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INTERNATIONAL CIVIL AVIATION ORGANIZATION

ASSEMBLY - 32ND SESSION

PLENARY

Agenda Item 7: Annual Reports of the Council to the Assembly for 1995, 1996 and 1997

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

SUMMARY

This paper reports on the efforts made and the action taken by the Council in implementing Resolution A24-20. To this end the Council established in 1987 a floor target of 45 per cent of appointments of candidates from non- and under-represented States each year. In 1997 the Council revised the target to not less than 50 per cent of external appointments. The efforts made during 1995-1997 in this regard have been evaluated by the Council against the floor target.

Action by the Assembly: as in paragraph 4

REFERENCES

A31-WP/10

Doc 9659, A31-EX, paragraphs 7.3 - 7.6

Doc 9662, Assembly Resolutions in Force (A14-6 and A24-20)

1. INTRODUCTION

1.1 The 24th Session of the Assembly adopted Resolution A24-20 concerning the compliance with and implementation of the principle of equitable geographical representation (EGR) in posts of the Secretariat of ICAO. In accordance with operative paragraph 1(e) of that resolution, the Council reported to the 31st Session of the Assembly on the action it had taken (A31-WP/10, P/4). The Assembly endorsed the action taken by the Council and underlined the necessity to intensify the efforts made in implementing the principle of equitable representation through the continuous application of all the relevant past Assembly resolutions and regulations contained in Article 4 of the ICAO Service Code (Doc 9659, A31-EX, page 9, paragraph 7.6 refers).

1.2 This report is presented in accordance with that request



2. ACTION TAKEN BY THE COUNCIL

2.1 In accordance with operative paragraph 1 of Resolution A24-20, the Council is required to review appointment and promotion practices, establish recruitment and related personnel policies and adopt measures necessary to give effect to the principle of EGR. In this regard four detailed reports setting out the action taken by the Council following the adoption of Resolution A24-20 were submitted to the 26th Session (A26-WP/11), 27th Session (A27-WP/40), 29th Session (A29-WP/13, P/4) and 31st Session (A31-WP/10, P/4) of the Assembly respectively. The additional reviews carried out by the Council since then are summarized below.

2.2 During its 147th Session the Council examined the question of consulting States on the availability and suitability of a candidate who is selected to fill a post in the Secretariat of the Organization in conformity with the provisions of operative paragraph 3 of Resolution A14-6 on Compliance with the principle of equitable geographical representation in posts of the ICAO Secretariat and Regional Offices. It was reiterated that in passing the resolution, the Assembly had limited its views to cases concerning the possible recruitment of a person from the establishment of the Government Service of a Contracting State. The question of obtaining the State's advice as to the suitability of one of its nationals employed in the Government service was, however, qualified in Resolution A14-6 by the words "if appropriate." With regard to a candidate not employed by the Government Service of his or her State, the Assembly did not provide guidelines. While recognizing the need to ensure that best possible references are obtained on a candidate, the Council agreed that it would not be in keeping with the character of International Civil Service to seek the views of the State.

2.3 As regards the level of implementation of the principle of equitable geographical representation in compliance with Assembly Resolutions A14-6 and A24-20, the Council, during its 150th Session, sought ways and means of improving the situation while maintaining the compatibility between the criteria of efficiency, competence and integrity, and the principle of equitable geographical representation. Proposals to review the system as currently applied had been outlined in a document presented by twenty Representatives on the Council. In light of these proposals, the Council recognized the need to have the benefit of competence, skill and experience of candidates coming from different States and regions particularly from those States which are not represented or under-represented in the Secretariat. In implementing the principle of EGR, the aspirations and expectations of the Contracting States as well as the practical constraints which the ICAO administration encountered in its application had to be kept in mind. In view of the concerns expressed about the implementation of the above resolutions, the Council:

