



# DIVERSITY | ANNUAL REPORT

# 08



Diversity Council and  
Diversity Advisor  
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# Diversity

## Annual Report 2008

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## EXECUTIVE SUMMARY

***The Fund made important progress in meeting its diversity objectives in 2008.*** Last year's *Diversity Annual Report* set out 10 recommendations to promote diversity, and the Fund broadly met 8 of these recommendations. As a result, the Fund was able to enhance accountability and transparency around diversity, strengthen support for Diversity Reference Groups, better integrate diversity in talent management and recruitment, introduce more checks and balances for diversity, and ensure that the Fund's first-ever downsizing was implemented fairly for all staff—a key concern for staff from underrepresented regions before the process began. Good progress was also made in increasing the share of developing country nationals on staff, and the Fund met its benchmark for this group.

***Nevertheless, progress in reaching other diversity objectives was limited.*** Staff from Africa, the Middle East, and Transition Countries remain significantly underrepresented relative to the respective benchmarks for these countries. In Asia, overrepresentation of staff from some regions masked underrepresentation in others, notably East Asia. This year's report also indicates that staff from underrepresented regions are less likely than others to hold managerial positions. On gender, the Fund continues to lag behind its own benchmarks, notably with respect to B-level positions in specialized career streams. The Fund also compares poorly to most other international organizations in the staff representation of women. More broadly, leadership in the Fund continues to be dominated by men, staff from English-speaking industrialized countries, and certain regions.

***There are a number of reasons to expect further improvement in 2009.*** Important foundations have been laid in 2008 for sustained progress in changing the demographic profile of the Fund. The newly established Diversity Benchmark Working Group has reviewed the Fund's diversity benchmarks, established an indicator for East Asia, and prepared B-level benchmarks for all underrepresented regions. The introduction of a diversity scorecard for the Fund will provide a monitoring tool to gauge progress in achieving the four goals of the Fund's diversity strategy. In addition, the Gender Working Group proposed a new framework to facilitate career advancement of women. Equally important, Fund management has reconfirmed on several occasions its tangible commitment to diversity at the Fund. The Managing Director signaled this commitment clearly in words and actions: on July 23, he called on department heads to significantly improve diversity results in external hiring and internal promotions; and during his first full year as head of staff, the Managing Director appointed several female department heads, raising the share of women at the top of the institution to nearly 17 percent, and two new department heads are from underrepresented regions.

## FOREWORD FROM THE DIVERSITY ADVISOR

I am in my third year at the Fund and thus have become a not so new Diversity Advisor, who nevertheless remains a relative newcomer to the Fund. I have had to gain an intimate knowledge of how the institution operates to facilitate our progress and achievement, and am truly grateful for the cooperation of all those within Management, staff, and the Executive Board who have lent their support to this important issue. A lot has been accomplished in the past 12 months despite the fact that more has to be done. Among other things, there is now much greater awareness and acceptance of the business case for diversity.

The Fund has unambiguously responded to diversity-related recommendations by proactively acting on 8 of the 10 Recommendations made in last year's annual report. This progress has been necessary to lay the foundation for what must happen in 2009 and 2010. Many fundamental initiatives have been implemented but have not yet had time to yield the desired results. This situation will most likely leave our staff and membership pleased with progress but not fully satisfied with outcomes. In both change and transition management theory, this uncomfortable in-between phase is to be expected, and our efforts must therefore continue.

Leadership in the Fund is still dominated by men, staff from English-speaking industrialized countries, and certain geographical regions. On the other hand, the sharp rise in the number of female department heads offers tangible hope that, with continuing commitment, the Fund will soon reach its benchmark of 20 percent B-level women in the not-too-distant future. Still, we need to achieve more of our benchmarks.

Diversity is a universal issue and, as such, is everybody's business. Members of overrepresented groups or dominant cultures often mistakenly exclude themselves from the diversity debate. It is the differences among us that make us a smarter, more productive, and innovative organization, as Professor Scott Page, a speaker at the November Diversity Reference Group (DRG) Conference brilliantly demonstrated.

### **The Business Case for Diversity**

#### **Why Diversity Matters:**

1. Increases the ability to serve our membership.
2. Enhances legitimacy.
3. Provides more effective engagement with member countries.
4. Ensures an international character as a global institution.

#### **What Diversity Improves:**

1. Informed decision making.
2. Better policy advice generation.
3. Increased efficiency and effectiveness.

#### **How to succeed at diversity:**

1. Attraction, retention & development of a full range of diverse staff (including staff from the non-diverse majority).
2. Creation of a diverse and inclusive work environment.

Lastly, many concerns raised by the Executive Board have been or are being addressed. They include progress on a diversity scorecard, establishment of a Transition Countries staff group, establishment of a benchmark for East Asia, closer examination of the nationality distribution at the B level, a discussion about the downsizing addressing representation of diverse groups, and recruitment from places other than U.S. and U.K. universities. These actions all represent progress. We need to build on them and continuously recommit to act.



## I. INTRODUCTION

Against the backdrop of two major internal and external shocks to the Fund, significant progress was achieved in 2008 in promoting staff diversity and laying the foundation for sustained progress in the year ahead. This year's *Diversity Annual Report* provides a comprehensive picture of the diversity profile of the Fund (Section II), highlights key initiatives in promoting diversity in 2008 (Section III), and assesses progress against the ten recommendations set out in the 2007 *Diversity Annual Report* (Section IV). The report concludes with recommendations for further action (Section V).

