

Human resources: annual report

Report by the Secretariat

INTRODUCTION

1. The present report is composed of three sections:
 - **Section I.** A presentation of the Organization's workforce as at 31 December 2012 covering the following areas: staff profile; cost of staff; non-staff profile; cost of non-staff; staff category by office type; distribution of staff by gender; geographical representation; age and category of staff; recruitment; staff mobility; distribution of staff in professional and higher category posts across the main occupational groups; and staff health and well-being.
 - **Section II.** An analysis of the evolution of the workforce over the past 10 years, including a commentary on significant reforms during the period.
 - **Section III.** A look at the future of human resources management and a review of the goals of the reform process.

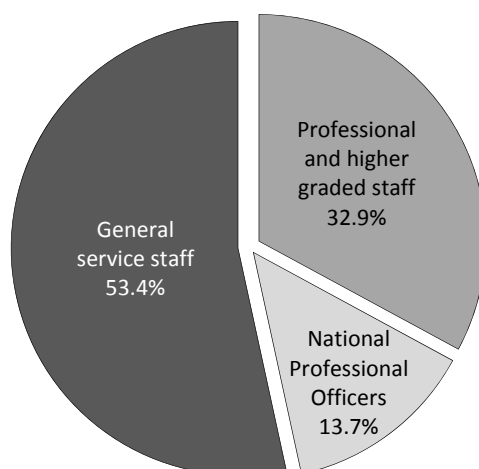
SECTION I

2. This section presents the Organization's workforce as at 31 December 2012. Where relevant, it is compared with the corresponding profile from 2011. Unless otherwise specified, all data in this section relate to staff members holding a fixed-term or a continuing appointment (for ease of reference, both are referred to as "long-term appointments" to distinguish them from temporary appointments).¹

Staff profile

3. As at 31 December 2012, WHO had a total of 7338 staff members worldwide of whom 6549 held long-term appointments and 789 temporary appointments.
4. Of those holding long-term appointments, 2155 (32.9%) were in the professional and higher categories, 896 (13.7%) were in the National Professional Officer category, and 3498 (53.4%) were in the general service category (see Table 1 and Figure 1).

¹ This figure includes staff in special programmes and collaborative arrangements hosted by WHO. It also includes WHO-funded PAHO/AMRO staff but does not include PAHO-funded staff members in the Region of the Americas; nor does it include IARC or any agencies administered by WHO.

Figure 1. Distribution of staff by category

5. The number of staff members holding long-term appointments has decreased by 326 (5.0%) compared with the staffing profile as at 31 December 2011.¹

6. As at 31 December 2012, only 789 staff members were on temporary appointments, a decrease of 153 or 19.4% compared with the number shown in the report as at 31 December 2011. Temporary staff currently constitute 10.8% of the total workforce. Table 2 sets out the distribution of staff members holding long-term appointments by major office, grade and sex. The distribution of staff in the professional and higher categories at grades P.3 to P.5 is currently, P.3: 14.7%; P.4: 36.6%; and P.5: 31.1%. Within the Organization, the figure of 6549 staff members on long-term appointments equates to 6506.4 full-time equivalent staff members.

Cost of staff

7. In 2012, staff and other personnel costs amounted to US\$ 912.4 million or 43.8% of the Organization's total expenditure of US\$ 2.08 billion.² By major office, staff costs amounted to: headquarters US\$ 301 million; Regional Office for Africa US\$ 199 million; Regional Office for the Americas US\$ 31.7 million; Regional Office for South-East Asia US\$ 52.5 million; Regional Office for Europe US\$ 67.2 million; Regional Office for the Eastern Mediterranean US\$ 73.4 million; and Regional Office for the Western Pacific US\$ 60.1 million.

Non-staff profile

8. Non-staff individual contracts are shown in Table 14. The type and total number of contracts issued were as follows: Agreements for Performance of Work 8867; Consultants 1190; and Special Services Agreements 3463. In addition, this section includes details of Junior Professional Officers. These employees hold contracts issued by UNDP, which provides a central service to WHO.

9. An Agreement for Performance of Work is used to contract individuals or companies to provide services or prepare a specific product. In all cases, the individual concerned is paid a fixed-sum or maximum amount; does not normally work on WHO premises; does not perform work that requires

¹ Document A65/34.

² See document A66/29.

close WHO technical guidance; and does not undertake travel for WHO (other than an occasional visit to WHO premises in order to present or discuss aspects of the work with WHO staff). An Agreement for Performance of Work may be for any period of time from one day upwards.

10. Consultants are recognized authorities or specialists in a specific field who are engaged in a technical, advisory or consultative capacity, often bringing unique expertise to the Organization. Such contracts should not duplicate staff work. A Consultant contract may be for any period of time from one day upwards.

11. A Special Services Agreement is a contract between the Organization and a national or resident of a host country for use of his/her services for either long or short assignments on a specific national project or activity. Special Services Agreements are typically of 12 months' duration.

12. The Junior Professional Officer Programme provides young professionals pursuing a career in development with hands-on experience in multilateral technical cooperation. Junior Professional Officers are primarily sponsored for an initial two-year period, which may be extended for part or all of a third year by their respective governments.

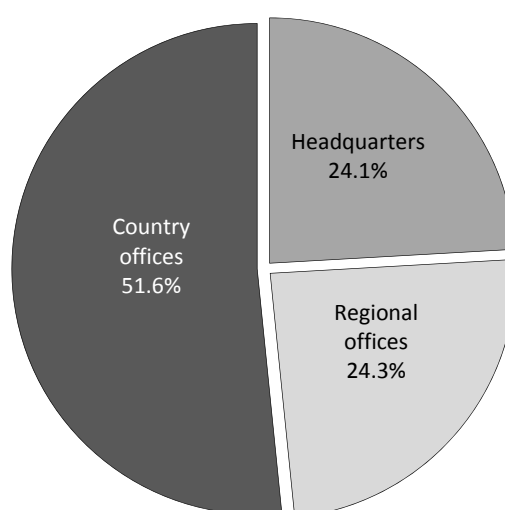
Cost of non-staff

13. In 2012, contractual services amounted to US\$ 301 million or 15.6% of the total expenditure of the Organization. The total expenditures for contractual services by major office were: headquarters US\$ 104.1 million; the Regional Office for Africa US\$ 34.5 million; the Regional Office for the Americas US\$ 15.8 million; the Regional Office for South-East Asia US\$ 46.4 million; the Regional Office for Europe US\$ 18.7 million; the Regional Office for the Eastern Mediterranean US\$ 57.1 million; and the Regional Office for the Western Pacific US\$ 24.4 million.

Staff category by office type

14. As at 31 December 2012, 24.1% of staff members holding long-term appointments were assigned to headquarters (of which 4.0% were staff members working in the Special programmes and collaborative arrangements segment), 24.3% to regional offices and 51.6% to country offices (Figure 2).

Figure 2. Distribution of long-term staff as at 31 December 2012, by office type



Distribution of staff by gender

15. As at 31 December 2012, of the 2155 staff members in the professional and higher categories 1303 (60.5%) were men and 852 (39.5%) were women (see Figure 9). Among the women, 35.4% were in grade P.4 up to the level of ungraded positions (Table 2); and 35.9% in the National Professional Officer category. In the general service category, women accounted for 52.4% of staff members.

Geographical representation¹

16. As at 31 December 2012, 875 posts counted for geographical representation in the professional and higher categories were held by staff members from developing countries (46.1% of all such posts), and 1024 posts (53.9%) were held by staff members from developed countries.

17. By the end of 2012, of the 196 Member States (including two Associate Members), 100 were within their desirable range of representation (three were at the top of their desirable range); 39 (including two Associate Members) were unrepresented; nine were underrepresented and 48 were overrepresented (see Table 3; Figure 3). Overrepresented countries are found in all WHO regions.

18. Tables 4a–f give the status of representation of Member States for each region (the data exclude staff members in posts funded by their country of nationality). The following changes have taken place since the last annual report as at 31 December 2011²

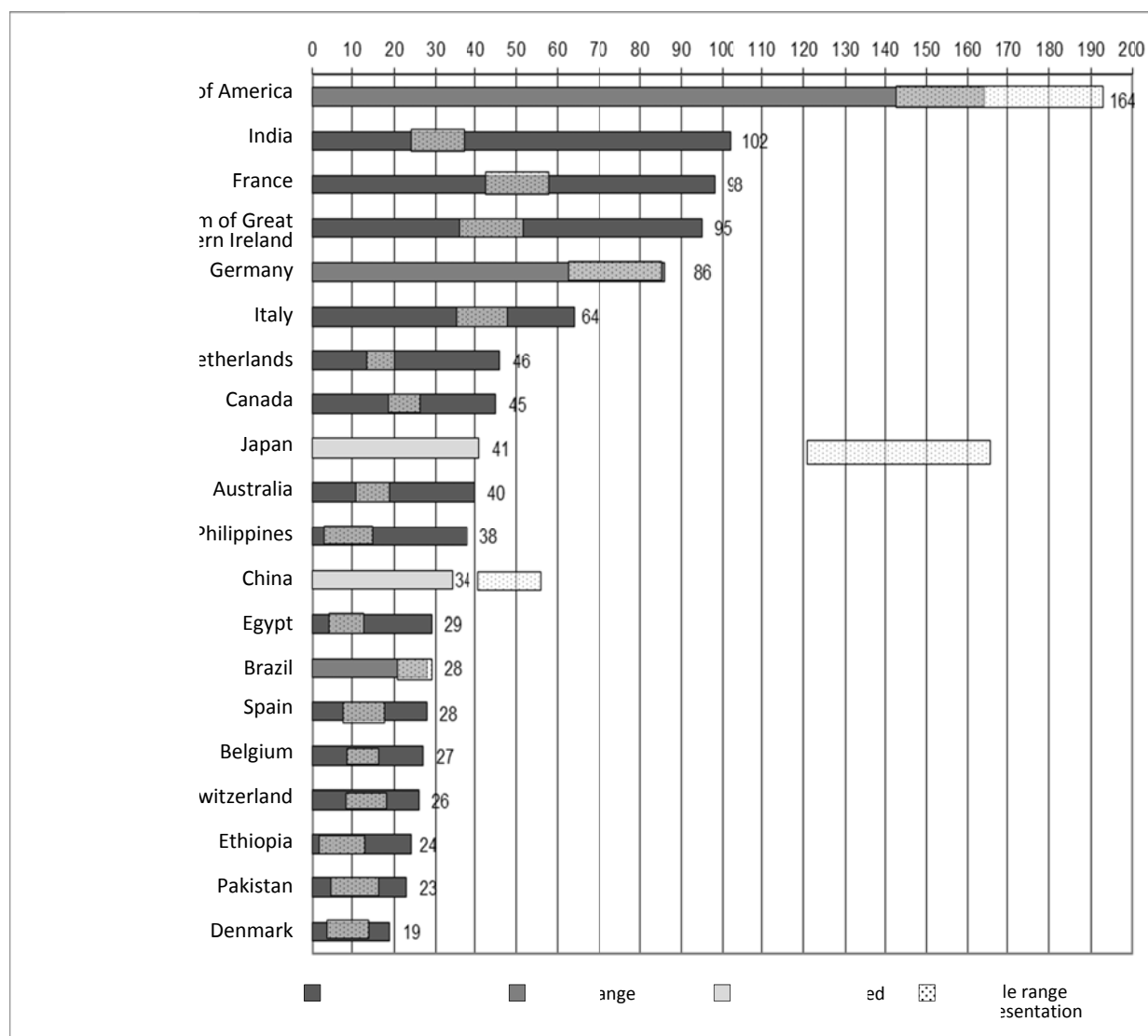
- four Member States that were previously unrepresented (Belize, Bosnia and Herzegovina, South Sudan and the former Yugoslav Republic of Macedonia) are now within their desirable range of representation;
- one Member State that was previously within its desirable range of representation (Viet Nam) is now underrepresented;
- one Member State that was previously within its desirable range of representation (Suriname) is now unrepresented;
- two Member States that were previously overrepresented (Argentina and Guinea) are now within their desirable range of representation;
- three Member States that were previously within their desirable range of representation (South Africa, Spain and Sweden) are now overrepresented.

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

¹ For 2014, a new scale of assessment and populations figures for geographical representation will be used in accordance with WHA guidelines.