- a) expressed its deep concern with regard to the application of the equitable geographical representation (EGR) policy in accordance with Assembly Resolutions A14-6 and A24-20;
- b) reaffirmed its policy regarding recruitment by maintaining a high standard of technical competence and efficiency;
- c) directed the Secretary General to intensify his efforts concerning the application of the EGR policy;
- d) urged States to present a larger number of qualified candidates to apply for vacant posts;
- e) directed the Secretary General to present, on a yearly basis, an estimate of the vacancies for the Council's information in order that external recruitment to post subject to EGR would

be made with candidates from Category A (unrepresented) and Category B (below desirable level) States in at least 50 per cent of all cases;

- f) affirmed that it would ensure that shortfalls in compliance with 50 per cent over the years would be carried over to subsequent years and rectified at the earliest opportunity;
- g) directed the Secretary General to introduce a balanced policy with regard to appointment to Principal Officer (PO) level posts at Headquarters and to mutual transfer between these posts and PO level posts at the Regional Offices;
- h) requested the Secretary General to update the staff list, once issued, by the issuance of replacement pages as changes occurred;
- i) affirmed that, in examining the Report of the Joint Inspection Unit (JIU/REP/96/7) on *Comparison of Methods of Calculating Equitable Geographical Distribution within the United Nations Common System*, it would consider introducing any changes in the formulae concerning EGR distribution among ICAO Contracting States;
- j) requested the Secretary General to report to Council on the application of this decision in one year's time, during its 153rd Session.

2.4 During its 153rd Session, the Council considered a report submitted by the Secretary General on the implementation of the principle of equitable geographical representation for the year 1997. The Council noted that as ICAO was an international organization, all of its Contracting States had the equal right to participate in its activities. The Council recalled that it was this underlying concept which had led to the adoption of Assembly Resolutions A14-6 and A24-20. The same concept had led to the decision taken by the Council at its 150th Session reflected in paragraph 2.3 above. The Council noted that Assembly Resolutions A14-6 and A24-20 and the above decision formed the basis of the Secretary General's current policy concerning recruitment. It was, however, understood that the authority regarding implementation of the recruitment policy remained with the Secretary General who would be expected to take all necessary measures in order to improve recruitment on the basis of equitable geographical representation by "maintaining a high standard of technical competence and efficiency." In addition, the Council, "requested the Secretary General to continue, and to intensify, his efforts regarding the implementation of the principle of equitable geographical representation in accordance with Assembly Resolutions A14-6 and A24-20 and the Council decision of 7 March 1997 " to which reference has already been made.

3. EFFORTS MADE IN IMPLEMENTING RESOLUTION A24-20

3.1 In accordance with operative paragraph 1(e) of Resolution A24-20 the Secretary General has submitted annual progress reports to the Council, and as requested by the Council on 4 March 1985, additional brief semi-annual reports. The Council has reviewed the annual reports.

3.2 The annexes contain a number of statistical tables which will assist the Assembly in assessing the efforts made in implementing the principle of EGR. During the period covered by the report, the number of States represented in the Secretariat in posts subject to geographical distribution decreased from 75 in 1995 to 73 in 1996 and to 72 in 1997 due to retirements and a reduction in the number of posts subject to geographical distribution which decreased from 228 in 1995 to 225 in 1996 and in 1997 (Appendix A, Tables A, C and D). In accordance with the decision of the Council taken during its 133rd Session in June 1991, the number of posts subject to EGR for each year is arrived at by deducting the budgeted vacancy rates for the Regular and the Technical Co-operation Programme established for that year.

3.3 During the years under review, the number of Contracting States remained constant at 184 in 1995 and 1996 but increased to 185 in 1997. In accordance with Resolution A24-20 and the corresponding Council decision taken during its 114th Session, the Appointment and Promotion Boards continued to take into account the question of regional representation during the selection process.

3.4 As at 31 December 1997, 22 key posts, 5 at the Director level and 17 at the Principal Officer level were occupied by nationals of States from six regions of the Organization (Appendix E). Particularly appointments at the Director level have been made from different regions during the period under consideration. The level of representation for each of the seven regions of the Organization is shown in Appendix D.

3.5 The Council will continue to monitor actively the efforts made by the Secretariat in implementing Resolution A24-20.

4. ACTION BY THE ASSEMBLY

4.1 The Assembly is invited to endorse the action taken by the Council and to underline the necessity to intensify 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.