The first half of the year was dominated by the downsizing exercise, the first large-scale staff reduction in the history of the Fund. A hiring freeze was in effect for much of the year. Shortly thereafter, the financial crisis that began a year earlier in the United States developed into the most serious global financial crisis since the Great Depression, catapulting the Fund back into relevance and re-engaging its staff in crisis management. The downsizing was followed by a period of extensive internal mobility and promotion; and with demands on the Fund growing, the external hiring freeze was lifted in July 2008 to help restore the Fund's depleted staffing levels.

On the whole, the Fund has made good use of the opportunities presented by these shocks to promote diversity. Even with the attention and resources of the organization focused on the downsizing, several key initiatives were undertaken or completed during the year.

Moreover, diversity considerations featured prominently in the design and implementation of the framework for the downsizing, owing in part to the leadership provided by the Diversity Council (see Box 1). In the end, the impact of the downsizing on diversity was not broadly significant.

Nevertheless, with a larger-than-expected number of staff volunteering to separate, filling the resulting vacancies was a key challenge for the Fund in 2008 and beyond—and a welcome opportunity to accelerate progress on diversity by hiring more staff from underrepresented groups and countries. As shown in Section II, the Fund achieved good diversity results in its external recruitment in 2008; but the Fund's overall diversity profile fell well short of many of its diversity benchmarks.

### **Box 1. Diversity Considerations in the Downsizing Exercise**

The 2007 Annual Diversity Report identified six aspects of the downsizing process that could be important for the diversity profile of Fund staff.

***Demographic diversity composition of staff pre- and post-downsizing.*** The overall impact of the downsizing exercise on the representation of the main staff groups was not broadly significant, either in terms of regional representation or gender (see Table A). This said, for certain subgroups of staff, volunteer departures led to some notable changes. In particular, the percentage decrease of women at the A9-A15 levels was 14.2 compared with 8.8 percent for men. The percentage decrease at the B-level was greater for three of the four underrepresented regions (Africa, the Middle East and Transition Countries), which was also the case for the US and Canada, and Other Western Hemisphere region. The share of B1-B5 economists from developing countries fell by 3 percentage points and representation of A1-A8 staff from the US and Canada fell by 5 percentage points.

***Diversity considerations in the downsizing process and the post-downsizing recruitment strategy.*** The Diversity Council was periodically briefed on the design and implementation of the restructuring strategy, and lent its support to the voluntary separation scheme as being best suited for achieving the downsizing objectives. In addition, a member of the Council participated in the Institutional Panel, which was set up as an independent monitoring body of the restructuring exercise. The post-downsizing recruitment initiatives have incorporated diversity as an integral part of their design, and departments were encouraged by management to increase diversity through internal promotions and external hiring.

***Resource use to optimize diversity objectives.*** The Fund supported a variety of diversity initiatives in 2008, including the development of departmental scorecards to improve monitoring of diversity objectives; and established an additional position in the diversity office.

***The potential bias in MARs as the indicator of staffs' relative performance and contribution.*** The reliance on voluntary departures for achieving most of the reduction in staff numbers prevented the recourse to MARs as a selection criterion for separation in almost all cases. The Diversity Office received expressions of concern that underrepresented diverse groups might be unduly affected by possible stereotypical biases inherent in cross-cultural performance appraisals. The lack of a mandatory phase helped limit and address their concerns.

***The psychological impact of the restructuring process on underrepresented staff.*** While staff undoubtedly experienced the restructuring episode as a difficult period, the emphasis on voluntary departures helped to limit the psychological impact on all staff.

***Improved decision-making on diversity issues.*** The strengthened policy dialogue on diversity undertaken in 2007-08 has prepared the ground for mainstreaming diversity as an important consideration in decision making, including on recruitment and promotions.

Below is a summary of the major features of the 2007 Diversity Annual Report which provides the context for the 2008 report.

<b>Goals of the IMF's Diversity Strategy</b>		
1. The share of underrepresented groups should be increased 2. Provide a level playing field to all 3. Fund membership should believe their diversity concerns are being addressed 4. Full buy-in to diversity objectives and strategies should be achieved		
<b>Pillars of the IMF's Diversity Strategy</b>		
1. Recruiting Qualified Diverse Employees	3. Developing Diverse Leaders	5. Measuring the Success of Diversity Initiatives
2. Retaining Qualified Diverse Employees	4. Ensuring Compliance with Diversity	6. Promoting Services to Diverse Membership
<b>Shared Diversity Values</b>		
Respect    ♦    Fairness    ♦    Inclusiveness    ♦    Equal Opportunity    ♦    Transparency		
<b>Recommendations of 2007 Annual Report</b>		
1. Accountability	5. Checks and balances	8. DRGs to be engaged and supported by sr. management teams
2. Transparency	6. Alignment of recruitment and promotions with Diversity Strategy	9. Diversity Work Programs assistance from DRGs to sr. management teams
3. Downsizing Statement- commitment to fair treatment of all staff	7. Diversity Council to interface with Review & Senior Review Committees	10. Diversity training for managers
4. Talent Management		

The incoming Diversity Council began its two-year term in September and recommitted to the Fund's existing diversity objectives.

<b>Diversity Council, September 2008</b>	
Takatoshi Kato, Chair, <i>ex-officio</i>	Deputy Managing Director
Diana Serrano, <i>ex-officio</i>	Director, Human Resources Department
Björn Rother, <i>ex-officio</i>	Chair, Staff Association Committee
Kedibone Letlaka-Rennert, <i>ex-officio</i>	Diversity Advisor
Masood Ahmed	Director, Middle East and Central Asian Department
Hugh Bredenkamp	Deputy Director, Strategic and Policy Review Department
Adelheid Burgi-Schmelz	Director, Statistics Department
Ann-Marie Gulde-Wolf	Senior Advisor, European Department
Kalpana Kochhar	Deputy Director, Asia and Pacific Department
Jianhai Lin	Assistant Director, Finance Department
Antoinette Monsio Sayeh	Director, African Department
Christopher Towe	Deputy Director, Monetary and Capital Markets Department

## II. DIVERSITY IN NUMBERS

This section looks at the diversity profile of staff both from a “stock” perspective (Sections A and B) and a “flow” perspective (Sections C–D).

