

The background of the cover features several silhouettes of people with their arms raised in a celebratory gesture. These silhouettes are rendered in a light, textured grey color, giving them a soft, ethereal appearance. They are scattered across the page, with some appearing more prominent than others, creating a sense of movement and joy.

*Toward Inclusion . . .*

# *Diversity*

*Annual Report*

*2004*

*Leena Lahti*

*Senior Advisor on Diversity*

*International Monetary Fund*

*Toward Inclusion . . .*



# *Diversity*

*Annual Report 2004*

*Leena Lahti*  
*Senior Advisor on Diversity*

*International Monetary Fund*

Research Assistant: Axana Abreu Panfilova  
Production: TGS Multimedia Services Division  
Cover Design: Sanaa Elaroussi  
Illustrations: Massoud Etemadi  
Page Design and Composition: Choon Lee and Wendy Arnold  
Figures: Jorge Salazar  
Printing: Digital Unit Production



# Contents

<b>Executive Summary</b>	<b>1</b>
<b>Recommendations</b>	<b>3</b>
<b>I. Introduction</b>	<b>5</b>
<b>II. The Fund's Diversity Strategy and Objectives</b>	<b>7</b>
<b>III. Fundwide Accomplishments and Concerns</b>	<b>9</b>
Discrimination Policy Follow-Up	9
A More Family-Friendly Environment	9
More Diversity Training Needed	10
Helping Newcomers	10
Stronger Recruitment Efforts	10
Strengthening Management Development	10
More Extensive Mentoring and Coaching	11
Centralized Mobility Initiative	11
Improved Diversity Data	11
Diversity Timeline	12
<b>IV. Staff Diversity in Numbers</b>	<b>13</b>
Gender	13
Developing Country Nationals	14
Regions	15
East Asian Countries	17
Other Staff Groups	18
The Fund's Management Profile	18
<b>V. Staff Inclusion</b>	<b>23</b>
<b>VI. Departmental Performance on Diversity</b>	<b>25</b>
Gender Representation	25
Representation of Developing Country Nationals	26
<b>VII. The Fund and Other Selected International Institutions</b>	<b>29</b>
<b>Conclusions</b>	<b>31</b>
<b>Tables</b>	
1. Geographic and Gender Benchmark Indicators, and Representation in Grades A9–B5	13
2. Summary of Pipeline Indicators for Economists, 2004	19
3. The Fund's Human Resources Management Profile: 1990, 1995, 2000, 2004	20
4. IMF and WBG Comparison, End-2004	30



## CONTENTS

### Figures

1. Share of Women by Career Stream and Grade Grouping, 2000–2004	13
2. Recruitment of Women by Career Stream in Grade Group A9–A15, 2000–2004	14
3. Share of Women and Men in Grades A11–B5: Economists	14
4. Share of Women and Men in Grades A11–B5: Specialized Career Streams	14
5. Share of Developing Country Nationals by Career Stream and Grade Grouping, 2000–2004	15
6. Recruitment of Developing Country Nationals by Career Stream in Grade Group A9–A15, 2000–2004	15
7. Share of Developing and Industrial Country Nationals in Grades A11–B5: Economists	15
8. Share of Developing and Industrial Country Nationals in Grades A11–B5: Specialized Career Streams	16
9. Share of African Staff by Career Stream and Grade Grouping, 2000–2004	16
10. Recruitment of African Staff by Career Stream in Grade Group A9–A15, 2000–2004	16
11. Share of Middle Eastern Staff by Career Stream and Grade Grouping, 2000–2004	17
12. Recruitment of Middle Eastern Staff by Career Stream in Grade Group A9–A15, 2000–2004	17
13. Share of Transition Country Staff by Career Stream and Grade Grouping, 2000–2004	17
14. Recruitment of Transition Country Staff by Career Stream in Grade Group A9–A15, 2000–2004	18
15. Share of Staff from Arab and Other Middle Eastern (ME) Countries in Grades A9–A15 and B1–B5, 2000–2004	19
16. Share of Staff from the United Kingdom (UK) and Other European Countries in Grades A9–A15 and B1–B5, 2000–2004	19
17. Share of Staff from Asia and East Asian Countries in Grades A9–A15 and B1–B5, 2000–2004	19
18. Share of Staff from English-speaking Industrial Countries and Other English-speaking Countries in Grades A9–A15 and B1–B5, 2000–2004	19
19. Share of Women by Department and Grade Grouping	25
20. Share of A9–A15 Women by Department	25
21. Share of B1–B5 Women by Department	26
22. Share of Developing Country Nationals by Department and Grade Grouping	26
23. Share of A9–A15 Developing Country Nationals by Department	26
24. Share of B1–B5 Developing Country Nationals by Department	27
25. Profile of Female Staff in the MDB/IMF Member Institutions, 2000–2004	29

### Text Boxes

1. How Did We Get Here?	5
2. Diversity and Inclusion	7
3. N-Rules	7
4. Five-Year Benchmark Indicators, 2003–2008	8
5. What's Behind the Regional Aggregates?	18
6. The Enhanced Diversity Action Plan Groups: Ten-Year Trend	21



## Attachments

### Boxes

- |   |    |
|---|----|
| 1. 2003 Diversity Annual Report Recommendations | 35 |
| 2. 2004 Diversity Country Groupings             | 36 |

### Tables

- |  |    |
|--|----|
| 1. Staff by Region, Gender, Career Stream, and Grade Grouping  | 37 |
| 2. Share of Women and Men by Career Stream and Grade Grouping  | 38 |
| 3. Recruitment of Women by Career Stream and Grade Grouping  | 39 |
| 4. Share of Staff from Developing and Industrial Countries by Career Stream and Grade Grouping   | 40 |
| 5. Recruitment of Developing Country Nationals by Career Stream and Grade Grouping   | 41 |
| 6. Staff by Region, Grade Group, and Career Stream, 2000–2004  | 42 |
| 6a. Transition Country Staff by Career Stream and Grade Grouping   | 43 |
| 6b. Recruitment of Selected Regions by Career Stream in Grade Group A9–A15   | 43 |
| 7. Recruitment by Region, Gender, Career Stream, and Grade Grouping, 2000–2004   | 44 |
| 8. Distribution of Staff in Grades A11–B5 by Region, Developing/Industrial Country, Gender, Career Stream, and Grade                     | 45 |
| 9. Share of Developing and Industrial Country Nationals in Grades A11–B5 by Career Stream  | 46 |
| 10. Average Time in Current Grades A14 and A15 for Economists by Region, Selected Sub-Regions, Developing/Industrial Country, and Gender | 47 |
| 11. Five-Year Review of Pipeline Indicators of Economists  | 48 |
| 12. Staff Promoted by Region, Selected Sub-Regions, Gender, Career Stream, and Grade Grouping, 2004                                      | 49 |
| 13. Share of Women and Men in Grades A11–B5 by Career Stream   | 50 |
| 14. Share of Women by Department and Grade Grouping  | 51 |
| 15. Share of Developing Country Nationals by Department and Grade Grouping   | 52 |
| 16. Distribution of A9–B5 Staff by Region by Department  | 53 |
| 17. Separations/Recruitment by Diversity Category, CY 2004   | 54 |
| 18. Share of Staff from Arab and Other Middle Eastern (ME) Countries in Grades A9–A15 and B1–B5  | 54 |
| 19. Share of Staff from the United Kingdom (UK) and Other European Countries in Grades A9–A15 and B1–B5                                  | 54 |
| 20. Share of Staff from Asia and East Asian Countries in Grades A9–A15 and B1–B5   | 55 |
| 21. Share of Staff from English-speaking Industrial Countries and Other English-speaking Countries in Grades A9–A15 and B1–B5            | 55 |
| 22. Nationality Distribution List (Excluding the OEDs)   | 56 |
| 23. Profile of Female Staff in the MDB/IMF Member Institutions, End-2004   | 61 |





## *Executive Summary*

Over the past nine years, the Fund has established the basic diversity policies and practices and has steadily improved staff diversity. In 2004, the major accomplishments were: the addition of a multicitizenship option in the PeopleSoft database to allow for a more accurate picture of staff diversity; the Human Resources Department's (HRD's) assessment of the Fund's training programs to effectively integrate diversity; and important progress in the development of cultural briefings, training, and support for incoming staff and their families. In addition to these most recent initiatives, a great deal has been accomplished during the previous years.

2004 is marked with a number of departments making substantial efforts to respond to the 2003 Staff Survey results and address the perceptions of possible discrimination in the Fund. The emphasis was placed on improving the communication, transparency, and fairness of performance standards, assessment, and feedback; Annual Performance Reviews (APRs), ratings, and merit pay; and career development. Departmental diversity continues to differ significantly, however.

The 2003 Staff Survey provided valuable data about the perceived inclusiveness of the Fund's working culture in terms of gender, race and ethnicity. In 2004, the Diversity Advisor conducted follow-up analyses of demographic groups and identified differences in racial/ethnic perceptions of trust, respect, fairness, and equality. This follow-up analysis allowed the Diversity Advisor to develop five "Diversity Indexes" to be monitored on a Fundwide and departmental basis in future Staff Surveys against the 2003 baseline; and was reported to management and HRD for their consideration and possible action. This exercise could be used to further deepen a dialogue on substantive diversity issues among management and staff.

As a result of several years of consistent efforts, African staff improved their representation in the grades A9–A15 and the representation of transition country nationals continued to experience steady growth in the grades A9–A15. Otherwise, progress slowed in 2004. The share of women and developing and transition country nationals in the B grades dropped, and the gap between A and B grades widened. The recruitment of all of these groups was strong in the junior grades but weakened substantially in the mid-career grades. The representation of Middle Eastern staff dropped from previous years but remained stronger in the B grades. For the Middle Eastern region, HRD reports security factors and supply constraints to be significant obstacles for successful recruitment. With respect to the groups mentioned above, reaching the benchmark indicators set in the 2003 Enhanced Diversity Action Plan could be a challenge. Because of its increasing underrepresentation and upon management's request, East Asia will be monitored in this and subsequent reports, as a new regional group.

Based on the consistent feedback received from Fund staff across the grades and career streams, staff continue to have high expectations of management with regard





to the Staff Survey results. The Staff Survey provides a valuable venue for a useful and informative dialogue. In addition to the pending issues from previous years' recommendations, regular diversity training programs and training on the Discrimination Policy to supervisors and staff should become a high priority; and a systematic diversity review of starting grades and salaries should be developed by HRD for ongoing monitoring of equity in the Fund. The Fund could consider establishing guidelines on performance assessment of staff who have been on reduced mission schedule or on maternity/parental or other leave during the APR period to help supervisors implement consistent non-discriminatory practices across departments. Finally, clearer accountability for diversity management performance, equal to other performance competencies, would enhance progress across the Fund. The recommendations of the 2003 Diversity Annual Report, many of a longer-term nature, are yet to be implemented—and will be require more time and resources; they are presented at the end of the report.



# *Recommendations*

## **1. Management Engagement**

Management's visible and consistent engagement is essential for an organization's diversity efforts to take root, and it would be important to sustain the momentum for further progress. The Managing Director's town hall meetings, his personal office memoranda to staff, his meetings with the underrepresented staff groups, Department Heads' retreats, and the Directors' Annual Performance Assessments provide natural opportunities for doing this.

## **2. Diversity Strategy**

Diversity strategies should, and do evolve in response to the changing environment. Within the framework of the Enhanced Diversity Action Plan, the Fund should review its overall diversity strategy at this ten-year milestone, and broaden the focus from staff statistics toward the issues in the working culture and career development that were indicated in the Staff Survey results and in the memoranda from regional staff groups to management. In doing this, the Fund could make use of external experts to gain fresh and objective professional perspectives, and benefit from experiences in other institutions.

## **3. Accountability and Incentives**

Accountability and incentives are key elements in any process of change, be it in country operations or in diversity efforts. In the performance assessments, ratings, merit pay, promotion, and feedback discussions with the supervisors, the Fund should incorporate clearly identified diversity management competencies and numerical outcomes more systematically. Possible sources of information are: the PeopleSoft database, the Subordinate Assessment of Managers (SAM), and Staff Surveys. The current revision of the Annual Performance Review and the upcoming revision of SAM provide a timely opportunity for the implementation of this recommendation.

## **4. Awareness and Skill Building**

Diversity management is based on awareness, skill-building and willingness to change. The Fund should re-establish high quality diversity-training programs for senior managers, supervisors, and other staff and ensure that all departments and supervisors receive this training. The training should cover specific diversity aspects, such as racial, ethnic, cultural, religious and gender diversity, discrimination, and harassment. It should also include broader issues of inclusion, tolerance, respect, and dignity, as well as subtle forms of discrimination and micro-inequities, and a manager's role in creating an inclusive culture. Training would help supervisors and staff meet the requirements set in the Fund policies.



## **5. Inclusion and Equity**

The 2003 Staff Survey was an important initiative to enhance an open dialogue between management and staff; the high response rate reflects staff's positive expectations. In the next Staff Surveys, the Fund should take full advantage of all collected data and include racial and ethnic analysis in the main report. This would help in identifying problems in inclusion and addressing them in a neutral, objective, and constructive manner.

## **6. Monitoring**

Regular monitoring of progress and identification of shortcomings are equally crucial in the diversity efforts as they are in country operations. Being a leading global institution, the Fund may want to proactively supplement its diversity data gathering on diversity management and inclusion. This can be done through frequent Staff Surveys that fully incorporate all relevant aspects, such as gender, race, and ethnicity, and regular statistical analysis of starting grade and salaries and career progression among other options. Building a solid infrastructure for regular and transparent monitoring would be more cost productive than ad-hoc studies.

Concrete action steps for the implementation of each recommendation will be available on the Fund's internal Diversity Website.



## *I. Introduction*

This is the Fund's ninth Annual Diversity Report. It is addressed to management and distributed to all Fund employees and Executive Directors. Since 2000, management decided to make the annual report available to the public on the Fund's external website, in line with the Fund's strong commitment to transparency.

The objectives of this report are to:

- outline the Fund's diversity strategy and priorities;
- summarize the main diversity initiatives undertaken in calendar year 2004;
- review the current status of diversity efforts and trends over the past 5 to 10 years;
- identify problems and challenges; and
- recommend further steps and actions.

### **How Did We Get Here?**

- Significant groundwork was done in two early studies: "The Status of Women in the Fund" in 1994 and "Discrimination in the Fund" in 1995. The latter was followed up by "The Review of Individual Discrimination Cases" in 1997–1999.
- Formally, the Fund initiated its diversity program in 1995 with the creation of the Senior Advisor on Diversity position.
- The Managing Director announced The Diversity Action Plan in his statement on Measures to Promote Staff Diversity and Address Discrimination in 1996.
- Departmental Diversity Action Plans were established in 1996 and integrated into departmental HR plans in 2000.
- The Enhanced Diversity Action Plan, issued in July 2003, set quantitative benchmark indicators at the Fund level.
- The 2003 Staff Survey established a baseline for future systematic assessments of the "State of the Fund."





## II. The Fund's Diversity Strategy and Objectives

The Fund's diversity strategy seeks to promote strong institutional performance and the optimal use of the Fund's human capital, while ensuring unbiased and fair treatment of all staff. As a leading international institution, the Fund wants to be a leader and role model in the fair and efficient management of talent and in continuing to attract the best possible candidates.

The mandate for promoting staff diversity originates from the Fund's Articles of Agreement and internal rules (see box, N-Rules).

The Fund's diversity efforts focus on those staff groups that are substantially underrepresented, unevenly distributed across grades and career streams, or disadvantaged in terms of compensation, professional development, or career mobility/advancement. These groups are called "minorities" in terms of numbers or statistics, or "underrepresented staff" in this report. The Fund seeks to address the problems identified by data analyses and studies; develop special programs such as mentoring for targeted groups to prevent biases; and, most important, promote mainstreaming diversity into the human resources management framework. The diversity strategy is characterized by the following principles:

- *inclusiveness* – that is, combining and balancing various human dimensions, such as gender and nationality;
- using *quantitative and qualitative benchmark indicators* as guidelines;
- relying on regular and transparent *monitoring*;
- *mainstreaming diversity* into human resources policies and daily work management practices; and
- *decentralizing* implementation and responsibility in departments.

### Diversity and Inclusion

- Enhances effective communication with member countries and other collaborators;
- Improves credibility and the Fund's image;
- Is an asset for institutional performance that broadens staff perspectives and the policy toolkit and, when well-managed, strengthens institutional innovativeness, problem-solving capacity, and adaptability to internal and external changes;
- Improves staff commitment, morale, and retention; and
- Enhances the Fund's attractiveness as an employer.

### N-Rules

"In appointing the staff, the Managing Director shall, subject to the paramount importance of securing the highest standards of efficiency and of technical competency, pay due regard to the importance of recruiting personnel on as wide a geographical basis as possible." (*Rule N-1*)

"The employment, classification, promotion, and assignment of persons on the staff of the Fund shall be made without discriminating against any person because of sex, race, creed, or nationality." (*Rule N-2*)



Initially, the Fund's approach to diversity relied on a highly quantitative and geographic-based focus. Gradually, the approach broadened, moving toward a wider range of diversity dimensions introduced in the 2003 Enhanced Diversity Action Plan. The 2003 Staff Survey, which for the first time collected demographic data on race and ethnicity, was an important step forward in this regard. Although the Fund's data now provide a broader picture of staff diversity, some of these

data cannot be solely used to monitor career and compensation patterns, because of technical shortcomings in their collection (voluntary, self-reporting, etc.). At this ten-year milestone, the Fund may want to consider reviewing its diversity strategy within the framework of the Enhanced Diversity Action Plan; the focus could be widened toward more qualitative aspects of the work environment to ensure full inclusion and productivity of all staff.

### Five-Year Benchmark Indicators, 2003–2008

- **Women in B grades:** Stock indicator for end-2008 for all career streams is 20 percent; for the economist career stream, 15–20 percent; and for the specialized career streams, 35–40 percent. The **recruitment** indicator for women economists in grades A11–A15 is 30 percent and for women in the specialized career streams in grades A9–A15 it is 50 percent.
- **Developing country nationals in grades A9–B5:** Stock indicator is 40 percent, in line with the combined quota of the developing countries.<sup>1</sup>
- **African, Middle Eastern, and transition country nationals in grades A9–B5:** Stock indicator for each group is 8 percent, which is higher than the regional financial quota for Africa but close to the country group quotas for the other groups.
- **Qualitative indicators focus on (1) recruitment, (2) career development, and (3) work environment.**

Source: 2003 Enhanced Diversity Action Plan.

<sup>1</sup>Each member country of the Fund is assigned a financial quota, which is calculated on the basis of uniform formulas designed to reflect the relative size of its economy. The country's quota determines its subscription to the Fund, its voting power, its maximum potential access to Fund financial resources, and its share in Special Drawing Right (SDR) allocations. References in this report to "quotas" refer to a country's or region's share in total Fund financial quotas. Over/underrepresentation is determined by subtracting a member country's percentage share of the Fund staff from its percentage share total Fund financial quotas. If the staff percentage is larger (i.e., if the difference is positive), the country or region is overrepresented; if smaller, underrepresented.



### III. Fundwide Accomplishments and Concerns

The Fund is one of the most advanced international institutions in terms of formal human resources policies and practices that support diversity. However, still more could be done to ensure that the work environment gets fully in line with the spirit of these policies. As regional staff groups' memoranda to management indicate, not all staff feel fully and equally included.

Changes in management and HRD, competing priorities in a tightly constrained budgetary environment, and intense resource demands associated with a thorough review of compensation, benefits, and terms of employment have disrupted some of the progress being made on diversity. The 2003 Diversity Annual Report recommendations have not yet been implemented; for example, holding managers accountable for staff diversity and inclusion would be important for promoting progress.

“... all managers have a special responsibility to **foster diversity and inclusion** in their work units, including by acting as role models for junior staff members. This **aspect of managers' performance** is assessed in annual performance discussions and recognized appropriately.”

*The Enhanced Diversity Action Plan, 2003*

#### Discrimination Policy Follow-Up

In 2003, the Fund put in place a formal Discrimination Policy. Training sessions were provided to the Discrimination and Harassment Advisors, Human Resources (HR) staff, Senior Personnel Managers (SPMs), and Assistant to the Senior Personnel Managers (ASPMs); however, 6 of the 12 current Advisors on Discrimination and Harassment have not yet received any training on harassment. Given the great emphasis that the Fund's Discrimination Policy places on informal and proactive approaches and the high expectations

it sets for supervisors, it is crucial that supervisors receive appropriate training. They should have a full understanding of the concepts and standards of discrimination and harassment, know how these problems influence staff performance and team work, and learn how to address problems when they occur.

“It is particularly important that **staff in managerial or supervisory roles create and maintain a supportive and encouraging working environment** for all employees and take all reasonable **actions necessary to prevent and address** undesirable or inappropriate behavior.”

*The Discrimination Policy, 2003*

#### A More Family-Friendly Environment

In response to staff feedback, and a recent spike in inquiries to the Diversity Advisor's office, HRD, on the HR Connect website, reminded managers about the Fund policies in respecting staff's private lives and family needs related to pregnancy, giving birth, and adoption. These guidelines, formalized in 1999, cover travel restrictions for women and men prior to and following the birth of a child, after the adoption of a child, and following maternity leave. Beyond these formal definitions, of course, there are additional circumstances, such as high-risk pregnancies, that departments should take into account even though they are not explicitly outlined in any policy document. An additional aspect that should be addressed with clear guidelines (as recommended previously in the 2003 Diversity Annual Report) is the performance appraisal and rating of a staff member who has been on maternity/parental or other lengthy leave or restricted from travel. The guidelines should clarify that performance assessment is based on a balanced combination of quality, complexity, and output of work.





## More Diversity Training Needed

For several years, until November 2002, HRD offered two-to-three “Diversity Weeks” of training annually—typically a number of workshops and seminars on various topics for staff and supervisors. Despite HRD’s consistent efforts to integrate diversity into its regular training programs, a large number of Fund staff and supervisors continue to work with no training on diversity. This concern is not recently developed; training on cross-cultural sensitivity issues was recommended to be mandatory for all supervisors already in the 1995 Discrimination Report, and presented in the Managing Director’s memorandum to staff in February 1996.

In order to integrate diversity into the Fund’s staff development, the Staff Development Division (SDD) in 2004 analyzed the objectives, methods, and substance of current training programs and will be using these analytical tools to assess future programs. Following up on these analyses, in early 2005, diversity briefings were also held for the Fund’s external training consultants. Training programs developed in recent years, such as Fundamentals of Management, Giving and Receiving Feedback, Managing Effective Missions, Conflict Resolution, Coaching Skills, and Division Management, as well as the Assistants’ Curriculum, do already put an emphasis on integrating diversity with the traditional curriculum.

## Helping Newcomers

With the establishment of the New Staff and Family Briefing Center in 2003, newcomers and their families are now introduced to the multicultural aspects of the Fund’s work environment. Communication strategies are developed using role playing, individual discussions, and other innovative approaches. The feedback that HRD receives indicates that newcomers are very receptive to this information and find it useful. The training is supplemented with links to cross-cultural materials and events that help new staff and their families make an early adjustment to the Fund and the Washington, D.C. area.

