0	39.9	60.1	100.0	55.5	44.5	100.0	66.5	33.5	100.0	71.7	28.3	100.0	78.3	21.7	100.0	59.7	40.3	100.0
Percentage of total			0.4			11.4			36.0			45.5			5.6			1.1			100.0

National professional officers																					
Grade	20–29 years			30–39 years			40–49 years			50–59 years			60–62 years			Over 62 years			Total		
	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T
D	0	0	0	2	0	2	4	2	6	10	2	12	0	0	0	0	0	0	16	4	20
C	1	0	1	35	22	57	122	77	199	144	76	220	20	8	28	0	0	0	322	183	505
B	2	4	6	62	38	100	98	43	141	48	35	83	10	2	12	1	0	1	221	122	343
A	0	2	2	7	7	14	9	6	15	4	5	9	1	1	2	0	0	0	21	21	42
Total	3	6	9	106	67	173	233	128	361	206	118	324	31	11	42	1	0	1	580	330	910
Percentage by bracket	33.3	66.7	100.0	61.3	38.7	100.0	64.5	35.5	100.0	63.6	36.4	100.0	73.8	26.2	100.0	0.0	0.0	0.0	63.7	36.3	100.0
Percentage of total			1.0			19.0			39.7			35.6			4.6			0.1			100.0

General service staff																					
Grade	20–29 years			30–39 years			40–49 years			50–59 years			60–62 years			Over 62 years			Total		
	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T
G7	2	0	2	34	24	58	55	52	107	48	70	118	3	4	7	0	0	0	142	150	292
G6	9	4	13	88	89	177	95	166	261	48	159	207	4	8	12	1	2	3	245	428	673
G5	10	31	41	60	277	337	86	249	335	67	209	276	3	22	25	1	1	2	227	789	1 016
G4	7	32	39	41	144	185	44	121	165	43	73	116	5	9	14	0	0	0	140	379	519
G3	2	4	6	45	14	59	93	14	107	82	7	89	6	0	6	0	0	0	228	39	267
G2	1	1	2	75	2	77	245	1	246	240	4	244	17	0	17	2	0	2	580	8	588
G1	5	1	6	18	5	23	17	8	25	21	4	25	0	0	0	0	0	0	61	18	79
Total	36	73	109	361	555	916	635	611	1 246	549	526	1 075	38	43	81	4	3	7	1 623	1 811	3 434
Percentage by bracket	33.0	67.0	100.0	39.4	60.6	100.0	51.0	49.0	100.0	51.1	48.9	100.0	46.9	53.1	100.0	0.0	0.0	0.0	47.3	52.7	100
Percentage of total			3.2			26.7			36.3			31.3			2.4			0.2			100.0

M - male, F - female, T – total.

TABLE 8. STAFF BY LENGTH OF SERVICE

Regions	Under 5 years				5–9 years				10–14 years				15–19 years				20–24 years				25–29 years				≥ 30 years				All			
	P	NPO	GS	T	P	NPO	GS	T	P	NPO	GS	T	P	NPO	GS	T	P	NPO	GS	T	P	NPO	GS	T	P	NPO	GS	T	P	NPO	GS	T
Headquarters	214	19	136	369	430	28	315	773	187	0	123	310	49	0	23	72	43	0	55	98	19	0	31	50	3	0	16	19	945	47	699	1 691
<i>Special programmes and collaborative arrangements</i>	25	0	4	29	26	0	9	35	5	0	2	7	0	0	0	0	1	0	1	2	0	0	2	2	0	0	0	0	57	0	18	75
Africa	58	194	184	436	175	324	887	1386	78	57	72	207	14	7	41	62	13	5	36	54	2	2	34	38	2	0	17	19	342	589	1271	2 202
The Americas	48	2	17	67	26	2	4	32	30	0	9	39	11	0	7	18	4	0	7	11	3	1	4	8	0	1	5	6	122	6	53	181
South-East Asia	41	17	62	120	47	9	128	184	27	6	61	94	7	1	37	45	4	2	47	53	3	4	23	30	1	0	8	9	130	39	366	535
Europe	65	29	47	141	90	38	124	252	18	12	24	54	11	0	8	19	7	0	7	14	1	0	2	3	1	0	1	2	193	79	213	485
Eastern Mediterranean	53	52	115	220	70	15	239	324	34	8	50	92	11	2	22	35	3	1	30	34	3	3	15	21	0	1	5	6	174	82	476	732
Western Pacific	68	40	119	227	59	21	106	186	28	0	51	79	9	1	23	33	1	4	19	24	0	1	14	15	1	1	6	8	166	68	338	572
Total	572	353	684	1 609	923	437	1 812	3 172	407	83	392	882	112	11	161	284	76	12	202	290	31	11	125	167	8	3	58	69	2 129	910	3 434	6 473
Percentage by bracket	35.6	21.9	42.5	100.0	29.1	13.8	57.1	100.0	46.1	9.4	44.4	100.0	39.4	3.9	56.7	100.0	26.2	4.1	69.7	100.0	18.6	6.6	74.9	100.0	11.6	4.3	84.1	100.0	32.9	14.1	53.1	100.0
Percentage of total			24.9				49.0				13.6				4.4				4.5				2.6				1.1				100.0	

