



ASSEMBLY — 36TH SESSION

PLENARY

Agenda Item 7: Annual Reports of the Council to the Assembly for 2004, 2005 and 2006

REPORT ON THE COMPLIANCE WITH AND IMPLEMENTATION OF THE PRINCIPLE OF EQUITABLE GEOGRAPHICAL REPRESENTATION IN POSTS OF THE SECRETARIAT OF ICAO (RESOLUTION A24-20)

(Presented by the Council of ICAO)

EXECUTIVE SUMMARY

This paper reports on the efforts made and the action taken by the Council in implementing Resolution A24-20 on the compliance with, and implementation of, the principle of equitable geographical representation (EGR) during the period 2004 to 2006.

In this regard, the Secretariat's efforts were monitored by the Council through the review of annual and semi-annual implementation reports presented by the Secretary General. The floor target for the recruitment of candidates from un-represented and below desirable level States was 50 per cent of external appointments. In the reporting period, the percentages exceeded the target in 2004 and 2005 with 58.33 and 60 per cent respectively, but fell short of the target in 2006 with 37.93.

Action: The Assembly is invited to:

- a) endorse the action taken by the Council and underline the necessity to continue the efforts made in implementing the principle of EGR through the continuous application of all the relevant past Assembly resolutions and staff regulations contained in Article 4 of the ICAO Service Code;
- b) request the Secretary General to present a report to the next ordinary Session of the Assembly.

| | |
|--------------------------------|--|
| <i>Strategic Objectives:</i> | This working paper relates to Supporting Implementation Strategy Nos. 1, 4 and 7 |
| <i>Financial implications:</i> | Not applicable |
| <i>References:</i> | Doc 9848, Assembly Resolutions in Force |

1. INTRODUCTION

1.1 This report is presented in accordance with operative paragraph 1 of Resolution A24-20 concerning the compliance with, and implementation of, the principle of equitable geographical representation (EGR) adopted in 1983, which requests the Secretary General to submit an annual progress report to the ICAO Council. This represents the seventh report to the Assembly, it focuses on the three-year period 2004 - 2006 and summarizes the reviews carried out by the Council since the 35th Assembly. In 2004, the Assembly had endorsed the action taken by the Council and underlined the necessity of intensifying efforts to implement the principle of EGR through the continuous application of all the relevant past Assembly resolutions and regulations contained in Article 4 of the ICAO Service Code.

1.2 Recruitment in ICAO is governed by Article 4 of its Service Code (Doc 7350 available on ICAO-Net) which emphasizes that the paramount consideration in the appointment and promotion of staff shall be the necessity for securing the highest standards of efficiency, competence and integrity and that importance should be given to recruiting staff on as wide a geographical basis as possible and ensuring equal gender representation.

2. ACTION TAKEN BY THE COUNCIL DURING 2004 - 2006

2.1 In accordance with operative paragraph 1 of Resolution A24-20, the Council is required to give effect to the principle of EGR through the review of appointment and promotion practices, establishment of recruitment and related personnel policies and the adoption of necessary measures.

2.2 During the reporting period, the Council has reviewed annual and semi-annual reports presented by the Secretary General on the implementation of Resolution A24-20. The Secretary General has been requested by Council (C-DEC 174/6 and C-DEC 177/5) to ensure that recruitment was based on the highest standard of efficiency, competence and integrity and that the principle of EGR was implemented, with priority given to candidates from un-represented and under-represented States when those candidates were of equal competence and that no distinction was made as to gender. It also underlined the responsibility of ICAO Contracting States to encourage their suitably-qualified nationals to apply to ICAO posts. Action is also required from both the Secretary General and the ICAO Contracting States to enhance the implementation of the EGR principle.

2.3 To assist the Assembly in assessing the efforts made towards the implementation of the EGR principle, data is provided in Appendices A to F. Appendix A is comprised of eight statistical tables that provide, for each year under review, the following information:

- a) *an overview of the total number of posts and staff at 31 December, broken down by source of funding, categories of staff and relation to EGR (Table 1).* Whereas there has been a steady decrease in the number of Regular Programme posts as a result of attrition, the proportion of posts subject to EGR has increased slightly from 70 to 74 per cent;
- b) *an overview of the number of States grouped by levels of representation (Table 2).* The total number of States has increased by one to 189 with the addition of

Timor-Leste in 2005. The number of States represented in the Secretariat in posts subject to EGR has decreased from 74 in 2004 to 72 in 2006;

- c) *a breakdown of staff in posts subject to EGR, first by groups of States based on level of representation (Table 3) and second by regions of their nationalities (Table 4);*
- d) *the proportion of staff in posts subject to EGR holding non-career contracts (Table 5). It is recalled that Council's decision of 4 March 1985 (C-DEC114/7) established the percentage of non-career appointments in posts subject to EGR at no less than 33 per cent;*
- e) *the number of appointments to posts subject to EGR made each year (including an aggregation of appointees by group of States and source of the candidate) (Table 6). It is recalled that, in 1997, the Council established a revised target of 50 per cent of appointments of external candidates from "unrepresented" and "below desirable level" States. In this regard, the percentages attained during 2004, 2005 and 2006 were 58.33, 60.0 and 37.93 respectively; and*
- f) *the number of applications received for posts subject to EGR and to which appointments were made, is presented first by Groups of States (Table 7) and second by regions of origin of the candidates (Table 8). The proportion of applications by region or level of representation has remained constant.*

2.4 Details of the Professional and Higher Category staff (200) in posts subject to EGR by Region/State at 31 December 2006 are given in Appendix B, while the number of staff (74) in established posts not subject to EGR at the same date is provided in Appendix C.