## Stronger Recruitment Efforts

Recruitment of new staff has systematically been directed by the Fund’s diversity goals. Diversity results are substantially better in the central panels compared with direct departmental recruitment and ad hoc panels. Management has encouraged departments to use candidate pipelines that have been developed and distributed by the Recruitment and Staffing Division (RSD); to maintain the momentum, these candidates should also be respectfully kept informed about their status until appointments take place. During 2004, recruitment campaigns were conducted through video conference interviews to supplement missions to Egypt, Lebanon, and Nigeria. HRD has also started advertising campaigns for specialized career stream vacancies prior to each recruitment mission to underrepresented regions and countries. This has strengthened the pipelines for support departments—something that had long been requested. As in previous years, U.S. academic institutions appeared to be excellent sources of diversity for the Economist Program (EP), and the centralized EP recruitment efforts have been very successful in promoting diversity for several years in a row. However, excessive dependence on this approach may further strengthen the uniformity of working, thinking, and communication styles that may not fully support cultural diversity.

## Strengthening Management Development

New management selection procedures, the Management Development Center (MDC), the Subordinate Assessment of Managers (SAM), and individual coaching for new supervisors have contributed to a significant improvement in the Fund’s human resources management. It was agreed with the HRD that the emphasis on diversity management performance in the SAM questionnaire will be strengthened and made more explicit in 2005. The Fund may also want to continue paying special attention to the cultural diversity of the MDC assessors.



### **More Extensive Mentoring and Coaching**

A Fundwide Mentoring Program, officially established in 2003 as a regular program and administered by HRD, is designed to help all mid-career newcomers; the Diversity Advisor continues to provide additional mentoring arrangements for minority/underrepresented staff as needed. In 2004, 63 pairs participated in the Fundwide Mid-career Mentoring Program, and 9 pairs in the supplementary Diversity Mentoring Program; 57 supervisors, drawn equally from the economist and specialized career streams, participated in the individual Coaching Program. The share of female mentees in the Mentoring Program was 38 percent and in the Coaching Program 26 percent.

Geographically, only the transition country group has yet to participate in the Mentoring Program; other groups participate to some extent. Managers may want to make a special effort to ensure that staff, and especially mid-career newcomers representing “foreign” backgrounds to the Fund, are supported through formal and informal systems. These incoming staff may not yet be familiar with the program and hence, may hesitate to participate. Supervisors’ encouragement is particularly helpful in countering any perceived stigma (for example, in some cultures external guidance may be seen as a sign of weakness) and can play an important role in changing the attitudes.

### **Centralized Mobility Initiative**

Mobility is a key component of the Fund’s staffing strategy and staff’s career progress. The

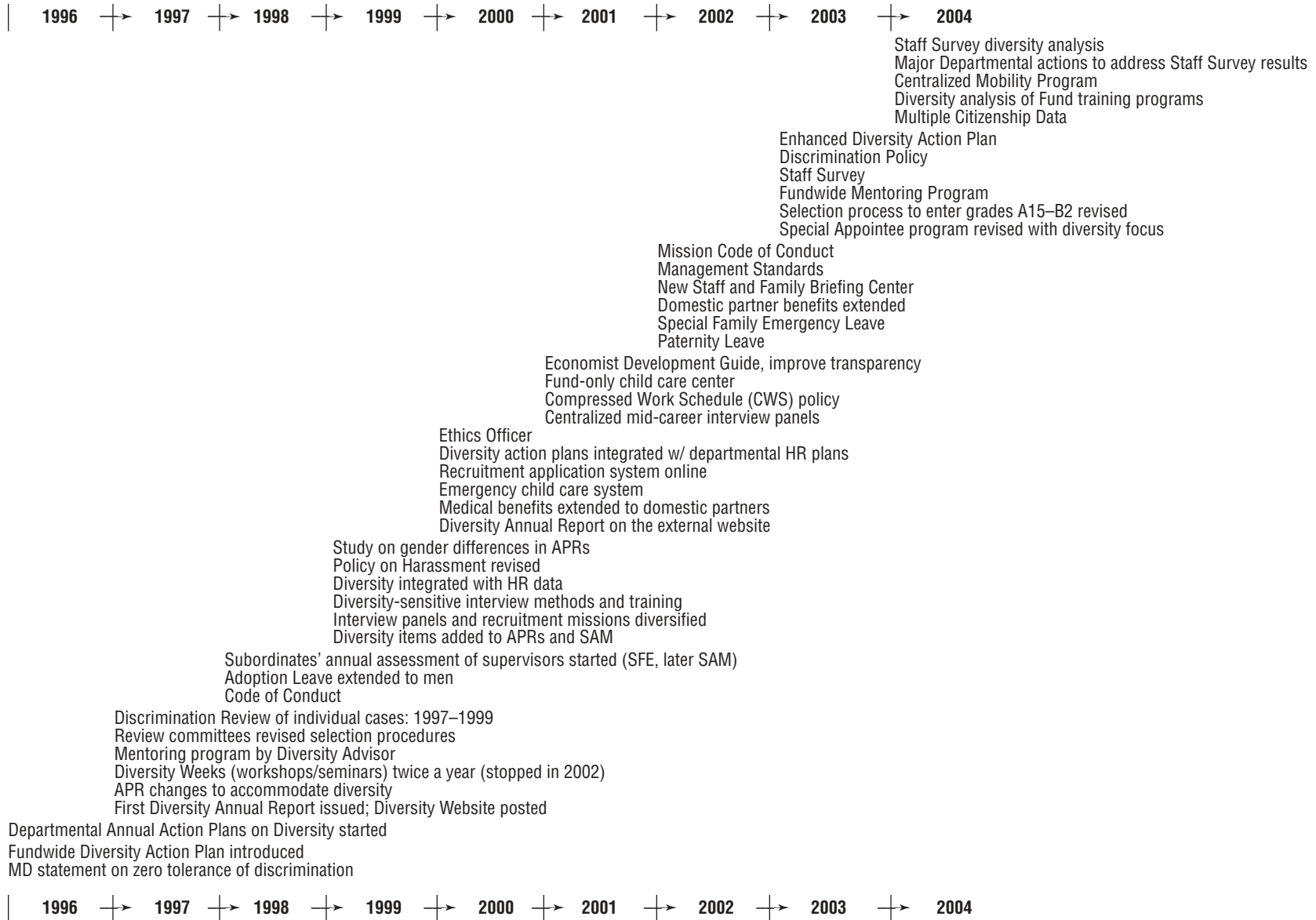
existing internal market has been working reasonably well for some staff during periods of growth, but minority/underrepresented staff groups have expressed their concerns to management, in specific office memoranda, about their equitable career opportunities. In the current stage of low growth, mobility opportunities have become more limited, and it appeared necessary to supplement the system. Therefore, HRD introduced a Centralized Mobility Program to strengthen the internal job market. The program is voluntary for staff and is managed by a specially appointed Mobility Committee. The Fund may want to assess the diversity impacts of the program and analyze possible programs in the near future.

### **Improved Diversity Data**

To draw a more accurate picture of the Fund’s staff diversity, HRD broadened the PeopleSoft Human Resources Management System (HRMS) database by inviting staff to enter multiple citizenship information through the Electronic Self-Service (ESS) Kiosk. For the Fund’s diversity assessment, multiple citizenship data are specifically important for those staff members who are listed as U.S. nationals for benefit purposes. As of end-2004, 160 staff members entered their data; where 9.5 percent of U.S. staff reported holding dual and/or multiple citizenship. Due to the voluntary nature of this initiative, the data is not complete and therefore, will not be analyzed in this report.

## Diversity Timeline

Before: 1992: Staff Survey; 1993: Work-at-Home; 1994: Report by the Working Group on the Status of Women, Study of Gender Differences in Written Annual Performance Reviews (APRs), Cross-Cultural Training Seminars and Workshops; and 1995: Discrimination in the Fund Report, Work-at-Home Policy Fundwide, Appointment of the Special Advisor on Diversity, and Expanded Mobility Program.





## IV. Staff Diversity in Numbers

The 2003 Enhanced Diversity Action Plan redefined the Fund's diversity priorities and established numerical benchmark indicators for women, developing country nationals, and nationals of African, Middle Eastern, and transition countries. It also provided guidelines for recruitment, career development, and work environment. This chapter reviews staff count, recruitment, and pipeline and career dynamics for these groups, and a recently identified group, East Asia. Diversity data only include gender and primary citizenship; since 2004, multiple citizenship data have also been available and are used to provide a richer picture of staff diversity.<sup>1</sup>

### Gender

The gender balance of Fund staff has improved gradually over time, deteriorating slightly in 2004 (Figure 1; Table 2 in Attachments). In the B grades, the share of women has increased from 11.7 percent to 14.9 percent since 2000; in the A9–A15 grade group, the share increased from 34.9 percent to 35.5 percent.

In the economist career stream, the increase in the B grades was from 9.2 percent to 10.6 percent, and in the A9–A15 grades from 22.9 percent to 24.7 percent. The Economist Program (EP) has been consistently successful in recruiting women, with 37.1 percent recruited in 2004. In 2004, the recruitment of women economists, other than those joining the Fund under the Economist Program, reached its lowest point over the past five years, 12.5 percent in grades A9–A15 (14.3 percent, or one of seven hires, for B-level women) (Figure 2; Table 3 in Attachments).

In the specialized career stream, B grades reflected a significant increase, from 21.1 percent to

**Table 1. Geographic<sup>1</sup> and Gender Benchmark Indicators, and Representation in Grades A9–B5**

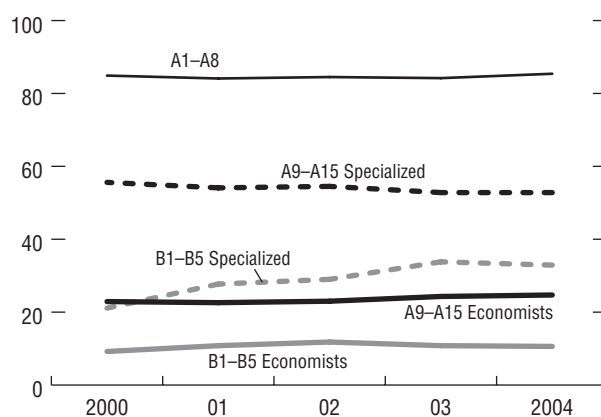
	Staff	Staff	Representation	Representation
	Financial Quota	Diversity Benchmarks <sup>2</sup>	end-2000	end-2004
%				
<b>Africa</b>	4.2	<b>8</b>	5.7	5.8
<b>Asia</b>	18.0		14.8	15.7
<b>Europe</b>	41.5		35.2	35.0
<b>Middle East</b>	8.5	<b>8</b>	5.3	4.3
<b>Western Hemisphere</b>	28.0		39.0	39.2
<b>Industrial countries</b>	61.3		64.0	60.3
<b>Developing and Transition</b>	38.7	<b>40</b>	36.0	39.7
Transition countries	7.5	<b>8</b>	3.4	5.0
<b>Women</b>				
All B-Level		<b>20</b>	11.7	14.9
B-Level Economists		<b>15–20</b>	9.2	10.6
B-Level Specialized Career Streams		<b>35–40</b>	21.1	32.9

Source: PeopleSoft HRMS.

<sup>1</sup>According to the 2004 Diversity Country Groupings (Attachment I).

<sup>2</sup>The diversity benchmarks to be met by end of fiscal year 2008.

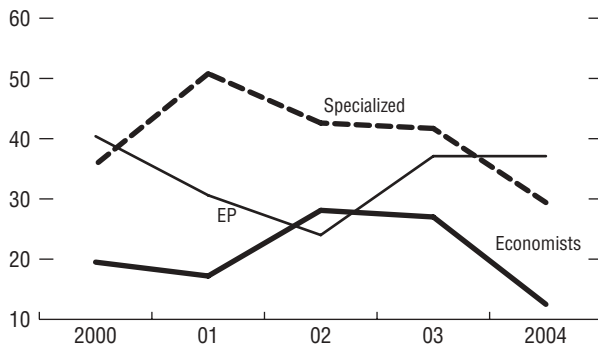
**Figure 1. Share of Women by Career Stream and Grade Grouping, 2000–2004**  
(In percent)



<sup>1</sup>Since the data are based on staff self-reporting it is still not comprehensive enough to be analyzed in this year's report.

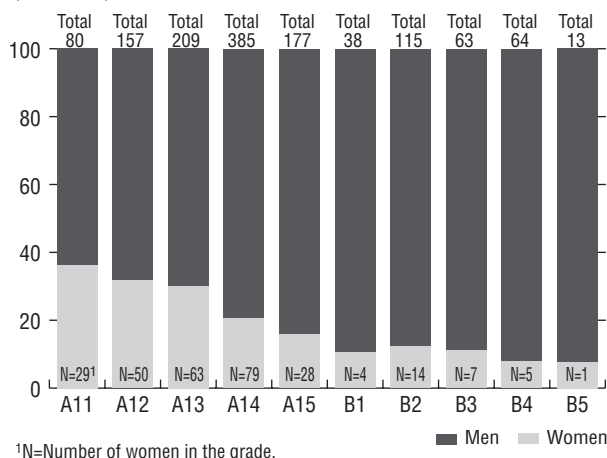


**Figure 2. Recruitment of Women by Career Stream in Grade Group A9–A15, 2000–2004**  
(In percent)



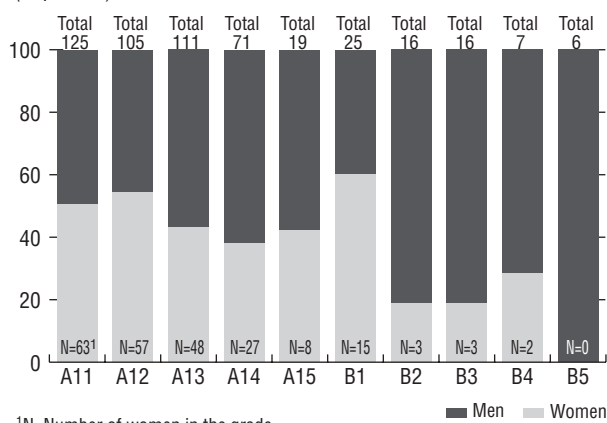
Note: Indicator for A11–A15 Economists 30 percent; A9–A15 Specialized Career Streams 50 percent.

**Figure 3. Share of Women and Men in Grades A11–B5: Economists**  
(In percent)



<sup>1</sup>N=Number of women in the grade.

**Figure 4. Share of Women and Men in Grades A11–B5: Specialized Career Streams**  
(In percent)



<sup>1</sup>N=Number of women in the grade.

32.9 percent since 2000. Women were recruited at rates far below their separation rates in the A9–A15 grades—24 percent hired against 32.1 percent separated, and in the B grades 12.5 percent against 20.6 percent, respectively (Table 17 in Attachments).

The career dynamics indicators look promising for women; their promotion rates are slightly higher in grades A9–A15, and the average times-in-grade significantly shorter than those of men in grades A14 and A15 as they have been for several years. However, the share of women economists in grades A15–B5 relative to all women economists continues to be small and does not seem to improve due to the low levels of recruitment in higher grades. Only 21.1 percent of all female economists are in A15–B5 in contrast with the respective share of 40.3 percent for male economists (Figures 3 and 4; Tables 11 and 12 in Attachments).

### Developing Country Nationals

The representation of developing country nationals in grades A9–A15 (41.8 percent) has consistently improved over the past five years, although it has remained constant and significantly lower (30.6 percent) in the B grades (Figure 5; Table 4 in Attachments). The share in grades A9–B5 is 39.7 percent and slightly below the benchmark indicator of 40 percent. The recruitment of developing country nationals in grades A9–A15 (42.4 percent) is above their share in separations (32.1 percent); however, in the B grades, the recruitment share is substantially below, 12.5 percent against 23.5 percent, respectively (Table 17 in Attachments).

In 2004, the recruitment of developing country economists was only 33.9 percent, a sharp drop from the three previous years; recruitment in the B grades was as low as 14.3 percent. The EP recruitment was very successful, 60 percent of all EPs, and the five past year average as high as 54.2 percent (Figure 6; Table 5 in Attachments).

The career dynamics indicators show that only 28.5 percent of all developing country economists are in grades A15–B5 compared with the respective share of 41.4 percent for industrial country economists, and the ratio of grade A15 to A14 is



significantly lower, .36 against .54, respectively. The promotion rates and average time-in-grade do not reflect consistent differences between these groups (Figures 7 and 8; Tables 11 and 12 in Attachments).

**Regions**

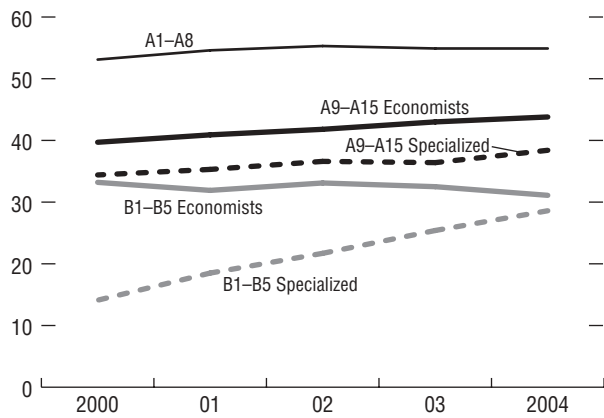
The total number of African staff is 190. African staff make up 7 percent of all staff, reflecting an increase of 0.6 percent units since five years ago. Their representation is increasingly concentrated in the lowest grade group, however—reaching 10.3 percent in the grades A1–A8. Since 2000, the A9–A15 share has increased from 6.1 percent to 6.3 percent, while the B-level share has deteriorated from 3.8 percent to 3.6 percent (Figure 9; Tables 1 and 6 in Attachments). Compared with the benchmark indicator of 8 percent for grades A9–B5, the African share is 5.8 percent, up from 5.4 percent last year.

The recruitment of African staff has improved from 4.5 percent to 7.6 percent in five years; in the economist career stream the respective progress is from 5.3 percent to 8.1 percent. In terms of the inflow and outflow, the recruitment of African staff is double the separation rate in grades A9–A15 (Figure 10; Tables 6b and 17 in Attachments). Due to successful EP recruitment, grade A11 looks promising with six African staff at the moment (five female Africans EPs in grades A11 and A12). Notwithstanding the successful recruitment in the lowest grades, however, strong targeted actions will be needed if the benchmark indicator of 8 percent is to be reached by 2008.

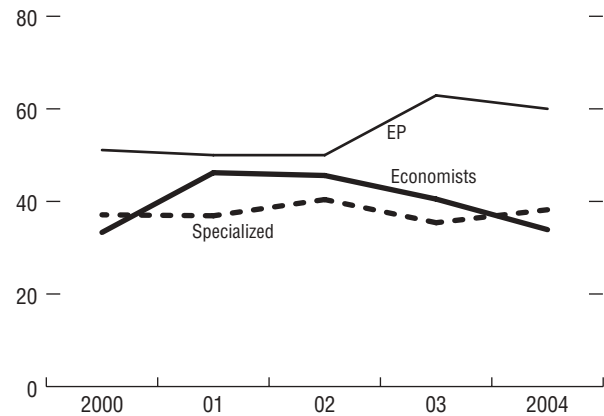
The career progress of African staff is a persistent concern. The current grade profile reveals limited pipelines for promotion although there are encouraging signs. The share of African economists in grades A15–B5 is among the lowest of all regions, but the ratio of grade A15 to A14 is now strong. The average times-in-grade for African economists in A14 (3.4 years) and A15 (3.9 years) are still longer than Fund average, but grade A14 reflects significant improvement from previous years.<sup>2</sup> And, as it has

<sup>2</sup>The African average time-in-grade reflects higher variance than the respective indicator for other regions.

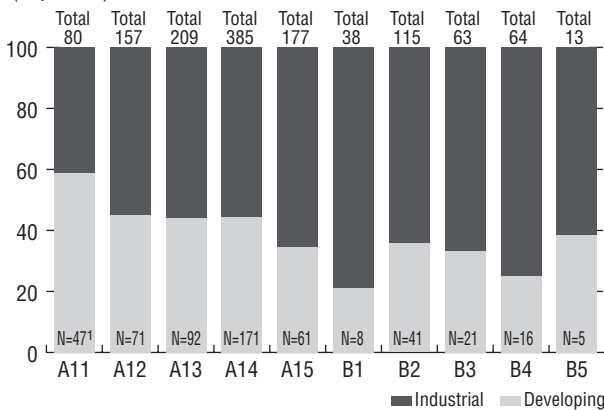
**Figure 5. Share of Developing Country Nationals by Career Stream and Grade Grouping, 2000–2004**  
(In percent)



**Figure 6. Recruitment of Developing Country Nationals by Career Stream in Grade Group A9–A15, 2000–2004**  
(In percent)



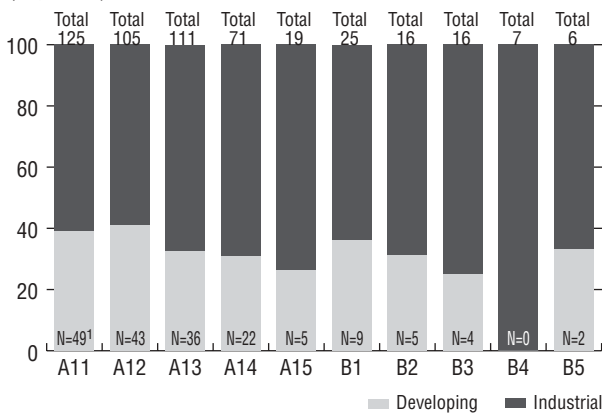
**Figure 7. Share of Developing and Industrial Country Nationals in Grades A11–B5: Economists**  
(In percent)



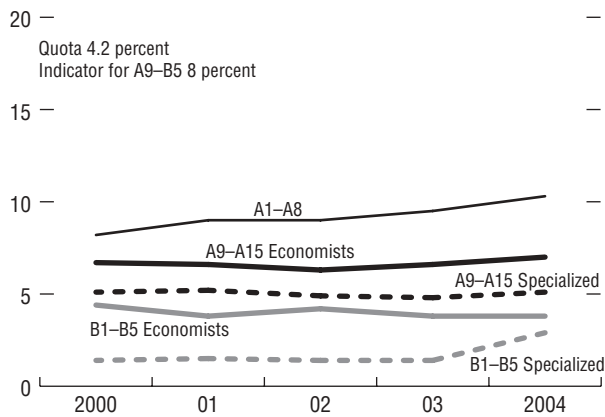
<sup>1</sup>N=Number of developing country nationals in the grade.