P – professional and higher categories, NPO – national professional officer, GS – general service, T – total.

TABLE 9. APPOINTMENTS PROCESSED FROM 1 JANUARY TO 31 JULY 2013

Region	Category	Total staff at 31 December 2012	External appointments			Conversion of temporary contracts			Inter-agency transfers			Total	
			No. of staff	% of total recruitment	% of women	No. of staff	% of total recruitment	% of women	No. of staff	% of total recruitment	% of women	No. of staff	% of women
Headquarters	P	945	11	68.8	63.6	1	6.3	100.0	4	7.0	50.0	16	62.5
	NPO	47	5	0.0	0.0	0	0.0	0.0	0	0.0	0.0	5	0.0
	GS	699	6	60.0	83.3	4	40.0	50.0	0	0.0	0.0	10	70.0
<i>Special programmes and collaborative arrangements</i>	P	57	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
	NPO	0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
	GS	18	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
Africa	P	341	5	62.5	20.0	2	25.0	50.0	1	0.0	0.0	8	25.0
	NPO	589	26	96.3	30.8	0	0.0	0.0	1	0.0	100.0	27	33.3
	GS	1 271	15	93.8	26.7	1	6.3	100.0	0	0.0	0.0	16	31.3
The Americas	P	122	11	100.0	54.5	0	0.0	0.0	0	0.0	0.0	11	54.5
	NPO	6	2	100.0	50.0	0	0.0	0.0	0	0.0	0.0	2	50.0
	GS	53	1	100.0	0.0	0	0.0	0.0	0	0.0	0.0	1	0.0
South-East Asia	P	130	2	0.0	50.0	0	0.0	0	2	0.0	50.0	4	0.0
	NPO	39	1	0.0	0.0	0	0.0	0	0	0.0	0.0	1	0.0
	GS	366	1	50.0	100.0	1	50.0	100.0	0	0.0	0.0	2	53.3
Europe	P	193	4	66.7	25.0	1	16.7	0.0	1	0.0	0.0	6	16.7
	NPO	79	6	100.0	50.0	0	0.0	0.0	0	0.0	0.0	6	50.0
	GS	232	1	100.0	100.0	0	0.0	0.0	0	0.0	0.0	1	100.0
Eastern Mediterranean	P	175	2	66.7	50.0	0	0.0	0.0	1	0.0	100.0	3	66.7
	NPO	82	6	100.0	16.7	0	0.0	0.0	0	0.0	0.0	6	16.7
	GS	476	9	100.0	55.6	0	0.0	0.0	0	0.0	0.0	9	55.6
Western Pacific	P	166	8	80.0	50.0	0	0.0	0.0	2	0.0	100.0	10	60.0
	NPO	68	3	75.0	33.3	1	25.0	100.0	0	0.0	0.0	4	50.0
	GS	338	9	81.8	77.8	1	9.1	100.0	1	0.0	100.0	11	81.8
Total	P	2 129	43	74.1	48.8	4	6.9	75.0	11	19.0	54.5	58	51.7
	NPO	910	49	96.1	32.7	1	2.0	0.0	1	0.0	0.0	51	35.3
	GS	3 434	42	84.0	54.8	7	14.0	71.4	1	0.0	0.0	50	58.0
	All	6 473	134	84.3	44.8	12	7.5	75.0	13	8.2	61.5	159	48.4

P – professional and higher categories, NPO – national professional officer, GS – general service, T – total.