To assess the progress made with the diversity composition of staff, the discussion relies mostly on the diversity benchmarks for 2008, which were established in the 2003 Enhanced Diversity Action Plan. The benchmarks called for

- ✓ Increasing the share of staff from each underrepresented region (Africa, the Middle East, and the Transition Economies) to 8 percent of all A9–B5 staff;
- ✓ Increasing staff from developing countries to 40 percent of all A9–B5 staff; and

- ✓ Increasing the share of female staff at the B-level to 15–20 percent in the economist stream, and 35–40 percent in the specialized career stream.

While only one of these benchmarks was met as of end-2008, the discussion will show that the Fund still made progress in making its staff more diverse. Going forward, the Fund will need to continue with its efforts to create a work environment that supports the development of all staff; and to systematically consider diversity as one of the criteria informing recruiting and promotion decisions.

Geographic and Gender Benchmark Indicators and Staff Representation <sup>1</sup> in Grades A9–B5 (In percent)							
	Financial Quota (as of 12/31/08)	Diversity Benchmarks for 2008	Staff Representation (A9–B5)				
			end-2005	end-2006	end-2007	end-2008	After Volunteers <sup>2</sup>
<b>Africa</b>	4.2	<b>8.0</b>	6.0	5.8	6.1	6.1	6
<b>Asia</b>	19.1	<b>n.a.</b>	15.4	15.0	15.4	16.1	17
East Asia	14.6	<b>n.a.</b>	6.9	6.9	7.3	8.0	8
<b>Europe</b>	40.6	<b>n.a.</b>	35.6	35.7	35.5	36.4	36
<b>Middle East</b>	8.7	<b>8.0</b>	4.3	4.5	4.5	4.3	5
<b>Western Hemisphere</b>	27.5	<b>n.a.</b>	38.7	39.1	37.6	37.1	36
<b>Industrial countries</b>	60.2	<b>n.a.</b>	60.2	59.5	58.0	57.9	58
<b>Developing and Transition Countries</b>	39.8	<b>40.0</b>	39.8	40.5	40.9	42.1	42
Of which: Transition Countries	7.4	<b>8.0</b>	5.2	5.6	6.1	6.7	7
<b>Women</b> (in percent of all B level)							
All B-level	n.a.	<b>20.0</b>	15.6	16.3	15.6	16.2	16
B-level Economist	n.a.	<b>15–20</b>	11.3	11.6	11.5	13.5	12
B-level SCS	n.a.	<b>35–40</b>	34.3	35.2	31.9	28.3	32

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

1/ The Enhanced Diversity Action Plan (2003) established indicators for gender and three regions (Africa, the Middle East, and Middle East, and Transition Economies). Geographic groupings according to the 2007 Diversity Country Groupings.

2/ After all accepted volunteers have departed.

## A. Diversity Composition of Staff

### Regional representation

***Some progress was made, but the share of staff from underrepresented regions remained below benchmark levels.*** Staff from Africa, the Middle East, and Transition countries remained significantly underrepresented relative to the 8 percent benchmark, accounting for 6.1 percent, 4.3 percent and 6.7 percent of staff, respectively. The picture improves slightly if voluntary separations under the Fund's downsizing are taken into account.

***Staff from underrepresented regions were less likely to hold managerial-level positions than others.*** While 14 percent of Fund positions are at the B-level, only 8 percent of African, and 3.6 percent of Transition Countries staff were in such assignments. Staff from the Middle East were also underrepresented at the B level, albeit to a lesser degree.

***In Asia, underrepresentation of some regions was masked by overrepresentation of others.*** For example, while Indian nationals were significantly overrepresented relative to the country's financial quota (by a factor of two to three), East Asia's share of A9–B5 staff, despite a quota of 14.6 percent, was only 8 percent. The gap for East Asia was largest at the B level, where Chinese and Japanese staff accounted only for 0.3 percent and 2.5 percent of the total, respectively (Table 2).

### Representation by country type

***The Fund has made progress in increasing the share of developing country nationals in its staff, and met the respective benchmark (Table 1).*** In 2008, a little over 42 percent of A9–B5 staff were from developing countries.

### Senior Level Representation

The regional representation gap was particularly large at the B3 and B4 levels, with potentially significant consequences for pipeline and leadership development. Europe (excluding Transition Countries), the United States, and Canada accounted for 72.8 percent of the 125 staff at these levels, compared with their combined quota share of 53 percent (Table 3). In comparison, the Middle East and East Asia account for only 3.2 percent of this staff group, Africa for 1.6 percent, and the Transition Countries for a mere 0.8 percent.

### Gender profile

***Almost half of the Fund's staff were women, but their representation at the B level continued to fall short of the relevant benchmarks (Table 1).*** The distance to the benchmark was small in the case of B-level economists, who accounted for 13.5 percent of the total population compared with a target range of 15–20 percent. But the gap was larger in the specialized career streams, where women represented only 28 percent of staff—a shortfall of at least 6 percentage points when assessed against the benchmark.

***An analysis of comparator organizations shows that the Fund lagged behind in female representation (Table 4).*** It ranks ninth out of twelve in overall female representation, and tenth when considering only professional or managerial staff. This said, the data also reveal that inter-institutional differences in experience are often quite small, suggesting that many of the surveyed organizations struggle with increasing the share of female staff in their higher and highest ranks.