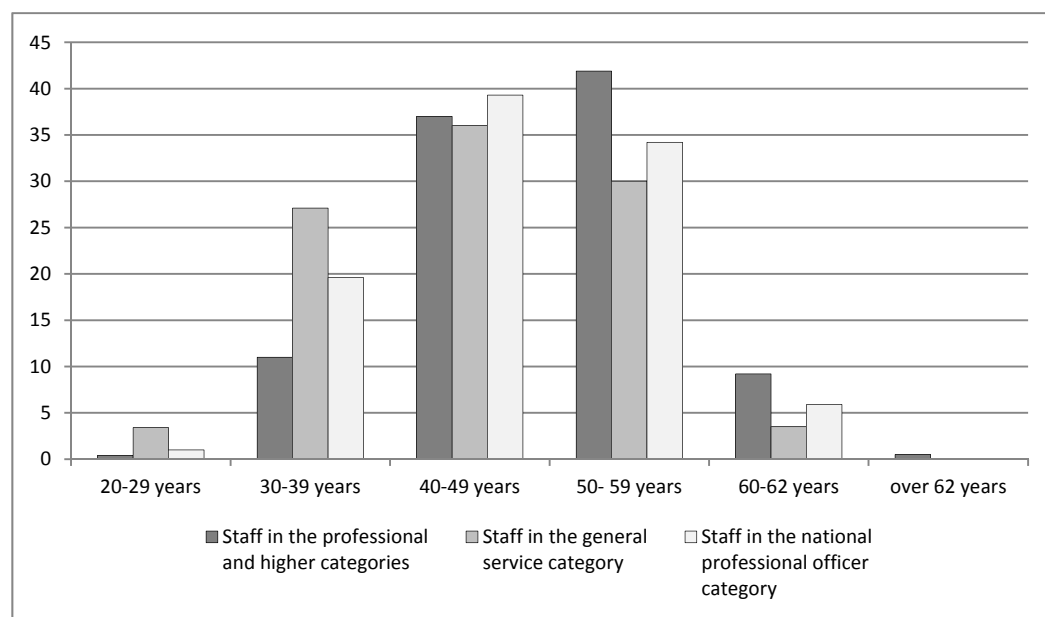
² Document A65/34.

Figure 3. Member States with the highest representation in the professional and higher categories



Age and category of staff

20. As at 31 December 2012, in the professional and higher categories 48.4% of staff members were under 50 years of age; in the National Professional Officer category 59.9%; and in the general service category 47.5% (Tables 6, 7 and 8; Figure 4).

Figure 4. Distribution of staff by age and category

Recruitment

21. In 2012, 84 new staff members were appointed to the professional and higher categories. Of these new appointments, 33.7% were from countries that were previously unrepresented or underrepresented. Women represented 52.5% of the total number of new appointments in all categories in 2012. In the professional and higher categories, women represented 52.4% of newly recruited staff; 48.4% in the National Professional Officer category and 54.9% in the general service staff category. In 2012, across the Organization the average time taken from initial advertisement of a post to a final decision was 4.2 months.

Staff mobility across regions

22. Table 11 gives an overview of staff in the professional and higher categories by major office and region of nationality. It can be observed that staff from a particular region tend to be employed within that region. This is less marked in the South-East Asia, Eastern Mediterranean and Western Pacific regions where regional mobility schemes have opened up opportunities for staff across the regions (see also Figures 5a and 5b).

Figure 5a. Percentage of staff outside headquarters working within their region of nationality (professional and higher categories)

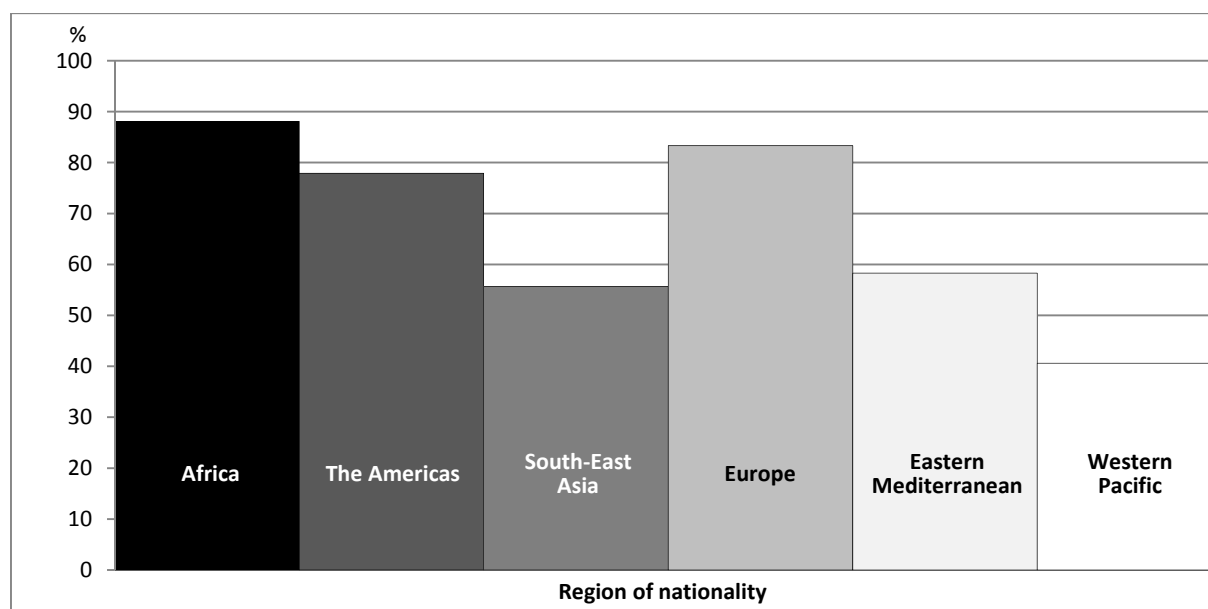
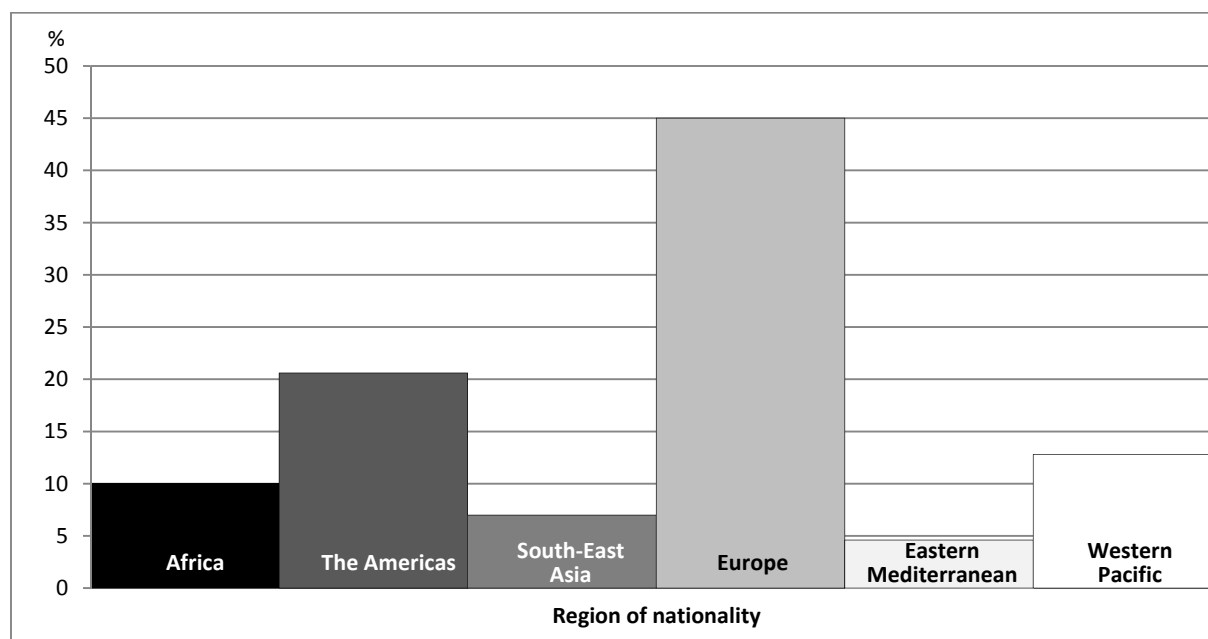


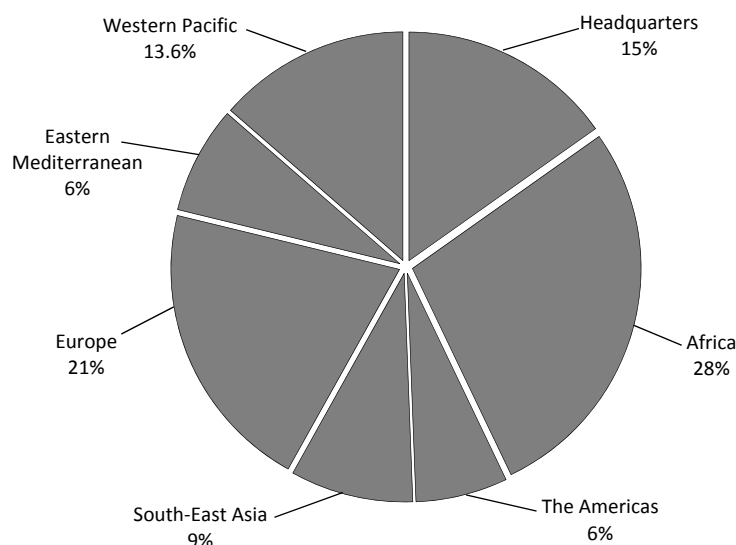
Figure 5b. Distribution by region of nationality of staff working at headquarters (professional and higher categories)



23. Table 12 provides details of the movement of staff within the Organization during the period 1 January to 31 December 2012. The highest reassignment rate (28.8%) was in the African Region where 96.1% concerned reassignments within the Region.

24. As can be seen in Table 12 and Figure 6, a total of 184 staff members within the Organization changed their duty station in 2012, representing 8.6% of the total number of staff in the professional and higher categories. Of the 184 staff moves, 40 were to either another WHO region or headquarters.

Figure 6. Distribution of staff members in the professional and higher categories moving to another duty station



Occupational groups

25. Almost half the posts held by staff in the professional and higher categories (47.8%) were in the occupational group “Dental, nutrition, medical, nursing and veterinary specialists”. Within this group, 90.7% were “Medical specialists” (of which 49.8% are Public health specialists) with the remaining 50.2% spread over a range of other specialties (see Table 13). The second largest occupational group was that of “Administrative specialists”, which accounts for 34.5%. In that group, 17.1% of posts were held by “Technical cooperation specialists”, 13.8% by “Computer information systems specialists”, 11.5% by “Management and programme analysts”, and 11.3% by “Administrative officers” (Table 13).

Staff health and well-being

26. Health and medical services remain central to the health of staff members and continue to provide clinical and psychological support, and preventive medical care. In 2012, mental health causes accounted for 56% of sick leave days, followed by musculo-skeletal disorders (21%), malignancies (11%) and circulatory disorders (11%). During this period there were 3320 medical and psychosocial consultations and 1300 nurse consultations conducted, compared with 3400 medical and psychosocial consultations and 2050 nurse consultations in 2011. In 2012, women consulted such services in 56% of cases and men in 44%. In addition to these consultations which were on an individual basis, and as part of the assistance offered to staff affected by the restructuring exercise at headquarters, medical services facilitated support groups during 2011 and 2012.

27. As part of its global remit within the United Nations common system, WHO is responsible for the medical evacuations of local staff (carried out on an exceptional basis) and of international staff (when the evacuation takes place outside the country to which they are assigned). The health and medical services handled 64 cases of medical evacuations for the regions in 2011; a further 51 were dealt with in 2012. Daily interactions between the unit and the offices of the Regional Staff Physician have reinforced the physicians’ network, and as a consequence practices have now been harmonized.

28. The health and medical services manage all medical cases that are submitted to the Advisory Committee on Compensation Claims for headquarters and the regional offices (64 cases were dealt with in 2011 and 120 in 2012). The unit also prepares the medical files to be presented to the WHO Staff Pension Committee for disability cases (39 in 2011 and 34 in 2012).

SECTION II

29. This section provides an analysis of the evolution of the workforce over the past 10 years, including a commentary on significant reforms during the period.

Appointment policies

30. Appointment policies have evolved over the past decade in response to the changing needs of the Organization. Prior to 2007, several contract types were in existence, including three types of short-term appointment (daily, monthly and consultant contracts); term-limited appointments with up to four successive 11 month contract periods (4 x 11 months); and career service and service appointments – predecessors of today's continuing appointments.