TABLE 10. STAFF RETIREMENT PROJECTIONS^a

Region	Category	Total Staff at 31.12.2012	Staff due to retire							
			By 31.12.2013 (6 months)	% of total staff	By 31.12.2015 (3 years)	% of total staff	By 31.12.2017 (5 years)	% of total staff	By 31.12.2022 (10 years)	% of total staff
Headquarters	P	945	63	6.7	128	13.5	192	20.3	353	37.4
	NPO	47	0	0.0	1	2.1	1	2.1	1	2.1
	GS	699	34	4.9	68	9.7	118	16.9	192	27.5
<i>Special programmes and collaborative arrangements</i>	P	57	0	0.0	2	3.5	5	8.8	16	28.1
	NPO	0	0	0.0	0	0.0	0	0.0	0	0.0
	GS	18	1	5.6	3	16.7	5	27.8	10	55.6
Africa	P	341	10	2.9	45	13.2	79	23.2	184	54.0
	NPO	589	4	0.7	39	6.6	72	12.2	185	31.4
	GS	1 271	9	0.7	66	5.2	125	9.8	337	26.5
The Americas	P	122	0	0.0	14	11.5	24	19.7	53	43.4
	NPO	6	0	0.0	1	16.7	5	83.3	5	83.3
	GS	53	0	0.0	5	9.4	14	26.4	26	49.1
South-East Asia	P	130	8	6.2	22	16.9	39	30.0	70	53.8
	NPO	39	1	2.6	5	12.8	9	23.1	23	59.0
	GS	366	6	1.6	31	8.5	54	14.8	97	26.5
Europe	P	193	2	1.0	7	3.6	15	7.8	44	22.8
	NPO	79	1	1.3	2	2.5	5	6.3	14	17.7
	GS	232	4	1.7	10	4.3	21	9.1	38	16.4
Eastern Mediterranean	P	175	2	1.1	20	11.4	41	23.4	83	47.4
	NPO	82	1	1.2	5	6.1	10	12.2	20	24.4
	GS	476	1	0.2	13	2.7	33	6.9	97	20.4
Western Pacific	P	166	4	2.4	14	8.4	26	15.7	56	33.7
	NPO	68	1	1.5	2	2.9	5	7.4	13	19.1
	GS	338	2	0.6	17	5.0	26	7.7	70	20.7
Total	P	2 129	89	4.2	252	11.8	421	19.8	859	40.3
	NPO	910	8	0.9	55	6.0	107	11.8	261	28.7
	GS	3 434	57	1.7	213	6.2	396	11.5	867	25.2
	ALL	6 473	154	2.4	520	8.0	924	14.3	1 987	30.7

^a Cumulative figures. For example, the total number of staff in the professional and higher categories due to retire by 31 December 2015 includes those due to retire by 31 December 2013.

P – Professional and higher categories, NPO – national professional officer, GS – general service

TABLE 11. TOTAL STAFF IN THE PROFESSIONAL AND HIGHER CATEGORIES BY MAJOR OFFICE AND REGION OF NATIONALITY

By location of assignment

Location of assignment	Region of nationality													
	Africa		The Americas		South-East Asia		Europe		Eastern Mediterranean		Western Pacific		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Headquarters	96	9.6	206	20.6	70	7.0	451	45.1	49	4.9	129	12.9	1 001	100.0
Africa	300	87.7	16	4.7	5	1.5	17	5.0	4	1.2	0	0.0	342	100.0
The Americas	1	0.8	95	78.5	0	0.0	24	19.8	0	0.0	1	0.8	121	100.0
South-East Asia	1	0.8	14	10.8	74	56.9	24	18.5	4	3.1	13	10.0	130	100.0
Europe	1	0.5	23	11.9	2	1.0	162	83.5	2	1.0	4	2.1	194	100.0
Eastern Mediterranean	10	5.7	16	9.1	6	3.4	37	21.1	103	59.4	3	1.7	175	100.0
Western Pacific	7	4.2	30	18.1	13	7.8	41	24.7	3	1.8	72	43.4	166	100.0
Total	416	19.5	400	18.8	170	8.0	756	35.5	165	7.8	222	10.4	2 129	100.0