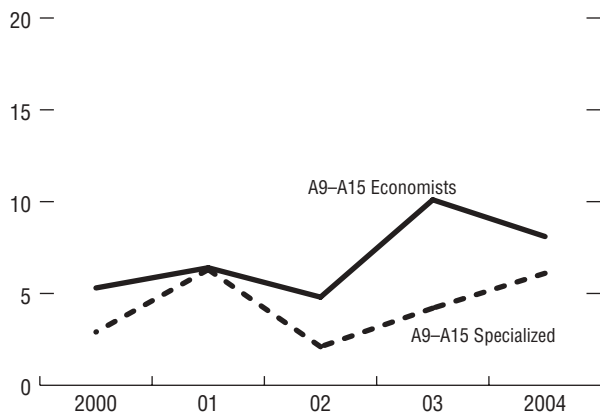
**Figure 8. Share of Developing and Industrial Country Nationals in Grades A11–B5: Specialized Career Streams**  
(In percent)



**Figure 9. Share of African Staff by Career Stream and Grade Grouping, 2000–2004**  
(In percent)



**Figure 10. Recruitment of African Staff by Career Stream in Grade Group A9–A15, 2000–2004**  
(In percent)



been in years past, the promotion rate of African economists in higher grade groups was lower than the Fund average (Table 11 and 12 in Attachments).

The Middle Eastern countries, and especially Arab countries, are chronically underrepresented in the Fund. The total number of Middle Eastern staff is 111 (4.1 percent), down from 115 in 2003, and the total of Arab staff is 67 (2.4 percent). Overall, the Middle Eastern countries are unevenly represented, with Pakistan having the strongest representation, especially in the B grades (2.2 percent), followed by Lebanon and Egypt. Bahrain, Kuwait, and Libya are highly underrepresented. The relative share of Middle Eastern recruitment was substantially below their share of separations (Table 1, 17 and 22 in Attachments).

Supply constraints and competition are the main challenges the Fund faces in this region. In addition, competition with local public administration and the private sector adversely affects mid-career economist recruitment; the low number of Middle Eastern nationals undertaking graduate studies abroad, and difficulties obtaining security clearance for candidates, have handicapped sustained efforts to increase the representation of the Middle East.

In contrast to the African region, the Middle Eastern representation is stronger in the higher grades, B1–B5 (5.8 percent), than in the lower grades, A9–A15 (4 percent). Although, the share of B-level staff has remained relatively constant during the past five years, the share in grades A9–A15 has gradually decreased, from 5.1 percent to 4 percent (Figure 11; Table 6 in Attachments). The Middle Eastern pipelines for senior grades are limited. Combined with its disappointing recruitment results, the Fund may find it difficult to reach the benchmark indicator of 8 percent in grades A9–B5 in the near future (Figure 12; Table 7 in Attachments); since September 11, 2001, the main challenges seem to be beyond the Fund's diversity efforts.

Despite strong representation in the senior grades and a strong ratio of A15 to A14, other career indicators for the Middle Eastern economists are weakening: the average time in grade A14 is 4.5 years



and in A15 it is 3.9 years, both substantially worse than the Fund average. The promotion rate for this group is also below Fund average. In the grades B1–B5, the promotion rate is 11.1 percent (Table 11 and 12 in Attachments).

The representation of transition country nationals has been increasing steadily, with 129 members currently from this region, comprising 4.8 percent of total Fund staff. In grades A9–A15, the share is 5.9 percent and in B grades, 0.8 percent (three individuals). Representation is higher in the economist career stream than in the specialized career streams. The five-year benchmark indicator for transition country staff in the grades A9–B5 is 8 percent and the current staff share in those grades is 5 percent. During the past five years, the Fund has hired 52 candidates from the region (11 in 2004), constituting 6.7 percent of all recruitment; none of these hires were in the B grades yet (Figures 13 and 14; Tables 1 and 6b in Attachments).

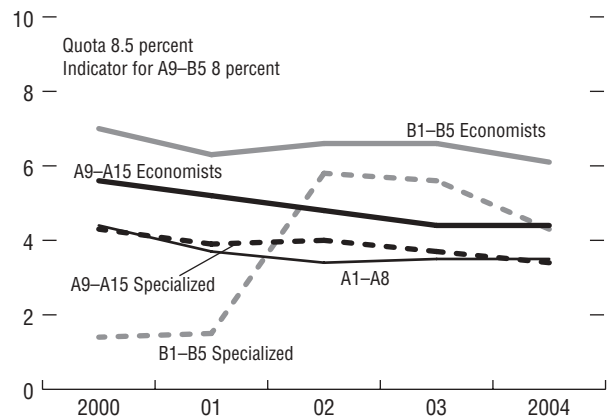
The career indicators look promising for transition country nationals even though the concentration is still in the low end of the grade structure. Their promotion rates and average times-in-grade in A14 and A15 are substantially better than the Fund average (Tables 11 and 12 in Attachments).

### East Asian Countries

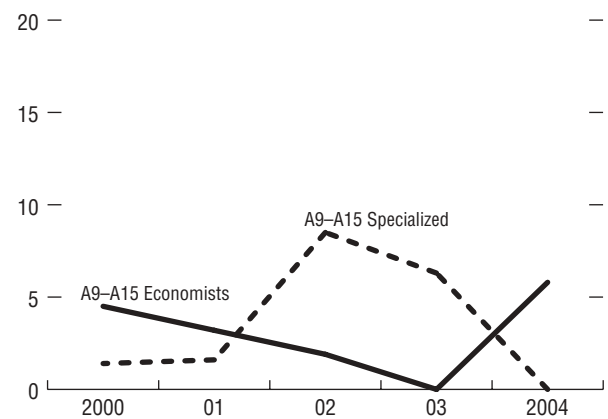
In 2004, a group of East Asian staff raised concerns with management about the low representation and deteriorating trends of the ASEAN+3 (also referred to as East Asia) staff in the Fund, especially in senior grades. The group highlighted an imbalance within the aggregate numbers for the Asian region; noted the lack of senior role models and mentors from Asian cultures; and underscored concerns about the inclusiveness of the Fund’s working culture and its adverse impact on the career progress of minority staff. Upon management’s request, the diversity issues for this group will be monitored in the Annual Diversity Reports.

The representation of the Asian region, 16.6 percent, is close to the regional quota of 18 percent, but it is unevenly distributed between

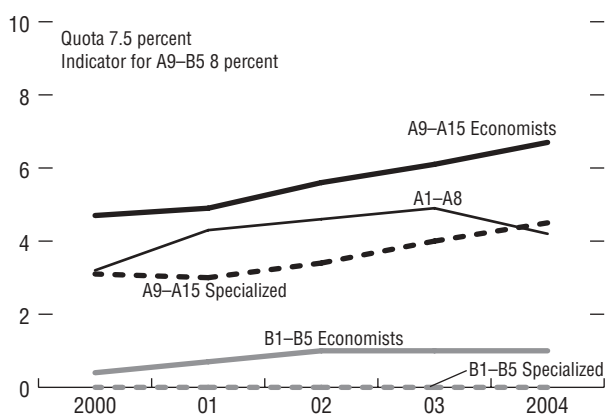
**Figure 11. Share of Middle Eastern Staff by Career Stream and Grade Grouping, 2000–2004**  
(In percent)



**Figure 12. Recruitment of Middle Eastern Staff by Career Stream in Grade Group A9–A15, 2000–2004**  
(In percent)



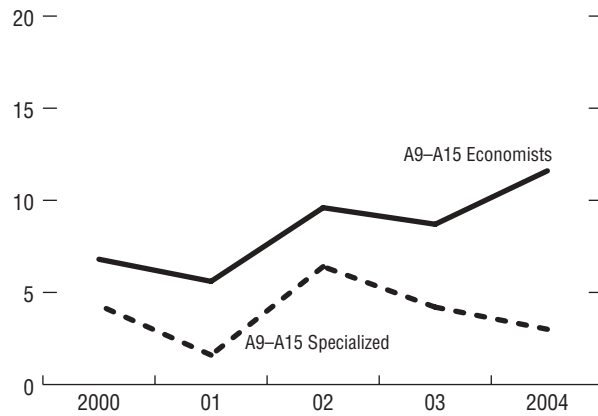
**Figure 13. Share of Transition Country Staff by Career Stream and Grade Grouping, 2000–2004**  
(In percent)







**Figure 14. Recruitment of Transition Country Staff by Career Stream in Grade Group A9–A15, 2000–2004**  
(In percent)



**What’s Behind the Regional Aggregates?<sup>1</sup>**

- **Asia:** Indian staff comprise 28 percent of the Asian region’s representation Fundwide; in the B grades, the Indian share is 48 percent. The East Asian staff, on the other hand, comprise 51 percent of the Asian region’s representation Fundwide; in the B grades, the East Asian share is 28 percent.
- **Europe:** U.K. staff comprise 19 percent of Europe’s representation Fundwide; in the B grades, the UK’s share is 32 percent. On the other hand, European transition countries comprise 16 percent of Europe’s representation Fundwide; in the B grades, the European transition countries share is 2 percent.
- **Middle East:** Pakistani staff comprise 23 percent of all Middle Eastern staff Fundwide; in the B grades, the Pakistani share is 38 percent. Arab countries comprise 60 percent of all Middle Eastern staff Fundwide; in the B grades, the Arab countries share is 48 percent.
- **Western Hemisphere: U.S. and Canada:** U.S. and Canada staff comprise 67 percent of all Western Hemisphere nationals Fundwide; in the B grades, the U.S. and Canada share is 74 percent. **Other than the US and Canada:** Peruvian staff comprise 18 percent of all other staff from this region and the Brazilian staff account for 13 percent. Argentinean staff make up 12 percent of this group’s representation Fundwide, but 28 percent in the B grades.

<sup>1</sup>Country Groupings are presented in the Attachments.

India, Australia, New Zealand on the one hand and the East Asian countries on the other. The most overrepresented country is India (4.7 percent), and especially so in the B grades (6.6 percent), compared with its country quota of 2 percent. The representation of the ASEAN+3 countries is 8.4 percent and in the B grades only 3.9 percent, compared with the combined country quota of 13.4 percent (Table 22 in Attachments). The 2004 recruitment of East Asian staff, however, compensates well for the separations in absolute and relative terms (Table 17 in Attachments).

The East Asian pipelines for higher grade promotions are limited, but the career indicators look strong: the time-in-grade for A14 is only 2 years (the Fund average is 3.2 years) and in A15 it is 2.2 years reflecting rapid career progress (the Fund average is 2.9 years); the promotion rate in grades A9–A15 is far above the Fund average, but less so in grades B1–B5 (Table 10 and 12 in Attachments).

**Other Staff Groups**

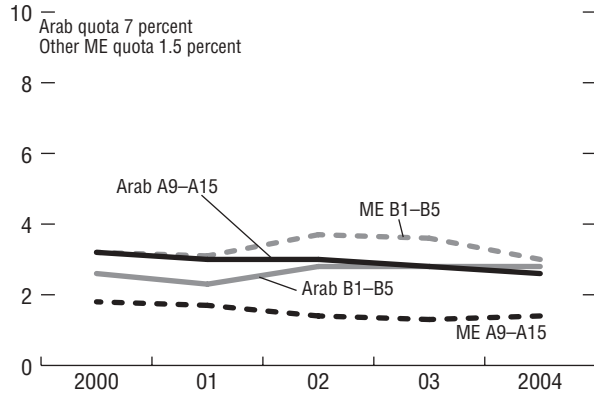
Every year the Diversity Advisor’s Office responds to a number of inquiries from staff, management, and Board members. Figures 15 to 18 present findings on staff from Arab, UK, Asian, and English-speaking countries (Tables 18, 19, 20, and 21 in Attachments).

**The Fund’s Management Profile**

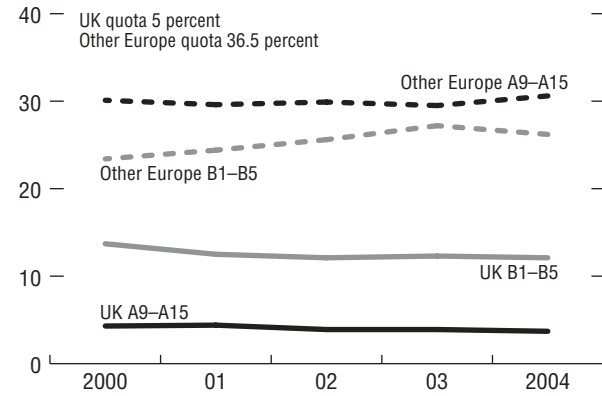
The Annual Report has traditionally reviewed the diversity profile of key managers who represent the Fund’s policies and practices to staff: Department Heads, SPMs, and HRD Senior Staff. HRD has made significant progress but otherwise, the trend does not look promising. The gender balance seems to be consistently improving among SPMs and HRD senior staff but not among Department Heads, of whom only one is female; English-speaking industrial countries are still heavily represented in all three groups; and the representation of developing country nationals has improved sharply in HRD’s senior staff and somewhat among Department Heads but it has dropped among SPMs.



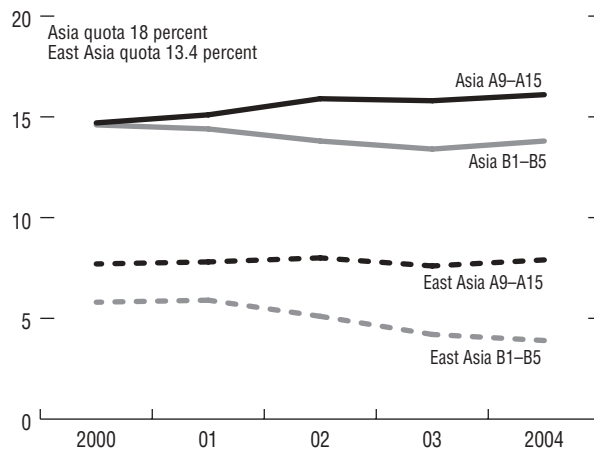
**Figure 15. Share of Staff from Arab and Other Middle Eastern (ME) Countries in Grades A9–A15 and B1–B5, 2000–2004**  
(In percent)



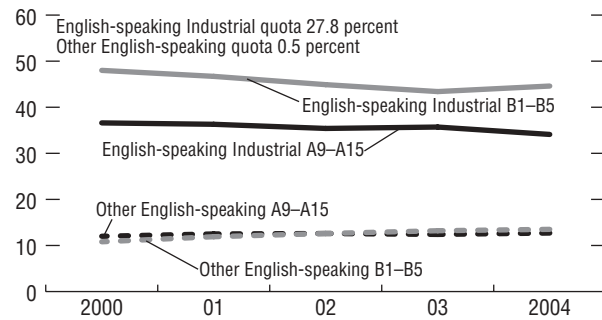
**Figure 16. Share of Staff from the United Kingdom (UK) and Other European Countries in Grades A9–A15 and B1–B5, 2000–2004**  
(In percent)



**Figure 17. Share of Staff from Asia and East Asian Countries in Grades A9–A15 and B1–B5, 2000–2004**  
(In percent)



**Figure 18. Share of Staff from English-speaking Industrial Countries<sup>1</sup> and Other English-speaking Countries<sup>2</sup> in Grades A9–A15 and B1–B5, 2000–2004**  
(In percent)



<sup>1</sup>English-speaking Industrial Countries include: Australia, Canada, Ireland, New Zealand, United Kingdom, and United States.

<sup>2</sup>Other English-speaking Countries include: Antigua and Barbuda, Bangladesh, Barbados, Belize, Bermuda, Brunei Darussalam, Bhutan, Botswana, Cayman Islands, Dominica, Eritrea, Ethiopia, Fiji, and Micronesia.

**Table 2. Summary of Pipeline Indicators for Economists, 2004**

Grade	Africa	Asia	Europe	Middle East	U.S. & Canada	Other Western Hem.	Total	Developing Countries	Tran. Countries	Industrial Countries	Women	Men
Percent Staff in A15–B5 <sup>1</sup>	31.7	31.4	34.0	41.9	49.4	29.2	<b>36.1</b>	28.5	9.9	41.4	21.1	40.3
Promotion Rate A9–A12	27.3	21.7	25.2	22.2	28.6	18.5	<b>24.1</b>	22.9	21.9	25.2	17.7	27.2
Promotion Rate A13–A15	13.3	22.4	21.1	17.1	14.7	12.3	<b>18.0</b>	18.2	27.8	17.9	24.7	16.1
Promotion Rate B1–B5	9.1	23.8	27.5	11.1	28.4	10.7	<b>23.9</b>	15.4	33.3	27.7	16.1	24.8
Average time-in-grade A15 <sup>2</sup>	3.9	1.9	2.7	3.9	3.2	3.1	<b>2.9</b>	2.9	1.6	2.9	2.0	3.1
Average time-in-grade A14 <sup>2</sup>	3.4	2.6	2.9	4.5	3.8	3.2	<b>3.2</b>	3.1	2.5	3.3	2.7	3.3

Source: PeopleSoft HRMS; Report ID: DAR\_017/DAR\_018.

<sup>1</sup>Total is staff at grades A11–B5.

<sup>2</sup>Years time-in-grade.



**Table 3. The Fund's Human Resources Management Profile: 1990, 1995, 2000, 2004**

	Total #	Women		English-speaking Industrial Countries <sup>1</sup>		Developing Countries	
		#	%	#	%	#	%
<b>Department Heads at B5<sup>2</sup></b>							
1990	15	0	0.0	6	40.0	4	26.7
1995	20	1	5.0	8	40.0	3	15.0
2000	18	2	11.1	9	50.0	4	22.2
2004	19	1	5.3	8	42.1	7	36.8
<b>SPMs<sup>3</sup></b>							
1990	—	—	—	—	—	—	—
1995	21	1	4.8	6	28.6	9	42.9
2000	19	2	10.5	8	42.1	6	31.6
2004	19	5	26.3	8	42.1	6	31.6
<b>HRD B-level</b>							
1990	11	1	9.1	9	81.8	0	0.0
1995	10	2	20.0	7	70.0	0	0.0
2000	10	4	40.0	7	70.0	0	0.0
2004	10	6	60.0	5	50.0	4	40.0

Source: PeopleSoft HRMS; Report ID: STFA14B5 and DPT\_HEAD.

<sup>1</sup>English-speaking Industrial Countries include: Australia, Canada, Ireland, New Zealand, United Kingdom, and United States.

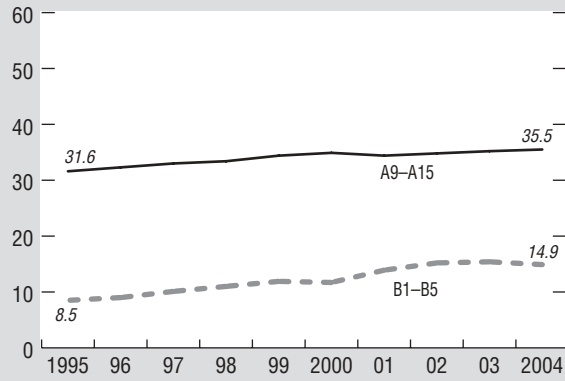
<sup>2</sup>There is no Department Head for OMD.

<sup>3</sup>The official function of SPM started in September 1991.

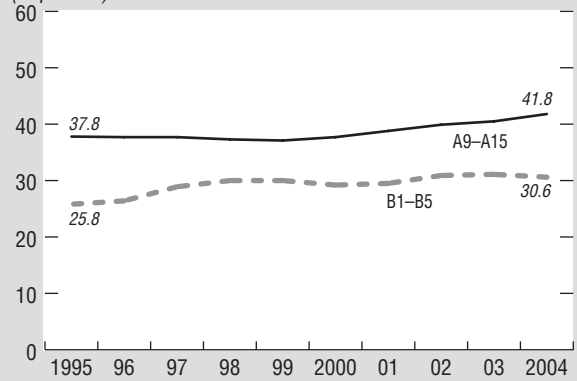


### The Enhanced Diversity Action Plan Groups: Ten-Year Trend

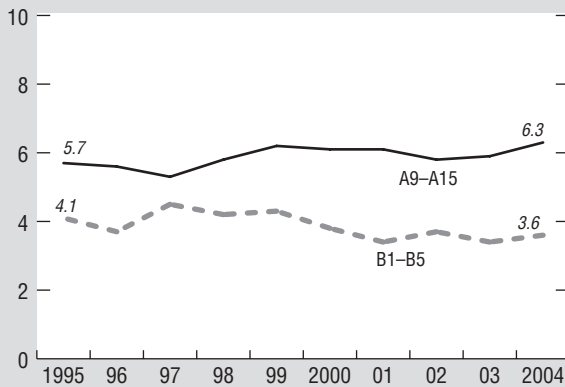
**Share of Women by Grade Grouping, 1995–2004**  
(In percent)



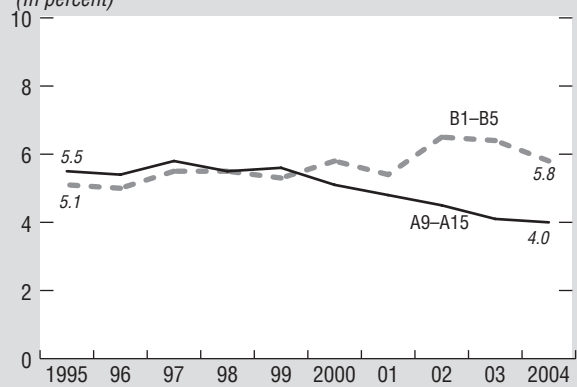
**Share of Developing Country Nationals by Grade Grouping, 1995–2004**  
(In percent)



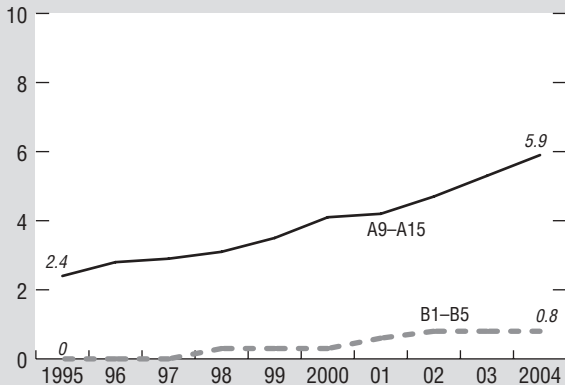
**Share of African Staff by Grade Grouping, 1995–2004**  
(In percent)



**Share of Middle Eastern Staff by Grade Grouping, 1995–2004**  
(In percent)



**Share of Transition Country Staff by Grade Grouping, 1995–2004**  
(In percent)







## *V. Staff Inclusion*

Faithful to the legacy established by the Managing Director Mr. Camdessus in 1996, the Fund is making a serious effort to identify, analyze, and address possible biases that may hinder the full inclusion of all staff. The Terms of Reference for the Senior Advisor on Diversity makes her accountable for identifying and reporting such issues, which include “any forms of discrimination that may exist in the Fund on the basis of race, nationality, age, or religion in accordance with the recommendations made by the Consultant on discrimination issues (in 1995), which were approved by management.”

In 2003, after a 12-year break, the Fund conducted a Staff Survey with a well-placed emphasis on diversity. In addition to traditional demographic questions on gender, grade group, or career stream, the Survey also included questions about race and ethnic origin. The survey response rate was very high: 70 percent of the 2,684 population completed the survey and an additional 5 percent provided partial responses. The responses represented well all demographic groups.