## Decision-making groups

**Leadership in the Fund continues to be dominated by men, staff from English-speaking industrialized countries, and certain geographical regions.** The profiles of two of the three key decision-making groups—Senior Personnel Managers (SPMs) and division chiefs—have in fact become even less diverse, with gender diversity declining in both groups and no SPMs from developing countries. On the other hand, the number of female department heads has risen sharply.

### B. Diversity at the Departmental Level

**Regional and gender balance varied significantly across departments.**

- ✓ Almost half of the staff in area and functional departments came from developing countries, while their share in support departments remained around 40 percent (Table 5).
- ✓ Regarding regional representation at the B level, Africans and Middle Easterners were not staffed in any area department other than AFR and MCD, respectively (Table 6).
- ✓ Women's representation falls as grade levels increase.
- ✓ From a gender perspective, it was unsatisfactory that RES and WHD had no B-level female staff as of end-2008 (Table 7).

### C. Recruitment

To support the downsizing effort, a hiring freeze was implemented until July 2008. Priority was then given to internal hiring as a way to maximize opportunities for promotion and mobility, before the transition into crisis-management mode since October led to an intensification of external recruitment.

The Fund's Human Resources Management Profile: 2000, 2004, 2007, 2008							
	Total #	Women # %		English-speaking Industrial Countries <sup>1</sup> # %		Developing Countries # %	
<b>Department Heads and Directors at B5<sup>2</sup></b>							
2008	24	4	16.7	8	33.3	8	33.3
2007	22	1	4.5	10	45.5	5	22.7
2004	19	1	5.3	8	42.1	7	36.8
2000	18	2	11.1	9	50.0	4	22.2
<b>SPMs<sup>3</sup></b>							
2008	20	2	10.0	13	65.0	0	0.0
2007	20	6	30.0	12	60.0	2	10.0
2000	19	2	10.5	8	42.1	6	31.6
<b>Division Chiefs</b>							
2008	92	15	16.3	42	45.7	27	29.3
2007	108	23	21.3	48	44.4	27	25.0
2004	103	19	18.4	46	44.7	28	27.2
2000	96	17	17.7	53	55.2	21	21.9

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.

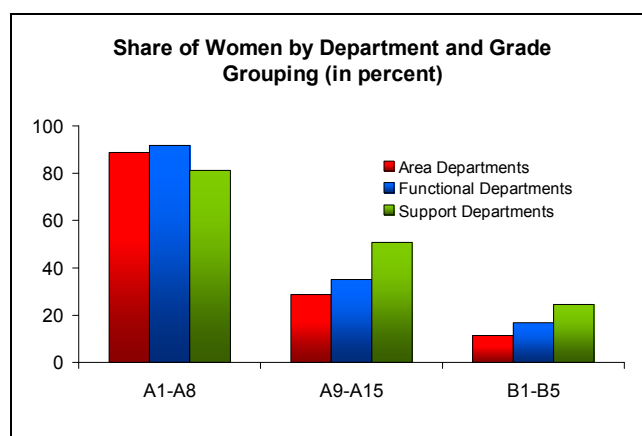
<sup>3</sup> The official function of SPM started in September 1991.

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.



Economist Program: Appointments, CY 2003–2008 1/							
	2003–2008 (annual average)	2003	2004	2005	2006	2007	2008
<b>Appointments 2/</b>	<b>29</b>	<b>35</b>	<b>35</b>	<b>36</b>	<b>26</b>	<b>21</b>	<b>20</b>
<b>Gender</b>							
Men	19	21	22	25	16	13	15
Women	10	14	13	11	10	8	5
Percentage of women	35	40	37	31	38	38	25
<b>Nationality</b>							
Industrial countries	11	14	14	18	6	8	5
Percentage from industrial countries	38	40	40	50	23	38	25
Emerging market and developing countries	18	21	21	18	20	13	15
Of which:							
Africa	2	3	2	2	1	2	1
Asia and the Pacific	4	4	3	3	6	5	5
Middle East	3	0	3	2	5	1	4
Europe	6	7	9	6	4	5	4
Western Hemisphere	4	7	4	5	4	0	1
Percentage from emerging market and developing countries	62	60	60	50	77	62	75
<b>Education (In percent)</b>							
Ph.D. (completed)	61	71	54	44	50	71	75
Less than a Ph.D. 2/	39	29	46	56	50	29	25

Source: Recruitment and Staffing Division, HRD.

1/ Percentages and figures may not add to 100 percent of the total due to rounding.

2/ In 2008, 21 EPs accepted a Fund offer; 1 withdrew for personal reasons.

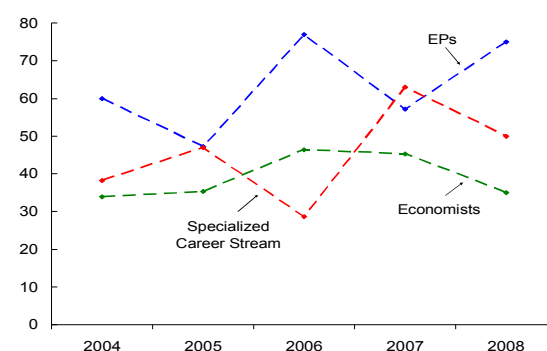
**Significant progress was made with recruiting staff from underrepresented regions, at all grade levels (Table 8).**

- ✓ At the B level, East Asia accounted for 27 percent (supported by a secondment arrangement with the Japanese government), Africa for 18 percent, and the Transition Countries for 9 percent of the new recruits. Unfortunately, however, no Middle Easterners were recruited in 2007–08.
- ✓ At the A9–A15 level, recruitment from East Asia, the Middle East and Transition countries was robust at 22 percent, 17 percent and 15 percent, respectively, while Africa accounted for only 2 percent of the new intakes.
- ✓ Finally, the Economist Program was very successful in raising the share of new participants from East Asia (30 percent), the Middle East (20 percent), and the Transition Countries (20 percent)—expanding the share of this strategically important group of staff that typically constitutes a strong pool for the development of future managers.