By region of nationality

Location of assignment	Region of nationality													
	Africa		The Americas		South-East Asia		Europe		Eastern Mediterranean		Western Pacific		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Headquarters	96	23.1	206	51.5	70	41.2	451	59.7	49	29.7	129	58.1	1 001	47.0
Africa	300	72.1	16	4.0	5	2.9	17	2.2	4	2.4	0	0.0	342	16.1
The Americas	1	0.2	95	23.8	0	0.0	24	3.2	0	0.0	1	0.5	121	5.7
South-East Asia	1	0.2	14	3.5	74	43.5	24	3.2	4	2.4	13	5.9	130	6.1
Europe	1	0.2	23	5.8	2	1.2	162	21.4	2	1.2	4	1.8	194	9.1
Eastern Mediterranean	9	2.4	16	4.0	6	3.5	37	4.9	103	62.4	3	1.4	175	8.2
Western Pacific	7	1.7	30	7.5	13	7.6	41	5.4	3	1.8	72	32.4	166	7.8
Total	416	100.0	400	100.0	170	100.0	756	100.0	165	100.0	222	100.0	2 129	100.0

TABLE 12. STAFF MOBILITY: CHANGE IN DUTY STATION

Major office leaving	Major office joining															
	Headquarters		Africa		The Americas		South-East Asia		Europe		Eastern Mediterranean		Western Pacific		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Headquarters	2	20.0	1	10.0	1	10.0	2	20.0	2	20.0	0	0.0	2	20.0	10	100.0
Africa	0	0.0	36	100.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	36	100.0
The Americas	0	0.0	0	0.0	12	100.0	0	0.0	0	0.0	0	0.0	0	0.0	12	100.0
South-East Asia	1	9.1	0	0.0	0	0.0	8	72.7	0	0.0	2	18.2	0	0.0	11	100.0
Europe	2	25.0	0	0.0	0	0.0	1	12.5	3	37.5	0	0.0	2	25.0	8	100.0
Eastern Mediterranean	1	5.9	0	0.0	0	0.0	1	5.9	0	0.0	14	82.4	1	5.9	17	100.0
Western Pacific	3	15.8	0	0.0	0	0.0	0	0.0	0	0.0	2	10.5	14	73.7	19	100.0
Total	9	8.0	37	32.7	13	11.5	12	10.6	5	4.4	18	15.9	19	16.8	113	100.0

TABLE 13. DISTRIBUTION OF OCCUPIED POSTS IN THE PROFESSIONAL AND HIGHER CATEGORIES ACROSS MAIN OCCUPATIONAL GROUPS¹

1 Professional, managerial and technical work						%	
1.A.	Administrative specialists	35.3%	1.A.	Administrative specialists			
1.B.	Architects, engineers	0.4%	1.A.	Administrative (general)			2.9%
1.C.	Archivists, curators, information specialists and librarians	0.5%	1.A.01.	Financial management specialists			10.5%
1.D.	Artists	0.1%	1.A.02.	Management and programme analysts			10.3%
1.E.	Economists	0.1%	1.A.03.	Building services administrators			2.5%
1.F.	Education specialists	0.6%	1.A.04.	Meetings services administrators			1.0%
1.G.	Jurists	1.3%	1.A.05.	Computer information systems specialists			13.0%
1.H.	Life scientists	2.8%	1.A.06.	Human resources management specialists			6.8%
			1.A.07.	Printing services specialists			0.3%
			1.A.08.	Public information specialists			10.6%
			1.A.09.	Purchasing and contracting specialists			2.9%
			1.A.10.	Representation and protocol specialists			4.6%
			1.A.11.	Technical cooperation administrators			20.5%
			1.A.12.	Administrative officers			12.2%
			1.A.21.	Auditors			1.3%
			1.A.23.	Records and documents administrators			0.4%
1.I.	Dental, nutrition, medical, nursing and veterinary specialists	47.8%	1.I.	Dental, nutrition, medical, nursing and veterinary specialists			
1.J.	Physical scientists	0.4%	1.I.	Medical specialists (general)			1.0%
1.K.	Sales and marketing specialists	0.2%	1.I.01.	Dentists			0.1%
1.L.	Social scientists	1.5%	1.I.02.	Dieticians and nutritionists			2.7%
1.M.	Statisticians and mathematicians	1.3%	1.I.03.	Medical specialists	89.5%	1.I.03.	Medical specialists
1.N.	Transportation specialists	0.1%	1.I.04.	Nursing specialists	0.9%	1.I.03	Medical specialists
1.O.	Writers, translators, interpreters	3.1%	1.I.05.	Opticians and optometrists	0.2%	1.I.03.A	Anaesthesiologist
1.P.	Professional, managerial and technical specialists for which no job family exists	1.6%	1.I.06.	Pharmacists	2.5%	1.I.03.B	Epidemiologists
1.Q.	Postal services specialists	0.4%	1.I.07.	Sanitarians (public health)	0.2%	1.I.03.C	Dermatologists
1.R.	Environmental specialists	0.8%	1.I.08.	Veterinarians	0.7%	1.I.03.D	General Practitioners
1.S.	Relief specialists	1.6%	1.I.09.	Rehabilitation specialists	0.7%	1.I.03.E	Haematologists and blood transfusion specialists
1.T.	Electronic communications specialists	0.1%	1.I.10	Health laboratory specialists	1.5%	1.I.03.F	Neurologists
1.U.	Cultural development specialists	0.1%				1.I.03.G	Family health specialists
						1.I.03.H	Ophthalmologists
						1.I.03.I	Immunologists
						1.I.03.J	Pathologists
						1.I.03.K	Non-communicable diseases specialists
						1.I.03.L	Geriatricians
						1.I.03.M	Mental health specialists
						1.I.03.N	Public health specialists
						1.I.03.O	Radiologists
						1.I.03.P	Surgeons
						1.I.03.Q	Traditional medicine specialists
						1.I.03.R	Emergency care specialists
						1.I.03.S	Communicable diseases specialists
						1.I.03.T	Occupational Health
							0.6%