It is important to note that, by nature, Staff Surveys are based on self-reporting and reflect staff’s perceptions of the organizational reality. Overall, the 2003 Staff Survey results indicate that staff enjoy working at the Fund; 82 percent rated the Fund as one of the best or as above-average place to work—a consistent finding across demographic groups. In terms of diversity, the Fundwide aggregate results highlighted the following strengths: immediate supervisors and mission chiefs treat staff fairly without favoritism; staff members perceive being treated with respect regardless of their gender, race, nationality, age, and religion; and staff feel comfortable voicing their opinions about things that affect them.

Concerns were caused by limited career development and mobility (the report suggests that more opportunities would have a major

positive impact on staff morale); lack of transparency of personnel policies; poor support for staff satisfaction, well-being, and risk taking; ineffective dispute resolution processes; and harassment and discrimination.

The researchers concluded that the three highest priorities in terms of improving staff morale, organizational culture, and overall performance were: enhanced career development and mobility; fair application of personnel policies; addressing problems of harassment and discrimination.

Given the persistence of certain concerns raised in previous Fund studies, such as the Status of Women (1994), Discrimination (1995), Individual Discrimination Case Review (1997–99), and the recent Staff Survey (2003), the Diversity Advisor found it important to take full advantage of the data to identify any additional issues specific to racial/ethnic demographic groups. In 2004, the Diversity Office asked the Hay Group to conduct a follow-up analysis of the collected data using the exact consistent standards and methodology used in the main analysis.

The follow-up analysis indicates that the responses of Black staff (the staff members who selected the option “Black”) differed significantly (at 5 percent level, which the Hay Groups’ reports as the industry norm) from the responses of other staff in 30 questions out of the total 95 questions. Six differences were more favorable, all in the area of top management performance; twenty-four were less favorable and they fell in five categories, named by the Diversity Advisor as “Diversity Indexes:” Trust, Respect, Fairness and Equity, Discrimination, and Harassment.

These results indicate that not all staff groups perceive the Fund in the same way. The differences indicate micro-inequities that are hard to define and measure statistically, but crucial to acknowledge, discuss, and address. On the basis of these results,



the Diversity Advisor recommends that the Fund monitor these five diversity indexes by carefully selected and fully agreed demographic groups Fundwide and by departments in future Staff Surveys against the 2003 baseline; full agreement of the grouping would increase the credibility of the findings. An appropriate immediate response to the findings would be an open dialogue between supervisors and staff, and among staff working together, about racial and ethnic concerns.

For some years, the Subordinate Assessment of Managers (SAM) results also provided information for a Diversity Index based on three questions that

asked staff whether their managers provided opportunities for visibility; treated all staff in the division with respect and fairness; and addressed unacceptable behavior when it did occur. A Diversity Index follow-up after four rounds suggests that the diversity emphasis in the SAM would need to be strengthened if SAM is to be used as an analytical tool for diversity management. There has been little change in diversity-related results in the years the SAM has been used, which is the case with overall SAM results; the range for both averages Fundwide has been 4.3–4.4 without showing a trend. This may indicate some need to redefine the questions overall.



## VI. Departmental Performance on Diversity

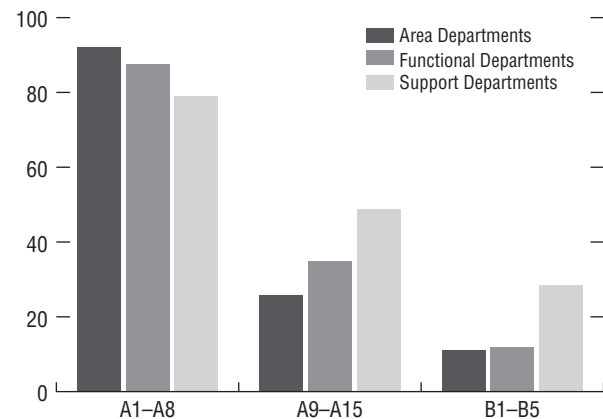
For years now, departments have made consistent efforts to improve their staff diversity and inclusion; some gaining sustainable results. In 2004, African (AFR), Finance (FIN), the Human Resources (HRD), Legal (LEG), and Statistics (STA) departments reached both gender and developing country benchmark indicators; the Middle East and Central Asia Department (MCD) reached all regional group and developing country benchmarks. There continue to be significant differences, however, among departments.

### Gender Representation

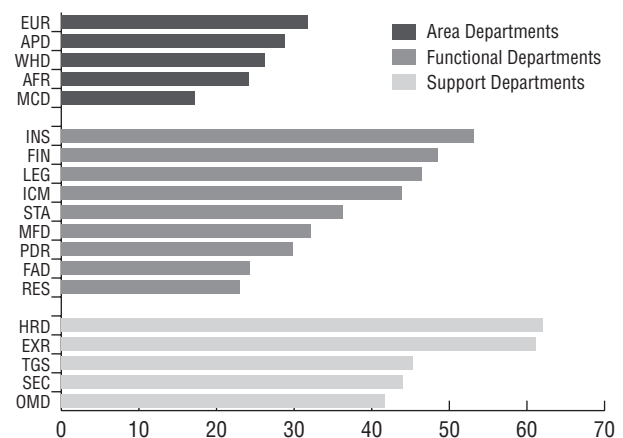
Women's representation in grades A9–B5 varies sharply depending on department type. As in previous years, support departments generally employ high shares of women, in contrast to economist departments, especially area departments, where the shares continue to be low.

The Fundwide five-year benchmark indicator for B-level women is 20 percent; for the economist staff it is 15–20 percent; and for the specialized career stream staff, 35–40 percent. Of departments employing mostly or entirely economists, Asia and Pacific (APD), European (EUR), Fiscal Affairs (FAD), International Capital Markets (ICM), the IMF Institute (INS), MCD, Monetary and Financial Systems (MFD), Policy Development and Review (PDR), Research (RES), and Western Hemisphere (WHD) are still below the benchmark. Among the specialized career stream departments, the Office of the Managing Director (OMD), the Secretary's Department (SEC), and the Technology and General Services Department (TGS) are below the benchmark. Departmental details are presented in Figures 19, 20 and 21, and in Table 14 in Attachments.

**Figure 19. Share of Women by Department and Grade Grouping**  
(In percent)



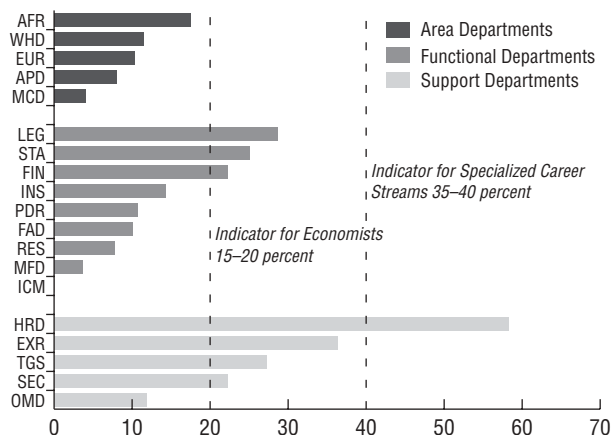
**Figure 20. Share of A9–A15 Women by Department**  
(In percent)



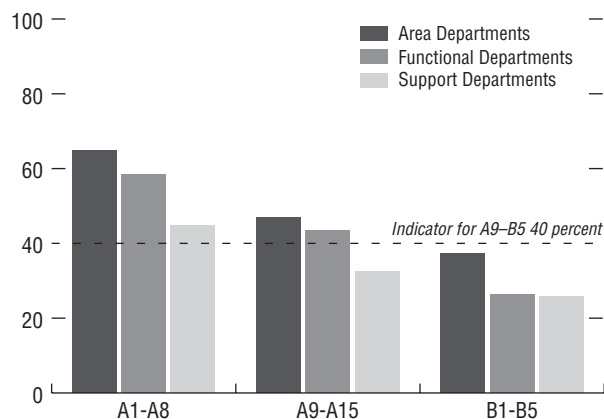




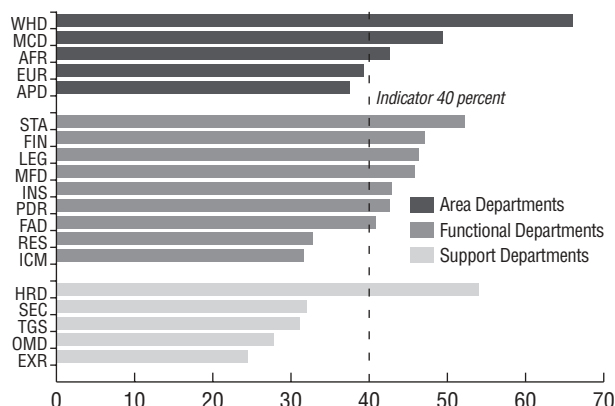
**Figure 21. Share of B1–B5 Women by Department**  
(In percent)



**Figure 22. Share of Developing Country Nationals by Department and Grade Grouping**  
(In percent)



**Figure 23. Share of A9–A15 Developing Country Nationals by Department**  
(In percent)



## Representation of Developing Country Nationals

The representation of developing countries continues to follow a different pattern: weakest in the support departments and strongest in the area departments. The benchmark indicator for developing country nationals in grades A9–B5 is 40 percent, and the Fundwide share is very close, 39.7 percent; below the benchmark and the Fund average are APD, EUR, FAD, ICM, PDR, RES, External Relations Department (EXR), OMD, SEC, and TGS (Figures 22, 23, and 24; Table 15 in Attachments).

Staff from each region are typically concentrated in the department responsible for that region. Hence, the highest concentration of African staff is in AFR, where close to 20 percent of both A9–A15 and B-level staff groups are African nationals. It is worth noting that this share, especially in the B grades, has dropped since last year. 13 departments are still significantly below the 8 percent benchmark indicator (Table 16 in Attachments). OMD, RES, and SEC still have no African staff in grades A9 and above (Table 16 in Attachments). The persistent concentration of African staff in AFR is in part a reflection of mobility problems that the Fund may want to address.

Similarly, Middle Eastern nationals are concentrated in MCD, where 18.4 percent of A9–A15 staff and 36 percent of B-level staff are from the region. Both shares have increased since last year. INS is relatively strong in employing Middle Eastern staff in B grades, but most departments have not yet reached half of the 8 percent benchmark indicator for Middle Eastern representation (Table 16 in Attachments).

Transition country nationals are concentrated in EUR (14.7 percent of all A9–B5 staff). Overall, only 3 transition country nationals have reached the B grades in the Fund (Table 1 and 16 in Attachments).

Some departments made substantial efforts in 2004 to respond to the Staff Survey results. In addition to work management issues, departments made an attempt to improve communication and



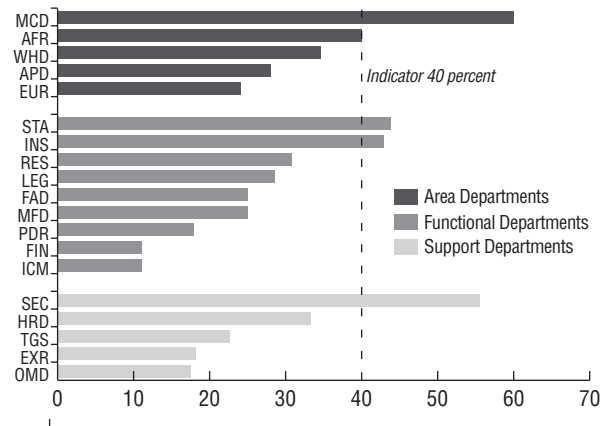
transparency of performance standards, assessment, feedback, the annual performance review, rating, merit pay, and related career opportunities.

Based on information received from the SPMs, all departments organized a senior staff meeting to discuss the Staff Survey results, and all but two departments also met with their staff. Three departments, AFR, PDR, and TGS, hired external consultants to do additional research on the sources and nature of staff concerns; EXR did a follow-up survey on harassment and discrimination in the spring of 2005; and MCD conducted a follow-up gender survey, which was received very positively and will be repeated on an annual basis. These initiatives were supported by HRD, which remains engaged in facilitating the implementation of new practices.

In addition, most departments included the Staff Survey issues in their retreat agendas for staff, senior staff, assistants, and/or economists, often with the assistance of HRD. APD, EUR, EXR, ICM, LEG, MFD, RES, TGS, and WHD established task forces or committees to develop action plans for addressing problems identified in the Survey; and FIN, RES, SEC, STA, and TGS organized training sessions on topics that seemed to be of special interest to staff, such as the Fundwide and departmental personnel policies, the Fund's compensation system, career development, departmental APR system, and giving and receiving feedback.

A number of departments increased the frequency of SPM meetings with staff groups, divisions, and individual staff; some established a practice of mid-year performance feedback or pre-APR discussion to ensure no surprises in the formal APR exercise; and upgraded the information provided on personnel policies and practices on departmental websites. An important issue in many departments—and one that had not previously been fully addressed—was the career expectations and opportunities of Administrative Assistants. In the specialized career stream departments, a key issue was managerial development for supervisors who do not meet the current grade requirement for training—set for economists—despite extensive

**Figure 24. Share of B1–B5 Developing Country Nationals by Department**  
(In percent)



managerial responsibilities. Many departments emphasized the policies on discrimination and harassment but need training to better respond to these challenges.

For new staff, 19 out of 21 departments now provide departmental mentoring; 17 now organize departmental orientation programs; 14 make a Starter's Kit available; and 11 furnish writing standards. Departments would benefit greatly from each other if they shared best practices, which could be coordinated by the HRD Business Advisors. A departmental summary of diversity practices has been made available to HRD Business Advisors to take the lead on this.

The biggest diversity challenges departments report are: limited internal and external pools of underrepresented candidates (especially women and African and Middle Eastern nationals) at mid-career and senior grades; special qualification requirements in some departments that makes it even harder to find diverse candidates; stressful and risky mission travel that does not attract some staff; limited vacancies; difficulties in encouraging all staff to actively provide non-traditional ideas for thinking and working; and, finally, limited resources for recruitment missions, advertising vacancies, inviting candidates for interviews, and development of non-traditional networks for recruitment.





## VII. The Fund and Other Selected International Institutions

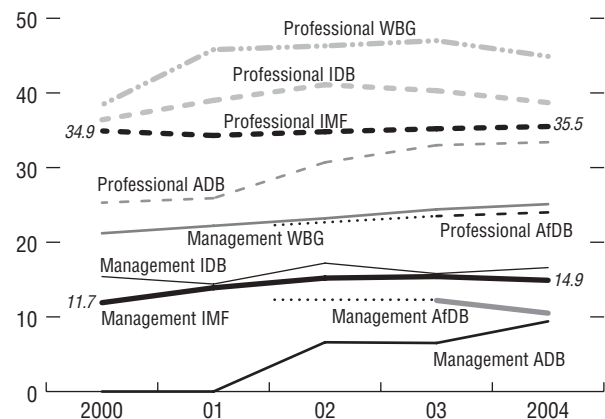
For many years, the Fund has been at the forefront of international institutions due to its management commitment to diversity, advanced policies, and transparent and rigorous monitoring.<sup>1</sup> More recently, a number of other institutions have also established similar diversity policies and practices, and the European institutions have forged ahead in terms of family-friendly approaches. The Fund used to be seen as a role model for diversity training, which has since suffered due to resource constraints and competing priorities. With regard to the integration of diversity indicators in staff data, this is now the norm in many organizations. The inclusion of racial and ethnic demographics in the Fund's 2003 Staff Survey was a major step forward that demonstrates global leadership in this field. The challenge is, under management's strong leadership, to take appropriate action to address the remaining and emerging biases that the data may indicate.

Evidently, all international institutions are unique and face individual challenges in promoting staff diversity. Most of the institutions only focus on gender; the goals range from fixed quotas to more flexible guidelines. The Fund has set an internal benchmark indicator for women in managerial grades B1–B5, which is 20 percent; 15–20 percent in the economist career stream. Over the past several years, the Fund consistently improved its gender balance—and so did other institutions; in 2004 the Fund's gender balance decreased.

In order to reach the gender goals, institutions implement different strategies. The European Commission recommends that “women be given priority when competing candidates have equal merit and qualifications;” the World Health

<sup>1</sup>Annual qualitative and quantitative benchmarking is done by the Multilateral Development Banks' (MDB's) Gender Working Group and the international diversity advisors' network ORIGIN (Organizational Gender Issues Network).

**Figure 25. Profile of Female Staff in the MDB/IMF Member Institutions, 2000–2004**  
(In percent)



Organization (WHO) “gives special attention and systematic consideration to women in promotions to managerial positions.” In their external vacancy announcements, most international institutions specifically encourage female applicants to apply and systematically use women’s global networks and the international diversity advisors’ group ORIGIN to advertise vacancies—a practice the Fund may also want to take benefit of.

Different from regional institutions, the Bretton Woods institutions set benchmark indicators for nationality and regularly monitor staff statistics; some other institutions include data on ethnic minorities and people with disabilities and monitor their progress equally with other staff demographics. Given the different data collected and monitored, comprehensive gender and nationality comparisons can only be made between the IMF and the World Bank Group. The data suggest that the World Bank has made better progress in improving its diversity profile. The Bank’s representation of female, African,<sup>2</sup> and developing country staff in managerial

<sup>2</sup>In the World Bank this group also includes Caribbean staff.

**Table 4. IMF and WBG Comparison, End-2004**

IMF/WBG Category & Grade	IMF	WBG
Developing Country A11–A14/Part II GF–GG	42.7	42.9
Developing Country A15–B5/Part II GH+	31.7	35.4
Developing Country A11–B5 /Part II GF+	39.3	40.4
Women A11–A14/Women GF–GG	33.5	40.2
Women A15–B5/Women GH+	16.1	25.1
Women A11–B5/Women GF+	28.1	35.9
African A11–A14/Sub-Saharan African & Caribbean GF–GG	6.2	8.5
African A15–B5/SSA&CR GH+	5.0	7.3
African A11–B5/SSA&CR GF+	5.8	8.1

Source: IMF: Table 8 in the 2004 Diversity Annual Report; World Bank: *Evolving from Diversity to Inclusion in the World Bank Group*, February 28, 2005.

grades is higher, and the gap between lower and higher grades is smaller than in the Fund. This may be partly a result of the World Bank's broader professional and operational diversity; however, the Fund may also want to analyze other possible managerial, cultural, or attractiveness factors that would provide solid ground for diversity efforts; it could even be possible to identify good practices applicable to the Fund.



## Conclusions

The Fund has made substantial efforts over the past ten years in promoting diversity and building a solid infrastructure in the organization. The groundwork is done. Now, firm steps should be taken to fully integrate the spirit of these policies into the daily work, communication, and individual attitudes in every work unit.

Supervisors are struggling to balance the Fund's limited career growth opportunities and the expectations of its ambitious staff. They are trying to encourage staff to use the Fund's family-friendly policies while also trying to get the workload accomplished. Reward instruments are limited and not every staff member can receive the share she or he expects. In this environment, leadership skills and psychological reward instruments, such as acknowledgement and recognition, visibility, and growth opportunities, become increasingly important.

A number of departments have done a great job in promoting diversity, yet may not have been fully acknowledged or rewarded by management; similarly, weaker departments have not gotten critical attention. The Staff Survey results, including gender, racial, and ethnic data, provide management with an exceptional source of information for setting objectives and making departments accountable.

A lot has been accomplished, but diversity work is *never* completed. At this ten-year milestone, it would be useful to reconsider the Fund's diversity strategy, within the framework of the Enhanced Diversity Action Plan. Changes in management bring new insights and energy to the organization, and productive diversity efforts may require some clarification in the direction. During the past ten years, diversity theories, strategies, and approaches have evolved and also other institutions have moved ahead; candidates and staff have raised their expectations; and the role of human capital management has become increasingly important.

A fresh look at the Fund's diversity approach might attract wider staff groups to engage in the diversity efforts.

After several years of positive development, the Fund's diversity progress slowed down in 2004. Changes in management, competing priorities, and a period of continued zero growth might have all been contributing factors. In addition, the Fund's institution-wide engagement to diversity and inclusion may not yet have been strong enough to carry momentum through these roadblocks. Further complications in this area include managers growing frustrated with limited improvement in numbers, certain staff groups viewing each other as competitors, and insufficient diversity training for all staff and managers. When tension grows, tolerance for diversity tends to diminish.

The Fund's diversity challenges derive from the following three sources:

- The special status of the “core staff” — economists—creates a culture of second-class citizens rather than a united “one staff.” This systemic inequity tends to allow the culture to breed also other inequities.
- Gender, geographic, and racial groups tend to be clustered by career stream, department, and grade group. Underrepresented staff groups report feeling isolated and lacking role models and mentors who could help them bridge these gaps, as indicated in their Office Memoranda to management. The impact is multiplied by the fact that the overrepresented staff groups — in terms of gender, race, nationality, etc. — are spread more evenly across the institution and hold positions with more status, visibility, and power than minorities.
- Universal problems of sexism, racism, and other forms of biases are present in any human community. Typically, highly educated



individuals and organizations with a successful history find it harder than others to discuss these issues in a neutral manner as past and even current success may not yet indicate such problems. Acknowledging problems or even subtle concerns would help an organization to proactively and successfully address the problems and offer great learning opportunities.

The Fund has made extensive efforts to hire more candidates from underrepresented regions and the centralized recruitment approach—the central panels—has demonstrated its power. Nevertheless, changing the perception of the

Fund as a white male Anglo-Saxon institution will take further persistent and ongoing efforts in outreach and cutting-edge customer service in recruitment. Despite some very encouraging results in the 2003 Staff Survey, follow-up analyses, which have been shared with HRD and management, indicate staff-group specific concerns in inclusion. There is room for more effort to build a culture that allows diversity to flourish at all levels and for all individuals. In this process, every micro-element and every micro-message counts; and management sets the tone, individually and collectively.

# *Attachments*









## *2003 Diversity Annual Report Recommendations*

1. Deliver a clear, consistent, unified message from management to staff on its ongoing commitment to diversity and inclusion.
2. Establish a short- and medium-term succession planning framework for senior positions; integrate diversity. Consider an expert career track to provide career opportunities for strongly performing experts who do not have managerial qualifications or aspirations.
3. Develop new approaches to analyze and address specific problems faced by the staff groups identified in the Enhanced Diversity Action Plan. Such approaches could include market supply analyses, systematic contact building, individual development plans, strengthened and targeted coaching and mentoring, training, and tutorials. Targeted programs should be implemented in a discreet way to avoid labeling. Allocate additional budgetary resources for these initiatives.
4. Carry out on a regular basis systematic diversity analyses of HR policies, procedures, and practices, including starting grades and salaries. This should be incorporated into HR divisions' annual work.
5. Conduct departmental training on diversity and discrimination issues for senior staff on a regular basis to ensure basic understanding of, and skill building in, diversity and inclusion. Integrate the Staff Survey and Subordinate Assessment of Managers (SAM) results with this training.
6. Develop diversity management training sessions for senior managers Fundwide, especially Senior Personnel Managers (SPMs) and their alternates, to be provided on an annual basis. The topics should include racial, ethnic, cultural, and gender diversity, as well as discrimination and harassment.
7. Redesign the diversity training curriculum and conduct training programs to respond to the concerns raised in the 2003 Staff Survey. Ensure that training is need-driven; develop incentives for training participation; and include such training in Annual Performance Reviews (APRs), development plans, and promotion standards at all levels.
8. Issue transparent documentation on existing mechanisms, and develop new approaches as needed, that accommodate staff who are permanently or temporarily disabled to ensure that these staff members can perform to their fullest potential.
9. Issue Fundwide guidelines for performance assessment and merit pay for situations in which staff have been absent from regular work or mission travel for an extended period of time due to parent leave, pregnancy, disability, or other private life commitments.