APPENDIX A **Statistical Tables**

In the statistical tables below data is provided on the representation of States and Regions, and the composition of the staff subject to the principle of equitable geographical representation. The reference periods and dates for Tables A through H inclusive are the full year, or as at 31 December 1995, 31 December 1996 and 31 December 1997 as appropriate.

Table A

Total number of posts and staff in the Secretariat and number of posts and staff subject to the principle of equitable geographical representation (EGR)

	1995				1996				1997			
	Total		EGR		Total		EGR		Total		EGR	
	Posts	Staff	Posts	Staff	Posts	Staff	Posts	Staff	Posts	Staff	Posts	Staff
<u>P and above</u>												
Regular Programme	308	256	200	182	308	254	200	178	308	261	200	186
AOSC	34	26	28	26	32	23	25	23	32	22	25	21
Other Funds (AFCAC and ECAC only) not TF	12	9	-	-	11	9	-	-	11	8	-	-
<u>GS</u>												
Regular Programme	375	374	-	-	380	377	-	-	380	348	-	-
AOSC	79	71	-	-	65	59	-	-	65	57	-	-
Other Funds [AFCAC, ECAC, LACAC and TF(AVSEC)]	20	15	-	-	20	17	-	-	21	18	-	-
TOTAL	828	751	228	208	816	739	225	201	817	714	225	207

Table B

Appointments made of staff subject to EGR

Groups of States		1995				1996				1997			
		Ext.		Ext. & Int.		Ext.		Ext. & Int.		Ext.		Ext. & Int.	
		No	%	No	%	No	%	No	%	No	%	No	%
Unrep	(A)	0	62.5	0	33.3	2	50.0	2	20.0	4	50.0	4	34.6
Below	(B)	5		7		1		1		4		5	
At	(C)	1	12.5	2	9.5	0	0.0	3	20.0	2	12.5	3	11.5
Above	(D)	2	25.0	12	57.2	3	50.0	9	60.0	6	37.5	14	53.9
TOTAL		8	100.0	21	100.0	6	100.0	15	100.0	16	100.0	26	100.0

Table C
Groups of States based on Levels of Representation

Groups of States		1995		Nos. of States 1996		1997	
		No.	%	No.	%	No.	%
Unrepresented	(A)	108	59.0	111	60.3	113	61.1
Below Desirable Level	(B)	8	4.4	8	4.3	7	3.8
At Desirable Level	(C)	42	23.0	39	21.2	39	21.1
Above Desirable Level	(D)	25	13.6	26	14.2	26	14.0
TOTAL		183	100.0	184	100.0	185	100.0

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

Groups of States		1995		Nos. of Staff 1996		1997	
		No.	%	No.	%	No.	%
Unrepresented	(A)	0	0	0	0	0	0
Below Desirable Level	(B)	26	12.5	27	13.4	26	12.6
At Desirable Level	(C)	47	22.6	42	20.9	43	20.8
Above Desirable Level	(D)	135	64.9	132	65.7	138	66.6
TOTAL		208	100.0	201	100.0	207	100.0

Table E
Staff subject to EGR by Regions

Regions	1995		Nos. of Staff 1996		1997	
	No.	%	No.	%	No.	%
AFI	33	15.9	34	16.9	35	16.9
ASIA/PAC	26	12.5	26	12.9	28	13.5
EUR (E)	12	5.8	11	5.5	11	5.3
EUR (W)	47	22.6	45	22.4	49	23.7
LAM/CAR	30	14.4	28	13.9	28	13.5
MID	4	1.9	4	2.0	4	1.9
NAM	56	26.9	53	23.4	52	25.2
TOTAL	208	100.0	201	100.0	207	100.0

Table F
Applications received for vacant posts
by Groups of States

Groups of States		1995		Nos. of Applications Nos. of States 1996		1997	
		No.	%	No.	%	No.	%
Unrepresented	(A)	132	35.1	82	33.7	174	37.2
Below Desirable Level	(B)	137		78		144	
At Desirable Level	(C)	156	20.3	96	20.3	154	18.0
Above Desirable Level	(D)	342	44.6	218	46.0	383	44.8
TOTAL		767	100.0	474	100.0	855	100.0