¹ Occupied posts only; refers to the requirements of the job, not the skills of the incumbent.

Coding is according to the Common Classification of Occupational Groups (CCOG), a UN system wide occupational directory.

TABLE 14. NUMBER OF NON-STAFF CONTRACTS BY MAJOR OFFICE

Major office	Agreement for Performance of Work	Consultants	Special Services Agreements
Headquarters	1 345	459	0
Africa	434	114	152
South-East Asia	286	15	1 653
Europe	1 110	46	82
Eastern Mediterranean	571	25	1 200
Western Pacific	459	150	53
Total	4 205	809	3 140

TABLE 15. NUMBER OF JUNIOR PROFESSIONAL OFFICERS BY REGION AND SPONSOR COUNTRY

Sponsor countries	Major Office							Total
	Headquarters	Africa	The Americas	South-East Asia	Europe	Eastern Mediterranean	Western Pacific	
Australia	1							1
Belgium			1			1		2
Denmark	1	1						2
Finland	1	1						2
France	2							2
Germany	5	1			2		1	9
Italy	1			1				2
Japan		1					1	2
Luxembourg	1							1
Netherlands	2			1				3
Norway	1							1
Spain		1					1	2
Sweden	1							1
Total	16	5	1	2	2	1	3	30

TABLE 16. APPLICATION FOR SECRETARIAT POSTS BY SEX AND MAJOR OFFICE

Major office*	2010				2011				2012				2013			
	Male	Female	Total	% women	Male	Female	Total	% women	Male	Female	Total	% women	Male	Female	Total	% women
Headquarters	20 187	15 310	35 497	43.1	24 658	21 849	46 507	47.0	15 484	10 375	25 859	40.1	16 300	12 956	29 256	44.3
Africa	28 259	11 284	39 543	28.5	18 166	7 613	25 779	29.5	5 437	2 007	7 444	27.0	8 784	3 084	11 868	26.0
AMRO/PAHO	14 163	16 616	30 779	54.0	11 544	14 238	25 782	55.2	7 978	6 530	14 508	45.0	4 519	3 870	8 389	46.1
Eastern Mediterranean	15 825	5 927	21 752	27.2	13 419	5 185	18 604	27.9	11 473	4 254	15 727	27.0	8 651	3 523	12 174	28.9
Europe	14 835	17 319	32 154	53.9	11 227	13 569	24 796	54.7	4 270	3 037	7 307	41.6	2 543	1 535	4 078	37.6
South-East Asia	23 953	8 169	32 122	25.4	18 498	5 929	24 427	24.3	1 823	755	2 578	29.3	285	136	421	32.3
Western Pacific	6 190	8 858	15 048	58.9	5 197	7 673	12 870	59.6	7 962	10 451	18 413	56.8	5 786	4 061	9 847	41.2
Total	123 412	83 483	206 895	40.4	102 709	76 056	178 765	42.5	54 427	37 409	91 836	40.7	46 868	29 165	76 033	38.4

* positions advertised in that WHO Major office.