## 2004 Diversity Country Groupings

Africa	East Asia (ASEAN +3)	Middle East	Transition Countries	Europe
<ul style="list-style-type: none"> <li>• Angola</li> <li>• Benin</li> <li>• Botswana</li> <li>• Burkina Faso</li> <li>• Burundi</li> <li>• Cameroon</li> <li>• Cape Verde</li> <li>• Central African Republic</li> <li>• Chad</li> <li>• Comoros</li> <li>• Republic of Congo</li> <li>• Democratic Republic of Congo</li> <li>• Côte d'Ivoire</li> <li>• Equatorial Guinea</li> <li>• Eritrea</li> <li>• Ethiopia</li> <li>• Gabon</li> <li>• The Gambia</li> <li>• Ghana</li> <li>• Guinea</li> <li>• Guinea-Bissau</li> <li>• Kenya</li> <li>• Lesotho</li> <li>• Liberia</li> <li>• Madagascar</li> <li>• Malawi</li> <li>• Mali</li> <li>• Mauritania+</li> <li>• Mauritius</li> <li>• Mozambique</li> <li>• Namibia</li> <li>• Niger</li> <li>• Nigeria</li> <li>• Rwanda</li> <li>• São Tomé and Príncipe</li> <li>• Senegal</li> <li>• Seychelles</li> <li>• Sierra Leone</li> <li>• South Africa</li> <li>• Swaziland</li> <li>• Tanzania</li> <li>• Togo</li> <li>• Uganda</li> <li>• Zambia</li> <li>• Zimbabwe</li> </ul> <p>+Presently Covered by the Middle East and Central Asia Department.</p>	<ul style="list-style-type: none"> <li>• Brunei Darussalam</li> <li>• Cambodia</li> <li>• Indonesia</li> <li>• Lao PDR</li> <li>• Malaysia</li> <li>• Myanmar</li> <li>• Philippines</li> <li>• Singapore</li> <li>• Thailand</li> <li>• Vietnam</li> </ul> <p>+ 3</p> <ul style="list-style-type: none"> <li>• China</li> <li>• Japan</li> <li>• Korea</li> </ul>	<ul style="list-style-type: none"> <li>• Afghanistan</li> <li>• Algeria+</li> <li>• Bahrain+</li> <li>• Djibouti+</li> <li>• Egypt+</li> <li>• Iran</li> <li>• Iraq+</li> <li>• Jordan+</li> <li>• Kuwait+</li> <li>• Lebanon+</li> <li>• Libya+</li> <li>• Morocco+</li> <li>• Oman+</li> <li>• Pakistan</li> <li>• Qatar+</li> <li>• Saudi Arabia+</li> <li>• Somalia+</li> <li>• Sudan+</li> <li>• Syrian Arab Republic+</li> <li>• Tunisia+</li> <li>• United Arab Emirates+</li> <li>• Yemen+</li> </ul> <p>+Arab Countries</p>	<ul style="list-style-type: none"> <li>• Albania</li> <li>• Armenia</li> <li>• Azerbaijan</li> <li>• Belarus</li> <li>• Bosnia &amp; Herzegovina</li> <li>• Bulgaria</li> <li>• Croatia</li> <li>• Czech Republic</li> <li>• Estonia</li> <li>• Georgia</li> <li>• Hungary</li> <li>• Kazakhstan</li> <li>• Kyrgyz Republic</li> <li>• Latvia</li> <li>• Lithuania</li> <li>• Macedonia</li> <li>• Moldova</li> <li>• Mongolia</li> <li>• Poland</li> <li>• Romania</li> <li>• Russia</li> <li>• Serbia &amp; Montenegro</li> <li>• Slovak Republic</li> <li>• Slovenia</li> <li>• Tajikistan</li> <li>• Turkmenistan</li> <li>• Ukraine</li> <li>• Uzbekistan</li> </ul>	<p><i>Developing</i></p> <ul style="list-style-type: none"> <li>• Cyprus</li> <li>• Israel</li> <li>• Malta</li> <li>• San Marino</li> <li>• Turkey</li> </ul> <p><i>Transition+</i></p> <ul style="list-style-type: none"> <li>• Albania</li> <li>• Armenia*</li> <li>• Azerbaijan*</li> <li>• Belarus</li> <li>• Bosnia &amp; Herzegovina</li> <li>• Bulgaria</li> <li>• Croatia</li> <li>• Czech Republic</li> <li>• Estonia</li> <li>• Georgia*</li> <li>• Hungary</li> <li>• Kazakhstan*</li> <li>• Kyrgyz Republic*</li> <li>• Latvia</li> <li>• Lithuania</li> <li>• Macedonia</li> <li>• Moldova</li> <li>• Poland</li> <li>• Romania</li> <li>• Russia</li> <li>• Serbia &amp; Montenegro</li> <li>• Slovak Republic</li> <li>• Slovenia</li> <li>• Tajikistan*</li> <li>• Turkmenistan*</li> <li>• Ukraine</li> <li>• Uzbekistan*</li> </ul> <p>+European transition countries *Presently covered by the Middle East and Central Asia Department.</p>



**Table 1. Staff by Region, Gender, Career Stream, and Grade Grouping**  
(as of 12/31/2004)

Region	Country Quota %	Economists						Specialized Career Streams								Total							
		A9-A15		B1-B5		Total		A1-A8		A9-A15		B1-B5		Total		A1-A8		A9-A15		B1-B5		Total	
		#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
<b>Africa</b>	<b>4.2</b>	<b>71</b>	<b>7.0</b>	<b>11</b>	<b>3.8</b>	<b>82</b>	<b>6.3</b>	<b>74</b>	<b>10.3</b>	<b>32</b>	<b>5.1</b>	<b>2</b>	<b>2.9</b>	<b>108</b>	<b>7.6</b>	<b>74</b>	<b>10.3</b>	<b>103</b>	<b>6.3</b>	<b>13</b>	<b>3.6</b>	<b>190</b>	<b>7.0</b>
<b>Asia</b>	<b>18.0</b>	<b>162</b>	<b>16.1</b>	<b>42</b>	<b>14.3</b>	<b>204</b>	<b>15.7</b>	<b>138</b>	<b>19.2</b>	<b>101</b>	<b>16.2</b>	<b>8</b>	<b>11.4</b>	<b>247</b>	<b>17.5</b>	<b>138</b>	<b>19.2</b>	<b>263</b>	<b>16.1</b>	<b>50</b>	<b>13.8</b>	<b>451</b>	<b>16.6</b>
Australia & New Zealand	1.9	33	3.3	8	2.7	41	3.2	12	1.7	7	1.1	1	1.4	20	1.4	12	1.7	40	2.4	9	2.5	61	2.2
India	2.0	36	3.6	19	6.5	55	4.2	32	4.5	36	5.8	5	7.1	73	5.2	32	4.5	72	4.4	24	6.6	128	4.7
East Asia	13.4	79	7.8	12	4.1	91	7.0	86	12.0	50	8.0	2	2.9	138	9.8	86	12.0	129	7.9	14	3.9	229	8.4
Japan	6.3	27	2.7	6	2.0	33	2.5	4	0.6	2	0.3	0	0.0	6	0.4	4	0.6	29	1.8	6	1.7	39	1.4
Other Asia	0.6	14	1.4	3	1.0	17	1.3	8	1.1	8	1.3	0	0.0	16	1.1	8	1.1	22	1.3	3	0.8	33	1.2
<b>Europe</b>	<b>41.5</b>	<b>427</b>	<b>42.4</b>	<b>120</b>	<b>41.0</b>	<b>547</b>	<b>42.0</b>	<b>132</b>	<b>18.4</b>	<b>133</b>	<b>21.3</b>	<b>19</b>	<b>27.1</b>	<b>284</b>	<b>20.1</b>	<b>132</b>	<b>18.4</b>	<b>560</b>	<b>34.3</b>	<b>139</b>	<b>38.3</b>	<b>831</b>	<b>30.6</b>
U.K.	5.0	36	3.6	36	12.3	72	5.5	53	7.4	25	4.0	8	11.4	86	6.1	53	7.4	61	3.7	44	12.1	158	5.8
Transition Countries	7.5	68	6.7	3	1.0	71	5.5	30	4.2	28	4.5	0	0.0	58	4.1	30	4.2	96	5.9	3	0.8	129	4.8
Other Europe	29.5	323	32.0	81	27.6	404	31.1	49	6.8	80	12.8	11	15.7	140	9.9	49	6.8	403	24.7	92	25.3	544	20.0
<b>Middle East</b>	<b>8.5</b>	<b>44</b>	<b>4.4</b>	<b>18</b>	<b>6.1</b>	<b>62</b>	<b>4.8</b>	<b>25</b>	<b>3.5</b>	<b>21</b>	<b>3.4</b>	<b>3</b>	<b>4.3</b>	<b>49</b>	<b>3.5</b>	<b>25</b>	<b>3.5</b>	<b>65</b>	<b>4.0</b>	<b>21</b>	<b>5.8</b>	<b>111</b>	<b>4.1</b>
Saudi-Arabia	3.3	1	0.1	0	0.0	1	0.1	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	1	0.1	0	0.0	1	0.0
Other Arab countries	3.7	31	3.1	9	3.1	40	3.1	15	2.1	10	1.6	1	1.4	26	1.8	15	2.1	41	2.5	10	2.8	66	2.4
Other Middle East	1.5	12	1.2	9	3.1	21	1.6	10	1.4	11	1.8	2	2.9	23	1.6	10	1.4	23	1.4	11	3.0	44	1.6
<b>U.S. and Canada</b>	<b>20.4</b>	<b>171</b>	<b>17.0</b>	<b>74</b>	<b>25.3</b>	<b>245</b>	<b>18.8</b>	<b>208</b>	<b>29.0</b>	<b>275</b>	<b>44.0</b>	<b>30</b>	<b>42.9</b>	<b>513</b>	<b>36.3</b>	<b>208</b>	<b>29.0</b>	<b>446</b>	<b>27.3</b>	<b>104</b>	<b>28.7</b>	<b>758</b>	<b>27.9</b>
U.S.	17.5	131	13.0	64	21.8	195	15.0	195	27.2	256	41.0	26	37.1	477	33.8	195	27.2	387	23.7	90	24.8	672	24.8
Canada	3.0	40	4.0	10	3.4	50	3.8	13	1.8	19	3.0	4	5.7	36	2.5	13	1.8	59	3.6	14	3.9	86	3.2
<b>Other Western Hemisphere</b>	<b>7.5</b>	<b>133</b>	<b>13.2</b>	<b>28</b>	<b>9.6</b>	<b>161</b>	<b>12.4</b>	<b>141</b>	<b>19.6</b>	<b>63</b>	<b>10.1</b>	<b>8</b>	<b>11.4</b>	<b>212</b>	<b>15.0</b>	<b>141</b>	<b>19.6</b>	<b>196</b>	<b>12.0</b>	<b>36</b>	<b>9.9</b>	<b>373</b>	<b>13.7</b>
<b>Total</b>	<b>100.0</b>	<b>1,008</b>	<b>100.0</b>	<b>293</b>	<b>100.0</b>	<b>1,301</b>	<b>100.0</b>	<b>718</b>	<b>100.0</b>	<b>625</b>	<b>100.0</b>	<b>70</b>	<b>100.0</b>	<b>1,413</b>	<b>100.0</b>	<b>718</b>	<b>100.0</b>	<b>1,633</b>	<b>100.0</b>	<b>363</b>	<b>100.0</b>	<b>2,714</b>	<b>100.0</b>
Developing Countries	38.7	442	43.8	91	31.1	533	41.0	394	54.9	240	38.4	20	28.6	654	46.3	394	54.9	682	41.8	111	30.6	1,187	43.7
Transition Countries	7.5	68	6.7	3	1.0	71	5.5	30	4.2	28	4.5	0	0.0	58	4.1	30	4.2	96	5.9	3	0.8	129	4.8
Industrial Countries	61.3	566	56.2	202	68.9	768	59.0	324	45.1	385	61.6	50	71.4	759	53.7	324	45.1	951	58.2	252	69.4	1,527	56.3
Women		249	24.7	31	10.6	280	21.5	613	85.4	330	52.8	23	32.9	966	68.4	613	85.4	579	35.5	54	14.9	1,246	45.9
Men		759	75.3	262	89.4	1,021	78.5	105	14.6	295	47.2	47	67.1	447	31.6	105	14.6	1,054	64.5	309	85.1	1,468	54.1

Source: PeopleSoft HRMS; Report ID: DAR\_007.

**Table 2. Share of Women and Men by Career Stream and Grade Grouping**

	A1–A8				A9–A15				B1–B5				Total			
	Women		Men		Women		Men		Women		Men		Women		Men	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
<b>Economists</b>																
2004	—	—	—	—	249	24.7	759	75.3	31	10.6	262	89.4	280	21.5	1,021	78.5
2003	—	—	—	—	240	24.3	748	75.7	31	10.8	255	89.2	271	21.3	1,003	78.7
2002	—	—	—	—	225	23.0	753	77.0	34	11.8	253	88.2	259	20.5	1,006	79.5
2001	—	—	—	—	211	22.6	723	77.4	31	10.8	257	89.2	242	19.8	980	80.2
2000	—	—	—	—	200	22.9	675	77.1	25	9.2	246	90.8	225	19.6	921	80.4
<b>Specialized Career Streams</b>																
2004	613	85.4	105	14.6	330	52.8	295	47.2	23	32.9	47	67.1	966	68.4	447	31.6
2003	622	84.2	117	15.8	322	52.8	288	47.2	24	33.8	47	66.2	968	68.2	452	31.8
2002	645	84.5	118	15.5	319	54.5	266	45.5	20	29.0	49	71.0	984	69.4	433	30.6
2001	662	84.1	125	15.9	302	54.1	256	45.9	18	27.7	47	72.3	982	69.6	428	30.4
2000	619	84.9	110	15.1	283	55.6	226	44.4	15	21.1	56	78.9	917	70.1	392	29.9
<b>Total</b>																
2004	613	85.4	105	14.6	579	35.5	1,054	64.5	54	14.9	309	85.1	1,246	45.9	1,468	54.1
2003	622	84.2	117	15.8	562	35.2	1,036	64.8	55	15.4	302	84.6	1,239	46.0	1,455	54.0
2002	645	84.5	118	15.5	544	34.8	1,019	65.2	54	15.2	302	84.8	1,243	46.3	1,439	53.7
2001	662	84.1	125	15.9	513	34.4	979	65.6	49	13.9	304	86.1	1,224	46.5	1,408	53.5
2000	619	84.9	110	15.1	483	34.9	901	65.1	40	11.7	302	88.3	1,142	46.5	1,313	53.5

Source: PeopleSoft HRMS; DAR\_8N9.

**Table 3. Recruitment of Women by Career Stream and Grade Grouping**

	A1–A8			A9–A15			B1–B5		
	#	Total	%	#	Total	%	#	Total	%
<b>EPs</b>									
2004	—	—	—	13	35	37.1	—	—	—
2003	—	—	—	13	35	37.1	—	—	—
2002	—	—	—	12	50	24.0	—	—	—
2001	—	—	—	11	36	30.6	—	—	—
2000	—	—	—	19	47	40.4	—	—	—
Total 2000–2004	—	—	—	68	203	33.5	—	—	—
<b>Economists</b>									
2004				7	56	12.5	1	7	14.3
2003				10	37	27.0	0	6	0.0
2002				16	57	28.1	1	4	25.0
2001				16	93	17.2	2	12	16.7
2000				17	87	19.5	1	7	14.3
Total 2000–2004				66	330	20.0	5	36	13.9
<b>Specialized Career Streams</b>									
2004	31	44	70.5	10	34	29.4	0	1	0.0
2003	29	48	60.4	20	48	41.7	0	1	0.0
2002	38	51	74.5	20	47	42.6	1	5	20.0
2001	90	124	72.6	33	65	50.8	0	1	0.0
2000	78	98	79.6	25	70	35.7	1	3	33.3
Total 2000–2004	266	365	72.9	108	264	40.9	2	11	18.2
<b>All</b>									
2004	31	44	70.5	30	125	24.0	1	8	12.5
2003	29	48	60.4	43	120	35.8	0	7	0.0
2002	38	51	74.5	48	154	31.2	2	9	22.2
2001	90	124	72.6	60	194	30.9	2	13	15.4
2000	78	98	79.6	61	204	29.9	2	10	20.0
Total 2000–2004	266	365	72.9	242	797	30.4	7	47	14.9

Source: PeopleSoft HRMS; Report ID: DAR\_1213.



**Table 4. Share of Staff from Developing and Industrial Countries by Career Stream and Grade Grouping**

	A1-A8				A9-A15				B1-B5				Total			
	Developing Countries		Industrial Countries		Developing Countries		Industrial Countries		Developing Countries		Industrial Countries		Developing Countries		Industrial Countries	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
<b>Economists</b>																
2004	—	—	—	—	442	43.8	566	56.2	91	31.1	202	68.9	533	41.0	768	59.0
2003	—	—	—	—	425	43.0	563	57.0	93	32.5	193	67.5	518	40.7	756	59.3
2002	—	—	—	—	409	41.8	569	58.2	95	33.1	192	66.9	504	39.8	761	60.2
2001	—	—	—	—	382	40.9	552	59.1	92	31.9	196	68.1	474	38.8	748	61.2
2000	—	—	—	—	347	39.7	528	60.3	90	33.2	181	66.8	437	38.1	709	61.9
<b>Specialized Career Streams</b>																
2004	394	54.9	324	45.1	240	38.4	385	61.6	20	28.6	50	71.4	654	46.3	759	53.7
2003	406	54.9	333	45.1	222	36.4	388	63.6	18	25.4	53	74.6	646	45.5	774	54.5
2002	422	55.3	341	44.7	214	36.6	371	63.4	15	21.7	54	78.3	651	45.9	766	54.1
2001	430	54.6	357	45.4	197	35.3	361	64.7	12	18.5	53	81.5	639	45.3	771	54.7
2000	387	53.1	342	46.9	175	34.4	334	65.6	10	14.1	61	85.9	572	43.7	737	56.3
<b>Total</b>																
2004	394	54.9	324	45.1	682	41.8	951	58.2	111	30.6	252	69.4	1,187	43.7	1,527	56.3
2003	406	54.9	333	45.1	647	40.5	951	59.5	111	31.1	246	68.9	1,164	43.2	1,530	56.8
2002	422	55.3	341	44.7	623	39.9	940	60.1	110	30.9	246	69.1	1,155	43.1	1,527	56.9
2001	430	54.6	357	45.4	579	38.8	913	61.2	104	29.5	249	70.5	1,113	42.3	1,519	57.7
2000	387	53.1	342	46.9	522	37.7	862	62.3	100	29.2	242	70.8	1,009	41.1	1,446	58.9

Source: PeopleSoft HRMS; Report ID: DAR\_8N9.

**Table 5. Recruitment of Developing Country Nationals by Career Stream and Grade Grouping**

	A1–A8			A9–A15			B1–B5		
	#	Total	%	#	Total	%	#	Total	%
<b>EPs</b>									
2004	—	—	—	21	35	60.0	—	—	—
2003	—	—	—	22	35	62.9	—	—	—
2002	—	—	—	25	50	50.0	—	—	—
2001	—	—	—	18	36	50.0	—	—	—
2000	—	—	—	24	47	51.1	—	—	—
Total 2000–2004	—	—	—	110	203	54.2	—	—	—
<b>Economists</b>									
2004	—	—	—	19	56	33.9	1	7	14.3
2003	—	—	—	15	37	40.5	1	6	16.7
2002	—	—	—	26	57	45.6	2	4	50.0
2001	—	—	—	43	93	46.2	2	12	16.7
2000	—	—	—	29	87	33.3	3	7	42.9
Total 2000–2004	—	—	—	132	330	40.0	9	36	25.0
<b>Specialized Career Streams</b>									
2004	27	44	61.4	13	34	38.2	0	1	0.0
2003	26	48	54.2	17	48	35.4	0	1	0.0
2002	22	51	43.1	19	47	40.4	1	5	20.0
2001	71	124	57.3	24	65	36.9	0	1	0.0
2000	51	98	52.0	26	70	37.1	1	3	33.3
Total 2000–2004	197	365	54.0	99	264	37.5	2	11	18.2
<b>All</b>									
2004	27	44	61.4	53	125	42.4	1	8	12.5
2003	26	48	54.2	54	120	45.0	1	7	14.3
2002	22	51	43.1	70	154	45.5	3	9	33.3
2001	71	124	57.3	85	194	43.8	2	13	15.4
2000	51	98	52.0	79	204	38.7	4	10	40.0
Total 2000–2004	197	365	54.0	341	797	42.8	11	47	23.4

Source: PeopleSoft HRMS; Report ID: DAR\_1213.