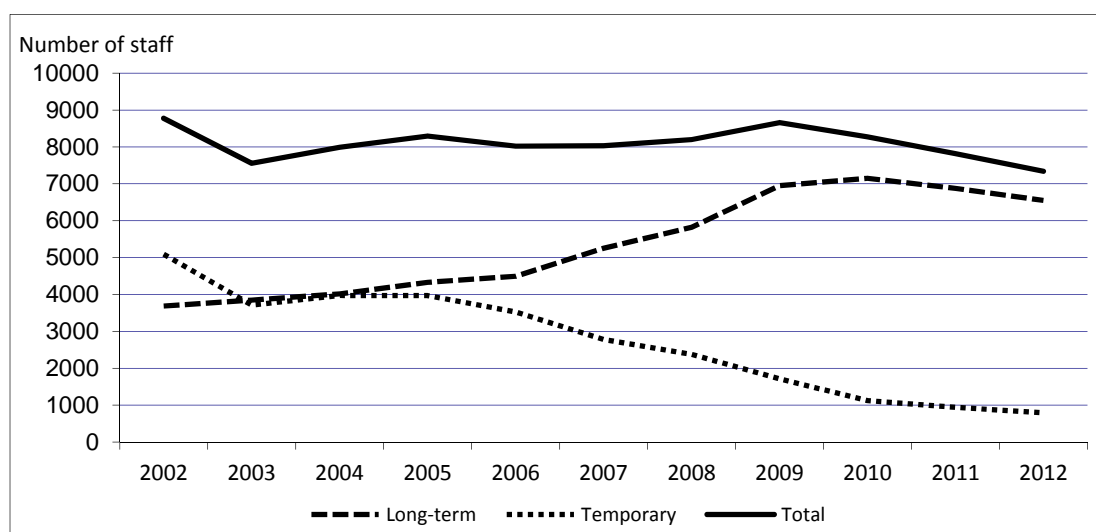
31. Following a major contractual review in 2006 and 2007, the number of different types of contract was reduced to three: continuing, fixed-term and temporary appointments. The aim was to ensure greater fairness and equity among staff members; increase the effectiveness, productivity and performance of both the Organization and its staff; lower administrative and transactional costs; and balance the gains against the potential direct costs associated with greater equity in pay and benefits.¹

32. In the wake of the global financial crisis, the appointments policy was revisited. The nature of the Organization's financing arrangements – with only 24% of its income derived from assessed contributions, and a significant part of the remaining voluntary contributions not representing predictable long-term commitments by donors – left it vulnerable to the effects of the crisis. In response, between 2010 and late 2012, 937 filled fixed-term and temporary posts were abolished. It was recognized that the Organization could no longer sustain an appointments policy involving long-term liabilities that were out of step with the unpredictability of the financing arrangements. A contractual framework was required that would allow greater flexibility so that the Organization might more effectively manage its workforce in the future.

33. Following extensive consultations between headquarters and the regions, a more flexible contractual model was designed that takes account of both WHO's changing priorities and the financing situation. The proposed changes were subsequently introduced in February 2013.

34. Over the past decade there has also been a reduction in the number of temporary staff from 5091 or 58.0% of the workforce in 2002 to 789 or 10.8% in 2012. The fall in the number of temporary appointments coincided with the global contract reform process within the United Nations common system and the trend has been prolonged by the recent financial crisis and further economic constraints. (Figure 7).

¹ See document EB118/11.

Figure 7. Evolution of staff numbers by contract type over the period 2002–2012

35. In line with recent changes to the appointments policy as it affects long-term staff members, human resources intends to review the situation with regard to temporary appointments in order to determine whether the current staffing level of 10.8% meets the Organization's needs.

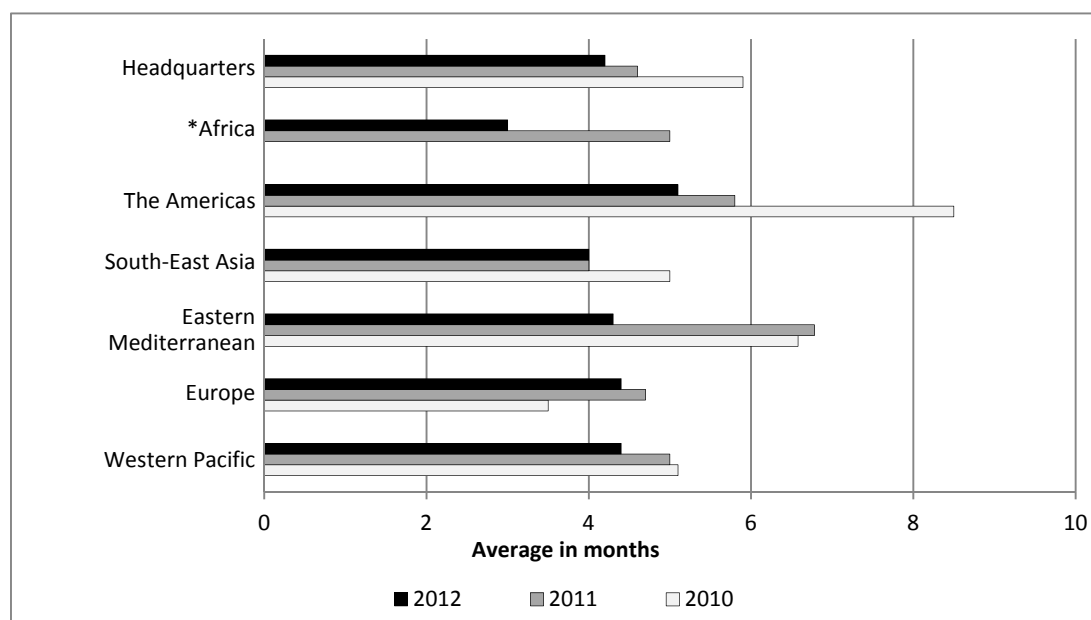
Recruitment

Distribution by grade

36. Within the distribution for the professional and higher categories, the proportion of staff by grade has changed most significantly during the decade in grades P.3 to P.5 (P.3: 10.9% to 14.7%; P.4: 27.7% to 36.6%; and P.5: 39.7% to 31.1%). This reflects the continuing practice of reviewing all vacant posts and recalibrating levels as necessary. In 2012, the number of staff members holding longer-term contracts declined from a peak in 2009–2010, but still remains above the 2008 level. This decline is explained by the recent review of programmes, which resulted in downsizing (see Table 1).

Selections

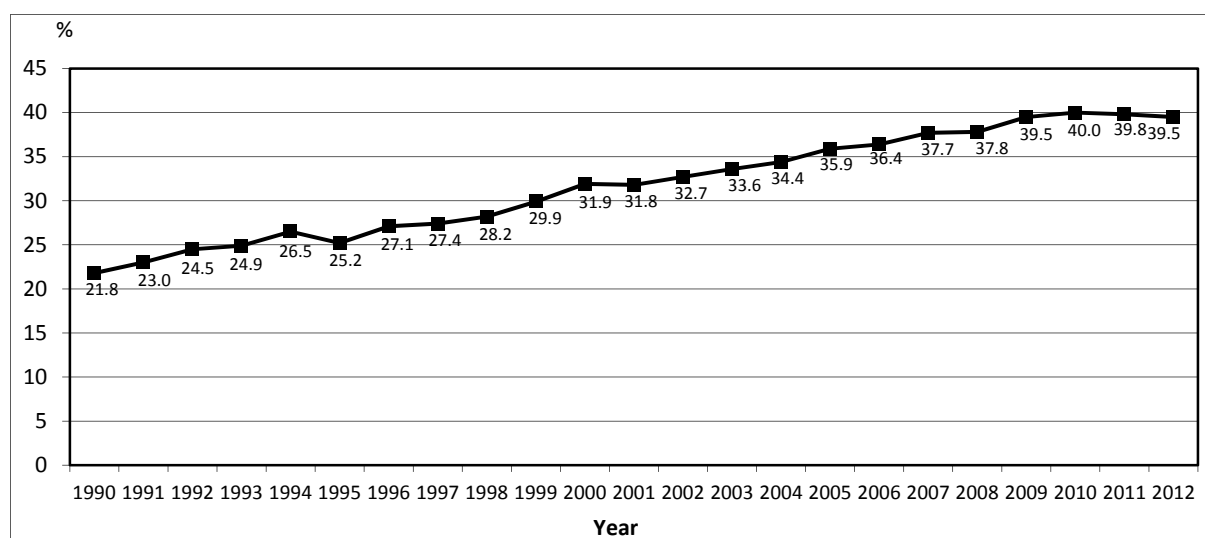
37. Selection procedures have become more efficient, as indicated in Figure 8. The average time taken from initial advertisement to decision has fallen from about 5.9 months in 2010 to 4.2 months in 2012.

Figure 8. Trends in selection process timelines (2010–2012)

* Figures for 2010 not available

Gender balance

38. Since the introduction of its first 20% target in 1979, WHO has been working to increase the representation of women in the professional and higher categories. In 1997, the target was raised to 50% through resolution WHA50.16. In response, steps were taken to reach the target, including, special recruitment provisions to identify female candidates, a 60% recruitment threshold for women in the professional and higher categories, and management supported focal points for women to support cluster efforts to meet gender targets. Over the past decade the representation of women in the professional and higher categories has increased from 32.7% in 2002 to 39.5% at the end of 2012 (Figure 9).

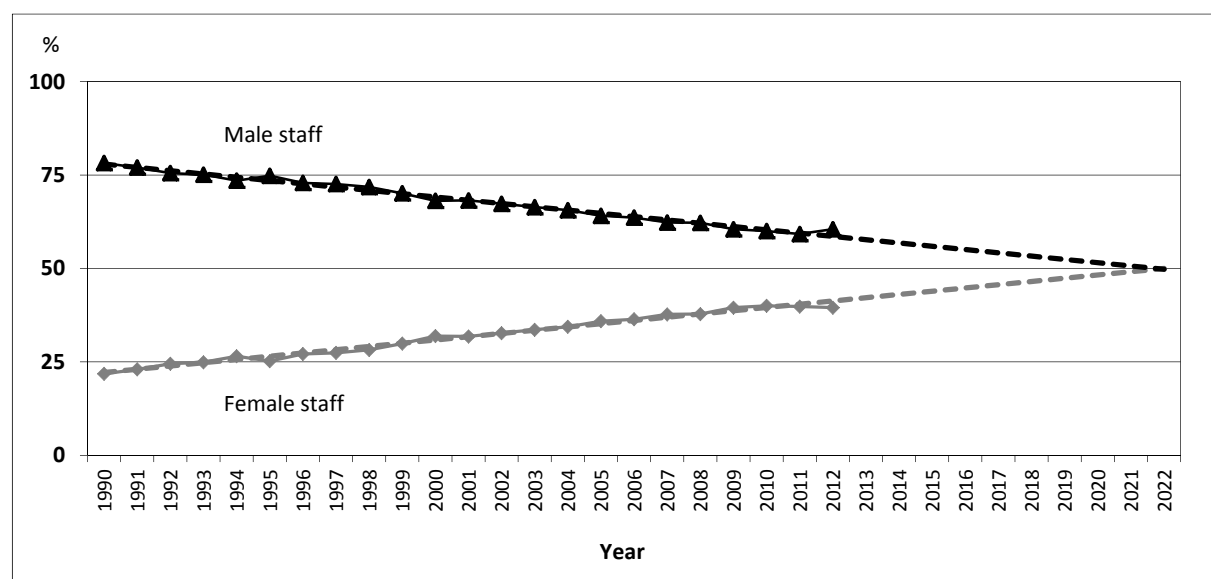
Figure 9. Evolution of the percentage of women in the professional and higher categories, 1990–2012

39. The reprofiling of the technical programmes and low recruitment numbers probably explain the slight drop in the percentage of women in the professional and higher categories in 2012. The proportion of women in those categories has traditionally been higher at headquarters than in most regions. Consequently, the relatively higher level of cuts at headquarters has particularly affected the overall percentage of women in the professional and higher categories. The reprofiling exercises themselves appear to have been gender neutral.

40. Over the decade, the number of female National Professional Officers has grown from 29.5% to 39.5%. In the general staff category, the disequilibrium in the gender balance has been reduced with the proportion of female staff members falling from 58.1% to 52.4%. It is worth noting that the percentage of women applying for posts at WHO was 43.2% in 2010, 45.8% in 2011 and 41.2% in 2012. Please refer to Table 16 for a breakdown by major office.

41. It is clear from the figures that renewed efforts are required to identify and encourage women candidates. More generally, parity of gender representation in WHO is an area that needs further thought and it has, therefore, been placed on the agenda for the coming year. However, all the signs are that gender parity could be attained within the next decade (Figure 10).

Figure 10. Projection of the movements towards gender parity in the professional and higher categories

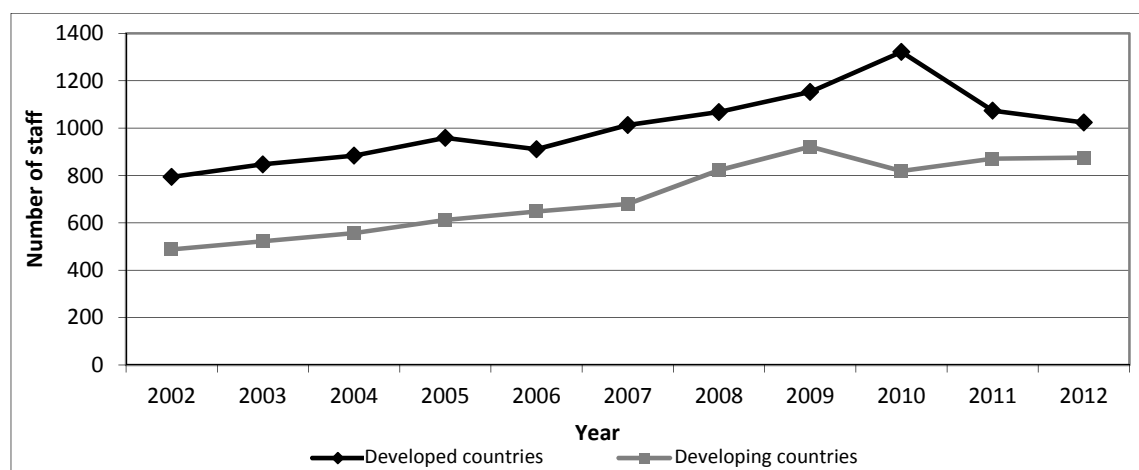


42. A key initiative in this area is the United Nations System-wide Action Plan (UN-SWAP) – a framework adopted in April 2012 that establishes a common understanding of gender equality and the empowerment of women, and a common method for achieving those ends. All agencies in the United Nations common system are expected to achieve gender parity in their workforce by 2017.