ANNEX

HUMAN RESOURCES FOR THE GLOBAL POLIO ERADICATION INITIATIVE**Background**

1. In January 2013, the Executive Board at its 132nd session considered a report on amendments to Staff Regulations and Staff Rules.¹ During the discussions, in respect of concerns voiced over the conversion of contracts from fixed to continuing appointments, the Secretariat was requested to conduct an independent study of the financial risks associated with the human resources of the Global Polio Eradication Initiative so that they could be managed in the context of its planned completion in 2018.²

2. In May 2013, the Programme, Budget and Administration Committee of the Executive Board, in its report to the Sixty-sixth World Health Assembly in respect of the human resource annual report,³ expressed concern about the long-term liabilities associated with the high levels of staffing in the polio programme, a time-limited project. The Committee asked that a specific section in future human resources reports be devoted to providing an update on this situation, including the results of the study and the Secretariat's proposals on how those risks might be mitigated.

Outcomes of the long-term human resources study – summary and recommendations from the final report

3. The *Polio eradication and endgame strategic plan 2013–2018*⁴ is a comprehensive approach to completing polio eradication, leveraging the human resources infrastructure that has been built over the past 25 years to eradicate polio, and that also provides support to other initiatives. The interruption of poliovirus transmission and eventual certification of polio eradication will result in a change in workforce needs and a reduction in polio-specific funding, leading up to programme closure.

4. The implementing partners of the Global Polio Eradication Initiative commissioned an independent report from a major firm of management consultants in order to gain a complete understanding of the composition of the current Initiative-funded human resources infrastructure, the financial liabilities associated with WHO's workforce financed from polio-specific funds, and the opportunities and risks associated with the long-term options and alternative demand for the current human resources financed from polio-specific funds. From July to October 2013, the consultants' project team collected and analysed human resources data from the core Initiative partners, held three video-conference sessions and one in-person workshop with technical, managerial and administrative focal points from the Regional Office for Africa, the Regional Office for South-East Asia and the Regional Office for the Eastern Mediterranean, together with headquarters, and conducted interviews with country offices in countries in which polio is endemic and with over 30 senior-level representatives from donor agencies, health initiatives, core partner agencies for the Initiative and national governments (India and Nigeria). The main findings are set out below.

¹ Document EB132/40.

² See the summary records of the Executive Board at its 132nd session, fifteenth meeting, section 1.

³ Document A66/60.

⁴ Global Polio Eradication Initiative. *Polio eradication & endgame strategic plan 2013–2018*. Geneva: World Health Organization; 2013 (document WHO/POLIO/13.02; <http://www.polioeradication.org/ResourceLibrary/Strategyandwork.aspx>, accessed 18 December 2013).

Mapping of human resources financed from polio-specific funds and review of current human resource plans

- WHO has a total of 7283 personnel financed from polio-specific funds, comprising 1014 holding staff contracts (14%) and 6269 holding non-staff contracts (86%), at a total annual cost of US\$ 145.7 million (Figure 1).
- Among the major offices, the African Region has the highest number of staff financed from polio-specific funds (827 or 82% of staff contracts), the highest number of non-staff contracts (2449 or 39% of total non-staff contracts financed from polio-specific funds), as well as the highest total annual costs (US\$ 86.2 million or 59%) (Figure 1).
- Current contractual arrangements and payment scales vary significantly across regions on metrics such as functions at country level, use of staff contracts and compensation practices relative to the local economy.
- The level of human resources financed from polio-specific funds in polio-free countries has largely remained constant, suggesting lack of alignment with polio-free status and/or use of such “polio-funded” staff for additional health priorities.
- The degree of reliance by other programme areas on human resources financed from polio-specific funds varies by region, and is particularly high in the African Region where there is a strong reliance on “polio-funded” staff to support national immunization activities.
- Across regional offices and countries there are different approaches to planning for the future of activities not related to polio eradication currently being undertaken by the workforce financed from polio-specific funds beyond the biennium 2018–2019. Transition planning has been sporadic and limited.