**Table 6. Staff by Region, Grade Group, and Career Stream, 2000–2004**

Year	Region	A1–A8		A9–A15				B1–B5				Total A1–B5	
				Economists		Specialized		Economists		Specialized			
		#	%	#	%	#	%	#	%	#	%	#	%
2000	Africa	60	8.2	59	6.7	26	5.1	12	4.4	1	1.4	158	6.4
	Asia	134	18.4	128	14.6	78	15.3	43	15.9	7	9.9	390	15.9
	Europe	129	17.7	378	43.1	101	19.8	103	38.0	25	35.2	736	30.0
	Middle East	32	4.4	49	5.6	22	4.3	19	7.0	1	1.4	123	5.0
	U.S.	191	26.2	131	14.9	215	42.2	52	19.2	30	42.3	619	25.2
	Other Western Hemisphere <sup>1</sup>	182	25.0	132	15.1	65	12.8	42	15.5	7	9.9	428	17.4
	<b>Total 2000</b>	<b>728</b>	<b>99.9</b>	<b>877</b>	<b>100.0</b>	<b>507</b>	<b>99.5</b>	<b>271</b>	<b>100.0</b>	<b>71</b>	<b>100.0</b>	<b>2,454</b>	<b>100.0</b>
2001	Africa	71	9.0	62	6.6	29	5.2	11	3.8	1	1.5	174	6.6
	Asia	150	19.1	142	15.2	87	15.6	44	15.3	7	10.8	430	16.3
	Europe	141	17.9	400	42.7	111	19.9	108	37.6	22	33.8	782	29.7
	Middle East	29	3.7	49	5.2	22	3.9	18	6.3	1	1.5	119	4.5
	U.S.	210	26.7	136	14.5	236	42.3	61	21.3	25	38.5	668	25.4
	Other Western Hemisphere <sup>1</sup>	186	23.6	147	15.7	73	13.1	45	15.7	9	13.8	460	17.5
	<b>Total 2001</b>	<b>787</b>	<b>100.0</b>	<b>936</b>	<b>100.0</b>	<b>558</b>	<b>100.0</b>	<b>287</b>	<b>100.0</b>	<b>65</b>	<b>100.0</b>	<b>2,633</b>	<b>100.0</b>
2002	Africa	69	9.0	61	6.3	29	4.9	12	4.2	1	1.4	172	6.4
	Asia	149	19.5	151	15.6	100	16.8	42	14.6	7	10.1	449	16.7
	Europe	141	18.5	412	42.6	116	19.5	112	39.0	22	31.9	803	30.0
	Middle East	26	3.4	46	4.8	24	4.0	19	6.6	4	5.8	119	4.4
	U.S.	205	26.9	137	14.2	245	41.2	60	20.9	26	37.7	673	25.1
	Other Western Hemisphere <sup>1</sup>	173	22.7	160	16.5	81	13.6	42	14.6	9	13.0	465	17.3
	<b>Total 2002</b>	<b>763</b>	<b>100.0</b>	<b>967</b>	<b>100.0</b>	<b>595</b>	<b>100.0</b>	<b>287</b>	<b>100.0</b>	<b>69</b>	<b>100.0</b>	<b>2,681</b>	<b>100.0</b>
2003	Africa	70	9.5	64	6.6	30	4.8	11	3.8	1	1.4	176	6.5
	Asia	141	19.1	156	16.1	98	15.6	41	14.3	7	9.9	443	16.4
	Europe	146	19.8	410	42.4	123	19.6	118	41.3	23	32.4	820	30.5
	Middle East	26	3.5	43	4.4	23	3.7	19	6.6	4	5.6	115	4.3
	U.S. & Canada	208	28.1	168	17.4	290	46.1	67	23.4	29	40.8	762	28.3
	Other Western Hemisphere	148	20.0	127	13.1	65	10.3	30	10.5	7	9.9	377	14.0
	<b>Total 2003</b>	<b>739</b>	<b>100.0</b>	<b>968</b>	<b>100.0</b>	<b>629</b>	<b>100.0</b>	<b>286</b>	<b>100.0</b>	<b>71</b>	<b>100.0</b>	<b>2,693</b>	<b>100.0</b>
2004	Africa	74	10.3	71	7.0	32	5.1	11	3.8	2	2.9	190	7.0
	Asia	138	19.2	162	16.1	101	16.2	42	14.3	8	11.4	451	16.6
	Europe	132	18.4	427	42.4	133	21.3	120	41.0	19	27.1	831	30.6
	Middle East	25	3.5	44	4.4	21	3.4	18	6.1	3	4.3	111	4.1
	U.S. & Canada	208	29.0	171	17.0	275	44.0	74	25.3	30	42.9	758	27.9
	Other Western Hemisphere	141	19.6	133	13.2	63	10.1	28	9.6	8	11.4	373	13.7
	<b>Total 2004</b>	<b>718</b>	<b>100.0</b>	<b>1,008</b>	<b>100.0</b>	<b>625</b>	<b>100.0</b>	<b>293</b>	<b>100.0</b>	<b>70</b>	<b>100.0</b>	<b>2,714</b>	<b>100.0</b>

Source: PeopleSoft HRMS; DAR\_007.

<sup>1</sup>Included Canada until 2003.

**Table 6a. Transition Country Staff by Career Stream and Grade Grouping**

Year	A1–A8		A9–A15				B1–B5				Total A1–B5	
			Economists		Specialized		Economists		Specialized			
	#	%	#	%	#	%	#	%	#	%	#	%
2004	30	4.2	68	6.7	28	4.5	3	1.0	0	0.0	129	4.8
2003	36	4.9	59	6.1	25	4.0	3	1.0	0	0.0	123	4.6
2002	35	4.6	54	5.6	20	3.4	3	1.0	0	0.0	112	4.2
2001	34	4.3	46	4.9	17	3.0	2	0.7	0	0.0	99	3.8
2000	23	3.2	41	4.7	16	3.1	1	0.4	0	0.0	81	3.3

Source: PeopleSoft HRMS; DAR\_007.

**Table 6b. Recruitment of Selected Regions by Career Stream in Grade Group A9–A15**

	Africa		Asia		East Asia		Middle East		Arab Countries		Transition Countries	
	#	%	#	%	#	%	#	%	#	%	#	%
	<b>Economists</b>											
2004	7	8.1	18	20.9	14	16.3	5	5.8	3	3.5	10	11.6
2003	7	10.1	18	26.1	8	11.6	0	0.0	0	0.0	6	8.7
2002	5	4.8	21	20.2	11	10.6	2	1.9	2	1.9	10	9.6
2001	8	6.4	26	20.8	11	8.8	4	3.2	4	3.2	7	5.6
2000	7	5.3	22	16.5	12	9.0	6	4.5	3	2.3	9	6.8
<b>Specialized Career Streams</b>												
2004	2	6.1	7	21.2	0	0.0	0	0.0	0	0.0	1	3.0
2003	2	4.2	9	18.8	4	8.3	3	6.3	3	6.3	2	4.2
2002	1	2.1	8	17.0	3	6.4	4	8.5	4	8.5	3	6.4
2001	4	6.3	17	26.6	8	12.5	1	1.6	0	0.0	1	1.6
2000	2	2.9	15	21.7	10	14.5	1	1.4	0	0.0	3	4.3
<b>Total</b>												
2004	9	7.6	25	21.0	14	11.8	5	4.2	3	2.5	11	9.2
2003	9	7.7	27	23.1	12	10.3	3	2.6	3	2.6	8	6.8
2002	6	4.0	29	19.2	14	9.3	6	4.0	6	4.0	13	8.6
2001	12	6.3	43	22.8	19	10.1	5	2.6	4	2.1	8	4.2
2000	9	4.5	37	18.3	22	10.9	7	3.5	3	1.5	12	5.9

Source: PeopleSoft HRMS; DAR\_011.



**Table 7. Recruitment by Region, Gender, Career Stream, and Grade Grouping, 2000–2004**

Region	Country Quota %	Economists				Specialized Career Streams				Total			
		A9–A15		B1–B5		A9–A15		B1–B5		A9–A15		B1–B5	
		#	%	#	%	#	%	#	%	#	%	#	%
Africa	4.2	34	6.6	2	5.6	11	4.2	0	0.0	45	5.8	2	4.3
Asia	18.0	105	20.3	13	36.1	56	21.5	0	0.0	161	20.7	13	27.7
Europe	41.5	226	43.7	6	16.7	63	24.1	6	54.5	289	37.1	12	25.5
Middle East	8.5	17	3.3	1	2.8	9	3.4	2	18.2	26	3.3	3	6.4
U.S. & Canada	20.4	62	12.0	12	33.3	107	41.0	3	27.3	169	21.7	15	31.9
Other Western Hemisphere	7.5	73	14.1	2	5.6	15	5.7	0	0.0	88	11.3	2	4.3
<b>Total</b>	<b>100.0</b>	<b>517</b>	<b>100.0</b>	<b>36</b>	<b>100.0</b>	<b>261</b>	<b>100.0</b>	<b>11</b>	<b>100.0</b>	<b>778</b>	<b>100.0</b>	<b>47</b>	<b>100.0</b>
Developing Countries	38.7	236	45.6	9	25.0	97	37.2	2	18.2	333	42.8	11	23.4
Transition Countries	7.5	42	8.1	0	0.0	10	3.8	0	0.0	52	6.7	0	0.0
Industrial Countries	61.3	281	54.4	27	75.0	164	62.8	9	81.8	445	57.2	36	76.6
Women		131	25.3	5	13.9	105	40.2	2	18.2	236	30.3	7	14.9
Men		386	74.7	31	86.1	156	59.8	9	81.8	542	69.7	40	85.1

Source: PeopleSoft HRMS; Report ID: DAR\_011.

**Table 8. Distribution of Staff in Grades A11–B5 by Region, Developing/Industrial Country, Gender, Career Stream, and Grade**  
(as of 12/31/2004)

Grade	Africa		Asia		Europe		Middle East		U.S. & Canada		Other W.H.		All Fund		Developing		Transition		Industrial		Women		Men	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
<b>Economists</b>																								
A11	6	7.3	14	6.9	42	7.7	3	4.8	4	1.6	11	6.8	80	6.1	47	8.8	14	19.7	33	4.3	29	10.4	51	5.0
A12	5	6.1	32	15.7	81	14.8	6	9.7	17	6.9	16	9.9	157	12.1	71	13.3	18	25.4	86	11.2	50	17.9	107	10.5
A13	15	18.3	33	16.2	100	18.3	10	16.1	28	11.4	23	14.3	209	16.1	92	17.3	17	23.9	117	15.2	63	22.5	146	14.3
A14	30	36.6	61	29.9	138	25.2	17	27.4	75	30.6	64	39.8	385	29.6	171	32.1	15	21.1	214	27.9	79	28.2	306	30.0
A15	15	18.3	22	10.8	66	12.1	8	12.9	47	19.2	19	11.8	177	13.6	61	11.4	4	5.6	116	15.1	28	10.0	149	14.6
B1	1	1.2	7	3.4	13	2.4	1	1.6	14	5.7	2	1.2	38	2.9	8	1.5	0	0.0	30	3.9	4	1.4	34	3.3
B2	4	4.9	14	6.9	48	8.8	10	16.1	25	10.2	14	8.7	115	8.8	41	7.7	2	2.8	74	9.6	14	5.0	101	9.9
B3	3	3.7	8	3.9	29	5.3	3	4.8	14	5.7	6	3.7	63	4.8	21	3.9	1	1.4	42	5.5	7	2.5	56	5.5
B4	1	1.2	10	4.9	24	4.4	3	4.8	20	8.2	6	3.7	64	4.9	16	3.0	0	0.0	48	6.3	5	1.8	59	5.8
B5	2	2.4	3	1.5	6	1.1	1	1.6	1	0.4	0	0.0	13	1.0	5	0.9	0	0.0	8	1.0	1	0.4	12	1.2
<b>Total</b>	<b>82</b>	<b>100.0</b>	<b>204</b>	<b>100.0</b>	<b>547</b>	<b>100.0</b>	<b>62</b>	<b>100.0</b>	<b>245</b>	<b>100.0</b>	<b>161</b>	<b>100.0</b>	<b>1,301</b>	<b>100.0</b>	<b>533</b>	<b>100.0</b>	<b>71</b>	<b>100.0</b>	<b>768</b>	<b>100.0</b>	<b>280</b>	<b>100.0</b>	<b>1,021</b>	<b>100.0</b>
<b>Specialized Career Streams</b>																								
A11	6	26.1	28	35.9	16	13.9	3	18.8	61	27.2	11	24.4	125	25.0	49	28.0	1	5.9	76	23.3	63	27.9	62	22.5
A12	5	21.7	22	28.2	28	24.3	5	31.3	38	17.0	7	15.6	105	21.0	43	24.6	5	29.4	62	19.0	57	25.2	48	17.5
A13	4	17.4	10	12.8	36	31.3	3	18.8	47	21.0	11	24.4	111	22.2	36	20.6	9	52.9	75	23.0	48	21.2	63	22.9
A14	6	26.1	7	9.0	15	13.0	2	12.5	36	16.1	5	11.1	71	14.2	22	12.6	2	11.8	49	15.0	27	11.9	44	16.0
A15	0	0.0	3	3.8	1	0.9	0	0.0	12	5.4	3	6.7	19	3.8	5	2.9	0	0.0	14	4.3	8	3.5	11	4.0
B1	1	4.3	4	5.1	3	2.6	1	6.3	12	5.4	4	8.9	25	5.0	9	5.1	0	0.0	16	4.9	15	6.6	10	3.6
B2	1	4.3	1	1.3	4	3.5	2	12.5	7	3.1	1	2.2	16	3.2	5	2.9	0	0.0	11	3.4	3	1.3	13	4.7
B3	0	0.0	2	2.6	6	5.2	0	0.0	6	2.7	2	4.4	16	3.2	4	2.3	0	0.0	12	3.7	3	1.3	13	4.7
B4	0	0.0	0	0.0	4	3.5	0	0.0	3	1.3	0	0.0	7	1.4	0	0.0	0	0.0	7	2.1	2	0.9	5	1.8
B5	0	0.0	1	1.3	2	1.7	0	0.0	2	0.9	1	2.2	6	1.2	2	1.1	0	0.0	4	1.2	0	0.0	6	2.2
<b>Total</b>	<b>23</b>	<b>100.0</b>	<b>78</b>	<b>100.0</b>	<b>115</b>	<b>100.0</b>	<b>16</b>	<b>100.0</b>	<b>224</b>	<b>100.0</b>	<b>45</b>	<b>100.0</b>	<b>501</b>	<b>100.0</b>	<b>175</b>	<b>100.0</b>	<b>17</b>	<b>100.0</b>	<b>326</b>	<b>100.0</b>	<b>226</b>	<b>100.0</b>	<b>275</b>	<b>100.0</b>

Source: PeopleSoft HRMS; Report ID: DAR\_017.  
Note: Totals are staff in grades A11–B5.



**Table 9. Share of Developing and Industrial Country Nationals in Grades A11–B5 by Career Stream**  
(as of 12/31/2004)

	A11		A12		A13		A14		A15		B1		B2		B3		B4		B5		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
<b>Economists</b>																						
Developing	47	58.8	71	45.2	92	44.0	171	44.4	61	34.5	8	21.1	41	35.7	21	33.3	16	25.0	5	38.5	533	41.0
Industrial	33	41.3	86	54.8	117	56.0	214	55.6	116	65.5	30	78.9	74	64.3	42	66.7	48	75.0	8	61.5	768	59.0
Total	80	100.0	157	100.0	209	100.0	385	100.0	177	100.0	38	100.0	115	100.0	63	100.0	64	100.0	13	100.0	1,301	100.0
<b>Specialized Career Streams</b>																						
Developing	49	39.2	43	41.0	36	32.4	22	31.0	5	26.3	9	36.0	5	31.3	4	25.0	0	0.0	2	33.3	175	34.9
Industrial	76	60.8	62	59.0	75	67.6	49	69.0	14	73.7	16	64.0	11	68.8	12	75.0	7	100.0	4	66.7	326	65.1
Total	125	100.0	105	100.0	111	100.0	71	100.0	19	100.0	25	100.0	16	100.0	16	100.0	7	100.0	6	100.0	501	100.0
<b>Economists &amp; Specialized Career Streams</b>																						
Developing	96	46.8	114	43.5	128	40.0	193	42.3	66	33.7	17	27.0	46	35.1	25	31.6	16	22.5	7	36.8	708	39.3
Industrial	109	53.2	148	56.5	192	60.0	263	57.7	130	66.3	46	73.0	85	64.9	54	68.4	55	77.5	12	63.2	1,094	60.7
Total	205	100.0	262	100.0	320	100.0	456	100.0	196	100.0	63	100.0	131	100.0	79	100.0	71	100.0	19	100.0	1,802	100.0

Source: PeopleSoft HRMS; Report ID: DAR\_2021.



**Table 10. Average Time in Current Grades A14 and A15 for Economists by Region, Selected Sub-Regions, Developing/Industrial Country, and Gender**

Region	A14				A15			
	2003		2004		2003		2004	
	Number of Staff	Average Time in Grade (Years)	Number of Staff	Average Time in Grade (Years)	Number of Staff	Average Time in Grade (Years)	Number of Staff	Average Time in Grade (Years)
Africa	23	4.3	30	3.4	14	3.4	15	3.9
Asia	60	2.4	61	2.6	20	1.5	22	1.9
East Asia	24	2.4	28	2.0	6	2.0	8	2.2
Europe	121	3.1	138	2.9	66	2.7	66	2.7
U.K.	10	3.5	10	3.0	16	2.9	14	3.4
Middle East	15	4.9	17	4.5	8	3.3	8	3.9
Arab countries	10	3.4	11	3.6	7	2.9	7	3.4
U.S. & Canada	73	4.4	75	3.8	51	3.2	47	3.2
Other Western Hemisphere	66	2.6	64	3.2	17	2.7	19	3.1
<b>Total</b>	<b>358</b>	<b>3.3</b>	<b>385</b>	<b>3.2</b>	<b>176</b>	<b>2.8</b>	<b>177</b>	<b>2.9</b>
Developing Countries	161	3.0	171	3.1	56	2.5	61	2.9
Transition Countries	14	2.2	15	2.5	2	2.4	4	1.6
Industrial Countries	197	3.6	214	3.3	120	2.9	116	2.9
Women	70	3.0	79	2.7	24	1.7	28	2.0
Men	288	3.4	306	3.3	152	3.0	149	3.1

Source: PeopleSoft HRMS; Report ID: DAR\_018.



**Table 11. Five-Year Review of Pipeline Indicators of Economists**

	Africa	Asia	Europe	Middle East	U.S. & Canada	Other Western Hemisphere	Total	Developing Countries	Transition Countries	Industrial Countries	Women	Men
<b>Ratio of A15/A14</b>												
2004	.50	.36	.48	.47	.63	.30	<b>.46</b>	.36	.27	.54	.35	.49
2003	.67	.36	.55	.60	.70	.27	<b>.51</b>	.37	.14	.62	.34	.55
2002	.48	.43	.53	.39	.68	.26	<b>.49</b>	.33	.18	.62	.32	.53
2001	.52	.28	.58	.58	.55	.31	<b>.48</b>	.37	.25	.56	.30	.52
2000	.56	.41	.53	.58	.50	.50	<b>.51</b>	.49	.38	.52	.35	.54
<b>Percent of Staff in A15-B5 of all Economists</b>												
2004	31.7	31.4	34.0	41.9	49.4	29.2	<b>36.1</b>	28.5	9.9	41.4	21.1	40.3
2003	33.3	31.0	34.7	45.2	49.4	29.9	<b>36.7</b>	29.3	8.1	41.8	20.3	41.1
2002	31.5	33.7	33.5	40.0	49.4	31.0	<b>35.3</b>	29.3	8.8	41.4	21.1	40.5
2001	30.6	31.4	33.3	42.6	48.6	33.8	<b>35.1</b>	30.0	8.3	40.6	19.8	40.6
2000	31.4	33.5	32.8	44.1	45.2	36.6	<b>35.3</b>	32.3	9.5	38.9	18.7	40.7
<b>Average Time-in-Grade A15</b>												
2004	3.9	1.9	2.7	3.9	3.2	3.1	<b>2.9</b>	2.9	1.6	2.9	2.0	3.1
2003	3.4	1.5	2.7	3.3	3.2	2.7	<b>2.8</b>	2.5	2.4	2.9	1.7	3.0
2002	2.8	1.5	2.5	2.6	2.5	2.8	<b>2.4</b>	2.3	1.2	2.5	1.4	2.6
2001	3.0	1.8	2.3	2.3	2.5	2.6	<b>2.4</b>	2.4	1.4	2.4	1.2	2.5
2000	2.4	1.6	2.5	1.7	2.2	2.2	<b>2.3</b>	2.0	0.5	2.4	1.0	2.4
<b>Average Time-in-Grade A14</b>												
2004	3.4	2.6	2.9	4.5	3.8	3.2	<b>3.2</b>	3.1	2.5	3.3	2.7	3.3
2003	4.3	2.4	3.1	4.9	4.4	2.6	<b>3.3</b>	3.0	2.2	3.6	3.0	3.4
2002	4.8	2.1	2.8	3.9	4.3	2.0	<b>3.1</b>	2.6	1.7	3.4	3.2	3.0
2001	4.5	2.7	2.9	3.4	3.4	2.2	<b>3.0</b>	2.7	1.6	3.2	3.2	3.0
2000	6.1	3.1	3.0	2.9	3.1	2.7	<b>3.2</b>	3.4	4.2	3.1	3.0	3.3

Source: PeopleSoft HRMS; Report ID: DAR\_018; DAR\_017 & DAR\_007.