2.5 Appendix D provides a detailed overview of the regional and state representation in key posts, i.e. Directors and Principal Officers. As of 31 December 2006, 17 of the 22 key posts were filled; 3 at Director level and 14 at the Principal Officer level. They were occupied by nationals of 14 States from 7 different regions.

2.6 Appendix E is a list of the appointments made in the reporting period to posts subject to EGR. The data is presented for each year and indicates the grade of the post, its title, the nationality of the person appointed and whether this person was an external or internal candidate. The information pertaining to appointments made in the first six months of 2007 is found in Appendix F. It is to be noted that the appointments of three women at the Director level will also serve to improve the representation of women in key decision-making positions. These appointments will be formally recorded in the 2007 annual report.

APPENDIX A

STATISTICAL TABLES

The following statistical tables provide data on the representation of States and Regions, and the composition of the staff subject to the principle of equitable geographical representation (EGR). The reference periods for Tables 6, 7 and 8 are for the full year, and the reference periods for the remaining tables are as at 31 December 2004, 31 December 2005 and 31 December 2006 as appropriate.

Table 1
Total number of posts and staff in the Secretariat and
number of posts subject to EGR and number of staff in posts subject to EGR

| | 2004 | | | | 2005 | | | | 2006 | | | |
|---|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| | Total | | EGR | | Total | | EGR | | Total | | EGR | |
| | Posts | Staff | Post | Staff |
| <u>Professionals and above</u> | | | | | | | | | | | | |
| Regular Programme | 318 | 263 | 221 | 196 | 275 | 240 | 203 | 183 | 273 | 235 | 202 | 184 |
| AOSC * | 27 | 18 | 22 | 18 | 24 | 18 | 24 | 18 | 24 | 15 | 24 | 16 |
| Other Funds (AFCAC and ECAC only) not TF | 11 | 11 | | | 11 | 11 | | | 11 | 11 | | |
| <u>General Service</u> | | | | | | | | | | | | |
| Regular Programme | 396 | 341 | | | 357 | 327 | | | 354 | 310 | | |
| AOSC | 53 | 45 | | | 51 | 45 | | | 51 | 45 | | |
| Other Funds [(AFCAC ECAC, LACAC and TF (AVSEC)] | 16 | 15 | | | 12 | 12 | | | 8 | 8 | | |
| TOTALS | 821 | 693 | 243 | 214 | 730 | 653 | 227 | 201 | 721 | 624 | 226 | 200 |

Table 2
Groups of States based on Levels of Representation

| Groups of States | | 2004 | | 2005 | | 2006 | |
|-----------------------|-----|------------|---------------|------------|---------------|------------|---------------|
| | | No. | % | No. | % | No. | % |
| Unrepresented | (A) | 114 | 60.64 | 115 | 60.85 | 117 | 61.90 |
| Below Desirable Level | (B) | 9 | 4.79 | 8 | 4.23 | 7 | 3.70 |
| At Desirable Level | (C) | 31 | 16.49 | 36 | 19.05 | 38 | 20.11 |
| Above Desirable Level | (D) | 34 | 18.09 | 30 | 15.87 | 27 | 14.29 |
| TOTALS | | 188 | 100.00 | 189 | 100.00 | 189 | 100.00 |

*Codes: Administrative and Operational Services Costs (AOSC) Latin American Civil Aviation Administration (LACAC)
African Civil Aviation Commission (AFCAC) Trust Funds (TF)
European Civil Aviation Conference (ECAC)

Table 3
Staff subject to EGR by groups of States based on Levels of Representation

| Groups of States | 2004 | | 2005 | | 2006 | |
|---------------------------|------------|---------------|------------|---------------|------------|---------------|
| | No. | % | No. | % | No. | % |
| Unrepresented (A) | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 |
| Below Desirable Level (B) | 36 | 16.82 | 34 | 16.92 | 30 | 15.00 |
| At Desirable Level (C) | 37 | 17.29 | 43 | 21.39 | 49 | 24.50 |
| Above Desirable Level (D) | 141 | 65.89 | 124 | 61.69 | 121 | 60.50 |
| TOTALS | 214 | 100.00 | 201 | 100.00 | 200 | 100.00 |