Table G
Applications received for vacant posts by Regions

Regions	1995		Nos. of Applications 1996		1997	
	No.	%	No.	%	No.	%
AFI	164	21.4	73	15.4	182	21.3
ASIA/PAC	130	17.0	63	13.3	122	14.3
EUR (E)	37	4.8	29	6.1	34	4.0
EUR (W)	153	19.9	113	23.9	169	19.8
LAM/CAR	63	8.2	49	10.3	72	8.4
MID	40	5.2	36	7.6	85	9.9
NAM	180	23.4	111	23.4	191	22.3
TOTAL	767	100.0	474	100.0	855	100.0

Table H
Non-career Staff subject to EGR

Type of appointment	1995	1996	1997
Number of non-career staff	79	75	77
Percentage of non-career staff	38.0	37.3	37.2

APPENDIX B

STAFF IN POSTS SUBJECT TO GEOGRAPHICAL DISTRIBUTION
REPRESENTATION STATUS OF STATES IN EACH REGION
PROFESSIONAL STAFF EMPLOYED - 31 DECEMBER 1997

REGION/STATE	DIR	PO	GRADE					TOTAL STAFF	DESIRABLE LEVEL	STATUS	WEIGHTED TOTAL
			P5	P4	P3	P2	P1				
AFI											
Algeria	-	1	-	-	-	-	-	1	1	C	1.5
Angola	-	-	-	-	1	-	-	1	1	C	0.5
Benin	-	-	-	-	-	-	-	-	1	A	-
Botswana	-	-	-	1	-	-	-	1	1	C	1.0
Burkina Faso	-	-	-	1	-	-	-	1	1	C	1.0
Burundi	-	-	-	-	1	-	-	1	1	C	0.8
Cameroon	-	-	-	-	-	-	-	-	1	A	-
Cape Verde	-	-	-	-	-	-	-	-	1	A	-
Central African Republic	-	-	-	-	-	-	-	-	1	A	-
Chad	-	-	-	-	-	-	-	-	1	A	-
Comoros	-	-	-	-	-	-	-	-	1	A	-
Congo	-	1	-	-	-	-	-	1	1	C	1.5
Cote d'Ivoire	-	-	-	-	-	-	-	-	1	A	-
Dem. Republic of the Congo	-	-	-	-	-	-	-	-	1	A	-
Djibouti	-	-	-	-	-	-	-	-	1	A	-
Egypt	-	-	-	2	2	-	-	4	1	D	3.6
Equatorial Guinea	-	-	-	-	-	-	-	-	1	A	-
Eritrea	-	-	-	-	-	-	-	-	1	A	-
Ethiopia	-	-	-	1	-	-	-	1	1	C	1.0
Gabon	-	-	-	-	-	-	-	-	1	A	-
Gambia	-	-	-	-	-	1	-	1	1	C	0.6
Ghana	-	-	-	-	-	-	-	-	1	A	-
Guinea	-	-	-	-	-	-	-	-	1	A	-
Guinea-Bissau	-	-	-	-	-	-	-	-	1	A	-
Kenya	-	-	-	1	-	1	-	2	1	D	1.6
Lesotho	-	-	-	1	-	-	-	1	1	C	1.0
Liberia	-	-	-	-	-	-	-	-	1	A	-
Libyan Arab Jamahiriya	-	-	-	-	-	-	-	-	1	A	-
Madagascar	-	-	1	-	-	-	-	1	1	C	1.3
Malawi	-	-	1	-	-	-	-	1	1	C	1.3
Mali	-	-	-	-	-	-	-	-	1	A	-
Mauritania	-	-	-	-	-	-	-	-	1	A	-
Mauritius	-	-	-	2	-	-	-	2	1	D	2.0

STATUS CODE

WEIGHTS

A = Unrepresented
B = Below desirable level
C = At desirable level
D = Above desirable level

D = 1.8
PO = 1.5
P-5 = 1.3
P-4 = 1.0
P-3 = 0.8
P-2 = 0.6
P-1 = 0.5

[illegible]

[illegible]