Geographical representation

43. Between 2002 and 2012, the proportion of staff members in the professional and higher categories who were nationals of developing countries had risen from 41.6% to 46.6%. Figure 11 reflects this upward trend in terms of staff numbers.

Figure 11. Evolution of staff numbers in the professional and higher categories in posts counted for geographical representation, 2002–2012



44. In 2012, WHO had 196 Member States, including Croatia, Czech Republic, Serbia, Slovakia, Slovenia, South Sudan and Timor-Leste, which were admitted during the course of the decade.

45. In 1999, 120 Member States were within the established range of representation for positions at the professional or higher level, with 15 overrepresented, 13 underrepresented, and 43 unrepresented. In 2012, only 99 Member States were within the established range of representation, with 48 overrepresented, 10 underrepresented and 39 unrepresented. A total of 20 Member States with the highest representation now account for 53.1% of staff members in the professional and higher categories. While in absolute terms, the number of staff members from developing countries has increased over the past decade, the number of staff members from developed countries has similarly risen, so that the relative underrepresentation of developing countries has remained fairly static. As is the case for closing the gender gap across the Organization, targeted efforts are required to redress these geographical imbalances, including ongoing analysis of diversity profile statistics, pinpointing gaps in planning, and identifying priority groups for carrying out activities based on the staff diversity profile and future staffing needs.

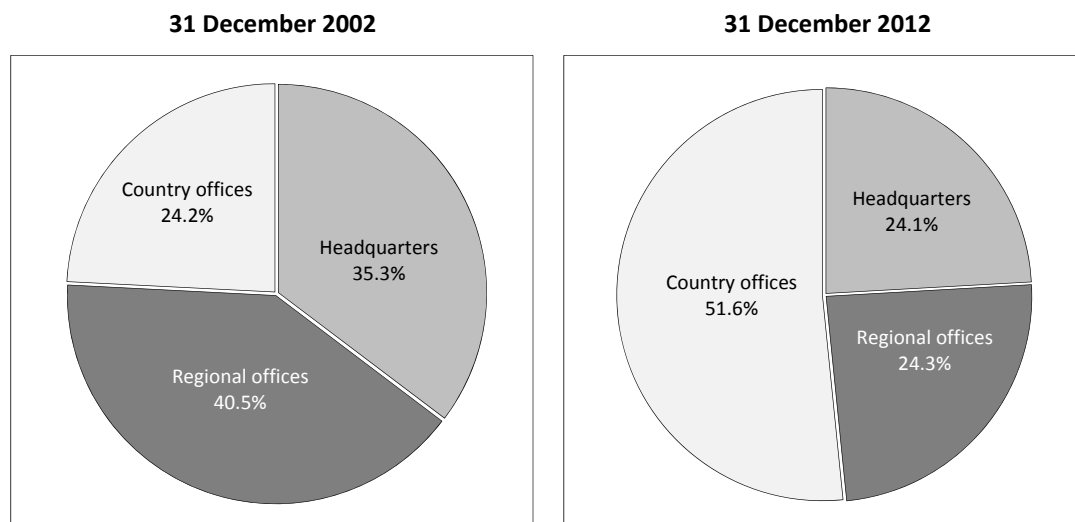
Outreach efforts and talent management

46. Talent management involves the design and implementation of strategies, policies and systems to ensure that highly qualified individuals can be attracted, recruited and retained and their skills developed. Each year, about 500 interns visit WHO in order to work with both technical and administrative programmes in their chosen area and learn about the workings of an international organization. They provide an excellent pool of talent for future recruitment. In addition, contacts continue to be made with professional associations in the health sphere, academic institutions, and specialized recruitment and networking web sites. Outreach efforts to provide quality assurance include employing professional search and assessment companies to help fill senior positions in the Organization.

Mobility and rotation

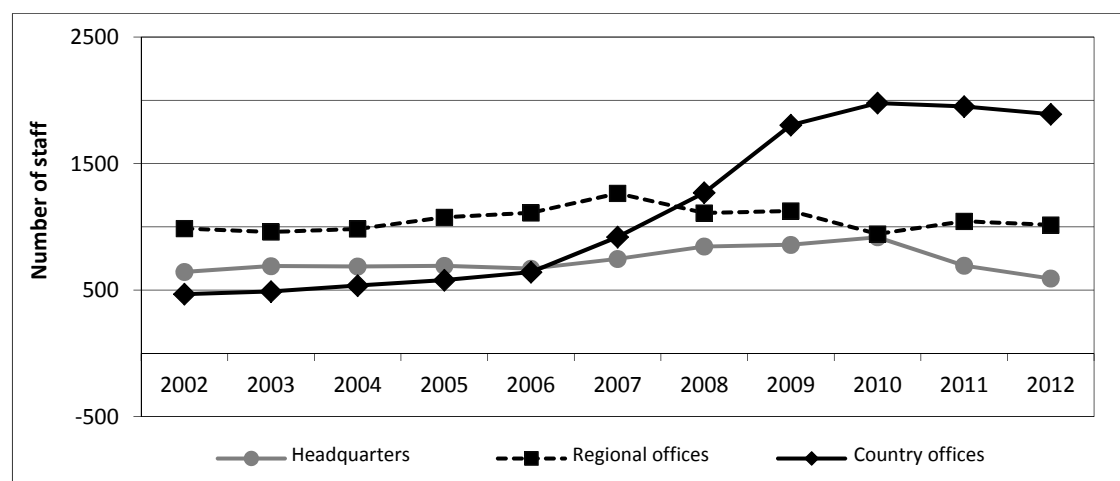
47. In December 2002, 35.3% of staff members holding long-term appointments were assigned to headquarters, 40.5% to regional offices and 24.2% to country offices. As at 31 December 2012, the distribution was 24.1%, 24.3% and 51.6%, respectively (Figure 12).

Figure 12. Comparison of the distribution of long-term staff between 2002 and 2012, by office type



48. The percentage of staff members assigned to country offices has doubled over the last 10 years, representing a more balanced and strategic deployment of human resources and improved support for WHO's country operations. Figure 13 shows that in the general service category, staff numbers at country-office level increased gradually between 2002 and 2006, more rapidly between 2006 and 2010, before beginning to decline. Since 2010, the number of general service staff at headquarters has also fallen. Over the same period, general service staff numbers have remained relatively stable in the regional offices (Figure 13).

Figure 13. Evolution of staff numbers in the general service category between 2002–2012, by major office type

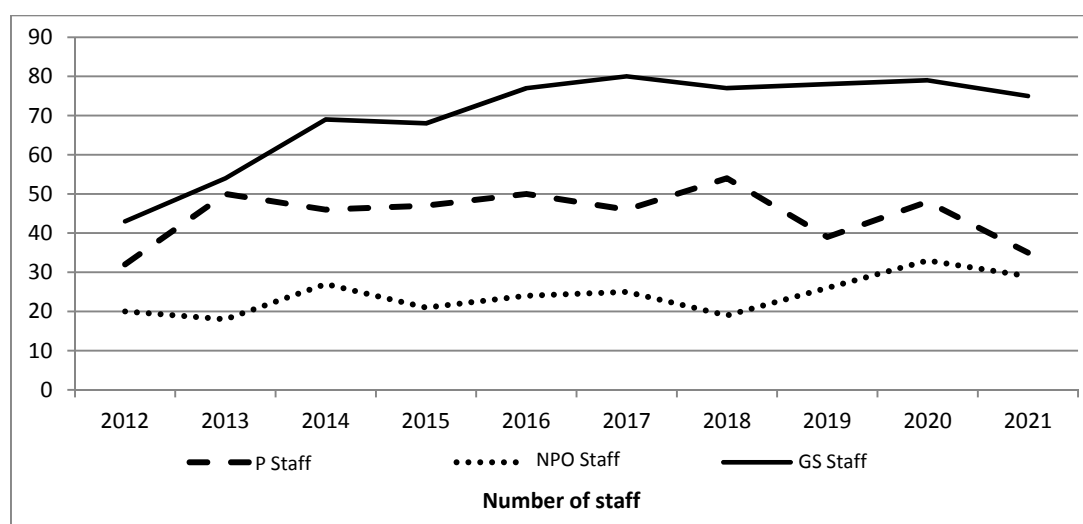


49. The introduction of a Global Roster of Heads of WHO Country Offices in 2009 has facilitated mobility for professional staff.

Succession planning

50. According to current projections, 983 staff members representing 15.0% of the total long-term workforce and 19.9% of staff members in the professional and higher categories are due to retire during the next five years (Table 10; Figure 14). Over the next 10 years, 2114 staff members, representing 32.3% of the workforce and 41.8% of the professional and higher categories, are due to retire. Figure 14 shows retirements occurring during the calendar year rather than at 31 December. A significant proportion of the people whom WHO recruits are specialists in their respective fields who generally join the Organization aged between 35 and 45. Projecting that to retirement age, between 40% and 50% of the workforce will retire every 10 years. A practice has recently been introduced requiring every post vacated to be reassessed and a decision taken on whether it should be retained, redesigned or abolished.

Figure 14. Projection of staff retirement over the next decade



51. Workforce planning and organizational development are hampered by a scarcity of both financial and human resources in a very competitive environment. Staff members should therefore be offered training and development opportunities that will equip them to assume additional responsibilities, in line with the objectives of learning, development, and performance management within the Organization.

The restructuring process

52. During the past three years, functional reviews have been conducted in several areas in order to better align the Organization's essential functions with strategic reform. The reviews were followed by a corresponding reprofiling of the existing functions and some staff members were reassigned within the new structure. Since 2010, reassignments and separations have mainly affected staff at headquarters and in the Regional Office for Africa. Extensive career transition support was offered to all staff members concerned in the form of clinics for writing curricula vitae, networking workshops and individual sessions. Some 150 staff members availed themselves of individual support services in-house, with 20 staff members also using the services of an external company specializing in career transition.

53. Since 2010, across major offices, the number of staff members with long-term or temporary contracts fell by 937 or 11.3%. In headquarters, the number of staff fell by 491 or 19.3% and in the

Regional Office for Africa by 304 or 11.5%. The remaining reductions occurred in the other regions. Since March 2012, there has been a reduction in payroll costs of about US\$ 7 million per month, representing an overall saving of 8.5%.

Managing staff development

Learning and development activities

54. Since early 2004, WHO has been investing in staff learning and development, sending out a clear signal about the importance of learning as an integral part of improving staff performance. The creation of the Global Learning Committee represents a new form of governance for learning, encompassing identification of learning needs, management of resources and evaluation of learning outcomes. The Committee aligns learning and development with the strategic directions and priorities of the Organization by establishing policies for the Staff Development Award and allocating resources in accordance with the strategic directions. It also monitors progress and evaluates the impact of learning. A key development is the Global eLearning platform and Learning Management System, due to be introduced in September 2013. The main objectives of the eLearning initiative are cost-effectiveness and better access to training opportunities for all staff. It is supported by a framework comprising the following three elements: the WHO eLearning standards – guidelines for the development, implementation and facilitation of courses; the WHO eLearning policy – which outlines the eLearning programme objectives; and the OpenECB Check – an accreditation and quality improvement scheme.

55. At the heart of the eLearning initiative lies the WHO eLearning platform – a software-controlled learning infrastructure that replicates classroom-based teaching. The platform has several objectives, including, to consolidate all eLearning courses on a single, unified platform; to provide courses within a standard WHO template; to allow comparisons to be made between specific learning communities, such as regions and technical areas, as well as in connection with gender, grade and area of expertise of staff members; and to complement current face-to-face training. It is intended that the eLearning platform will initially include modules ranging from global induction and security in the field to job specific subjects within the areas of management and leadership, finance and budget, and human resources management. In due course the platform will also include specific technical modules. Courses will be available to all staff members.

Performance management

56. The Organization uses the performance management development system (PMDS), introduced in 2002, as a generic tool for performance appraisal and for guiding development. The former paper-based process has now been transformed into an electronic version (ePMDS) across the Organization. It is mandatory for all staff members and includes mid-term and end-of-cycle reviews of a workplan prepared at the beginning of the year. Although the performance management development system is clearly a tool for *assessment* performance, greater emphasis should be placed on the system's instrumental value in the *management* of performance. A revised approach is envisioned that will enhance performance management, with a strong focus on using feedback from the system to promote learning and staff growth in the coming performance cycle. In keeping with this approach, all managers will be assessed on their ability to manage performance effectively.