Table 4
Staff subject to EGR by Regions

| Regions | 2004 | | 2005 | | 2006 | |
|---------------|------------|---------------|------------|---------------|------------|---------------|
| | No. | % | No. | % | No. | % |
| AFI | 43 | 20.09 | 38 | 18.91 | 32 | 16.00 |
| ASIA/PAC | 28 | 13.08 | 26 | 12.94 | 22 | 11.00 |
| EUR(E) | 13 | 6.07 | 12 | 5.97 | 14 | 7.00 |
| EUR(W) | 42 | 19.63 | 39 | 19.40 | 40 | 20.00 |
| LAM/CAR | 30 | 14.02 | 29 | 14.43 | 30 | 15.00 |
| MID | 4 | 1.87 | 4 | 1.99 | 5 | 2.50 |
| NAM | 54 | 25.23 | 53 | 26.37 | 57 | 28.50 |
| TOTALS | 214 | 100.00 | 201 | 100.00 | 200 | 100.00 |

Table 5
Non-career Staff in posts subject to EGR
(2004, 2005, 2006)

| Non-Career Staff | 2004 | 2005 | 2006 |
|--|------|------|------|
| Number | 90 | 82 | 89 |
| Percentage of total number of staff subject to EGR | 42.1 | 40.8 | 44.5 |

Table 6
Appointments made to posts subject to EGR

| | 2004 | | | | 2005 | | | | 2006 | | | |
|---------------|-----------|---------------|-------------|---------------|-----------|---------------|-------------|---------------|-----------|---------------|-------------|---------------|
| | Ext. | | Ext. & Int. | | Ext. | | Ext. & Int. | | Ext. | | Ext. & Int. | |
| | No. | % | No. | % | No. | % | No. | % | No. | % | No. | % |
| Unrep (A) | 1 | 58.33 | 1 | 47.06 | 3 | 60.00 | 3 | 37.50 | 4 | 37.93 | 4 | 33.33 |
| Below (B) | 6 | | 7 | | 3 | | 3 | | 7 | | 9 | |
| At (C) | 1 | 8.33 | 2 | 11.76 | 1 | 10.00 | 4 | 25.00 | 9 | 31.03 | 11 | 28.21 |
| Above (D) | 4 | 33.33 | 7 | 41.18 | 3 | 30.00 | 6 | 37.50 | 9 | 31.03 | 15 | 38.46 |
| TOTALS | 12 | 100.00 | 17 | 100.00 | 10 | 100.00 | 16 | 100.00 | 29 | 100.00 | 39 | 100.00 |

Table 7
Number of Applications received for posts to which appointments were made in 2004, 2005 and 2006 (by Groups of States)

| Groups of States | 2004 | | 2005 | | 2006 | |
|---------------------------|------------|---------------|------------|---------------|-------------|---------------|
| | No. | % | No. | % | No. | % |
| Unrepresented (A) | 135 | 32.23 | 163 | 33.33 | 221 | 31.20 |
| Below Desirable Level (B) | 187 | | 161 | | 238 | |
| At Desirable Level (C) | 167 | 16.72 | 161 | 16.56 | 297 | 20.19 |
| Above Desirable Level (D) | 510 | 51.05 | 487 | 50.10 | 715 | 48.61 |
| TOTALS | 999 | 100.00 | 972 | 100.00 | 1471 | 100.00 |

Table 8
Number of Applications for posts to which appointments were made in 2004, 2005 and 2006 (by Region)

| Regions | 2004 | | 2005 | | 2006 | |
|---------------|------------|------------|------------|------------|-------------|------------|
| | No. | % | No. | % | No. | % |
| AFI | 202 | 20.22 | 185 | 19.03 | 282 | 19.17 |
| ASIA/PAC | 154 | 15.42 | 180 | 18.52 | 249 | 16.93 |
| EUR(E) | 52 | 5.21 | 47 | 4.85 | 59 | 4.01 |
| EUR(W) | 157 | 15.71 | 147 | 15.12 | 263 | 17.88 |
| LAM/CAR | 124 | 12.41 | 112 | 11.52 | 86 | 12.58 |
| MID | 63 | 6.31 | 60 | 6.17 | 185 | 5.85 |
| NAM | 247 | 24.72 | 241 | 24.79 | 347 | 23.59 |
| TOTALS | 999 | 100 | 972 | 100 | 1471 | 100 |