**Table 12. Staff Promoted by Region, Selected Sub-Regions, Gender, Career Stream, and Grade Grouping, 2004 (2003 in parenthesis)**

Region	A1-A8				A9-A12				A13-A15				B1-B5			
	#	Total <sup>1</sup>	% <sup>2</sup>	2003 (%)	#	Total	%	2003 (%)	#	Total	%	2003 (%)	#	Total	%	2003 (%)
<b>Economists</b>																
Africa	—	—	—	—	3	11	27.3	(11.1)	8	60	13.3	(10.5)	1	11	9.1	(18.2)
Asia	—	—	—	—	10	46	21.7	(20.0)	26	116	22.4	(16.4)	10	42	23.8	(19.5)
East Asia	—	—	—	—	3	26	11.5	(n/a)	15	53	28.3	(n/a)	0	12	0.0	(n/a)
Europe	—	—	—	—	31	123	25.2	(21.7)	64	304	21.1	(21.1)	33	120	27.5	(25.4)
U.K.	—	—	—	—	0	5	0.0	(n/a)	5	31	16.1	(n/a)	12	36	33.3	(n/a)
Middle East	—	—	—	—	2	9	22.2	(12.5)	6	35	17.1	(11.8)	2	18	11.1	(21.1)
Arab Countries	—	—	—	—	2	7	28.6	(n/a)	3	25	12.0	(n/a)	2	9	22.2	(n/a)
U.S. & Canada	—	—	—	—	6	21	28.6	(9.1)	22	150	14.7	(12.4)	21	74	28.4	(23.9)
Other Western Hemisphere	—	—	—	—	5	27	18.5	(14.8)	13	106	12.3	(11.5)	3	28	10.7	(23.3)
<b>Total</b>	—	—	—	—	<b>57</b>	<b>237</b>	<b>24.1</b>	<b>(18.8)</b>	<b>139</b>	<b>771</b>	<b>18.0</b>	<b>(16.0)</b>	<b>70</b>	<b>293</b>	<b>23.9</b>	<b>(23.4)</b>
Developing Countries	—	—	—	—	27	118	22.9	(17.6)	59	324	18.2	(15.0)	14	91	15.4	(22.6)
Transition Countries	—	—	—	—	7	32	21.9	(16.7)	10	36	27.8	(25.0)	1	3	33.3	(66.7)
Industrial Countries	—	—	—	—	30	119	25.2	(19.8)	80	447	17.9	(16.7)	56	202	27.7	(23.8)
Women	—	—	—	—	14	79	17.7	(18.8)	42	170	24.7	(22.5)	5	31	16.1	(22.6)
Men	—	—	—	—	43	158	27.2	(18.8)	97	601	16.1	(14.2)	65	262	24.8	(23.5)
<b>Specialized Career Streams</b>																
Africa	9	74	12.2	(14.5)	6	22	27.3	(38.9)	2	10	20.0	(18.2)	1	2	50.0	(50.0)
Asia	25	138	18.1	(12.8)	23	81	28.4	(10.7)	3	20	15.0	(16.7)	3	8	37.5	(28.6)
East Asia	16	86	18.6	(n/a)	16	42	38.1	(n/a)	3	8	37.5	(n/a)	1	2	50.0	(n/a)
Europe	29	132	22.0	(13.0)	21	81	25.9	(15.1)	7	52	13.5	(19.6)	6	19	31.6	(17.4)
U.K.	11	53	20.8	(n/a)	2	14	14.3	(n/a)	2	11	18.2	(n/a)	3	8	37.5	(n/a)
Middle East	2	25	8.0	(7.7)	4	16	25.0	(15.8)	1	5	20.0	(25.0)	0	3	0.0	(0.0)
Arab Countries	2	15	13.3	(n/a)	0	7	0.0	(n/a)	0	3	0.0	(n/a)	0	1	0.0	(n/a)
U.S. & Canada	27	208	13.0	(10.5)	24	180	13.3	(12.8)	14	95	14.7	(13.3)	5	30	16.7	(13.8)
Other Western Hemisphere	13	141	9.2	(12.2)	12	44	27.3	(22.0)	2	19	10.5	(15.0)	1	8	12.5	(42.9)
<b>Total</b>	<b>105</b>	<b>718</b>	<b>14.6</b>	<b>(12.0)</b>	<b>90</b>	<b>424</b>	<b>21.2</b>	<b>(15.0)</b>	<b>29</b>	<b>201</b>	<b>14.4</b>	<b>(15.7)</b>	<b>16</b>	<b>70</b>	<b>22.9</b>	<b>(19.7)</b>
Developing Countries	50	394	12.7	(12.3)	47	177	26.6	(18.5)	9	63	14.3	(13.3)	4	20	20.0	(33.3)
Transition Countries	6	30	20.0	(8.3)	4	17	23.5	(26.7)	1	11	9.1	(0.0)	0	0	0.0	(0.0)
Industrial Countries	55	324	17.0	(11.7)	43	247	17.4	(12.7)	20	138	14.5	(16.8)	12	50	24.0	(15.1)
Women	92	613	15.0	(12.2)	56	247	22.7	(15.7)	11	83	13.3	(18.8)	4	23	17.4	(16.7)
Men	13	105	12.4	(11.1)	34	177	19.2	(14.0)	18	118	15.3	(13.7)	12	47	25.5	(21.3)
<b>Economists &amp; Specialized Career Streams</b>																
Africa	9	74	12.2	(14.5)	9	33	27.3	(29.6)	10	70	14.3	(11.8)	2	13	15.4	(23.1)
Asia	25	138	18.1	(12.8)	33	127	26.0	(14.4)	29	136	21.3	(16.4)	13	50	26.0	(20.8)
East Asia	16	86	18.6	(n/a)	19	68	27.9	(n/a)	18	61	29.5	(n/a)	1	14	7.1	(n/a)
Europe	29	132	22.0	(13.0)	52	204	25.5	(19.3)	71	356	19.9	(20.8)	39	139	28.1	(24.1)
U.K.	11	53	20.8	(n/a)	2	19	10.5	(n/a)	7	42	16.7	(n/a)	15	44	34.1	(n/a)
Middle East	2	25	8.0	(7.7)	6	25	24.0	(14.8)	7	40	17.5	(13.2)	2	21	9.5	(18.2)
Arab Countries	2	15	13.3	(n/a)	2	14	14.3	(n/a)	3	28	10.7	(n/a)	2	10	20.0	(n/a)
U.S. & Canada	27	208	13.0	(10.5)	30	201	14.9	(12.4)	36	245	14.7	(12.7)	26	104	25.0	(20.8)
Other Western Hemisphere	13	141	9.2	(12.2)	17	71	23.9	(19.1)	15	125	12.0	(12.1)	4	36	11.1	(27.0)
<b>Total</b>	<b>105</b>	<b>718</b>	<b>14.6</b>	<b>(12.0)</b>	<b>147</b>	<b>661</b>	<b>22.2</b>	<b>(16.4)</b>	<b>168</b>	<b>972</b>	<b>17.3</b>	<b>(16.0)</b>	<b>86</b>	<b>363</b>	<b>23.7</b>	<b>(22.7)</b>
Developing Countries	50	394	12.7	(12.3)	74	295	25.1	(18.1)	68	387	17.6	(14.8)	18	111	16.2	(24.3)
Transition Countries	6	30	20.0	(8.3)	11	49	22.4	(20.0)	11	47	23.4	(18.4)	1	3	33.3	(66.7)
Industrial Countries	55	324	17.0	(11.7)	73	366	19.9	(15.1)	100	585	17.1	(16.7)	68	252	27.0	(22.0)
Women	92	613	15.0	(12.2)	70	326	21.5	(16.5)	53	253	20.9	(21.3)	9	54	16.7	(20.0)
Men	13	105	12.4	(11.1)	77	335	23.0	(16.4)	115	719	16.0	(14.1)	77	309	24.9	(23.2)

Source: PeopleSoft HRMS; Report ID:DAR\_016a.

<sup>1</sup>Total number of staff from each region at each grade group as of 12/31/2004.

<sup>2</sup>Percent of staff promoted of total from that region.





**Table 13. Share of Women and Men in Grades A11–B5 by Career Stream**  
(as of 12/31/2004)

	A11		A12		A13		A14		A15		B1		B2		B3		B4		B5		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
<b>Economists</b>																						
Women	29	36.3	50	31.8	63	30.1	79	20.5	28	15.8	4	10.5	14	12.2	7	11.1	5	7.8	1	7.7	280	21.5
Men	51	63.8	107	68.2	146	69.9	306	79.5	149	84.2	34	89.5	101	87.8	56	88.9	59	92.2	12	92.3	1,021	78.5
Total	80	100.0	157	100.0	209	100.0	385	100.0	177	100.0	38	100.0	115	100.0	63	100.0	64	100.0	13	100.0	1,301	100.0
<b>Specialized Career Streams</b>																						
Women	63	50.4	57	54.3	48	43.2	27	38.0	8	42.1	15	60.0	3	18.8	3	18.8	2	28.6	0	0.0	226	45.1
Men	62	49.6	48	45.7	63	56.8	44	62.0	11	57.9	10	40.0	13	81.3	13	81.3	5	71.4	6	100.0	275	54.9
Total	125	100.0	105	100.0	111	100.0	71	100.0	19	100.0	25	100.0	16	100.0	16	100.0	7	100.0	6	100.0	501	100.0
<b>Economists &amp; Specialized Career Streams</b>																						
Women	92	44.9	107	40.8	111	34.7	106	23.2	36	18.4	19	30.2	17	13.0	10	12.7	7	9.9	1	5.3	506	28.1
Men	113	55.1	155	59.2	209	65.3	350	76.8	160	81.6	44	69.8	114	87.0	69	87.3	64	90.1	18	94.7	1,296	71.9
Total	205	100.0	262	100.0	320	100.0	456	100.0	196	100.0	63	100.0	131	100.0	79	100.0	71	100.0	19	100.0	1,802	100.0

Source: PeopleSoft HRMS; Report ID: DAR\_2021.



**Table 14. Share of Women by Department and Grade Grouping**  
(as of 12/31/2004)

Department	A1-A8		A9-A15		B1-B5		A9-B5		Total Staff #	Women	
	#	%	#	%	#	%	#	%		#	%
<b>Total Fund</b>	<b>613</b>	<b>85.4</b>	<b>579</b>	<b>35.5</b>	<b>54</b>	<b>14.9</b>	<b>633</b>	<b>31.7</b>	<b>2,714</b>	<b>1,246</b>	<b>45.9</b>
<b>Area Departments</b>	<b>152</b>	<b>92.1</b>	<b>133</b>	<b>25.7</b>	<b>16</b>	<b>11.0</b>	<b>149</b>	<b>22.5</b>	<b>828</b>	<b>301</b>	<b>36.4</b>
AFR	44	97.8	34	24.1	7	17.5	41	22.7	226	85	37.6
APD	21	91.3	23	28.8	2	8.0	25	23.8	128	46	35.9
EUR	34	89.5	34	31.8	3	10.3	37	27.2	174	71	40.8
MCD	27	96.4	15	17.2	1	4.0	16	14.3	140	43	30.7
WHD	26	83.9	27	26.2	3	11.5	30	23.3	160	56	35.0
<b>Functional Departments</b>	<b>251</b>	<b>87.5</b>	<b>242</b>	<b>34.8</b>	<b>17</b>	<b>11.8</b>	<b>259</b>	<b>30.8</b>	<b>1,127</b>	<b>510</b>	<b>45.3</b>
FAD	29	90.6	25	24.3	2	10.0	27	22.0	155	56	36.1
FIN	43	82.7	33	48.5	2	22.2	35	45.5	129	78	60.5
ICM	10	90.9	18	43.9	0	0.0	18	36.0	61	28	45.9
INS <sup>1</sup>	38	92.7	26	53.1	2	14.3	28	44.4	104	66	63.5
LEG	13	81.3	13	46.4	2	28.6	15	42.9	51	28	54.9
MFD	42	93.3	35	32.1	1	3.6	36	26.3	182	78	42.9
PDR	30	100.0	37	29.8	3	10.7	40	26.3	182	70	38.5
RES	18	81.8	14	23.0	1	7.7	15	20.3	96	33	34.4
STA	28	73.7	41	36.3	4	25.0	45	34.9	167	73	43.7
<b>Support Departments<sup>2</sup></b>	<b>210</b>	<b>78.9</b>	<b>204</b>	<b>48.7</b>	<b>21</b>	<b>28.4</b>	<b>225</b>	<b>45.6</b>	<b>759</b>	<b>435</b>	<b>57.3</b>
EUO	3	60.0	2	40.0	0	0.0	2	25.0	13	5	38.5
EXR	24	96.0	30	61.2	4	36.4	34	56.7	85	58	68.2
HRD	51	96.2	31	62.0	7	58.3	38	61.3	115	89	77.4
OMD <sup>3</sup>	17	85.0	15	41.7	2	11.8	17	32.1	73	34	46.6
SEC	22	73.3	11	44.0	2	22.2	13	38.2	64	35	54.7
TGS	92	69.7	115	45.3	6	27.3	121	43.8	408	213	52.2

Source: PeopleSoft HRMS; Report ID: DAR\_005.

<sup>1</sup>INS Includes JAI, JVI and STI.

<sup>2</sup>Total staff includes one A1-A8 staff member in Administrative Tribunal, under support departments.

<sup>3</sup>OMD Includes DMD, INV, OAP, OBP, OIA, OTM, and UNO.



**Table 15. Share of Developing Country Nationals by Department and Grade Grouping**  
(as of 12/31/2004)

Department	A1-A8		A9-A15		B1-B5		A9-B5		Total Staff #	Developing Country Staff	
	#	%	#	%	#	%	#	%		#	%
<b>Total</b>	<b>394</b>	<b>54.9</b>	<b>682</b>	<b>41.8</b>	<b>111</b>	<b>30.6</b>	<b>793</b>	<b>39.7</b>	<b>2,714</b>	<b>1,187</b>	<b>43.7</b>
<b>Area Departments</b>	<b>107</b>	<b>64.8</b>	<b>243</b>	<b>46.9</b>	<b>54</b>	<b>37.2</b>	<b>297</b>	<b>44.8</b>	<b>828</b>	<b>404</b>	<b>48.8</b>
AFR	30	66.7	60	42.6	16	40.0	76	42.0	226	106	46.9
APD	15	65.2	30	37.5	7	28.0	37	35.2	128	52	40.6
EUR	19	50.0	42	39.3	7	24.1	49	36.0	174	68	39.1
MCD	19	67.9	43	49.4	15	60.0	58	51.8	140	77	55.0
WHD	24	77.4	68	66.0	9	34.6	77	59.7	160	101	63.1
<b>Functional Departments</b>	<b>168</b>	<b>58.5</b>	<b>303</b>	<b>43.5</b>	<b>38</b>	<b>26.4</b>	<b>341</b>	<b>40.6</b>	<b>1,127</b>	<b>509</b>	<b>45.2</b>
FAD	19	59.4	42	40.8	5	25.0	47	38.2	155	66	42.6
FIN	30	57.7	32	47.1	1	11.1	33	42.9	129	63	48.8
ICM	6	54.5	13	31.7	1	11.1	14	28.0	61	20	32.8
INS <sup>1</sup>	22	53.7	21	42.9	6	42.9	27	42.9	104	49	47.1
LEG	9	56.3	13	46.4	2	28.6	15	42.9	51	24	47.1
MFD	29	64.4	50	45.9	7	25.0	57	41.6	182	86	47.3
PDR	18	60.0	53	42.7	5	17.9	58	38.2	182	76	41.8
RES	13	59.1	20	32.8	4	30.8	24	32.4	96	37	38.5
STA	22	57.9	59	52.2	7	43.8	66	51.2	167	88	52.7
<b>Support Departments<sup>2</sup></b>	<b>119</b>	<b>44.7</b>	<b>136</b>	<b>32.5</b>	<b>19</b>	<b>25.7</b>	<b>155</b>	<b>31.4</b>	<b>759</b>	<b>274</b>	<b>36.1</b>
EUO	2	40.0	0	0.0	0	0.0	0	0.0	13	2	15.4
EXR	7	28.0	12	24.5	2	18.2	14	23.3	85	21	24.7
HRD	22	41.5	27	54.0	4	33.3	31	50.0	115	53	46.1
OMD <sup>3</sup>	11	55.0	10	27.8	3	17.6	13	24.5	73	24	32.9
SEC	15	50.0	8	32.0	5	55.6	13	38.2	64	28	43.8
TGS	61	46.2	79	31.1	5	22.7	84	30.4	408	145	35.5

Source: PeopleSoft HRMS; Report ID: DAR\_003.

<sup>1</sup>INS Includes JAI, JVI and STI.

<sup>2</sup>Total staff includes one A1-A8 staff member in Administrative Tribunal, under support departments.

<sup>3</sup>OMD Includes DMD, INV, OAP, OBP, OIA, OTM, and UNO.

**Table 16. Distribution of A9–B5 Staff by Region and by Department**  
(as of 12/31/2004)

Department	A9–A15 Staff								Dept	B1–B5 Staff								Dept	Total A9–B5 Staff							
				Middle U.S. & Other									Middle U.S. & Other									Middle U.S. & Other				
	Africa	Asia	Europe	East	Canada	W.H.	TRAN <sup>1</sup>	Total		Africa	Asia	Europe	East	Canada	W.H.	TRAN	Total		Africa	Asia	Europe	East	Canada	W.H.	TRAN	Total
<b>Area Departments</b>																										
<b>AFR</b>	19.1	8.5	41.1	2.8	18.4	9.9	2.8	100.0	<b>AFR</b>	17.5	12.5	52.5	5.0	10.0	2.5	2.5	100.0	<b>AFR</b>	18.8	9.4	43.6	3.3	16.6	8.3	2.8	100.0
<b>APD</b>	2.5	30.0	35.0	6.3	20.0	6.3	2.5	100.0	<b>APD</b>	4.0	40.0	20.0	0.0	32.0	4.0	0.0	100.0	<b>APD</b>	2.9	32.4	31.4	4.8	22.9	5.7	1.9	100.0
<b>EUR</b>	2.8	13.1	64.5	0.9	12.1	6.5	17.8	100.0	<b>EUR</b>	0.0	13.8	51.7	0.0	27.6	6.9	3.4	100.0	<b>EUR</b>	2.2	13.2	61.8	0.7	15.4	6.6	14.7	100.0
<b>MCD</b>	10.3	8.0	43.7	18.4	17.2	2.3	11.5	100.0	<b>MCD</b>	0.0	4.0	24.0	36.0	24.0	12.0	4.0	100.0	<b>MCD</b>	8.0	7.1	39.3	22.3	18.8	4.5	9.8	100.0
<b>WHD</b>	5.8	9.7	29.1	2.9	11.7	40.8	5.8	100.0	<b>WHD</b>	0.0	7.7	30.8	0.0	34.6	26.9	0.0	100.0	<b>WHD</b>	4.7	9.3	29.5	2.3	16.3	38.0	4.7	100.0
<b>Functional Departments</b>																										
<b>FAD</b>	7.8	18.4	36.9	4.9	19.4	12.6	3.9	100.0	<b>FAD</b>	0.0	10.0	55.0	5.0	15.0	15.0	0.0	100.0	<b>FAD</b>	6.5	17.1	39.8	4.9	18.7	13.0	3.3	100.0
<b>FIN</b>	8.8	20.6	26.5	1.5	29.4	13.2	5.9	100.0	<b>FIN</b>	0.0	22.2	55.6	0.0	22.2	0.0	0.0	100.0	<b>FIN</b>	7.8	20.8	29.9	1.3	28.6	11.7	5.2	100.0
<b>ICM</b>	2.4	17.1	41.5	2.4	29.3	7.3	7.3	100.0	<b>ICM</b>	0.0	0.0	22.2	0.0	66.7	11.1	0.0	100.0	<b>ICM</b>	2.0	14.0	38.0	2.0	36.0	8.0	6.0	100.0
<b>INS</b>	4.1	12.2	28.6	2.0	32.7	20.4	8.2	100.0	<b>INS</b>	14.3	14.3	28.6	14.3	28.6	0.0	0.0	100.0	<b>INS</b>	6.3	12.7	28.6	4.8	31.7	15.9	6.3	100.0
<b>LEG</b>	3.6	21.4	35.7	0.0	21.4	17.9	7.1	100.0	<b>LEG</b>	14.3	0.0	14.3	0.0	57.1	14.3	0.0	100.0	<b>LEG</b>	5.7	17.1	31.4	0.0	28.6	17.1	5.7	100.0
<b>MFD</b>	11.0	14.7	35.8	2.8	20.2	15.6	4.6	100.0	<b>MFD</b>	0.0	14.3	39.3	7.1	28.6	10.7	0.0	100.0	<b>MFD</b>	8.8	14.6	36.5	3.6	21.9	14.6	3.6	100.0
<b>PDR</b>	2.4	22.6	46.8	4.0	16.1	8.1	4.8	100.0	<b>PDR</b>	0.0	3.6	57.1	3.6	28.6	7.1	0.0	100.0	<b>PDR</b>	2.0	19.1	48.7	3.9	18.4	7.9	3.9	100.0
<b>RES</b>	0.0	26.2	42.6	3.3	21.3	6.6	3.3	100.0	<b>RES</b>	0.0	23.1	38.5	0.0	30.8	7.7	0.0	100.0	<b>RES</b>	0.0	25.7	41.9	2.7	23.0	6.8	2.7	100.0
<b>STA</b>	6.2	25.7	23.0	0.9	25.7	18.6	8.0	100.0	<b>STA</b>	12.5	18.8	18.8	0.0	25.0	25.0	0.0	100.0	<b>STA</b>	7.0	24.8	22.5	0.8	25.6	19.4	7.0	100.0
<b>Support Departments</b>																										
<b>EXR</b>	4.1	14.3	30.6	0.0	44.9	6.1	2.0	100.0	<b>EXR</b>	0.0	9.1	36.4	9.1	45.5	0.0	0.0	100.0	<b>EXR</b>	3.3	13.3	31.7	1.7	45.0	5.0	1.7	100.0
<b>HRD</b>	12.0	12.0	22.0	4.0	28.0	22.0	2.0	100.0	<b>HRD</b>	0.0	16.7	25.0	0.0	41.7	16.7	0.0	100.0	<b>HRD</b>	9.7	12.9	22.6	3.2	30.6	21.0	1.6	100.0
<b>OMD</b>	0.0	22.2	22.2	8.3	44.4	2.8	0.0	100.0	<b>OMD</b>	0.0	23.5	47.1	5.9	17.6	5.9	0.0	100.0	<b>OMD</b>	0.0	22.6	30.2	7.5	35.8	3.8	0.0	100.0
<b>SEC</b>	0.0	24.0	16.0	4.0	52.0	4.0	4.0	100.0	<b>SEC</b>	0.0	33.3	22.2	0.0	22.2	22.2	0.0	100.0	<b>SEC</b>	0.0	26.5	17.6	2.9	44.1	8.8	2.9	100.0
<b>TGS</b>	3.1	11.0	19.3	4.3	55.1	7.1	5.1	100.0	<b>TGS</b>	0.0	4.5	27.3	9.1	50.0	9.1	0.0	100.0	<b>TGS</b>	2.9	10.5	19.9	4.7	54.7	7.2	4.7	100.0
<b>Fund All</b>																										
<b>Quota</b>	6.3	16.1	34.3	4.0	27.3	12.0	5.9	100.0	<b>Quota</b>	3.6	13.8	38.3	5.8	28.7	9.9	0.8	100.0	<b>Quota</b>	5.8	15.7	35.0	4.3	27.6	11.6	5.0	100.0
<b>Quota</b>	4.2	18.0	41.5	8.5	20.4	7.5	7.5	100.0	<b>Quota</b>	4.2	18.0	41.5	8.5	20.4	7.5	7.5	100.0	<b>Quota</b>	4.2	18.0	41.5	8.5	20.4	7.5	7.5	100.0

Source: PeopleSoft HRMS; Report ID: DAR\_004.

<sup>1</sup>Developing Transition Countries, additional to the total 100 percent of the region.



**Table 17. Separations/Recruitment by Diversity Category,<sup>1</sup> CY 2004**

Category	Grade	Separations <sup>2</sup>		Resignations		Recruitment <sup>3</sup>	
		#	%	#	%	#	%
<b>Women</b>	A9–A15	26	32.1	6	22.2	30	24.0
	B1–B5	7	20.6	0	0.0	1	12.5
<b>Developing Countries</b>	A9–A15	26	32.1	11	40.7	53	42.4
	B1–B5	8	23.5	1	50.0	1	12.5
<b>African Region</b>	A9–A15	3	3.7	0	0.0	9	7.2
	B1–B5	1	2.9	0	0.0	0	0.0
<b>Middle Eastern Region</b>	A9–A15	5	6.2	0	0.0	5	4.0
	B1–B5	2	5.9	0	0.0	0	0.0
<b>Transition Countries</b>	A9–A15	0	0.0	0	0.0	11	8.8
	B1–B5	0	0.0	0	0.0	0	0.0
<b>East Asian Countries<sup>4</sup></b>	A9–A15	10	12.3	6	22.2	14	11.2
	B1–B5	3	8.8	1	50.0	3	37.5

Source: PeopleSoft HRMS; Report ID: HIR\_SEP; NTER\_001, and OLAP.

<sup>1</sup>Excluding Office of Executive Directors (OED) and Independent Evaluation Office (IEO).

<sup>2</sup>Includes transfers to Separation Benefit Fund (SBF), transfers from staff to OED and IEO, and excludes staff leaving SBF.

<sup>3</sup>Including transfers from OED and IEO to the staff.

<sup>4</sup>East Asian countries include: Brunei Darussalam, Cambodia, Indonesia, Lao PDR, Malaysia, Myanmar, Philippines, Singapore, Thailand, Vietnam plus China, Japan, and Korea.

**Table 18. Share of Staff from Arab and Other Middle Eastern (ME) Countries in Grades A9–A15 and B1–B5**

	Arab A9–A15		Other ME A9–A15		Arab B1–B5		Other ME B1–B5	
	#	%	#	%	#	%	#	%
2004	42	2.6	23	1.4	10	2.8	11	3.0
2003	45	2.8	21	1.3	10	2.8	13	3.6
2002	47	3.0	22	1.4	10	2.8	13	3.7
2001	45	3.0	26	1.7	8	2.3	11	3.1
2000	44	3.2	25	1.8	9	2.6	11	3.2

Source: PeopleSoft HRMS; Report ID: DAR\_007.