Financial liabilities associated with WHO’s workforce financed from polio-specific funds

- Given the current contractual arrangements of positions funded by the Global Polio Eradication Initiative, there are significant indemnity costs that need to be managed through the biennium 2018–2019.
- The separation costs upon programme closure in 2019 could be as high as US\$ 122 million in a worst-case scenario based on abrupt separation of contracts with no forward planning.
- 79% of the indemnity costs are associated with continuing and fixed-term appointments (Figure 2), although these constitute only 12% of total positions funded from polio-specific resources. The largest share of the indemnity costs (70%) is found in the African Region.
- A scenario based on partial synchronization of contract end dates with programme closure and using an optimistic forecast of the level of reassignments (25–30%) would reduce separation costs to US\$ 77 million (Figure 3). Full synchronization of end dates and a higher proportion of reassignments could further reduce the indemnity costs. If, in addition, the time horizon was extended into the post-certification period, total indemnity costs could be brought down to approximately US\$ 50 million.
- A fund would need to be established to cover the unfunded terminal indemnity costs.

Long-term options and alternate demand for the current human resources financed from polio-specific funds

- External stakeholders viewed the Initiative's human resources arrangements as exceptional and warranted due to the nature of the eradication goal as a global public good; they stated that for core public health functions such as surveillance and immunization, national governments should fund the human resources infrastructure to the fullest extent possible.
- The most valuable capacities of the Initiative's human resources infrastructure that were cited most often by external stakeholders in terms of other public health functions were those for surveillance (86%), laboratory networks (50%) and social mobilization (46%). The areas cited least often were communications (7%) and systems strengthening for routine immunization (10%).
- Stakeholders said that while surveys to date of the Initiative-funded workforce's impact on routine immunization and broader immunization goals document to some degree the non-polio-related activities performed through the Initiative's human resources infrastructure, they do not answer questions regarding the impact on non-polio-related goals, or the gaps that the absence of polio-related funding would create.

WHO priorities to reduce liabilities and enhance polio-related human resources planning

5. By mid-2014, the Secretariat will standardize and improve polio programme human resources management processes and practices across WHO offices in order to start reducing financial liabilities where possible, and ensuring that liabilities do not increase further:

- by aligning the workforce financed from polio-specific funds with the polio status of countries;
- by reviewing existing vacancies and limiting recruitment on longer-term contracts;
- by supporting a progressive transition to shorter contracts and more temporary arrangements, especially for national positions without reassignment opportunities;
- by planning for the synchronization of non-staff contracts and temporary appointments to the end date of the Initiative;
- by planning for the synchronization of existing fixed-term appointments to the end date of the Initiative and for the timely discontinuation of positions occupied by those on continuing appointments;
- by establishing a moratorium on new fixed-term positions, except for management and highly-specialized positions, if needed.

6. Recognizing the limited difference in the indemnity schedule of longer-term appointments after five years of service and continuing appointments, the Secretariat does not recommend the non-conversion of current staff from longer-term to continuing appointments, since potential savings are minimal while personnel and risks to programmatic objectives are high.

7. The Secretariat will work across the Global Polio Eradication Initiative partnership to detail the functions required and align plans for human resources financed from polio-specific funds at regional and country levels through three phases: through interruption of transmission and one year after the last expected case of wild poliovirus has been detected (end 2015), up to certification of eradication (2015–2018/19) and beyond certification for withdrawal of bivalent oral poliovirus vaccine (2019–2023). This planning process should maximize internal re-assignment opportunities for internationally recruited staff.

8. Options to establish a fund to cover terminal indemnities and separation costs of up to US\$ 77 million will be explored. The final value of the fund will be determined by the timescale and the outcome of human resource management planning.

9. By mid-2015, in the context of polio legacy planning, in the 10 countries that comprise 90% of the WHO human resource infrastructure financed from polio-specific funds, the Secretariat will initiate work with national governments and major development actors to discuss transition plans at the country level given the planned changes to the infrastructure financed from polio-specific funds.

Figure 1. WHO finances for polio-specific funds

		Headcount	Annual cost US\$ million	Observations
Staff	Headquarters	50	5.9	<ul style="list-style-type: none"> The polio programme has personnel across several regions The majority are in the African, South-East Asia and Eastern Mediterranean regions Of these regions, the African Region has the largest proportion of staff personnel and non-staff personnel The bulk of the workforce are holding non-staff contracts Contract type (staff, non-staff) is a key determinant of overall salary cost and possible separation indemnities
	Africa	827	56.4	
	South-East Asia	41	1.9	
	Eastern Mediterranean	86	11.4	
	Other	10	1.3	
	Subtotal	1 014	76.8	
Non-staff	Headquarters	1	0.1	
	Africa	2 449*	29.8	
	South-East Asia	2 311	22.3	
	Eastern Mediterranean	1 507	16.6	
	Other	1	0.1	
	Subtotal	6 269	68.9	
Total	7 284	145.7		