APPENDIX B

**PROFESSIONAL AND HIGHER CATEGORY STAFF IN POSTS SUBJECT TO EGR
STATUS OF STATES IN EACH REGION
31 DECEMBER 2006**

| REGION/STATE | DIR | PO | P5 | P4 | P3 | P2 | P1 | TOTAL STAFF | DESIRABLE LEVEL | STATUS |
|--------------------------|-----|----|----|----|----|----|----|----------------|--------------------|--------|
| AFI | | | | | | | | | | |
| Algeria | - | - | - | - | - | - | - | - | 1 | A |
| Angola | - | - | - | - | - | - | - | - | 1 | A |
| Benin | - | - | - | - | - | - | - | - | 1 | A |
| Botswana | - | - | - | 1 | - | - | - | 1 | 1 | C |
| Burkina Faso | - | 1 | - | - | - | - | - | 1 | 1 | C |
| Burundi | - | - | - | - | - | - | - | - | 1 | A |
| Cameroon | - | - | - | 1 | - | - | - | 1 | 1 | C |
| Cape Verde | - | - | - | - | - | - | - | - | 1 | A |
| Central African Republic | - | - | - | - | - | - | - | - | 1 | A |
| Chad | - | - | - | - | - | - | - | - | 1 | A |
| Comoros | - | - | - | - | - | - | - | - | 1 | A |
| Congo | - | - | - | - | - | - | - | - | 1 | A |
| Cote d'Ivoire | - | - | - | - | 1 | - | - | 1 | 1 | C |
| Dem. Rep. of the Congo | - | - | - | - | - | - | - | - | 1 | A |
| Djibouti | - | - | - | - | - | - | - | - | 1 | A |
| Egypt | - | - | - | 1 | 1 | - | - | 2 | 1 | D |
| Equatorial Guinea | - | - | - | - | - | - | - | - | 1 | A |
| Eritrea | - | - | - | - | - | - | - | - | 1 | A |
| Ethiopia | - | - | - | - | - | - | - | - | 1 | A |
| Gabon | - | - | - | 1 | - | - | - | 1 | 1 | C |
| Gambia | - | - | 1 | - | 1 | 1 | - | 3 | 1 | D |
| Ghana | - | - | - | 1 | - | - | - | 1 | 1 | C |
| Guinea | - | - | - | - | 1 | - | - | 1 | 1 | C |
| Guinea-Bissau | - | - | - | - | - | - | - | - | 1 | A |
| Kenya | - | - | - | 1 | - | 1 | - | 2 | 1 | D |
| Lesotho | - | 1 | - | 1 | - | - | - | 2 | 1 | D |
| Liberia | - | - | - | - | - | - | - | - | 1 | A |
| Libyan Arab Jamahiriya | - | - | - | - | - | - | - | - | 1 | A |
| Madagascar | - | - | - | - | - | - | - | - | 1 | A |
| Malawi | - | - | - | - | - | - | - | - | 1 | A |
| Mali | - | - | - | - | - | - | - | - | 1 | A |
| Mauritania | - | - | - | - | - | - | - | - | 1 | A |
| Mauritius | - | - | - | 2 | - | - | - | 2 | 1 | D |
| Morocco | 1 | - | - | 1 | - | - | - | 2 | 1 | D |
| Mozambique | - | - | - | - | - | - | - | - | 1 | A |
| Namibia | - | - | - | - | - | - | - | - | 1 | A |
| Niger | - | - | 1 | - | - | - | - | 1 | 1 | C |

STATUS CODE:

A = Unrepresented
B = Below desirable level

C = At desirable level
D = Above desirable level

| REGION/STATE | DIR | PO | P5 | P4 | P3 | P2 | P1 | TOTAL STAFF | DESIRABLE LEVEL | STATUS |
|----------------------------|----------|----------|----------|-----------|----------|----------|----------|----------------|--------------------|----------|
| ASIA/PAC Cont'd | | | | | | | | | | |
| Singapore | - | - | - | - | - | - | - | - | 2 | A |
| Solomon Islands | - | - | - | - | - | - | - | - | 1 | A |
| Sri Lanka | - | - | 1 | - | - | - | - | 1 | 1 | C |
| Thailand | - | - | - | - | - | 1 | - | 1 | 2 | B |
| Timor-Leste | - | - | - | - | - | - | - | - | 1 | A |
| Tonga | - | - | - | - | - | - | - | - | 1 | A |
| Vanuatu | - | - | - | - | - | - | - | - | 1 | A |
| Viet Nam | - | - | - | - | - | - | - | - | 1 | A |
| Totals for ASIA/PAC | 1 | 1 | 3 | 13 | 2 | 2 | 0 | 22 | 49 | B |
| EUR(E) | | | | | | | | | | |
| Albania | - | - | - | - | - | - | - | - | 1 | A |
| Armenia | - | - | - | - | - | - | - | - | 1 | A |
| Azerbaijan | - | - | - | 1 | - | - | - | 1 | 1 | C |
| Belarus | - | - | - | - | - | - | - | - | 1 | A |
| Bosnia and Herzegovina | - | - | - | - | - | - | - | - | 1 | A |
| Bulgaria | - | - | - | 2 | - | - | - | 2 | 1 | D |
| Croatia | - | - | - | - | - | - | - | - | 1 | A |
| Czech Republic | - | - | - | - | - | - | - | - | 1 | A |
| Estonia | - | - | - | - | - | - | - | - | 1 | A |
| FYROM | - | - | - | - | - | - | - | - | 1 | A |
| Georgia | - | - | - | - | - | - | - | - | 1 | A |
| Hungary | - | - | - | - | - | - | - | - | 1 | A |
| Kazakhstan | - | - | - | - | - | - | - | - | 1 | A |
| Kyrgyzstan | - | - | - | - | - | - | - | - | 1 | A |
| Latvia | - | - | - | - | - | - | - | - | 1 | A |
| Lithuania | - | - | - | - | - | - | - | - | 1 | A |
| Moldova | - | - | - | - | - | - | - | - | 1 | A |
| Poland | - | - | - | 1 | - | - | - | 1 | 1 | C |
| Romania | - | - | - | 1 | - | - | - | 1 | 1 | C |
| Russian Federation | - | 1 | 1 | 3 | 1 | - | - | 6 | 2 | D |
| Serbia | - | - | 2 | - | - | - | - | 2 | 1 | D |
| Slovakia | - | - | - | 1 | - | - | - | 1 | 1 | C |
| Slovenia | - | - | - | - | - | - | - | - | 1 | A |
| Tajikistan | - | - | - | - | - | - | - | - | 1 | A |
| Turkmenistan | - | - | - | - | - | - | - | - | 1 | A |
| Ukraine | - | - | - | - | - | - | - | - | 1 | A |
| Uzbekistan | - | - | - | - | - | - | - | - | 1 | A |
| Totals for EUR(E) | 0 | 1 | 3 | 9 | 1 | 0 | 0 | 14 | 21 | B |
| EUR(W) | | | | | | | | | | |
| Andorra | - | - | - | - | - | - | - | - | 1 | A |
| Austria | - | - | - | - | - | - | - | - | 2 | A |
| Belgium | - | - | - | 2 | - | - | - | 2 | 2 | C |
| Denmark | - | 1 | - | - | - | - | - | 1 | 2 | B |