Staff health and well-being

57. A key objective of human resources management is to improve staff health and well-being. Broadly, this encompasses a commitment to protecting and promoting health and safety at work and formulating policies and practices that will ensure an appropriate work-life balance. Several initiatives have already been introduced, including, part-time working arrangements for staff, study leave, parental leave, maternity leave, and the introduction of a teleworking pilot. Additional measures taken

by health and medical services to support staff health and well-being include, organizing lunchtime seminars and a range of training sessions at headquarters and in the regions, such as workshops on stress reduction and intercultural communication in the workplace and monthly first-aid courses and refresher courses. The medical services are also represented on the interagency Human Resources Network Working Group on Employment of Persons with Disability, chaired by WHO.

58. During 2012, health and medical services finalized the implementation of the global web-based medical database in the regions and at headquarters. The new database will facilitate the monitoring of staff members' health worldwide, the production of global statistics and the planning of adaptive and preventive measures in the workplace. Over the past decade, health and medical services have monitored staff members on sick leave more closely. Both sick leave and sick leave under insurance cover are now monitored monthly, in collaboration with the Global Service Centre and the headquarters departments dealing with staff health insurance and human resources. Continuing to follow up patients' progress has been shown to facilitate their return to work.

Services and tools

Global Management System and Global Service Centre

59. Two major initiatives that have a direct impact on human resources functions are the Global Management System (GSM) and the Global Service Centre (GSC) in Kuala Lumpur, both of which became operational in July 2008 for the purpose of increasing the efficiency and cost-effectiveness of the Organization. The Global Service Centre provides support and information technology, procurement and human resources and finance services to all offices worldwide. Following the introduction of the Global Management System, teething problems were identified and an audit report in 2009 raised concerns about the quality of data in the human resources database. A project team was established to undertake activities to ensure data integrity for the future and to stabilize the system before its introduction in the regions. Continuous improvements mean that the Global Management System is now more robust and the data of a better quality.

SECTION III

60. A look at the future of human resources management and a review of the goals of the reform process.

Human resources reform

61. Human resources reform is an integral part of WHO reform whose aim is to equip the Organization to deal with increasingly complex health challenges in the twenty-first century. The WHO reform¹ process has three objectives: to improve health outcomes, with WHO meeting the expectations of its Member States and partners in addressing agreed global health priorities, focused on the actions and areas where the Organization has a unique function or comparative advantage, and financed in a way that facilitates that focus; to strengthen coherence in global health, with WHO playing a leading role in enabling a wide range of actors to contribute actively and effectively to improving the health of all peoples; and to pursue excellence in order to enable the Organization to become effective, efficient, responsive, objective, transparent and accountable.

¹ Please refer to WHO reform process documents at http://www.who.int/about/who_reform/documents/en/index.html.

The four pillars of human resources reform

62. In keeping with the Organization-wide reform agenda, four pillars of human resources reform have been established embodying the following: a more flexible workforce and appointments policy covering recruitment, management of staffing levels and effective use of non-staff members that will allow the Organization to respond quickly to staffing needs; a more mobile workforce for whom rotation and mobility are part of an integrated approach to career development that includes tools, such as a skills inventory and an online career path mapping tool; a high-performance culture based on improved performance management processes and tools and complementary policies on rewards and recognition, accountability and improving performance; and enhanced staff development and learning through an Organization wide eLearning system and a management development programme. It is intended that a new human resources strategy incorporating the four pillars will be introduced in 2013. In addition, the following human resources priority activities will commence or be completed in 2013: Development of norms for the design of personnel structures, including ceilings on staff numbers, for all offices across the Organization; harmonization of selection practices across the Organization; further reduction in the time taken for recruitment; design and development of career paths for staff across functional areas; completion of a guide for managing performance; establishment of norms for objective setting and performance evaluation; identification of functional areas where generic and standard job descriptions can be prepared in order to facilitate mobility; and the launch of the eLearning platform and introduction of some mandatory courses for all staff and other courses for targeted groups.

ACTION BY THE HEALTH ASSEMBLY

63. The Health Assembly is invited to note the report.

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

Category	Headquarters	<i>Special programmes and collaborative arrangements^a</i>	Africa	The Americas	South-East Asia	Europe	Eastern Mediterranean	Western Pacific	Total
Long-term appointments									
Fixed-term appointments									
Professional and higher category staff	356	76	150	98	54	96	96	85	1 011
National professional staff	43	0	428	5	21	49	54	48	648
General service staff	267	11	734	44	101	93	175	148	1 573
Total	666	87	1 312	147	176	238	325	281	3 232
Continuing appointments									
Professional and higher category staff	539	54	204	15	77	96	84	75	1 144
National professional staff	1	0	146	1	21	37	25	17	248
General service staff	415	48	568	7	264	138	303	182	1 925
Total	955	102	918	23	362	271	412	274	3 317
Total number of long-term appointments	1 621	189	2 230	170	538	509	737	555	6 549
Temporary appointments									
Temporary appointments under Staff Rule 420.4									
Professional and higher category staff	122	27	59	4	39	13	64	33	361
National professional staff	2	0	16	0	43	2	22	21	106
General service staff	84	9	27	4	104	11	32	37	308
Total	208	36	102	8	186	26	118	91	775
Temporary appointments of 60 days or less									
Professional and higher category staff	3	0	0	0	0	0	1	0	4
National professional staff	0	0	1	0	0	0	0	0	1
General service staff	5	1	1	0	0	0	0	2	9
Total	8	1	2	0	0	0	1	2	14
Total number of temporary appointments	216	37	104	8	186	26	119	93	789
Total number of staff	1 837	226	2 334	178	724	535	856	648	7 338

^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.

TABLE 2. DISTRIBUTION OF STAFF HOLDING LONG-TERM APPOINTMENTS BY MAJOR OFFICE, GRADE AND SEX^a**Professional and higher category staff**

Major office	P1			P2			P3			P4			P5			P6/D1			D2			Ungraded			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	61	93	154	147	165	312	186	97	283	54	18	72	22	4	26	8	4	12	486	409	895	54.3	45.7
<i>Special programmes and collaborative arrangements</i>	0	0	0	2	4	6	6	18	24	16	21	37	30	20	50	6	2	8	3	2	5	0	0	0	63	67	130	48.5	51.5
Africa	0	0	0	7	4	11	33	14	47	126	39	165	73	13	86	33	10	43	0	1	1	1	0	1	273	81	354	77.1	22.9
The Americas	0	1	1	3	8	11	5	7	12	43	30	73	10	4	14	1	0	1	0	0	0	0	1	1	62	51	113	54.9	45.1
South-East Asia	0	0	0	0	0	0	7	3	10	20	10	30	44	25	69	18	1	19	0	2	2	1	0	1	90	41	131	68.7	31.3
Europe	2	7	9	10	17	27	24	16	40	23	28	51	24	22	46	12	5	17	1	0	1	0	1	1	96	96	192	50.0	50.0
Eastern Mediterranean	2	1	3	3	6	9	14	9	23	41	15	56	34	20	54	24	5	29	4	1	5	1	0	1	123	57	180	68.3	31.7
Western Pacific	0	0	0	0	1	1	3	3	6	47	18	65	44	24	68	14	4	18	1	0	1	1	0	1	110	50	160	68.8	31.3
Total	4	9	13	33	68	101	153	163	316	463	326	789	445	225	670	162	45	207	31	10	41	12	6	18	1 303	852	2 155	60.5	39.5
Percentage by grade	30.8	69.2	100.0	32.7	67.3	100.0	48.4	51.6	100.0	58.7	41.3	100.0	66.4	33.6	100.0	78.3	21.7	100.0	75.6	24.4	100.0	66.7	33.3	100.0	60.5	39.5	100.0		
Percentage of total			0.6			4.7			14.7			36.6			31.1			9.6			1.9			0.8			100.0		

National Professional Officers

Major office	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	12	14	26	9	7	16	0	0	0	22	22	44	50.0	50.0
<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	11	2	13	134	37	171	259	123	382	7	1	8	411	163	574	71.6	28.4
The Americas	0	1	1	1	2	3	1	0	1	1	0	1	3	3	6	50.0	50.0
South-East Asia	4	2	6	6	6	12	15	8	23	1	0	1	26	16	42	61.9	38.1
Europe	6	6	12	22	35	57	8	9	17	0	0	0	36	50	86	41.9	58.1
Eastern Mediterranean	2	2	4	31	17	48	16	6	22	4	1	5	53	26	79	67.1	32.9
Western Pacific	1	8	9	13	18	31	9	15	24	0	1	1	23	42	65	35.4	64.6
Total	25	22	47	219	129	348	317	168	485	13	3	16	574	322	896	64.1	35.9
Percentage by grade	53.2	46.8	100.0	62.9	37.1	100.0	65.4	34.6	100.0	81.3	18.8	100.0	64.1	35.9	100.0		
Percentage of total			5.2			38.8			54.1			1.8			100.0		

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 (e.g. Addis Ababa, Kobe, Kuala Lumpur).

General service staff

Major office	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	15	6	21	24	101	125	59	261	320	54	150	204	4	7	11	157	525	682	23.0	77.0
<i>Special programmes and collaborative arrangements</i>	0	0	0	0	0	0	0	0	0	0	9	9	5	32	37	2	10	12	0	1	1	7	52	59	11.9	88.1
Africa	26	13	39	450	8	458	96	17	113	55	94	149	58	126	184	74	113	187	92	80	172	851	451	1302	65.4	34.6
The Americas	0	0	0	0	0	0	0	0	0	1	9	10	2	11	13	8	18	26	0	2	2	11	40	51	21.6	78.4
South-East Asia	5	1	6	62	0	62	33	9	42	28	29	57	43	65	108	34	14	48	28	14	42	233	132	365	63.8	36.2
Europe	0	0	0	12	0	12	15	6	21	6	24	30	26	113	139	10	17	27	1	1	2	70	161	231	30.3	69.7
Eastern																										
Mediterranean	33	2	35	51	1	52	47	1	48	24	64	88	36	104	140	40	37	77	13	25	38	244	234	478	51.0	49.0
Western Pacific	3	5	8	21	0	21	24	7	31	6	52	58	7	95	102	25	53	78	7	25	32	93	237	330	28.2	71.8
Total	67	21	88	597	9	606	230	46	276	144	382	526	236	807	1043	247	412	659	145	155	300	1666	1832	3498	47.6	52.4
Percentage by grade	76.1	23.9	100.0	98.5	1.5	100.0	83.3	16.7	100.0	27.4	72.6	100.0	22.6	77.4	100.0	37.5	62.5	100.0	48.3	51.7	100.0	47.6	52.4	100.0		
Percentage of total			2.5			17.3			7.9			15.0			29.8			18.8			8.6			100.0		

M – male, F – female, T – total.

TABLE 3. SUMMARY OF COUNTRIES NOT WITHIN RANGE, BY REGION

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

Major office	Unrepresented countries	Underrepresented countries	Overrepresented countries
Europe	Andorra Cyprus Lithuania Luxembourg Monaco Montenegro San Marino	Austria Israel Portugal	Belgium Denmark France Ireland Italy Netherlands Spain Sweden 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 Papua New Guinea Samoa Tokelau* Tuvalu Vanuatu	China Japan Republic of Korea Singapore Viet Nam	Australia Malaysia New Zealand Philippines

* Associate Member.