***Recruitment of female staff also progressed in 2008.***

- ✓ At the B level, after two years without any female recruitment, women represented 22 percent of the new recruits in the economist stream (Table 9).
- ✓ Women accounted for a strong 35 percent of the economist intake at the A9–A15 level and for 50 percent of new SCS staff.
- ✓ By contrast, the share of females in the 2008 EP cohort fell to 25 percent, almost 10 percentage points below the five year average.

**Recruitment of Developing Country Nationals by Career Stream in Grade Group A9-A15, 2004-08**



Source: PeopleSoft HRMS; Report DAR\_1213.

**Recruitment of developing country nationals showed mixed results**

- ✓ Overall recruitment at the A9–A15 levels exceeded 50 percent, mainly due to the EP program, where developing country nationals accounted for 75 percent of the 2008 recruits (Table 12). However, the recruitment of mid-career economists and SCS staff both declined.

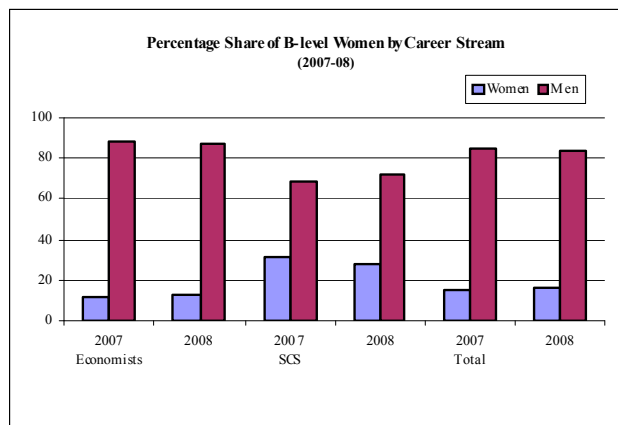
#### **D. Career Development and Retention**

***Promotion prospects for some of the underrepresented staff groups improved in 2008 (Table 10).***

- ✓ B-level economists from Africa and the Middle East experienced higher-than-average promotion rates, while only one East Asian staff out of 13 B1–B5 staff was promoted.
- ✓ At the A13–A15 economist level, East Asians, Middle Easterners, and staff from Transition countries saw significantly higher-than-average promotion rates, while the experience of African staff was less positive. Indeed, data on time-in-grade suggest that African economists face much

longer spells at the A14 and A15 levels than others (Table 11).

- ✓ The promotion rate for women was consistently higher than that for men, with the exception of A13–A15 staff in specialized career streams. However, their numbers are much lower than that of men, especially at the B-level, where women account for less than one-fifth of the staff.



***Notwithstanding some positive trends, the lack of a robust pipeline was a common theme across underrepresented groups (Table 11).***

- ✓ For example, the A15/14 ratio, which can be interpreted as a proxy of the likelihood for promotion to managerial level, was significantly higher for advanced country staff (.53) than for staff from the developing world (.33).
- ✓ Moreover, all underrepresented groups had a lower-than-average ratio of A15-B5 economists to all economists. The apparent difficulty of accessing the highest ranks could constitute a significant hurdle to staff development, as social networks and mentor relationships may be structured around national, regional, or gender lines.

***The data also suggest retention problems for some staff groups from underrepresented regions (Table 8).*** Separations were relatively high for Middle Eastern B-level staff and A9–A15 staff from East Asia (11 percent and 9 percent of all separations in the respective staff categories). This pattern partly reflected strong demand for economists in their home regions, but staff concerns about poor prospects at the Fund and the institution’s culture could have also played a role.

### III. DIVERSITY IN ACTIONS

This section highlights the key initiatives that were undertaken in 2008 to promote diversity. Progress on this front was made possible by a renewed emphasis on diversity in hiring and promotion decisions throughout the organization. This followed the Managing Director’s July 23 call to department heads to significantly improve the diversity results of external appointments and internal promotions in filling vacancies arising from the downsizing. The specific initiatives highlighted here represent a significant investment in developing the policies and tools that will guide the institution in the years ahead. They center on a review and update of the Fund’s diversity benchmarks; the development of a diversity scorecard to help drive change; and research into the myths and realities of career progression for women in the Fund. In addition, a number of high-profile events were organized throughout the year to bring stakeholders together or to raise awareness of diversity issues.



### **Diversity Benchmark Working Group Terms of Reference**

Institutional diversity aspirations were established five years ago in the Fund's Enhanced Diversity Action Plan for the five-year period 2003–08, including a set of benchmark indicators for a number of underrepresented groups among Fund staff. The Diversity Council has decided to recommit to the existing diversity benchmarks for regional nationality distribution and gender. In addition, the Council considers it necessary to establish additional benchmarks and, in that context, review whether there is a need for refinements to the existing benchmarks.

Accordingly, management has set up a Diversity Benchmark Working Group with the following terms of reference:

1. Determine a benchmark indicator for East Asia, a region that was identified as underrepresented after the original benchmarks had been set for Africa, the Middle East, and Transition Countries.
2. Prepare B-level benchmark indicators for all underrepresented regions.
3. Review and, if necessary, make minor adjustments to the original three underrepresented regional benchmarks relative to the new East Asian benchmark.
4. Present its findings to the Diversity Council in January 2009.