| REGION/STATE | DIR | PO | P5 | P4 | P3 | P2 | P1 | TOTAL STAFF | DESIRABLE LEVEL | STATUS |
|---------------------------|----------|----------|-----------|-----------|----------|-----------|----------|----------------|--------------------|----------|
| LAM/CAR cont'd | | | | | | | | | | |
| Saint Lucia | - | - | 1 | - | - | - | - | 1 | 1 | C |
| Saint Vincent/Grenadines | - | - | - | - | - | - | - | - | 1 | A |
| Suriname | - | - | - | - | - | - | - | - | 1 | A |
| Trinidad and Tobago | - | - | - | - | - | - | - | - | 1 | A |
| Uruguay | - | - | - | 2 | - | - | - | 2 | 1 | D |
| Venezuela | - | - | - | 1 | 1 | - | - | 2 | 1 | D |
| Totals for LAM/CAR | 0 | 1 | 5 | 17 | 5 | 2 | 0 | 30 | 27 | D |
| MID | | | | | | | | | | |
| Afghanistan | - | - | - | - | - | - | - | - | 1 | A |
| Bahrain | - | 1 | - | - | - | - | - | 1 | 1 | C |
| Cyprus | - | - | - | - | - | - | - | - | 1 | A |
| Iran, Islamic Rep. of | - | - | - | 1 | - | - | - | 1 | 1 | C |
| Iraq | - | - | - | - | - | - | - | - | 1 | A |
| Israel | - | - | - | - | - | - | - | - | 2 | A |
| Jordan | - | - | - | - | 1 | - | - | 1 | 1 | C |
| Kuwait | - | - | - | - | - | - | - | - | 1 | A |
| Lebanon | - | - | - | - | - | - | - | - | 1 | A |
| Oman | - | - | - | - | - | - | - | - | 1 | A |
| Pakistan | - | - | 1 | - | - | - | - | 1 | 1 | C |
| Qatar | - | - | - | - | - | - | - | - | 1 | A |
| Saudi Arabia | - | - | - | - | - | - | - | - | 2 | A |
| Syrian Arab Republic | - | - | - | - | - | - | - | - | 1 | A |
| Turkey | - | - | - | - | - | - | - | - | 1 | A |
| United Arab Emirates | - | - | - | - | - | - | - | - | 2 | A |
| Yemen | - | - | - | 1 | - | - | - | 1 | 1 | C |
| Totals for MID | 0 | 1 | 1 | 2 | 1 | 0 | 0 | 5 | 15 | B |
| NAM | | | | | | | | | | |
| Canada | - | 2 | 6 | 14 | 9 | 13 | - | 44 | 3 | D |
| United States | - | 3 | 5 | 5 | - | - | - | 13 | 26 | B |
| Totals for NAM | 0 | 5 | 11 | 19 | 9 | 13 | 0 | 57 | 29 | D |