**TABLE 4a. DISTRIBUTION OF STAFF IN POSITIONS COUNTED FOR GEOGRAPHICAL REPRESENTATION,^a
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	Total		
Algeria	2-10			1	1		3	2		2								5	4	9
Angola	1-8			1			2	1	1	1				1				6	1	7
Benin	1-8						7	2		1								9	1	10
Botswana	1-8												1					0	1	1
Burkina Faso	1-8			1		2		4	3	4		1						11	4	15
Burundi	1-8						2	2	2	2	3							7	4	11
Cameroon	1-8			1		3	1	7		1	2	1						12	4	16
Cape Verde	1-7										1							0	1	1
Central African Republic	1-8						1		1		1							3	0	3
Chad	1-8					2		1		2		1						6	0	6
Comoros	1-7								1									1	0	1
Congo	1-8			1		4		1		3		1						10	0	10
Côte d'Ivoire	1-8					1		2	1	4	1		2					7	4	11
Democratic Republic of the Congo	2-12					2		12	1	3		1		1				19	1	20
Equatorial Guinea	1-7								1									1	0	1
Eritrea	1-8						3											3	0	3
Ethiopia	2-12			1		2		9	4	5	1	1	1					17	7	24
Gabon	1-8					2		1		1								2	2	4
Gambia	1-8						7											7	0	7
Ghana	1-8			1		1	1	4	4	4		2	1			1		12	7	19
Guinea	1-8			1			3		2	1	1							7	1	8
Guinea-Bissau	1-8						1	1		1	1							2	2	4
Kenya	1-10					1	2	5	6	4	1	2						12	9	21
Lesotho	1-8																	0	0	0
Liberia	1-8					1												1	0	1
Madagascar	1-8					1		1	1	1								2	2	4
Malawi	1-8					1		3	1	5								9	1	10
Mali	1-8					1		7		7		1						16	0	16

Country	Range	Staff by grade and sex													All professional staff					
		P1		P2		P3		P4		P5		P6/D1		D2				Ungraded		
		M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	Total		
Mauritania	1-8			1		1		2				1						5	0	5
Mauritius	1-8			1		1	1	1				1						4	1	5
Mozambique	1-8							2				1	1					1	3	4
Namibia	1-8							1	2									2	1	3
Niger	1-8					2		1		3		1						5	2	7
Nigeria	4-14					3		8	1	6	1	2						19	2	21
Rwanda	1-8					2	1	3		10		1						16	1	17
Sao Tome and Principe	1-7							1										1	0	1
Senegal	1-8							4	3	5	2	1	1	1				10	7	17
Seychelles	1-7							1										0	1	1
Sierra Leone	1-8					1		1		2								1	3	4
South Africa	4-11					1	1	2		5	2	1						6	6	12
Swaziland	1-7																	0	0	0
Togo	1-8					2		4	1	3		1						10	1	11
Uganda	1-8			1		1		8	4	6	1	1						17	5	22
United Republic of Tanzania	1-10					1	3	3	1	2	1	1						6	6	12
Zambia	1-8					2		3	2	3		2						8	4	12
Zimbabwe	1-8			1	1	4		2	1	4	1	1		1				13	3	16
Total – African Region		0	0	6	5	39	19	124	46	104	19	34	11	2	2	2	0	311	102	413

^a Counted posts exclude: language positions, seconded staff and staff working in partnerships.

M – male, F – female.

**TABLE 4b. DISTRIBUTION OF STAFF IN POSITIONS COUNTED FOR GEOGRAPHICAL REPRESENTATION,^a
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	
		M	F	M	F	M	F	M	F	M	F	M	F
Antigua and Barbuda	1-7												
Argentina	9-16			1		1	2	5	3	2		1	
Bahamas	1-7												
Barbados	1-7												
Belize	1-7							1					
Bolivia (Plurinational State of)	1-8					2		1					
Brazil	21-29					4	5	7	5	3	4		
Canada	19-26			2		5	12	9	9	2	2	2	1
Chile	2-9					1	3		1	2			
Colombia	3-10			1	1			1	1	3	1		
Costa Rica	1-8					1	2						
Cuba	1-8					1	5		1				
Dominica	1-7											1	
Dominican Republic	1-8							1					
Ecuador	1-8			1	1		2	2					
El Salvador	1-8						2	3					
Grenada	1-7												
Guatemala	1-8			1				1	1	1		2	
Guyana	1-7					1					1		
Haiti	1-8												
Honduras	1-8						2						
Jamaica	1-8												
Mexico	11-17					1		4	2	2	1		1
Nicaragua	1-8							2					
Panama	1-8						2	1					
Paraguay	1-8												
Peru	2-10					2	2	8	3	1		1	
Puerto Rico*	1-8												

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	Total		
Saint Kitts and Nevis	1-7															0	0	0		
Saint Lucia	1-7															0	0	0		
Saint Vincent and the Grenadines	1-7															0	0	0		
Suriname	1-7															0	0	0		
Trinidad and Tobago	1-8					1		2			1					2	2	4		
United States of America	142-193		1	2	6	7	12	29	31	36	19	12	6	2		1	89	75	164	
Uruguay	1-8					1		1								1	1	2		
Venezuela (Bolivarian Republic of)	2-9			1				1	1	2	1					4	2	6		
Total – Region of the Americas		0	1	5	11	13	32	82	72	63	30	23	10	4	0	2	2	192	158	350

^a Counted posts exclude: language positions, seconded staff and staff working in partnerships.

M – male, F – female.

* Associate Member.

**TABLE 4c. DISTRIBUTION OF STAFF IN POSITIONS COUNTED FOR GEOGRAPHICAL REPRESENTATION^a
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	
		M	F	M	F	M	F	M	F	M	F	M	F
Bangladesh	4-14							9		3	1	3	
Bhutan	1-8							1		2	1	1	
Democratic People's Republic of Korea	1-8							1		1			
India	27-38			2	2	15	7	29	7	18	15	6	1
Indonesia	7-14				1					4			
Maldives	1-7									1		1	
Myanmar	2-10							1		2		2	
Nepal	1-8					1		3		3		3	
Sri Lanka	1-8			1			1			4	3	3	
Thailand	4-12						1	1	1		4	1	
Timor-Leste	1-7									1			
Total – South-East Asia Region		0	0	3	3	16	9	45	8	36	27	20	0

^a Counted posts exclude: language positions, seconded staff and staff working in partnerships.

M – male, F – female.

**TABLE 4d. DISTRIBUTION OF STAFF IN POSITIONS COUNTED FOR GEOGRAPHICAL REPRESENTATION^a
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	Total	
Albania	1-8				1		1		1								0	3	3
Andorra	1-7																0	0	0
Armenia	1-8								1				1				2	0	2
Austria	7-14			1				2	1		1		1				4	2	6
Azerbaijan	1-8							3	1		1						3	2	5
Belarus	1-8							2	1								1	2	3
Belgium	9-15			1	1		1	1	4	8	1	7	1	1	1		18	9	27
Bosnia and Herzegovina	1-8							1									1	0	1
Bulgaria	1-8				1	1	1	1									2	2	4
Croatia	1-8					1	1		2		1	1					2	4	6
Cyprus	1-7																0	0	0
Czech Republic	2-9							1	2	1							2	2	4
Denmark	6-12				3	2	2	2	2	6	1	1					11	8	19
Estonia	1-8									1	1	1					2	1	3
Finland	4-11			1				2		1	3	1					5	3	8
France	42-58				6	8	7	17	11	24	13	7	3	1		1	57	41	98
Georgia	1-8							1		1				1			1	2	3
Germany	63-86				2	5	10	17	13	21	12	3	2	1			46	40	86
Greece	4-11					1	1	1	2			1					2	3	5
Hungary	1-8					2	2			1	1	1				1	4	4	8
Iceland	1-7							1									0	1	1
Ireland	3-9				1		5		2	4	1						4	9	13
Israel	3-10											1					0	1	1
Italy	34-47				1	6	2	10	5	15	9	10		5		1	46	18	64
Kazakhstan	1-8					1		1	2								2	2	4
Kyrgyzstan	1-8							1									0	1	1
Latvia	1-8							1		1							0	2	2
Lithuania	1-8																0	0	0

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	Total		
Luxembourg	1-8																	0	0	0
Malta	1-7							2				1	1					3	1	4
Monaco	1-7																	0	0	0
Montenegro	1-7																	0	0	0
Netherlands	13-20				2	1	3	7	6	13	4	6	3	1				28	18	46
Norway	5-12						1	2	3		1		1					2	6	8
Poland	4-11							1		1	2							2	2	4
Portugal	4-10								1	1	1							1	2	3
Republic of Moldova	1-8					1	1		2	1	1							2	4	6
Romania	1-8							1	3		1							1	4	5
Russian Federation	12-19				3	3	1	2	1	4	3					1		10	8	18
San Marino	1-7																	0	0	0
Serbia	1-8				1	1			2		3							1	6	7
Slovakia	1-8					1												1	0	1
Slovenia	1-8						1											0	1	1
Spain	18-26			1	2	3	1	5	6	4	4	1			1			14	14	28
Sweden	8-14				1		4	1	4	3	3					1		5	12	17
Switzerland	9-16					6	6	4	4	2	4							12	14	26
Tajikistan	1-8						1		2									0	3	3
The former Yugoslav Republic of Macedonia	1-8							1										1	0	1
Turkey	5-12							3		2	4	1	1					6	5	11
Turkmenistan	1-8					1	1				1							1	2	3
Ukraine	2-10					2	1		1									2	2	4
United Kingdom of Great Britain and Northern Ireland	37-51	1		3	5	3	9	14	13	21	15	6	1	3	1			51	44	95
Uzbekistan	1-10			1														1	0	1
Total – European Region		1	0	8	29	46	63	103	102	137	94	49	14	13	5	2	3	359	310	669

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

M – male, F – female.

**TABLE 4e. DISTRIBUTION OF STAFF ON IN POSITIONS COUNTED FOR GEOGRAPHICAL REPRESENTATION^a
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	Total		
Afghanistan	1-8					1		1	1			1						3	1	4
Bahrain	1-7									1				1				0	2	2
Djibouti	1-7					1				1								2	0	2
Egypt	3-12		1		2	4		4	2	7	3	2	4					15	14	29
Iran (Islamic Republic of)	4-12				1			1		4	3	5	1		1			10	6	16
Iraq	2-9											3					1	4	0	4
Jordan	1-8					1		3	1	2	2	1	1	1				8	4	12
Kuwait	1-8																	0	0	0
Lebanon	1-8					2		2	3	1	1	1	2					6	6	12
Libya	1-8												1					1	0	1
Morocco	1-10						1	1	1	1	1	2						4	3	7
Oman	1-8																	0	0	0
Pakistan	5-14					1		8	1	10		3						22	1	23
Qatar	1-7																	0	0	0
Saudi Arabia	5-11								1	1	1							1	2	3
Somalia	1-8								2	1		1				1		3	2	5
South Sudan	1-7							1										1	0	1
Sudan	1-10					1	1	4	2	1		4						10	3	13
Syrian Arab Republic	1-8							1	1	2		1						4	1	5
Tunisia	1-8					2	1	2	1	1	2	1		1				7	4	11
United Arab Emirates	2-8																	0	0	0
Yemen	1-8							2		1				1				4	0	4
Total – Eastern Mediterranean Region		0	1	2	5	14	5	36	20	32	13	16	4	3	1	2	0	105	49	154

^a Counted posts exclude: language positions, seconded staff, staff working in partnerships.

M – male, F – female.

**TABLE 4f. DISTRIBUTION OF STAFF IN POSITIONS COUNTED FOR GEOGRAPHICAL REPRESENTATION^a
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	12-19				3	1	2	9	6	6	4	5	1	3				24	16	40
Brunei Darussalam	1-7																	0	0	0
Cambodia	1-8							1		1								2	0	2
China	40-55					1	2	5	9	8	2	3	1	1		1	1	19	15	34
Cook Islands	1-7																	0	0	0
Fiji	1-7									2	1							2	1	3
Japan	121-166			1	1	2	1	6	8	11	8	1		1		1		23	18	41
Kiribati	1-7																	0	0	0
Lao People’s Democratic Republic	1-8																	0	0	0
Malaysia	3-9					1		2	2	2	2			1				5	5	10
Marshall Islands	1-7																	0	0	0
Micronesia (Federated States of)	1-7																	0	0	0
Mongolia	1-8							4		1	1							1	5	6
Nauru	1-7																	0	0	0
New Zealand	2-9					2		3		3		1	1	1				7	4	11
Niue	1-7																	0	0	0
Palau	1-7																	0	0	0
Papua New Guinea	1-8																	0	0	0
Philippines	3-12			1	1	6	7	5	9	4	1	2	1	1				19	19	38
Republic of Korea	15-21					2		2	2	3	3	1				1		7	7	14
Samoa	1-7																	0	0	0
Singapore	3-10									1								1	0	1
Solomon Islands	1-7									1								1	0	1
Tokelau*	1-7																	0	0	0
Tonga	1-7							1										0	1	1
Tuvalu	1-7																	0	0	0
Vanuatu	1-7																	0	0	0
Viet Nam	3-12					1												1	0	1
Total – Western Pacific Region		0	0	2	5	13	15	33	41	40	25	13	4	8	0	3	1	112	91	203

^a Counted posts exclude: language positions, seconded staff and staff working in partnerships.

M – male, F – female.

* Associate Member.