The members of the working group are:

- Mr. Hugh Bredenkamp (Chair)
- Ms. Benedicte Christensen
- Ms. Kedibone Letlaka-Rennert
- Mr. Jianhai Lin
- Mr. Mark Plant

### **A. Diversity Benchmarks**

The Fund's diversity benchmarks for select underrepresented regional groups and B-level women were established in 2003, and cover the five-year period through 2008. Although only aspirational in nature, the Fund's diversity benchmarks provide stakeholders in the Fund with an agreed basis for monitoring and promoting progress in changing the demographic profile of the Fund. In 2008, the Diversity Council reviewed these benchmarks, recommitted itself to them for the next five-year period, and identified a need for additional benchmarks. Management subsequently established a Diversity

Benchmark Working Group to address these issues. Following consultations with Executive Directors and other stakeholders, the working group presented its findings and recommendations to the Diversity Council in 2009.<sup>1</sup>

As recommended by the Executive Board in 2008, a transition countries staff group was established to provide a recognized vehicle to represent the interests of staff from transition countries. This new group joins the existing groups representing the interests of staff from Sub-Saharan Africa, East Asia, and the Middle East.

### **B. Diversity Scorecard**

Effective monitoring and transparency are powerful tools for promoting diversity in any organization. To this end, the Fund has decided to introduce a "diversity scorecard." A diversity scorecard is a measurement tool to help track progress on the diversity-related issues on which an organization is determined to make improvement. More precisely, it can be defined as "a tool containing a carefully derived set of measures from an organization's strategy used to communicate the outcomes and performance drivers the organization will use to achieve its mission and strategic objectives" (Hubbard, 2008).<sup>2</sup>

<sup>1</sup> The new benchmarks were approved in early 2009: 12 percent for A9–B5 staff from East Asia; and for B-level staff, 6 percent for Africa, 7 percent for East Asia, 5 percent for the Middle East, and 4 percent for Transition Countries.

<sup>2</sup> From presentation made at Second Annual DRG Diversity & Inclusion Conference on November 11, 2008.

It is best practice to employ a diversity scorecard to foster accountability on the part of managers and leadership as well as to highlight important issues that affect the workforce as a whole. Accountability paired with transparency nurtures an atmosphere of trust and develops a culture of inclusion. A diversity scorecard is only one of the instruments to measure and track progress in diversity and human resource management within the Fund. Good diversity management should be an integral part of all human resources processes, such as career development, succession planning, leadership training, and mentoring and coaching.

A thorough and rigorous process is being undertaken to develop a customized scorecard for the Fund, with a set of measures centered on the four goals of the Diversity Strategy (Table B). The Fund's external consultant worked closely with the Diversity Office in facilitating numerous workshops for Diversity Council members, Senior Personnel Managers, and DRG members and in conducting a pilot scorecard exercise with three departments (African, Middle East and Central Asia, and Legal).

A key issue emerging from the pilot scorecard exercise was the lack of consensus on the definition of key concepts and measures. To address this issue, a "data dictionary" was developed by participating departments, which served to narrow but not entirely eliminate differences among participants. Based on this experience, a phased approach to implementation is being considered: the first generation of diversity scorecards would use existing data that are comparable across all departments; the second generation would rely on a more refined set of data, which would need to await construction of suitable databases and systems.

The findings of the pilot scorecard were presented to the Diversity Council in February 2009. The Council decided that the tool needed further refinement and simplification before it could be rolled out to departments. Management established a Diversity Scorecard Working Group in early 2009 to take this work forward.

### **C. Career Progression of Women in the Fund**

With the encouragement of the Office of the Managing Director, the Diversity Office established a Gender Working Group (GWG) in March 2007.<sup>3</sup> The GWG undertook multiple ground-breaking projects and prepared a number of influential studies.<sup>4</sup> A summary report was presented during a luncheon after the International Women's Day Celebration on March 10, 2008. The report shared important facts on the status of women at the Fund and the results of extensive research into the myths surrounding women's career progression. The following questions were tackled:

#### *1. Are women separating faster than men?*

Research on cohorts of EPs showed that men separated at a higher rate than women. From the 1970–90 cohort, 73 percent of men had left the Fund compared with 61 percent of women.

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<sup>3</sup> Participating members in 2008 included Caroline Atkinson, Neeti Banerjee, Angana Banerji, Benedicte Christensen, Charles Collins, Kedibone Letlaka-Rennert, Mohammed El Qorchi, Manal Fouad, Qi He, George Kabwe, Kenneth Kang, Kalpana Kochhar, Ydahlia Metzgen, Fariba Partawi, Ruby Randall, Gerard Rice, Ratna Sahay, and Tessa van der Willigen.

<sup>4</sup> Papers prepared by the GWG and available in the Diversity Office include "Recruitment, Separation, and Promotion of Women Economists in the Fund, 1970–2006," "Annual Performance Review: Does Gender Matter?," "Job Satisfaction and Work Responsibilities Survey," and "Lessons from the Private Sector."

Similarly, 52 percent of 1991–98 male EP cohorts had left the Fund, compared with 41 percent of women EPs in the same cohort.

## *2. Are women's performance assessments worse?*

This idea was also exposed as being unfounded. For Grades A12–B3, women received higher ratings than men overall: an average merit-to-allocation ratio (MAR) of 1.04 percent versus 1.02 percent for men. Ratings were higher for women in the Economist Stream (1.04 percent for women and 1.01 percent for men). In SCS, they were equal at 1.03 for men and women.