**Table 19. Share of Staff from the United Kingdom (UK) and Other European Countries in Grades A9–A15 and B1–B5**

	UK A9–A15		Other Europe A9–A15		UK B1–B5		Other Europe B1–B5	
	#	%	#	%	#	%	#	%
2004	61	3.7	499	30.6	44	12.1	95	26.2
2003	62	3.9	471	29.5	44	12.3	97	27.2
2002	61	3.9	467	29.9	43	12.1	91	25.6
2001	66	4.4	442	29.6	44	12.5	86	24.4
2000	60	4.3	416	30.1	47	13.7	80	23.4

Source: PeopleSoft HRMS; Report ID: DAR\_007.

**Table 20. Share of Staff from Asia and East Asian Countries in Grades A9–A15 and B1–B5**

	Asia A9–A15		East Asia A9–A15		Asia B1–B5		East Asia B1–B5	
	#	%	#	%	#	%	#	%
2004	263	16.1	129	7.9	50	13.8	14	3.9
2003	253	15.8	122	7.6	48	13.4	15	4.2
2002	248	15.9	125	8.0	49	13.8	18	5.1
2001	226	15.1	116	7.8	51	14.4	21	5.9
2000	203	14.7	106	7.7	50	14.6	20	5.8

Source: PeopleSoft HRMS; Report ID: DAR\_007.

**Table 21. Share of Staff from English-speaking Industrial Countries<sup>1</sup> and Other English-speaking Countries<sup>2</sup> in Grades A9–A15 and B1–B5**

	English-speaking Industrial A9–A15		Other English-speaking A9–A15		English-speaking Industrial B1–B5		Other English-speaking B1–B5	
	#	%	#	%	#	%	#	%
2004	557	34.1	208	12.7	162	44.6	49	13.5
2003	570	35.7	198	12.4	155	43.4	47	13.2
2002	553	35.4	197	12.6	160	44.9	45	12.6
2001	542	36.3	187	12.5	165	46.7	42	11.9
2000	507	36.6	166	12.0	164	48.0	37	10.8

Source: PeopleSoft HRMS; Report ID: DAR\_006.

<sup>1</sup>English-speaking Industrial Countries include: Australia, Canada, Ireland, New Zealand, United Kingdom, and United States.

<sup>2</sup>Other English-speaking Countries include: Antigua and Barbuda, Bangladesh, Barbados, Belize, Bermuda, Brunei Darussalam, Bhutan, Botswana, Cayman Islands, Dominica, Eritrea, Ethiopia, Fiji and Micronesia.



**Table 22. Nationality Distribution List (Excluding The Office of Executive Directors)**  
(as of 12/31/2004)

Country	Quota %	A1-A8		A9-A15		B1-B5		Total	
		#	%	#	%	#	%	#	%
<b>Africa</b>	<b>4.2</b>	<b>74</b>	<b>10.3</b>	<b>103</b>	<b>6.3</b>	<b>13</b>	<b>3.6</b>	<b>190</b>	<b>7.0</b>
Angola	0.1	0	0.0	0	0.0	0	0.0	0	0.0
Benin	0.0	2	0.3	3	0.2	2	0.6	7	0.3
Botswana	0.0	0	0.0	1	0.1	0	0.0	1	0.0
Burkina Faso	0.0	2	0.3	2	0.1	0	0.0	4	0.2
Burundi	0.0	1	0.1	0	0.0	0	0.0	1	0.0
Cameroon	0.1	2	0.3	4	0.2	0	0.0	6	0.2
Cape Verde	0.0	0	0.0	1	0.1	0	0.0	1	0.0
Central African Republic	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Chad	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Comoros	0.0	1	0.1	0	0.0	0	0.0	1	0.0
Congo, D. R.	0.1	3	0.4	6	0.4	0	0.0	9	0.3
Congo, Rep.	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Côte d'Ivoire	0.2	1	0.1	1	0.1	0	0.0	2	0.1
Equatorial Guinea	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Eritrea	0.0	1	0.1	0	0.0	0	0.0	1	0.0
Ethiopia	0.1	4	0.6	5	0.3	0	0.0	9	0.3
Gabon	0.1	0	0.0	0	0.0	0	0.0	0	0.0
Gambia, The	0.0	0	0.0	3	0.2	0	0.0	3	0.1
Ghana	0.2	10	1.4	7	0.4	0	0.0	17	0.6
Guinea	0.1	0	0.0	2	0.1	0	0.0	2	0.1
Guinea-Bissau	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Kenya	0.1	3	0.4	7	0.4	0	0.0	10	0.4
Lesotho	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Liberia	0.0	4	0.6	0	0.0	1	0.3	5	0.2
Madagascar	0.1	4	0.6	1	0.1	0	0.0	5	0.2
Malawi	0.0	0	0.0	1	0.1	1	0.3	2	0.1
Mali	0.0	1	0.1	0	0.0	0	0.0	1	0.0
Mauritania	0.0	0	0.0	1	0.1	1	0.3	2	0.1
Mauritius	0.0	5	0.7	3	0.2	1	0.3	9	0.3
Mozambique	0.1	0	0.0	2	0.1	0	0.0	2	0.1
Namibia	0.1	0	0.0	1	0.1	0	0.0	1	0.0
Niger	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Nigeria	0.8	4	0.6	5	0.3	0	0.0	9	0.3
Rwanda	0.0	0	0.0	2	0.1	0	0.0	2	0.1
São Tomé and Príncipe	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Senegal	0.1	3	0.4	8	0.5	1	0.3	12	0.4
Seychelles	0.0	0	0.0	1	0.1	0	0.0	1	0.0
Sierra Leone	0.0	16	2.2	3	0.2	2	0.6	21	0.8
South Africa	0.9	2	0.3	12	0.7	1	0.3	15	0.6
Swaziland	0.0	0	0.0	1	0.1	0	0.0	1	0.0
Tanzania	0.1	0	0.0	2	0.1	1	0.3	3	0.1
Togo	0.0	2	0.3	4	0.2	0	0.0	6	0.2
Uganda	0.1	2	0.3	6	0.4	1	0.3	9	0.3
Zambia	0.2	1	0.1	4	0.2	0	0.0	5	0.2
Zimbabwe	0.2	0	0.0	4	0.2	1	0.3	5	0.2



Table 22 (continued)

Country	Quota %	A1–A8		A9–A15		B1–B5		Total	
		#	%	#	%	#	%	#	%
<b>Asia</b>	<b>18.0</b>	<b>138</b>	<b>19.2</b>	<b>263</b>	<b>16.1</b>	<b>50</b>	<b>13.8</b>	<b>451</b>	<b>16.6</b>
Australia	1.5	6	0.8	27	1.7	6	1.7	39	1.4
Bangladesh	0.3	1	0.1	9	0.6	1	0.3	11	0.4
Bhutan	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Brunei Darussalam	0.1	0	0.0	0	0.0	0	0.0	0	0.0
Cambodia	0.0	0	0.0	2	0.1	0	0.0	2	0.1
China	3.0	9	1.3	39	2.4	4	1.1	52	1.9
Fiji	0.0	0	0.0	0	0.0	0	0.0	0	0.0
India	2.0	32	4.5	72	4.4	24	6.6	128	4.7
Indonesia	1.0	1	0.1	2	0.1	0	0.0	3	0.1
Japan	6.3	4	0.6	29	1.8	6	1.7	39	1.4
Kiribati	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Korea	0.8	2	0.3	13	0.8	1	0.3	16	0.6
Lao, PDR	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Malaysia	0.7	2	0.3	13	0.8	1	0.3	16	0.6
Maldives	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Marshall Islands	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Micronesia	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Mongolia	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Myanmar	0.1	2	0.3	2	0.1	0	0.0	4	0.2
Nepal	0.0	0	0.0	4	0.2	0	0.0	4	0.2
New Zealand	0.4	6	0.8	13	0.8	3	0.8	22	0.8
Papua New Guinea	0.1	0	0.0	0	0.0	0	0.0	0	0.0
Palau	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Philippines	0.4	57	7.9	14	0.9	1	0.3	72	2.7
Samoa	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Singapore	0.4	0	0.0	7	0.4	0	0.0	7	0.3
Solomon Islands	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Sri Lanka	0.2	7	1.0	9	0.6	2	0.6	18	0.7
Thailand	0.5	8	1.1	7	0.4	1	0.3	16	0.6
Timor-Leste	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Tonga	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Vanuatu	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Vietnam	0.2	1	0.1	1	0.1	0	0.0	2	0.1
<b>East Asia (ASEAN+3)</b>	<b>13.4</b>	<b>86</b>	<b>12.0</b>	<b>129</b>	<b>7.9</b>	<b>14</b>	<b>3.9</b>	<b>229</b>	<b>8.4</b>
Brunei	0.1	0	0.0	0	0.0	0	0.0	0	0.0
Cambodia	0.0	0	0.0	2	0.1	0	0.0	2	0.1
China	3.0	9	1.3	39	2.4	4	1.1	52	1.9
Indonesia	1.0	1	0.1	2	0.1	0	0.0	3	0.1
Japan	6.3	4	0.6	29	1.8	6	1.7	39	1.4
Korea	0.8	2	0.3	13	0.8	1	0.3	16	0.6
Lao, PDR	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Malaysia	0.7	2	0.3	13	0.8	1	0.3	16	0.6
Myanmar	0.1	2	0.3	2	0.1	0	0.0	4	0.2
Philippines	0.4	57	7.9	14	0.9	1	0.3	72	2.7
Singapore	0.4	0	0.0	7	0.4	0	0.0	7	0.3
Thailand	0.5	8	1.1	7	0.4	1	0.3	16	0.6
Vietnam	0.2	1	0.1	1	0.1	0	0.0	2	0.1





**Table 22 (continued)**

Country	Quota %	A1-A8		A9-A15		B1-B5		Total	
		#	%	#	%	#	%	#	%
<b>Europe</b>	<b>41.5</b>	<b>132</b>	<b>18.4</b>	<b>560</b>	<b>34.3</b>	<b>139</b>	<b>38.3</b>	<b>831</b>	<b>30.6</b>
Albania	0.0	0	0.0	1	0.1	0	0.0	1	0.0
Armenia	0.0	3	0.4	3	0.2	0	0.0	6	0.2
Austria	0.9	2	0.3	5	0.3	3	0.8	10	0.4
Azerbaijan	0.1	0	0.0	2	0.1	0	0.0	2	0.1
Belarus	0.2	3	0.4	3	0.2	0	0.0	6	0.2
Belgium	2.2	4	0.6	26	1.6	8	2.2	38	1.4
Bosnia-Herzegovina	0.1	0	0.0	0	0.0	0	0.0	0	0.0
Bulgaria	0.3	6	0.8	11	0.7	0	0.0	17	0.6
Croatia	0.2	1	0.1	1	0.1	1	0.3	3	0.1
Cyprus	0.1	0	0.0	6	0.4	1	0.3	7	0.3
Czech Republic	0.4	2	0.3	7	0.4	0	0.0	9	0.3
Denmark	0.8	0	0.0	12	0.7	4	1.1	16	0.6
Estonia	0.0	1	0.1	1	0.1	0	0.0	2	0.1
Finland	0.6	0	0.0	4	0.2	4	1.1	8	0.3
France	5.0	18	2.5	75	4.6	17	4.7	110	4.1
Georgia	0.1	0	0.0	2	0.1	0	0.0	2	0.1
Germany	6.1	4	0.6	78	4.8	19	5.2	101	3.7
Greece	0.4	0	0.0	12	0.7	5	1.4	17	0.6
Hungary	0.5	1	0.1	6	0.4	1	0.3	8	0.3
Iceland	0.1	1	0.1	6	0.4	0	0.0	7	0.3
Ireland	0.4	4	0.6	10	0.6	5	1.4	19	0.7
Israel	0.4	0	0.0	2	0.1	1	0.3	3	0.1
Italy	3.3	4	0.6	48	2.9	10	2.8	62	2.3
Kazakhstan	0.2	0	0.0	1	0.1	0	0.0	1	0.0
Kyrgyz Republic	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Latvia	0.1	0	0.0	1	0.1	0	0.0	1	0.0
Lithuania	0.1	0	0.0	0	0.0	0	0.0	0	0.0
Luxembourg	0.1	0	0.0	0	0.0	0	0.0	0	0.0
Macedonia	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Malta	0.0	1	0.1	3	0.2	0	0.0	4	0.2
Moldova	0.1	1	0.1	2	0.1	0	0.0	3	0.1
Netherlands	2.4	2	0.3	30	1.8	9	2.5	41	1.5
Norway	0.8	0	0.0	10	0.6	3	0.8	13	0.5
Poland	0.6	4	0.6	13	0.8	0	0.0	17	0.6
Portugal	0.4	1	0.1	5	0.3	0	0.0	6	0.2
Romania	0.5	0	0.0	4	0.2	0	0.0	4	0.2
Russia	2.8	4	0.6	29	1.8	0	0.0	33	1.2
San Marino	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Serbia and Montenegro	0.2	3	0.4	0	0.0	1	0.3	4	0.2
Slovak Republic	0.2	0	0.0	1	0.1	0	0.0	1	0.0
Slovenia	0.1	0	0.0	0	0.0	0	0.0	0	0.0
Spain	1.4	4	0.6	28	1.7	1	0.3	33	1.2
Sweden	1.1	0	0.0	13	0.8	1	0.3	14	0.5
Switzerland	1.6	3	0.4	13	0.8	0	0.0	16	0.6
Tajikistan	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Turkey	0.5	1	0.1	17	1.0	1	0.3	19	0.7
Turkmenistan	0.0	0	0.0	0	0.0	0	0.0	0	0.0
U.K.	5.0	53	7.4	61	3.7	44	12.1	158	5.8
Ukraine	0.6	1	0.1	7	0.4	0	0.0	8	0.3
Uzbekistan	0.1	0	0.0	1	0.1	0	0.0	1	0.0



Table 22 (continued)

Country	Quota %	A1-A8		A9-A15		B1-B5		Total	
		#	%	#	%	#	%	#	%
<b>Middle East</b>	<b>8.5</b>	<b>25</b>	<b>3.5</b>	<b>65</b>	<b>4.0</b>	<b>21</b>	<b>5.8</b>	<b>111</b>	<b>4.1</b>
Afghanistan	0.1	5	0.7	1	0.1	0	0.0	6	0.2
Algeria	0.6	1	0.1	3	0.2	0	0.0	4	0.2
Bahrain	0.1	0	0.0	0	0.0	0	0.0	0	0.0
Djibouti	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Egypt	0.4	5	0.7	10	0.6	0	0.0	15	0.6
Iran	0.7	2	0.3	6	0.4	3	0.8	11	0.4
Iraq	0.2	0	0.0	1	0.1	0	0.0	1	0.0
Jordan	0.1	1	0.1	6	0.4	1	0.3	8	0.3
Kuwait	0.6	0	0.0	0	0.0	0	0.0	0	0.0
Lebanon	0.1	3	0.4	11	0.7	4	1.1	18	0.7
Libya	0.5	0	0.0	0	0.0	0	0.0	0	0.0
Morocco	0.3	2	0.3	4	0.2	1	0.3	7	0.3
Oman	0.1	0	0.0	0	0.0	0	0.0	0	0.0
Pakistan	0.5	3	0.4	15	0.9	8	2.2	26	1.0
Qatar	0.1	0	0.0	0	0.0	0	0.0	0	0.0
Saudi Arabia	3.3	0	0.0	1	0.1	0	0.0	1	0.0
Somalia	0.0	0	0.0	0	0.0	1	0.3	1	0.0
Sudan	0.1	0	0.0	1	0.1	0	0.0	1	0.0
Syrian Arab Republic	0.1	2	0.3	1	0.1	1	0.3	4	0.2
Tunisia	0.1	1	0.1	4	0.2	2	0.6	7	0.3
United Arab Emirates	0.3	0	0.0	1	0.1	0	0.0	1	0.0
Yemen	0.1	0	0.0	0	0.0	0	0.0	0	0.0
<b>U. S. and Canada</b>	<b>20.4</b>	<b>208</b>	<b>29.0</b>	<b>446</b>	<b>27.3</b>	<b>104</b>	<b>28.7</b>	<b>758</b>	<b>27.9</b>
U.S.	17.5	195	27.2	387	23.7	90	24.8	672	24.8
Canada	3.0	13	1.8	59	3.6	14	3.9	86	3.2
<b>Other Western Hemisphere</b>	<b>7.5</b>	<b>141</b>	<b>19.6</b>	<b>196</b>	<b>12.0</b>	<b>36</b>	<b>9.9</b>	<b>373</b>	<b>13.7</b>
Antigua and Barbuda	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Argentina	1.0	6	0.8	27	1.7	10	2.8	43	1.6
Bahamas	0.1	1	0.1	2	0.1	0	0.0	3	0.1
Barbados	0.0	1	0.1	4	0.2	0	0.0	5	0.2
Belize	0.0	0	0.0	1	0.1	0	0.0	1	0.0
Bolivia	0.1	10	1.4	8	0.5	1	0.3	19	0.7
Brazil	1.4	13	1.8	32	2.0	4	1.1	49	1.8
Chile	0.4	2	0.3	7	0.4	3	0.8	12	0.4
Colombia	0.4	11	1.5	11	0.7	0	0.0	22	0.8
Costa Rica	0.1	0	0.0	3	0.2	1	0.3	4	0.2
Dominican Republic	0.1	1	0.1	0	0.0	0	0.0	1	0.0
Dominica	0.0	0	0.0	1	0.1	0	0.0	1	0.0
Ecuador	0.1	5	0.7	10	0.6	0	0.0	15	0.6
El Salvador	0.1	5	0.7	5	0.3	2	0.6	12	0.4
Grenada	0.0	0	0.0	1	0.1	0	0.0	1	0.0
Guatemala	0.1	4	0.6	1	0.1	0	0.0	5	0.2
Guyana	0.0	2	0.3	2	0.1	2	0.6	6	0.2
Haiti	0.0	8	1.1	3	0.2	0	0.0	11	0.4
Honduras	0.1	3	0.4	1	0.1	0	0.0	4	0.2
Jamaica	0.1	12	1.7	4	0.2	2	0.6	18	0.7
Mexico	1.2	3	0.4	14	0.9	3	0.8	20	0.7
Nicaragua	0.1	2	0.3	1	0.1	2	0.6	5	0.2
Panama	0.1	1	0.1	2	0.1	0	0.0	3	0.1
Paraguay	0.0	0	0.0	3	0.2	0	0.0	3	0.1
Peru	0.3	35	4.9	28	1.7	3	0.8	66	2.4



**Table 22 (concluded)**

Country	Quota %	A1-A8		A9-A15		B1-B5		Total	
		#	%	#	%	#	%	#	%
St. Kitts and Nevis	0.0	1	0.1	1	0.1	0	0.0	2	0.1
St. Lucia	0.0	0	0.0	2	0.1	0	0.0	2	0.1
St. Vincent & the Grenadines	0.0	0	0.0	1	0.1	0	0.0	1	0.0
Suriname	0.0	0	0.0	1	0.1	0	0.0	1	0.0
Trinidad and Tobago	0.2	4	0.6	8	0.5	2	0.6	14	0.5
Uruguay	0.1	8	1.1	5	0.3	1	0.3	14	0.5
Venezuela	1.2	3	0.4	7	0.4	0	0.0	10	0.4
<b>Transition Countries</b>	<b>7.5</b>	<b>30</b>	<b>4.2</b>	<b>96</b>	<b>5.9</b>	<b>3</b>	<b>0.8</b>	<b>129</b>	<b>4.8</b>
Albania	0.0	0	0.0	1	0.1	0	0.0	1	0.0
Armenia	0.0	3	0.4	3	0.2	0	0.0	6	0.2
Azerbaijan	0.1	0	0.0	2	0.1	0	0.0	2	0.1
Belarus	0.2	3	0.4	3	0.2	0	0.0	6	0.2
Bosnia-Herzegovina	0.1	0	0.0	0	0.0	0	0.0	0	0.0
Bulgaria	0.3	6	0.8	11	0.7	0	0.0	17	0.6
Croatia	0.2	1	0.1	1	0.1	1	0.3	3	0.1
Czech Republic	0.4	2	0.3	7	0.4	0	0.0	9	0.3
Estonia	0.0	1	0.1	1	0.1	0	0.0	2	0.1
Georgia	0.1	0	0.0	2	0.1	0	0.0	2	0.1
Hungary	0.5	1	0.1	6	0.4	1	0.3	8	0.3
Kazakhstan	0.2	0	0.0	1	0.1	0	0.0	1	0.0
Kyrgyz Republic	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Latvia	0.1	0	0.0	1	0.1	0	0.0	1	0.0
Lithuania	0.1	0	0.0	0	0.0	0	0.0	0	0.0
Macedonia	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Moldova	0.1	1	0.1	2	0.1	0	0.0	3	0.1
Mongolia	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Poland	0.6	4	0.6	13	0.8	0	0.0	17	0.6
Romania	0.5	0	0.0	4	0.2	0	0.0	4	0.2
Russia	2.8	4	0.6	29	1.8	0	0.0	33	1.2
Serbia and Montenegro	0.2	3	0.4	0	0.0	1	0.3	4	0.2
Slovak Republic	0.2	0	0.0	1	0.1	0	0.0	1	0.0
Slovenia	0.1	0	0.0	0	0.0	0	0.0	0	0.0
Tajikistan	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Turkmenistan	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Ukraine	0.6	1	0.1	7	0.4	0	0.0	8	0.3
Uzbekistan	0.1	0	0.0	1	0.1	0	0.0	1	0.0
<b>Fund Total</b>		<b>718</b>	<b>100.0</b>	<b>1,633</b>	<b>100.0</b>	<b>363</b>	<b>100.0</b>	<b>2,714</b>	<b>100.0</b>

Source: PeopleSoft HRMS; Report ID: NAT\_001.

**Table 23. Profile of Female Staff in the MDB/IMF Member Institutions, End-2004**

Organization	Professional			Management		
	Total #	Women #	%	Total #	Women #	%
African Development Bank (AfDB)	554	133	24.0	95	10	10.5
Asian Development Bank (ADB) <sup>1</sup>	727	243	33.4	128	12	9.4
European Bank for Reconstruction and Development Bank (EBRD) <sup>2</sup>	765	292	38.2	n/a	n/a	n/a
Inter-American Development Bank (IDB) <sup>3</sup>	1,505	582	38.7	139	23	16.6
International Monetary Fund (IMF) <sup>4</sup>	1,633	579	35.5	363	54	14.9
World Bank Group (WBG) <sup>5</sup>	5,484	2,463	44.9	1,708	429	25.1

Source: MDB/IMF Working Group on Gender.

<sup>1</sup>Professional staff are in levels 1 to 6; Management levels: 7 to 10 (Including 5 staff in level 7 occupying non-managerial staff position).

<sup>2</sup>Management are Business Group Directors, Directors and Heads of Unit.

<sup>3</sup>Professional: grades 09 and above; Management: Executive, R, 01. International and locals, HQ and COs.

<sup>4</sup>Professional: grades A9–A15; Management: grades B1–B5.

<sup>5</sup>Professional: grades GE–GG; Management: grades GH+.