APPENDIX C
PROFESSIONAL AND HIGHER CATEGORY STAFF
IN REGULAR PROGRAMME POSTS NOT SUBJECT TO EGR
31 DECEMBER 2006

| Contracting States | SG | DIR | PO | P5 | P4 | P3 | P2 | P1 | Totals | Language Staff |
|----------------------|----|-----|----|----|----|----|----|----|--------|----------------|
| Argentina | - | - | - | - | 3 | - | - | - | 3 | 3 |
| Austria | - | - | - | 1 | - | - | - | - | 1 | 1 |
| Belgium | - | - | - | - | 1 | - | - | - | 1 | 1 |
| Cameroon | - | - | - | - | 1 | - | - | - | 1 | 1 |
| Canada | - | - | - | 1 | 7 | 5 | 3 | - | 16 | 16 |
| China | - | - | - | 1 | 4 | 1 | - | - | 6 | 6 |
| Colombia | - | - | - | - | 1 | 1 | - | - | 2 | 2 |
| Egypt | - | - | - | - | 3 | - | - | - | 3 | 3 |
| France | - | - | - | 1 | 2 | - | - | - | 3 | 3 |
| Lebanon | - | - | - | - | 1 | - | - | - | 1 | 1 |
| Mexico | - | - | - | - | 1 | 1 | - | - | 2 | 2 |
| Morocco | - | - | - | - | - | 1 | - | - | 1 | 1 |
| Russian Federation | - | - | 1 | 1 | 10 | 3 | - | - | 15 | 15 |
| Spain | - | - | - | 1 | 1 | - | - | - | 2 | 2 |
| Syrian Arab Republic | - | - | - | - | 1 | - | - | - | 1 | 1 |
| United Kingdom | - | - | - | 1 | - | - | - | - | 1 | 1 |
| United States | - | - | - | - | 2 | - | - | - | 2 | 2 |
| Uruguay | - | - | - | - | 1 | - | - | - | 1 | 1 |
| Totals | 0 | 0 | 1 | 7 | 39 | 12 | 3 | 0 | 62 | 62 |

REGIONAL CIVIL AVIATION COMMISSIONS

| Contracting States | SG | DIR | PO | P5 | P4 | P3 | P2 | P1 | Totals | Funding |
|--------------------|----|-----|----|----|----|----|----|----|--------|---------|
| Algeria | 1 | - | - | - | - | - | - | - | 1 | |
| France | - | - | 1 | 1 | 2 | 3 | - | - | 7 | ECAC |
| Germany | - | - | - | - | - | 1 | - | - | 1 | ECAC |
| Ireland | - | - | - | 1 | - | - | - | - | 1 | ECAC |
| Niger | - | - | - | - | - | 1 | - | - | 1 | AFCAC |
| United Kingdom | - | - | - | - | 1 | - | - | - | 1 | ECAC |
| Totals | 1 | 0 | 1 | 2 | 3 | 5 | 0 | 0 | 12 | |

APPENDIX D
REGION AND STATE OF INCUMBENTS OF KEY POSTS SUBJECT TO EGR
(AS AT 31 DECEMBER 2004, 2005 AND 2006)

| Region/State | Status of | | | | | | Number of Directors | | | | | | Number of Principal Officers | | | | | |
|--------------------------------|-----------|----|----|-------|----|----|---------------------|----|----|-------|----|----|------------------------------|----|----|-------|----|----|
| | Region | | | State | | | Region | | | State | | | Region | | | State | | |
| | 04 | 05 | 06 | 04 | 05 | 06 | 04 | 05 | 06 | 04 | 05 | 06 | 04 | 05 | 06 | 04 | 05 | 06 |
| Africa | D | B | B | | | | 1 | 1 | 1 | | | | 3 | 2 | 2 | | | |
| Algeria | | | | C | | | | | | | | | | | | 1 | | |
| Burkina Faso | | | | | C | C | | | | | | | | | | | 1 | 1 |
| Lesotho | | | | | | D | | | | | | | | | | | | 1 |
| Morocco | | | | D | D | D | | | | 1 | 1 | 1 | | | | | | |
| Niger | | | | D | D | | | | | | | | | | | 1 | 1 | |
| Tanzania | | | | D | D | | | | | | | | | | | 1 | 1 | |
| ASIA/PAC | B | B | B | | | | 1 | 1 | 1 | | | | 2 | 2 | 1 | | | |
| India | | | | D | D | D | | | | 1 | 1 | 1 | | | | 1 | | |
| Malaysia | | | | C | C | | | | | | | | | | | 1 | 1 | |
| Nepal | | | | D | D | C | | | | | | | | | | 1 | 1 | 1 |
| Europe (E) | B | B | B | | | | | | | | | | 1 | 1 | 1 | | | |
| Russian Federation | | | | D | D | D | | | | | | | | | | 1 | 1 | 1 |
| Europe (W) | B | B | B | | | | 1 | 1 | | | | | 4 | 3 | 3 | | | |
| Denmark | | | | C | B | B | | | | | | | | | | 1 | 1 | 1 |
| France | | | | D | D | D | | | | 1 | 1 | 1 | | | | | | |
| Netherlands | | | | C | C | C | | | | | | | | | | 1 | 1 | 1 |
| Portugal | | | | D | D | D | | | | | | | | | | 1 | 1 | 1 |
| United Kingdom | | | | B | | | | | | | | | | | | 1 | | |
| Latin America/Caribbean | D | D | D | | | | 1 | 1 | 1 | | | | 1 | 1 | 1 | | | |
| Chile | | | | D | D | D | | | | | | | | | | 1 | 1 | 1 |
| Cuba | | | | D | D | | | | | 1 | 1 | | | | | | | |
| MID | | | B | | | | | | | | | | | 1 | 1 | | | |
| Bahrain | | | | | C | C | | | | | | | | | | | 1 | 1 |
| North America | D | D | D | | | | 1 | 1 | | | | | 4 | 4 | 5 | | | |
| Canada | | | | D | D | D | | | | | | | | | | 2 | 2 | 2 |
| United States | | | | B | B | B | | | | 1 | 1 | | | | | 2 | 2 | 3 |
| Totals | | | | | | | 5 | 5 | 3 | | | | 15 | 14 | 14 | | | |