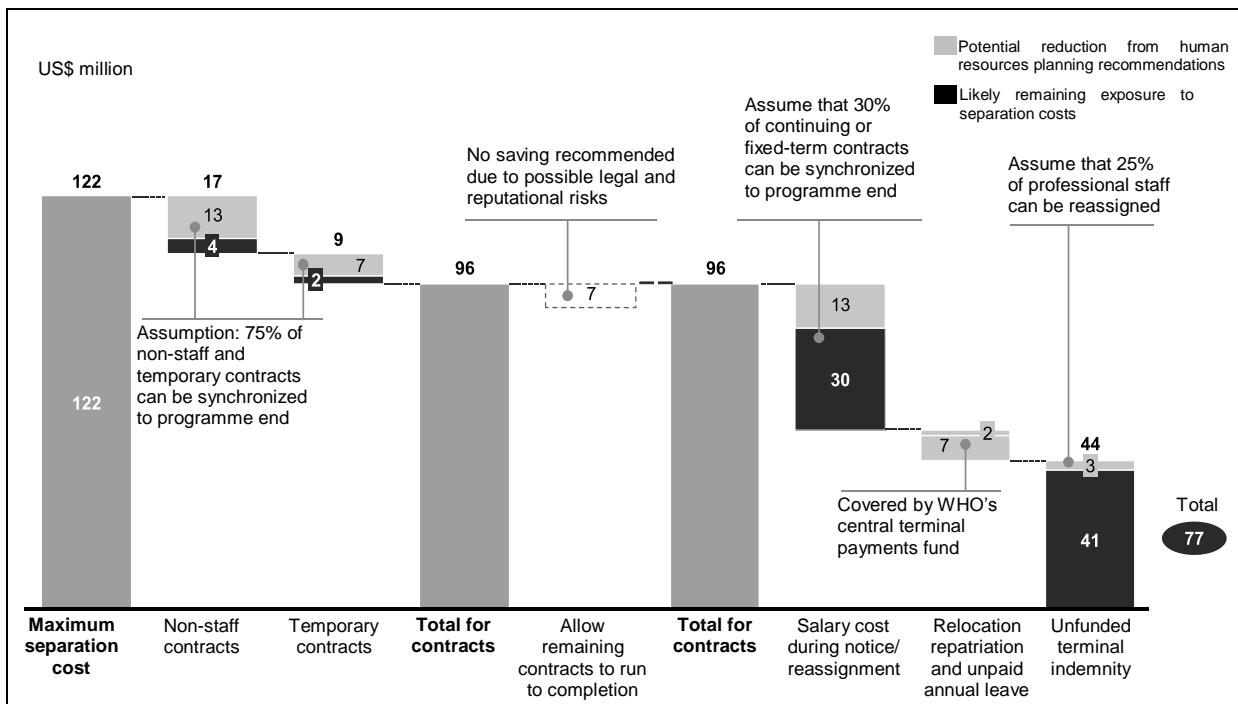
* Non-staff only available for 328 employees. Remaining data sourced from WHO long-term human resource plans (2013) and Secretariat submission on anticipated surge capacity requirements for the polio programme.

Figure 2. Separation cost of current workforce finances from polio-specific funds: abrupt closure scenario

Assumptions	Maximum indemnity scenario by 2013 contract type
	US\$ million
<ul style="list-style-type: none"> • Programme brought to closure in December 2019 • No prior planning or management to reduce current workforce has occurred • Agreement for Performance of Work, Special Service Agreements and temporary staff infrastructure is the same as it is today • Non-staff indemnity payments as per sample contracts* • Current fixed term and continuing appointments increase in tenure through December 2019 <ul style="list-style-type: none"> – Fixed term staff whose tenure exceeds five years during this period are converted to continuing appointments, provided they were hired before February 2013 • Staff remain in current location through December 2019 • Staff Health Insurance (SHI) increases 4% per year • United Nations salary scales remain as per latest information on International Civil Service Commission 	122
	Special Service Agreement (9)
	Agreement for Performance of Work (8)
	Temporary (9)
	Fixed-term appointments (59)
Continuing appointments (37)	

* In some regions there may be expectation from long-standing employees holding recurrent non-staff contracts that a larger separation payment should be made. If WHO agrees to pay above contractual requirement on Special Service Agreement contracts the cost could be higher.

Figure 3. A model scenario of potential separation cost reduction



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