**TABLE 5. DISTRIBUTION OF STAFF IN POSITIONS NOT COUNTED FOR GEOGRAPHICAL REPRESENTATION,^a
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	
		M	F	M	F	M	F	M	F	M	F	M	F	M	F
Algeria	2-10					1									
Angola	1-8			1											
Australia	12-19					1	1	2		1					
Belgium	9-15			1		1		2	2	2					
Bolivia (Pluriational State of)	1-8							1							
Brazil	21-29					1		1							
Bulgaria	1-8					1		1							
Cameroon	1-8							2							
Canada	19-26		1			1				2	1				
Central African Republic	1-8							1							
China	40-55				1					2					
Colombia	3-10											1			
Congo	1-8			1											
Cote d'Ivoire	1-8							1							
Cuba	1-8									1					
Czech Republic	2-9									1					
Democratic Republic of the Congo	2-12		1												
Egypt	3-12									1					
Ethiopia	2-12							1				1			
Finland	4-11				1										
France	42-58				1	3	2	3	4	1	1				
Germany	63-86	1				1		4	1	1					
Ghana	1-8							1							
Hungary	1-8									1					
India	27-38					1				2	1				
Ireland	3-9			1		1									
Italy	34-47			1		1		2		1					
Jordan	1-8					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	
Kenya	1-8			1						1 0	1	
Republic of Korea	15-21		1		3	1 1				4 2	6	
Latvia	1-8				1					1 0	1	
Lebanon	1-8					1				1 0	1	
Lithuania	1-8	1								0 1	1	
Mali	1-8							1		0 1	1	
Mexico	11-17				1					1 0	1	
New Zealand	1-7			1		1				0 2	2	
Pakistan	5-14					1	1	1		3 0	3	
Philippines	3-12				1					0 1	1	
Poland	4-11	1								0 1	1	
Portugal	4-10		1		2 1					3 1	4	
Romania	1-8						1			0 1	1	
Russian Federation	12-19		2	1 2	1	1				3 4	7	
Senegal	1-8			1	1					1 1	2	
Sierra Leone	1-8				1					0 1	1	
Spain	18-26	1	1		1 2	1	1			4 3	7	
Sweden	8-14				1					1 0	1	
Switzerland	9-16		1		1	1				2 1	3	
Uganda	1-8		1	1						1 1	2	
United Kingdom of Great Britain and Northern Ireland	37-51	2	1 1	1 3	1 4	2 5	2 1			7 16	23	
United States of America	142-193	1		2 2	9 15	10 5	1			23 22	45	
Zambia	1-8					1				1 0	1	
Others		1		1	1					3 0	3	
Total – staff in positions not counted		3 7	7 10	13 20	40 36	33 17	7 2	1 1	0 0	107 93	197	

^a 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 category staff

Major office	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	44	72	116	173	182	355	225	123	348	42	27	69	1	2	3	486	409	895
<i>Special programmes and collaborative arrangements</i>	0	0	0	7	15	22	23	31	54	29	18	47	4	3	7	0	0	0	63	67	130
Africa	0	0	0	9	5	14	80	26	106	140	40	180	44	10	54	0	0	0	273	81	354
The Americas	0	2	2	5	5	10	20	20	40	29	20	49	7	3	10	1	1	2	62	51	113
South-East Asia	0	0	0	3	5	8	18	16	34	50	14	64	18	5	23	1	1	2	90	41	131
Europe	1	0	1	16	28	44	44	42	86	30	24	54	4	2	6	1	0	1	96	96	192
Eastern Mediterranean	0	0	0	6	4	10	35	20	55	68	31	99	13	2	15	1	0	1	123	57	180
Western Pacific	0	2	2	10	3	13	46	22	68	42	20	62	11	3	14	1	0	1	110	50	160
Total	2	7	9	100	137	237	439	359	798	613	290	903	143	55	198	6	4	10	1303	852	2155
Percentage by bracket	22.2	77.8	100.0	42.2	57.8	100.0	55.0	45.0	100.0	67.9	32.1	100.0	72.2	27.8	100.0	60.0	40.0	100.0	60.5	39.5	100.0
Percentage of total	0.4			11.0			37.0			41.9			9.2			0.5			100.0		

National Professional Officers

Major office	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	4	5	19	10	29	2	7	9	0	1	1	0	0	0	0	0	0	22	22	44
<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	1	1	2	56	21	77	179	62	241	143	71	214	32	8	40	0	0	0	411	163	574
The Americas	0	0	0	0	1	1	1	0	1	1	2	3	1	0	1	0	0	0	3	3	6
South-East Asia	0	0	0	2	5	7	5	4	9	16	5	21	3	2	5	0	0	0	26	16	42
Europe	0	0	0	8	15	23	16	23	39	9	11	20	3	1	4	0	0	0	36	50	86
Eastern Mediterranean	0	0	0	13	8	21	18	12	30	20	6	26	2	0	2	0	0	0	53	26	79
Western Pacific	0	2	2	6	12	18	9	14	23	7	14	21	1	0	1	0	0	0	23	42	65
Total	2	7	9	104	72	176	230	122	352	196	110	306	42	11	53	0	0	0	574	322	896
Percentage by bracket	22.2	77.8	100.0	59.1	40.9	100.0	65.3	34.7	100.0	64.1	35.9	100.0	79.2	20.8	100.0	0.0	0.0	0.0	64.1	35.9	100.0
Percentage of total	1.0			19.6			39.3			34.2			5.9			0.0			100.0		

General service staff

Major office	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	3	19	22	48	150	198	56	165	221	47	168	215	3	23	26	0	0	0	157	525	682
<i>Special programmes and collaborative arrangements</i>	0	0	0	2	7	9	4	12	16	1	31	32	0	2	2	0	0	0	7	52	59
Africa	9	9	18	153	134	287	373	170	543	278	127	405	38	11	49	0	0	0	851	451	1302
The Americas	0	0	0	4	1	5	5	11	16	2	25	27	0	3	3	0	0	0	11	40	51
South-East Asia	4	6	10	57	49	106	79	43	122	85	28	113	8	6	14	0	0	0	233	132	365
Europe	2	5	7	19	52	71	33	57	90	13	40	53	3	7	10	0	0	0	70	161	231
Eastern Mediterranean	15	21	36	76	86	162	83	77	160	66	44	110	4	6	10	0	0	0	244	234	478
Western Pacific	3	22	25	29	81	110	29	64	93	31	63	94	1	7	8	0	0	0	93	237	330
Total	36	82	118	388	560	948	662	599	1261	523	526	1049	57	65	122	0	0	0	1666	1832	3498
Percentage by bracket	30.5	69.5	100.0	40.9	59.1	100.0	52.5	47.5	100.0	49.9	50.1	100.0	46.7	53.3	100.0	0.0	0.0	0.0	47.6	52.4	100.0
Percentage of total	3.4			27.1			36.0			30.0			3.5			0.0			100.0		

M – male, F – female, T – total.

TABLE 7. STAFF BY GRADE AND AGE, ALL LOCATIONS**Professional and higher category 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
Ungraded	0	0	0	0	0	0	1	0	1	5	2	7	3	2	5	3	2	5	12	6	18
D2	0	0	0	0	0	0	2	0	2	21	6	27	7	3	10	1	1	2	31	10	41
D1/P6	0	0	0	0	1	1	21	14	35	106	26	132	34	4	38	1	0	1	162	45	207
P5	0	0	0	6	3	9	127	91	218	247	111	358	64	19	83	1	1	2	445	225	670
P4	0	0	0	46	42	88	205	167	372	186	98	284	26	19	45	0	0	0	463	326	789
P3	1	2	3	32	58	90	69	62	131	43	36	79	8	5	13	0	0	0	153	163	316
P2	0	5	5	1	8	9	2	1	3	0	0	0	0	0	0	0	0	0	3	14	17
P1	1	0	1	15	25	40	12	24	36	5	11	16	1	3	4	0	0	0	34	63	97
Total	2	7	9	100	137	237	439	359	798	613	290	903	143	55	198	6	4	10	1303	852	2155
Percentage by bracket	22.2	77.8	100.0	42.2	57.8	100.0	55.0	45.0	100.0	67.9	32.1	100.0	72.2	27.8	100.0	60.0	40.0	100.0	60.5	39.5	100.0
Percentage of total	0.4			11.0			37.0			41.9			9.2			0.5			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	3	2	5	8	1	9	0	0	0	0	0	0	13	3	16
C	0	0	0	36	23	59	123	71	194	132	67	199	26	7	33	0	0	0	317	168	485
B	2	5	7	59	40	99	92	44	136	50	37	87	16	3	19	0	0	0	219	129	348
A	0	2	2	7	9	16	12	5	17	6	5	11	0	1	1	0	0	0	25	22	47
Total	2	7	9	104	72	176	230	122	352	196	110	306	42	11	53	0	0	0	574	322	896
Percentage by bracket	22.2	77.8	100.0	59.1	40.9	100.0	65.3	34.7	100.0	64.1	35.9	100.0	79.2	20.8	100.0	0.0	0.0	0.0	64.1	35.9	100.0
Percentage of total	1.0			19.6			39.3			34.2			5.9			0.0			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	5	1	6	23	5	28	17	9	26	22	6	28	0	0	0	0	0	0	67	21	88
G6	1	1	2	89	3	92	258	2	260	220	3	223	29	1	30	0	0	0	597	10	607
G5	2	4	6	45	13	58	96	18	114	76	10	86	11	1	12	0	0	0	230	46	276
G4	8	33	41	43	157	200	44	111	155	44	72	116	5	9	14	0	0	0	144	382	526
G3	10	38	48	61	264	325	92	258	350	68	216	284	5	31	36	0	0	0	236	807	1043
G2	8	4	12	90	89	179	99	154	253	45	151	196	5	13	18	0	0	0	247	411	658
G1	2	1	3	37	29	66	56	47	103	48	68	116	2	10	12	0	0	0	145	155	300
Total	36	82	118	388	560	948	662	599	1261	523	526	1049	57	65	122	0	0	0	1666	1832	3498
Percentage by bracket	30.5	69.5	100.0	40.9	59.1	100.0	52.5	47.5	100.0	49.9	50.1	100.0	46.7	53.3	100.0	0.0	0.0	0.0	47.6	52.4	100
Percentage of total	3.4			27.1			36.0			30.0			3.5			0.0			100.0		

M – male, F– female, T – total.

TABLE 8. STAFF BY LENGTH OF SERVICE

Major office	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	220	29	181	430	409	15	270	694	155	0	103	258	48	0	20	68	41	0	61	102	19	0	32	51	3	0	15	18	895	44	682	1621
<i>Special programmes and collaborative arrangements</i>	57	0	8	65	50	0	25	75	12	0	11	23	7	0	1	8	3	0	10	13	0	0	4	4	1	0	0	1	130	0	59	189
Africa	67	233	262	562	176	267	833	1276	82	62	68	212	11	6	43	60	14	5	44	63	2	1	36	39	2	0	16	18	354	574	1302	2230
The Americas	44	3	13	60	21	1	4	26	28	0	9	37	11	0	8	19	4	0	7	11	4	1	3	8	1	1	7	9	113	6	51	170
South-East Asia	42	20	60	122	51	12	131	194	22	3	57	82	9	0	37	46	3	2	47	52	3	4	29	36	1	1	4	6	131	42	365	538
Europe	66	31	60	157	92	46	124	262	18	9	24	51	5	0	8	13	9	0	8	17	1	0	3	4	1	0	4	5	192	86	231	509
Eastern Mediterranean	59	49	120	228	69	17	254	340	34	8	30	72	9	1	23	33	5	1	29	35	4	2	16	22		1	6	7	180	79	478	737
Western Pacific	64	41	107	212	57	17	112	186	28		48	76	8	1	25	34	2	5	22	29	0	0	11	11	1	1	5	7	160	65	330	555
Total	619	406	811	1836	925	375	1753	3053	379	82	350	811	108	8	165	281	81	13	228	322	33	8	134	175	10	4	57	71	2155	896	3498	6549
Percentage by bracket	33.7	22.1	44.2	100.0	30.3	12.3	57.4	100.0	46.7	10.1	43.2	100.0	38.4	2.8	58.7	100.0	25.2	4.0	70.8	100.0	18.9	4.6	76.6	100.0	14.1	5.6	80.3	100.0	32.9	13.7	53.4	100.0
Percentage of total				28.0				46.6				12.4				4.3				4.9				2.7				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 DECEMBER 2012

Major office	Category	Total staff at 31 December 2012	External appointments			Conversion of temporary contracts			Interagency 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	895	26	81.3	53.8	1	3.1	100.0	5	7.0	15.6	32	59.4
	NPO	44	5	0.0	0.0	0	0.0	0.0	0	0.0	0.0	5	0.0
	GS	682	4	100.0	75.0	0	0.0	0.0	0	0.0	0.0	4	75.0
<i>Special programmes and collaborative arrangements</i>	P	130	3	75.0	66.7	1	25.0	100.0	0	0.0	0.0	4	75.0
	NPO	0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
	GS	59	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
Africa	P	354	5	62.5	0.0	0	0.0	0.0	3	0.0	37.5	8	0.0
	NPO	574	21	100.0	47.6	0	0.0	0.0	0	0.0	0.0	21	47.6
	GS	1302	36	100.0	44.4	0	0.0	0.0	0	0.0	0.0	36	44.4
The Americas	P	113	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	51	1	100.0	0.0	0	0.0	0.0	0	0.0	0.0	1	0.0
South-East Asia	P	131	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
	NPO	42	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
	GS	365	4	26.7	50.0	11	73.3	54.5	0	0.0	0.0	15	53.3
Europe	P	192	10	90.9	80.0	0	0.0	0.0	1	0.0	9.1	11	72.7
	NPO	86	5	100.0	100.0	0	0.0	0.0	0	0.0	0.0	5	100.0
	GS	232	8	88.9	87.5	1	11.1	0.0	0	0.0	0.0	9	77.8
Eastern Mediterranean	P	180	8	80.0	50.0	0	0.0	0.0	2	0.0	20.0	10	40.0
	NPO	79	15	93.8	20.0	1	6.3	0.0	0	0.0	0.0	16	18.8
	GS	478	15	100.0	40.0	0	0.0	0.0	0	0.0	0.0	15	40.0
Western Pacific	P	160	7	87.5	42.9	0	0.0	0.0	1	0.0	12.5	8	37.5
	NPO	65	13	100.0	61.5	0	0.0	0.0	0	0.0	0.0	13	61.5
	GS	330	32	97.0	78.1	1	3.0	100.0	0	0.0	0.0	33	78.8
Total	P	2155	70	83.3	52.9	2	2.4	100.0	12	14.3	41.7	84	52.4
	NPO	896	61	98.4	49.2	1	1.6	0.0	0	0.0	0.0	62	48.4
	GS	3498	100	88.5	58.0	13	11.5	30.8	0	0.0	0.0	113	54.9
	All	6549	231	89.2	54.1	16	6.2	37.5	12	4.6	41.7	259	52.5