STATUS CODE

A = Unrepresented
B = Below desirable level

C = At desirable level
D = Above desirable level

APPENDIX E
CANDIDATES APPOINTED DURING 2004, 2005 AND 2006
NATIONALITIES AND SOURCE OF RECRUITMENT

| Level/Title | Nationality | Source |
|---|---------------------|---------------|
| 2004 | | |
| DIR Director, Legal Bureau | France | External |
| PO Chief, External Relations and Public Information Office, OSG | Canada | Internal |
| PO Regional Director, Paris | Denmark | External |
| PO Deputy Director, Air Transport Bureau, ATB | United Kingdom | Internal |
| PO Regional Director, Cairo | Bahrain | Internal |
| P-5 Chief, Airport and Route Facility Management Section, ATB | Sweden | Internal |
| P-5 Chief, Accident Investigation and Prevention Section, ANB | Brazil | External |
| P-5 Chief, Aviation Medicine Section, ANB | United Kingdom | External |
| P-5 Chief, Communications, Navigation and Surveillance Section, ANB | United States | External |
| P-4 Technical/Procurement Officer, PST, PRO, TCB | Italy | External |
| P-4 Regional Officer, Air Traffic Management and Search and Rescue, Mexico | Mexico | External |
| P-4 Technical Officer, Air Traffic Management, ANB | United States | External |
| P-4 Technical Officer, Accident Investigation and Prevention Section, ANB | United Kingdom | External |
| P-3 Treasury Officer, FIN, OSG | Guinea | External |
| P-3 Assistant to the Director, TCB | Brazil | External |
| P-3 Personal Assistant to the Secretary General, OSG | Canada | Internal |
| P-2 Aeronautical Geographic Information Systems Officer, CART, AIS/MAP, ANB | Canada | External |
| 2005 | | |
| PO Chief, Personnel Branch, ADB | Burkina Faso | Internal |
| PO Deputy Director, Air Transport Bureau, ATB | United States | External |
| PO Chief, Finance Branch, OSG | Canada | External |
| P-5 Coordinator, Air Transport Programmes, ATB | Sri Lanka | Internal |
| P-4 Standards and Procedures Officer, Air Traffic Services, SPO/ATS, SOA, ANB | Mauritius | Internal |
| P-4 Technical Officer, Aerodromes, Air Routes and Ground Aids, ANB | Malaysia | Internal |
| P-4 Technical Officer, Accident Investigation and Prevention Section, ANB | Iceland | External |
| P-4 Audit and Evaluation Officer, EAO, OSG | United Kingdom | External |
| P-4 Technical Officer, Operations/Airworthiness, ANB | Costa Rica | External |
| P-4 Regional Officer, Flight Safety, Bangkok | Singapore | External |
| P-4 Regional Officer, Communications, Navigation and Surveillance, Cairo | Yemen | External |
| P-4 Quality Assurance Manager, SOA, ANB | Canada | External |
| P-4 Standards and Procedures Officer, Air Routes and Ground Aids, SOA, ANB | Bulgaria | External |
| P-4 Regional Officer, Communications, Navigation and Surveillance, Bangkok | China | Internal |
| P-4 Technical Officer, Operations/Airworthiness, ANB | Belgium | External |
| P-3 Accounting Officer, FSP, FSV, FIN, OSG | Canada ¹ | Internal |