## *3. Do women care less about assignments and promotions?*

To address this question, a survey was conducted to gauge whether female staff felt that there was a level playing field when it came to access to prominent assignments and promotion prospects. The survey showed that not only did women not care less about assignments and promotions, but more of them than men felt that assignment decisions were unclear, promotion decisions were unclear and unfair, and the Annual Performance Review process was nontransparent. There were also huge discrepancies in the way men and women viewed career guidance: 55 percent of women, compared with 29 percent of men, felt there was insufficient guidance. Half the women surveyed felt they had insufficient exposure to senior staff, compared with just 14 percent of men.

## *4. Do women care much more about work-life balance?*

The GWG study showed that both men and women value greater flexibility in work

arrangements. In the Economist Stream, 79 percent of men and 86 percent of women cited the need for flexibility; in SCS, 82 percent of men and 93 percent of women wanted greater flexibility. The GWG concluded that women are not making it to the top owing to lack of access to core business-critical assignments and lack of promotions to managerial positions—not because of higher separation rates, lack of performance recognition, caring less about promotions or assignments, or need for work-life balance. The GWG also came up with a set of suggestions and immediate steps for the Fund, symbolized by the word **TALENT**.

### **TALENT—Improving Career Progression for Women**

The Gender Working Group suggested the following **TALENT** measures.

– Be **T**ransparent

- Publicize indicators such as diversity scores, average MARs, survey results, participation in business-critical projects.

– Hold managers **A**ccountable, starting from the top

- Evaluate managers' diversity performance through Annual Performance Reviews, diversity scorecards, and departmental surveys, and implement penalties and rewards.

– Groom for **L**eadership

- Ensure women are represented in business-critical work, such as the 2008 working groups established by the Managing Director on refocusing the Fund.
- Succession management and representation in the A15 pool to develop a diverse pipeline.

– Change work **E**nvironment

- Implement flexible work arrangements proposals.

– **N**etworking

- Identify senior mentors for women.

– Set **T**argets

- Targets for representation in business-critical projects and promotion shortlists for A15–B5.

– The following immediate actions were also recommended:

- Identify business-critical positions and increase women's representation at every level.
- Promote high-potential women as opportunities arise (28 of 32 staff on the fast track to the B level were men).
- Monitor and publicize diversity indicators and take action.

### **D. Raising Awareness of Diversity Issues**

The Diversity Office directly or indirectly supports a number of special events aimed at bringing key stakeholders together, raising awareness of diversity issues, or simply enjoying some of the talents of the Fund's multicultural staff (as in the annual *Festival of Cultures*). These efforts are complemented by a communications strategy designed to engage staff and foster a culture that integrates diversity into the workplace environment. This section highlights two key events in 2008.

### **The *Second Annual DRG Diversity and Inclusion Conference***

was held on November 11, 2008.<sup>5</sup> Diversity Reference Groups (DRGs) form the diversity infrastructure of the Fund. The conference was opened by the Managing Director, Dominique Strauss-Kahn, who stressed the key role of diversity in getting the work of the institution done and in answering the questions the membership asks of a multilateral organization

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<sup>5</sup> See [www-intranet.imf.org/News/Pages/DecomposingtheDiversityDiscussion.aspx](http://www-intranet.imf.org/News/Pages/DecomposingtheDiversityDiscussion.aspx).

such as the Fund. A packed house of more than 150 DRG members actively participated in the half-day event. Outside experts offered their own perspectives on the superior performance of diverse groups over homogenous ones and the importance of innovation rather than skill (Professor Scott Page); the early results of the diversity scorecard pilot (Dr. Edward Hubbard); and the intersection between cultural and generational issues and its effect on productivity and communication in a changing workplace (Laraine Kaminsky).

#### **Diversity Reference Groups**

Each of the Fund's 18 departments has established a DRG, which assist the departmental management team with the implementation of the Diversity Strategy in their respective departments. The significance of the DRG network for the Fund is that it constructively engages a broad spectrum of staff at every level in every department across all nationalities. Its evolving role is to galvanize efforts around diversity while leveraging these efforts to foster an inclusive culture that begins to manage talent differently. The individual DRGs are aligned at an institutional level through monthly meetings of the DRG chairs with the Diversity Office and quarterly meetings with the Diversity Council.

In a special awards ceremony during the conference, First Deputy Managing Director John Lipsky recognized the contributions of three departmental DRGs (STA, SEC, and SPR) based on:

- Ability to foster active engagement with front office and senior management in the department.
- Organizational skills: setting up events that involve the whole department.
- Clearly articulating a DRG agenda through survey recommendations.
- Number of initiatives in the past 12 months.

- Continuity and sustainability: forward planning and recruiting new DRG members.

In March 2008, the Fund commemorated ***International Women's Day*** by joining with the World Bank in organizing a seminar for staff featuring Dr. Sylvia Hewlett as the keynote speaker.<sup>6</sup> First Deputy Managing Director John Lipsky gave opening remarks and a panel of high-ranking Fund and Bank staff discussed key aspects of the presentation.

The presentation, titled "Leveraging New Streams of Global Talent," described different research and best practices on the career development challenges faced by professional women when climbing the corporate ladder. According to Dr. Hewlett, the most successful organizations in the future will be those whose competitive advantage is providing flexible ways of retaining both their female and male talent. The panel discussion was followed by a lively Q&A session with members of the audience.

#### **IV. REVIEW OF PROGRESS ON 2007 REPORT RECOMMENDATIONS**

The *Diversity Annual Report* for 2007 (Section IX) made 10 recommendations for the Fund. As they reflect the views of many stakeholders and were debated extensively, the recommendations should carry some weight in the organization. Against this background, this section summarizes the Fund's responses to and progress made toward achieving each recommendation. In summary, progress was achieved in 8 of the 10 recommendations, the

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<sup>6</sup> See [www-intranet.imf.org/News/Pages/CelebratingInternationalWomensDay.aspx](http://www-intranet.imf.org/News/Pages/CelebratingInternationalWomensDay.aspx).

main exceptions being Recommendations 7 and 10.