[illegible]

REGION/STATE	DIR	PO	GRADE					TOTAL STAFF	DESIRABLE LEVEL	STATUS	WEIGHTED TOTAL
			P5	P4	P3	P2	P1				
LAM/CAR Cont'd											
Grenada	-	-	-	-	-	-	-	-	1	A	-
Guatemala	-	-	-	-	-	-	-	-	1	A	-
Guyana	-	-	-	-	-	-	-	-	1	A	-
Haiti	-	-	-	1	-	-	-	1	1	C	1.0
Honduras	-	-	-	-	-	-	-	-	1	A	-
Jamaica	-	-	-	-	-	-	-	-	1	A	-
Mexico	-	-	-	1	-	1	-	2	2	C	1.6
Nicaragua	-	-	-	-	-	-	-	-	1	A	-
Panama	-	-	-	1	1	-	-	2	1	D	1.8
Paraguay	-	-	-	-	-	-	-	-	1	A	-
Peru	-	-	-	1	-	-	-	1	1	C	1.0
Saint Lucia	-	-	-	1	-	-	-	1	1	C	1.0
Saint Vincent/Grenadines	-	-	-	-	-	-	-	-	1	A	-
Suriname	-	-	-	-	-	-	-	-	1	A	-
Trinidad and Tobago	-	-	-	-	1	-	-	1	1	C	0.8
Uruguay	-	-	-	-	1	-	-	1	1	C	0.8
Venezuela	-	-	-	-	-	-	-	-	1	A	-
TOTAL - LAM/CAR	1	1	5	15	5	1	-	28	26	D	29.4
MID											
Afghanistan	-	-	-	-	-	-	-	-	1	A	-
Bahrain	-	-	-	-	-	-	-	-	1	A	-
Cyprus	-	-	-	-	-	-	-	-	1	A	-
Iran, Islamic Rep. of	-	-	-	2	-	-	-	2	1	D	2.0
Iraq	-	-	-	-	-	-	-	-	2	A	-
Israel	-	-	-	-	-	-	-	-	1	A	-
Jordan	-	-	-	-	1	-	-	1	1	C	0.8
Kuwait	-	-	-	-	-	-	-	-	1	A	-
Lebanon	-	-	-	1	-	-	-	1	1	C	1.0
Oman	-	-	-	-	-	-	-	-	1	A	-
Pakistan	-	-	-	-	-	-	-	-	1	A	-
Qatar	-	-	-	-	-	-	-	-	1	A	-
Saudi Arabia	-	-	-	-	-	-	-	-	2	A	-
Syrian Arab Republic	-	-	-	-	-	-	-	-	1	A	-
Turkey	-	-	-	-	-	-	-	-	1	A	-
United Arab Emirates	-	-	-	-	-	-	-	-	1	A	-
Yemen	-	-	-	-	-	-	-	-	1	A	-
TOTAL - MID	-	-	-	3	1	-	-	4	14	B	3.8
NAM											
Canada	-	-	5	9	12	13	-	39	4	D	32.9
United States	1	3	5	3	1	-	-	13	26	B	16.6
TOTAL - NAM	1	3	10	12	13	13	-	52	29	D	49.5