| Level/Title | Nationality | Source |
|--|---------------------|----------|
| 2006 | | |
| PO ICAO Regional Director, Dakar | Mali | External |
| PO ICAO Regional Director, Nairobi | Lesotho | Internal |
| PO ICAO Regional Director, Mexico | United States | External |
| P-5 Chief, Field Operations Section, Asia and Pacific, TCB | Germany | Internal |
| P-5 Deputy Regional Director, Dakar | Gambia | External |
| P-5 Deputy Regional Director, Cairo | Jordan | External |
| P-5 Chief, Financial Services Section, FIN, OSG | Italy | External |
| P-5 Chief, Safety Oversight Audit Section, SSA, OSG | Canada | Internal |
| P-5 Deputy Regional Director, Paris | Romania | Internal |
| P-5 Chief, Specifications and Guidance Material Section, S&F, ATB | France | Internal |
| P-5 Chief, Recruitment, Establishment and Studies Section, HRB, ADB | France ² | External |
| | Canada | External |
| P-5 Chief, Economic Analyses and Databases Section, ATB | Australia | Internal |
| P-4 Quality Assurance Manager, SOA, ANB | Canada | External |
| P-4 Regional Officer, Aerodromes and Ground Aids, Bangkok | India | External |
| P-4 Regional Officer, Communications, Navigation and Surveillance, Nairobi | Ghana | Internal |
| P-4 Regional Officer, Air Navigation Systems Implementation, Paris | Azerbaijan | External |
| P-4 Regional Officer, Flight Safety, Mexico | Nicaragua | External |
| P-4 Technical Officer, Accident Investigation and Prevention, ANB | Italy ³ | External |
| | South Africa | External |
| P-4 Regional Officer, Air Traffic Management, Cairo | Lesotho | External |
| P-4 Field Operations Officer, The Americas, TCB | Spain | External |
| P-4 Technical Officer, ICAO Unified Strategy Programme Unit, ANB | United States | External |
| P-4 Regional Officer, Flight Safety, Nairobi | Sri Lanka | External |
| P-4 Regional Officer, Flight Safety, Mexico | Pakistan | External |
| P-4 Technical Officer (Airworthiness), FLS, ANB | United Kingdom | External |
| P-4 Technical Officer, Air Traffic Management, ATM, ANB | Brazil | External |
| P-4 Regional Officer, Communications, Navigation and Surveillance, Mexico | Honduras | External |
| P-4 Regional Officer, Meteorology, Dakar | Cote d'Ivoire | External |
| P-4 Standards and Procedures Officer, SOA, SSA, OSG | Italy | Internal |
| P-4 Technical Officer, Air Traffic Management, ATM, ANB | United States | External |
| P-4 Technical Officer, Communications, Navigation and Surveillance, CNS, ANB | Iceland | External |
| P-3 Staff Development Officer, SER, HRB, ADB | Venezuela | External |
| P-3 Regional Officer, Communications, Navigation and Surveillance, Bangkok | India | External |
| P-3 Supervisor, Field Personnel Administration Unit, FPS, TCB | Germany | External |
| P-3 Budget Officer, FSV, FIN, OSG | Canada ¹ | Internal |
| P-2 Accounting Officer, ASV/ASG, FIN, OSG | Canada ¹ | Internal |
| P-2 Associate Environmental Officer, ENV, ATB | Portugal | External |
| P-2 Programmer Analyst, ICT, ADB | Pakistan | External |

¹ With effect on EGR (promoted from the GS category)

² Candidate declined offer of appointment; another candidate subsequently appointed

³ Candidate appointed, then appointed to another post following reporting for duty

APPENDIX F

Table 1
NATIONALITIES OF CANDIDATES APPOINTED TO POSTS SUBJECT TO EGR
1 JANUARY 2007 TO 30 JUNE 2007

| Level/Title | Nationality | Status | Source |
|--|--------------------|---------------|---------------|
| Director, Air Navigation Bureau | United States | Below | External |
| Director, Technical Co-operation Bureau | Canada | Above | External |
| Director, Bureau of Administration and Services | China | Above | External |
| Director, Air Transport Bureau | Nigeria | Above | External |
| P-0 Chief, Safety and Security Audits Branch, OSG | Morocco | Above | Internal |
| P-5 Deputy Regional Director, Bangkok | Australia | Above | External |
| P-5 Chief, Aerodromes, Air Routes and Ground Aids, ANB | China | Above | Internal |
| P-5 Chief, Audit Coordination and Reporting Section, SSA, OSG | Canada | Above | Internal |
| P-4 Technical Officer, AIG, ANB | Finland | At | External |
| P-4 Field Operations Officer, FAP, TCB | United States | Below | External |
| P-4 Regional Officer, Systems Implementation (Meteorology), Paris | Bulgaria | Above | Internal |
| P-4 Regional Officer, Aerodromes and Ground Aids, Mexico | Bolivia | At | External |
| P-4 Regional Officer, Air Navigation Systems Implementation, Paris | Romania | At | External |
| P-4 Economist, EPM, ATB | Spain | At | External |
| P-4 Regional Officer, Flight Safety, Lima | Costa Rica | Above | Internal |

Table 2 *
NATIONALITIES OF CANDIDATES APPOINTED TO POSTS NOT SUBJECT TO EGR
1 JANUARY 2007 TO 30 JUNE 2007

| Level/Title | Nationality | Source |
|---|--------------------------|---------------|
| P-5 Chief, Arabic Section, LPB, ADB | Sudan | External |
| P-4 Regional Officer, Aviation Security, Bangkok | Australia/United Kingdom | External |
| P-2 Server Administrator, ICT, ADB (temporary post) | Canada | External |

* Provided for information purposes only.

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