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

TABLE 10. STAFF RETIREMENT PROJECTIONS^a

Major office	Category	Total staff at 31 December 2012	Staff due to retire							
			By 31 December 2013 (1 year)		By 31 December 2015 (3 years)		By 31 December 2017 (5 years)		By 31 December 2022 (10 years)	
			No.	%	No.	%	No.	%	No.	%
Headquarters	P	895	32	3.6	94	10.5	157	17.5	342	38.2
	NPO	44	0	0.0	1	2.3	1	2.3	1	2.3
	GS	682	15	2.2	47	6.9	102	15.0	191	28.0
<i>Special programmes and collaborative arrangements</i>	P	130	7	5.4	11	8.5	17	13.1	43	33.1
	NPO	0	0	0.0	0	0.0	0	0.0	0	0.0
	GS	59	0	0.0	6	10.2	13	22.0	30	50.8
Africa	P	354	25	7.1	65	18.4	100	28.2	202	57.1
	NPO	574	11	1.9	47	8.2	79	13.8	195	34.0
	GS	1302	25	1.9	83	6.4	146	11.2	359	27.6
The Americas	P	113	4	3.5	16	14.2	24	21.2	49	43.4
	NPO	6	0	0.0	1	16.7	4	66.7	4	66.7
	GS	51	1	2.0	6	11.8	13	25.5	26	51.0
South-East Asia	P	131	11	8.4	25	19.1	41	31.3	71	54.2
	NPO	42	3	7.1	7	16.7	12	28.6	26	61.9
	GS	365	10	2.7	38	10.4	62	17.0	104	28.5
Europe	P	192	2	1.0	7	3.6	15	7.8	43	22.4
	NPO	86	3	3.5	4	4.7	8	9.3	18	20.9
	GS	232	7	3.0	16	6.9	28	12.1	49	21.1
Eastern Mediterranean	P	180	4	2.2	23	12.8	45	25.0	88	48.9
	NPO	79	1	1.3	4	5.1	10	12.7	20	25.3
	GS	478	4	0.8	17	3.6	38	7.9	101	21.1
Western Pacific	P	160	7	4.4	18	11.3	30	18.8	62	38.8
	NPO	65	1	1.5	2	3.1	6	9.2	13	20.0
	GS	330	5	1.5	21	6.4	32	9.7	77	23.3
Total	P	2155	92	4.3	259	12.0	429	19.9	900	41.8
	NPO	896	19	2.1	66	7.4	120	13.4	277	30.9
	GS	3498	67	1.9	234	6.7	434	12.4	937	26.8
	All	6549	178	2.7	559	8.5	983	15.0	2114	32.3

^a Figures are cumulative. For example, the total number of staff due to retire by 31 December 2015 (259) includes those due to retire by 31 December 2013 (92).

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 major office

Major office	Region of nationality													
	Africa		The Americas		South-East Asia		Europe		Eastern Mediterranean		Western Pacific		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Headquarters	103	10.0	211	20.6	72	7.0	461	45.0	47	4.6	131	12.8	1 025	100.0
Africa	312	88.1	16	4.5	7	2.0	15	4.2	3	0.8	1	0.3	354	100.0
The Americas	2	1.8	88	77.9		0.0	21	18.6	0	0.0	2	1.8	113	100.0
South-East Asia	1	0.8	14	10.7	73	55.7	25	19.1	5	3.8	13	9.9	131	100.0
Europe	1	0.5	22	11.5	3	1.6	160	83.3	1	0.5	5	2.6	192	100.0
Eastern Mediterranean	9	5.0	19	10.6	5	2.8	39	21.7	105	58.3	3	1.7	180	100.0
Western Pacific	8	5.0	31	19.4	13	8.1	41	25.6	2	1.3	65	40.6	160	100.0
Total	436	20.2	401	18.6	173	8.0	762	35.4	163	7.6	220	10.2	2 155	100.0

By region of nationality

Major office	Region of nationality													
	Africa		The Americas		South-East Asia		Europe		Eastern Mediterranean		Western Pacific		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Headquarters	103	23.6	211	52.6	72	41.6	461	60.5	47	28.8	131	59.5	1 025	47.6
Africa	312	71.6	16	4.0	7	4.0	15	2.0	3	1.8	1	0.5	354	16.4
The Americas	2	0.5	88	21.9	0	0.0	21	2.8	0	0.0	2	0.9	113	5.2
South-East Asia	1	0.2	14	3.5	73	42.2	25	3.3	5	3.1	13	5.9	131	6.1
Europe	1	0.2	22	5.5	3	1.7	160	21.0	1	0.6	5	2.3	192	8.9
Eastern Mediterranean	9	2.1	19	4.7	5	2.9	39	5.1	105	64.4	3	1.4	180	8.4
Western Pacific	8	1.8	31	7.7	13	7.5	41	5.4	2	1.2	65	29.5	160	7.4
Total	436	100.0	401	100.0	173	100.0	762	100.0	163	100.0	220	100.0	2 155	100.0

TABLE 12. STAFF MOBILITY REASSIGNMENTS: 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	10	35.7	2	7.1	0	0.0	2	7.1	3	10.7	3	10.7	8	28.6	28	100.0
Africa	1	2.0	49	96.1	0	0.0	0	0.0	0	0.0	1	2.0	0	0.0	51	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	6.3	0	0.0	0	0.0	12	75.0	2	12.5	0	0.0	1	6.3	16	100.0
Europe	2	5.3	0	0.0	0	0.0	2	5.3	33	86.8	0	0.0	1	2.6	38	100.0
Eastern Mediterranean	1	7.1	1	7.1	0	0.0	0	0.0	0	0.0	12	85.7	0	0.0	14	100.0
Western Pacific	5	20.0	1	4.0	0	0.0	3	12.0	0	0.0	2	8.0	14	56.0	25	100.0
Total	20	10.9	53	28.8	12	6.5	19	10.3	38	20.7	18	9.8	24	13.0	184	100.0

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

1	Professional, managerial and technical work	%			%			
1.A.	Administrative specialists	34.5	1.A.	Administrative specialists				
1.B.	Architects, engineers	0.5	1.A.	Administrative (general)	3.1			
1.C.	Archivists, curators, information specialists and librarians	0.7	1.A.01.	Financial management specialists	10.8			
1.D.	Artists	0.1	1.A.02.	Management and programme analysts	11.5			
1.E.	Economists	0.1	1.A.03.	Building services administrators	2.7			
1.F.	Education specialists	0.6	1.A.04.	Meetings services administrators	1.1			
1.G.	Jurists	1.4	1.A.05.	Computer information systems specialists	13.8			
1.H.	Life scientists	3.5	1.A.06.	Human resources management specialists	7.2			
			1.A.07.	Printing services specialists	0.3			
			1.A.08.	Public information specialists	11.2			
			1.A.09.	Purchasing and contracting specialists	2.2			
			1.A.10.	Representation and protocol specialists	5.7			
			1.A.11.	Technical cooperation administrators	17.1			
			1.A.12.	Administrative officers	11.3			
			1.A.21.	Auditors	1.4			
			1.A.23.	Records and documents administrators	0.5			
1.I.	Dental, nutrition, medical, nursing and veterinary specialists	47.8	1.I.	Dental, nutrition, medical, nursing and veterinary specialists				
1.J.	Physical scientists	0.3	1.I.	Medical specialists (general)	1.0			
1.K.	Sales and marketing specialists	0.2	1.I.01.	Dentists	0.2			
1.L.	Social scientists	1.6	1.I.02.	Dieticians and nutritionists	2.6			
1.M.	Statisticians and mathematicians	1.4	1.I.03.	Medical specialists	90.7	1.I.03.	Medical specialists (selected)	%
1.N.	Transportation specialists	0.1	1.I.04.	Nursing specialists	0.6	1.I.03	Medical specialists	5.8
1.O.	Writers, translators, interpreters	3.1	1.I.05.	Opticians and optometrists	0.2	1.I.03.a	Anaesthesiologists	0.1
1.P.	Professional, managerial and technical specialists for which no job family exists	1.2	1.I.06.	Pharmacists	2.0	1.I.03.b	Epidemiologists	14.4
1.Q.	Postal services specialists	0.4	1.I.07.	Sanitarians (public health)	0.2	1.I.03.c	Dermatologists	0.0
1.R.	Environmental specialists	0.9	1.I.08.	Veterinarians	0.6	1.I.03.d	General practitioners	0.4
1.S.	Relief specialists	1.7	1.I.09.	Rehabilitation specialists	0.5	1.I.03.e	Haematologists and blood transfusion specialists	0.6
1.T.	Electronic communications specialists	0.1	1.I.10	Health laboratory specialists	1.4	1.I.03.f	Neurologists	0.1
1.U.	Cultural development specialists	0.1				1.I.03.g	Family health specialists	6.5
						1.I.03.h	Ophthalmologists	0.4
						1.I.03.i	Immunologists	2.0
						1.I.03.j	Pathologists	0.0
						1.I.03.k	Non-communicable disease specialists	2.3
						1.I.03.l	Geriatricians	0.1
						1.I.03.m	Mental health specialists	1.4
						1.I.03.n	Public health specialists	49.8
						1.I.03.o	Radiologists	0.1
						1.I.03.p	Surgeons	0.1
						1.I.03.q	Traditional medicine specialists	0.4
						1.I.03.r	Emergency care specialists	0.1
						1.I.03.s	Communicable disease specialists	14.8
						1.I.03.t	Occupational health specialists	0.6

^aOccupied 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	Agreements for Performance of Work	Consultants	Special Services Agreements
Headquarters	2 435	741	0
Africa	1 198	177	327
South-East Asia	410	16	1 653
Europe	1 130	20	144
Eastern Mediterranean	2 884	55	1 200
Western Pacific	810	181	139
Total	8 867	1 190	3 463

TABLE 15. NUMBER OF JUNIOR PROFESSIONAL OFFICERS BY REGION AND BY DONOR COUNTRIES

Donor countries	Major office							
	Headquarters	Africa	The Americas	South-East Asia	Europe	Eastern Mediterranean	Western Pacific	Total
Belgium	1	1	0	1	0	0	0	3
Denmark	0	1	0	0	0	0	0	1
Finland	1	1	0	0	0	0	0	2
France	3	0	0	0	0	0	0	3
Germany	9	0	0	0	2	1	0	12
Italy	1	0	0	0	0	0	1	2
Japan	2	1	0	0	0	0	1	4
Luxembourg	1	0	0	0	0	0	0	1
Netherlands	2	0	0	0	0	1	0	3
Norway	1	0	0	0	0	0	0	1
Spain	1	0	0	0	0	0	1	2
Sweden	1	0	0	0	0	0	0	1
Total	23	4	0	1	2	2	3	35

**TABLE 16. APPLICATIONS FOR POSTS AT WHO: BREAKDOWN BY SEX OF APPLICANTS
AND BY MAJOR OFFICE**

Major office*	2010				2011				2012			
	Male	Female	Total	% women	Male	Female	Total	% women	Male	Female	Total	% women
Headquarters	20 187	15 310	35 497	45.8	24 658	21 849	46 507	45.8	24 658	20 823	45 481	45.8
Africa	28 259	11 284	39 543	28.5	18 166	7 613	25 779	29.5	22 802	8 303	31 105	26.7
AMRO/PAHO	14 163	16 616	30 779	54.0	11 544	14 238	25 782	55.2	10 725	13 710	24 435	56.1
Eastern Mediterranean	15 825	5 927	21 752	27.2	13 419	5 185	18 604	27.9	13 780	5 511	19 291	28.6
Europe	14 835	17 319	32 154	53.9	11 227	13 569	24 796	54.7	11 156	13 391	24 547	54.6
South-East Asia	23 953	8 169	32 122	25.4	18 498	5 929	24 427	24.3	23 807	7 491	31 298	23.9
Western Pacific	6 190	8 858	15 048	58.9	5 197	7 673	12 870	59.6	6 660	10 451	17 111	61.1
Total	123 412	83 483	206 895	40.4	102 709	76 056	178 765	42.5	113 588	79 680	193 268	41.2

* Positions advertised in that major office.