APPENDIX C

STAFF IN REGULAR PROGRAMME POSTS NOT SUBJECT TO GEOGRAPHICAL DISTRIBUTION
31 DECEMBER 1997

Contracting States	Staff not subject to Geographical Distribution										Total	Total All Staff (Incl. EGR)
	SG	DIR	PO	P5	P4	P3	P2	P1	Language Staff	Other Personnel		
Argentina	-	-	-	-	1	1	-	-	2		2	5
Austria	-	-	-	-	1	-	-	-	1		1	2
Belgium	-	-	-	-	1	-	-	-	1		1	3
Brazil	1	-	-	-	-	-	-	-		1	1	8
Cameroon	-	-	-	-	-	2	-	-	2		2	2
Canada	-	-	-	2	7	5	1	-	15		15	54
Chile	-	-	-	-	1	1	-	-	2		2	5
China	-	-	-	-	1	1	-	-	2		2	4
Colombia	-	-	-	-	1	-	-	-	1		1	3
Egypt	-	-	-	1	1	-	-	-	2		2	6
France	-	-	1	1	4	3	-	-	5	4 ¹	9	20
Germany	-	-	-	-	-	1	-	-		1 ²	1	6
Ghana	-	-	-	-	-	1	-	-		1 ³	1	1
Ireland	-	-	-	-	1	-	-	-		1 ⁴	1	3
Lebanon	-	-	-	-	-	1	-	-	1		1	2
Libyan Arab Jamahiriya	-	-	-	-	-	1	-	-	1		1	1
Mexico	-	-	-	-	2	-	-	-	2		2	4
Russian Federation	-	-	1	1	13	3	-	-	18		18	29
Spain	-	-	-	-	1	1	-	-	2		2	2
Sudan	-	-	-	-	1	-	-	-	1		1	2
Sweden	-	-	-	-	1	-	-	-		1 ⁵	1	5
Syria	-	-	-	-	1	-	-	-	1		1	1
United Kingdom	-	-	-	-	2	-	-	-	2		2	13
United States	-	-	-	-	3	-	-	-	3		3	16
Uruguay	-	-	-	1	-	-	-	-	1		1	2

¹ 1 X PO, 1 X P-4, 2 X P-3 funded by ECAC.

² 1 X P-3 funded by ECAC.

³ 1 X P-3 funded by AFCAC.

⁴ 1 X P-4 funded by ECAC.

⁵ 1 X P-4 funded by ECAC.

APPENDIX D
LEVELS OF REGIONAL REPRESENTATION
(AS OF 31 DECEMBER 1997)

Regions	Total Membership Factor for all States in Region	Two-Thirds of Member- ship Factor	Total Assessment Factor for all States in Region	Desirable Level of Region	1996	1997
					No. of staff whose posts are subject to Geographical Distribution	No. of staff whose posts are subject to Geographical Distribution
AFI	53	35.3333	3.8784	39	34	35
ASIA/PAC	35	23.3333	22.5937	46	26	28
EUR (E)	26	17.3333	4.2723	22	11	11
EUR (W)	21	14.0000	34.2996	48	45	49
LAM/CAR	31	20.6667	4.9591	26	28	28
MID	17	11.3333	3.1108	15	4	4
NAM	2	1.3333	28.0073	29	53	52
TOTAL	185	123.3332	101.1212¹	225¹	201	207

¹ Totals based on the revised methodology taking into account the budgeted vacancy rate for 1997 (C-DEC. 133/19).

APPENDIX E
REGION AND STATE OF INCUMBENTS OF KEY POSTS
(DIRECTOR AND PO LEVEL) SUBJECT TO EGR
(AS OF 31 DECEMBER 1997)

Region/State	Status of Region/State	Number of Directors Region/State	Number of Principal Officers Region/State
Africa	B	1	4
Algeria	C		1
Congo	C		1
Niger	D		1
Tunisia	C	1	
Uganda	D		1
ASIA/PAC	B	1	2
India	D	1	
Nepal	D		1
New Zealand	D		1
Europe (E)	B		1
Russian Federation	D		1
Europe (W)	D	1	6
Austria	B		1
Germany	B	1	1
Netherlands, Kingdom of the	D		2
Portugal	D		1
United Kingdom	D		1
Latin America/Caribbean	D	1	1
Argentina	D	1	
Brazil	D		1
North America	D	1	3
United States	B	1	3
Totals		5	17

STATUS CODE:

A = Unrepresented
B = Below desirable level

C = At desirable level
D = Above desirable level

Table A

Nationalities and Source of Candidates Appointed During 1995

Level and Title	National Appointed	Source
P-5 Chief, Facilitation Section, FAL, ATB	United States	External
Director, Legal Bureau	Germany	External
Director, Air Navigation Bureau	United States	External
P-3 Legal Officer, LEB	Belgium	External
P-4 Technical Officer, RAC/SAR, ANB	Japan	External
P-4 Technical Officer, AGA, ANB	Sweden	External
P-4 Technical Officer, RAC/SAR	New Zealand	External
P-5 Deputy Representative, Paris	Sweden	External
P-4 Chief, Cartographic Unit, AIS/MAP, ANB	Canada	Internal
PO Chief, Office for Programmes Evaluation, Audit & Management Review, OSG	Congo	Internal
P-4 Information Management Officer, EAO, OSG	United Kingdom	Internal
P-4 Audit Officer, EAO, OSG	Canada	Internal
P-5 Deputy Representative, Nairobi	France	Internal
P-4 Technical Officer, ATM, ANB	United States	Internal
P-4 Technical Officer, Communications, Nairobi	Senegal	Internal
P-4 Technical Officer, RAC/SAR, Dakar	Mauritius	Internal
P-4 Regional Affairs Officer, RAO, OSG	United Kingdom	Internal
P-5 Chief, Office Automation Section, ADB	Belgium	Internal
P-2 Précis Writer, ACS, OSG	Canada	Internal *
P-3 Personal Assistant to the President, Office of the President	Canada	Internal *
P-3 Accounting Officer, FSV, FIN, OSG	Canada	Internal *

* With an effect on EGR

Table B

Nationalities and Source of Candidates Appointed During 1996

Level and Title	National Appointed	Source
P-4 Technical Officer, ATM, ANB	United Kingdom	External
P-5 Chief, Accident Investigation and Prevention, ANB	Finland	Internal
P-5 Assistant to Director, TCB	Canada	Internal
P-4 Technical Officer, CNS, Paris	Australia	Internal
P-4 Technical Officer, Aerodrome Operations, Paris	France	Internal
P-4 Technical Officer, Air Traffic Management, Bangkok	New Zealand	External
PO Chief, External Relations and Public Information Office, OSG	United States	External
P-4 Economist, ARFM, E&S, ATB	Egypt	Internal
P-5 Air Transport Officer, Lima (at P-4)	Ecuador	Internal
P-4 Technical Officer, Operations, Cairo	Greece	External
P-3 Supervisor, Aeronautical Data Base, AIS/MAP, ANB	Jordan	External
P-4 Technical Officer, Air Traffic Management	Australia	Internal
P-4 External Relations Officer, EPO, OSG	Canada	Internal *
P-4 Chief, Meteorology Section, MET, ANB	United Kingdom	Internal
P-5 Deputy Representative, Mexico	Cuba	Internal

* With effect on EGR.

Table C**Nationalities and Source of Candidates Appointed During 1997**

Level and Title	National Appointed	Source
P-4 Chief, Aeronautical Information Unit, AIS/MAP, ANB	Australia	External
P-2 Technical Officer, AIS/MAP, Dakar	Senegal	External
P-4 Technical Officer, OPS, Lima	Argentina	External
PO or P-5 Legal Officer, LEB	Portugal	External
P-5 Senior Regional Affairs Officer, RAO	India	External
PO Chief, Aviation Security and Facilitation Branch, ATB	New Zealand	Internal
P-4 Technical Officer, CNS, ANB	Italy	External
PO Chief, Finance Branch, OSG	United States	Internal
P-4 Technical Officer, FAL, S&F, ATB	South Africa	External
PO Deputy Director, ANB	Netherlands	Internal
P-5 Chief, AGA, ANB	India	Internal
DIR, Bureau of Administration and Services	India	Internal
P-3 Technical Officer, COM, Bangkok	China	External
P-4 Aviation Training Officer, S&F, ATB	France	External
P-5 Chief, FAM, TCB	Chile	External
P-4 Technical Officer, OPS/AIR, ANB	Germany	External
P-2 Office Automation Systems Officer, Paris	France	Internal
P-4 Technical Officer, OPS, Mexico	United States	External
P-4 Evaluation Officer, EAO	France	Internal
P-4 Statistical Officer, ATB	Russian Federation	Internal
P-3 Technical Officer, CNS, Dakar	Ghana	External
DIR, Technical Co-Operation Bureau	Cuba	Internal
DIR, Air Transport Bureau	Morocco	External
P-5 Deputy Representative, Cairo	Bahrain	External
P-3 Economist, ECP, ATB	Canada	Internal

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