Recommendation 1—***Accountability***. The Diversity Council commissioned the Diversity Advisor to investigate the possibility of a diversity scorecard to identify actions that departments might take to improve diversity. An outside expert with extensive international experience was engaged to both educate key groups and to develop a customized diversity scorecard for the Fund. A Working Group was established by management to take this work forward.

Recommendation 2—***Transparency***. The development of the diversity scorecard is a direct response to this recommendation, because scorecard results will be published by the Diversity Office and shared with management, staff, and the Executive Board.

Recommendation 3—***Downsizing statement, commitment to fair treatment for all staff***. In addition to issuing a Statement on Downsizing, which was published in the 2007 *Diversity Annual Report*, the Diversity Council was represented on the Institutional Panel overseeing the fairness of the restructuring exercise. Although some questioned the rationale for the downsizing, the conduct of the exercise itself was broadly viewed by staff as fair and open.

Recommendation 4—***Talent management***. An integral element in managing talent effectively is having a systematic approach to succession management. With this in mind, the Fund has begun to put in place a broad and coherent way to review senior talent across the organization. This approach will provide management and department heads with a comprehensive, up-to-date view of leadership talent across the Fund and further its diversity objectives by

identifying and developing at an early stage suitable candidates for future leadership roles. A leadership training program is also underway.

Diversity was also an integral part of the design of other human resources reforms that were initiated in 2008 (and introduced in 2009), such as an improved recruitment process, an employee referral program (*TalentLink*) that offers a premium for hiring candidates from underrepresented regions, and a stronger and more continuous onboarding process. The Diversity Council and the Diversity Office have yet to initiate the Executive Mentoring Program that the Council had identified as part of its future work program in the 2007 Diversity Annual Report. Initiatives to achieve Goal 2 of the Diversity Strategy (leveling the playing field) have been slow to emerge.

Recommendation 5—***Checks and balances***. Some of these elements have been built into the diversity scorecard. In particular, the equitable treatment of staff via monitoring the allocation of high-visibility assignments has been incorporated into the pilot diversity scorecard. However, more needs to be done on this front. Innovative initiatives such as DRG representation on selection panels in departments either have not been explored or in some departments have met resistance.

Recommendation 6—***Alignment of recruitment and promotions with the Diversity Strategy***. Quantitative gains in the hiring of more diverse professionals from 2007 to 2008 has occurred, as reflected in Section II. There has been distinct progress in aligning *recruitment* through the introduction (in 2009) of *TalentLink*, a new sourcing program with emphasis on referral and hiring of diverse candidates. The highlight was management's leadership in appointing three new women

department directors in 2008 for the African, External Relations, and Statistics departments.

The alignment of *promotions* showed mixed results: some groups made gains, although these advances were not consistent across grade groups for the same region. Currently, the pipeline for promotions is not diverse. As a result, there may be no choice but to introduce a temporary, artificial split, with external recruitment being disproportionately diverse and internal promotions continuing to be disproportionately non-diverse.

Recommendation 7—***Diversity Council to interface with Review and Senior Review Committees***. This recommendation has not been achieved. However, there is an issue of privacy and confidentiality with regards to the work of the Review Committee (RC) and Senior Review Committee (SRC). This issue will have to be kept under review by the Diversity Council, recognizing the need for the RC and the SRC to take diversity issues into consideration in making promotion recommendations.

Recommendations 8 and 9—***DRGs to be engaged and supported by their senior management teams, and diversity work program assistance from DRGs to their senior management teams***. Progress has been recorded in respect of both of these recommendations. Some of this can be attributed to the Diversity Council having met with DRG chairs and having tasked the Diversity Advisor to meet with the 18 DRG chairs on a monthly basis. However, most of the credit belongs to the hard work of DRG members, who actively invested in the collection of survey results, writing reports, organizing town halls, conducting focus groups, and collaborating with their senior

management teams to further the departmental diversity agendas.

Recommendation 10—***Diversity training for managers***. The needed enhancement of managers' skills to better develop and lead diverse staff in line with the Fund's diversity goals has not yet occurred. The need for this type of intervention was again stressed by DRG members at their Second Annual DRG Diversity and Inclusion Conference in November 2008.

## V. RECOMMENDATIONS

***Important progress has been achieved in promoting diversity in the Fund but there is still some distance to go to realize its diversity objectives***. Notable strengths for the Fund over the past year include impressive diversity results in external hiring, the continued increase in the share of African nationals on staff, attainment of the diversity objective for the share of developing country nationals, and an increase in the number of female staff in the most senior managerial positions.

***A number of significant actions were undertaken last year, an investment in the future that speaks well for the institution, and these should be brought to conclusion and extended to other areas***. The key initiatives in this respect were the efforts to establish new diversity benchmarks, introduce a diversity scorecard, and disseminate and incorporate into ongoing reforms the impressive body of research on the career progression of women at the Fund. Looking forward, the commitment and rigor that were applied to the promotion of gender diversity should be directed toward the attainment of the Fund's objectives for regional diversity. In this respect, the Fund has made a good head start with the establishment of a Transition Countries Group and a commitment

to set benchmark indicators for East Asia and B-level benchmarks for underrepresented groups.

Against this background, the following recommendations for further action are made:

1. ***Roll out the diversity scorecard throughout the organization.*** This will foster accountability for the improvement of diversity and inclusion. Transparency will be demonstrated by periodic publication of departmental performance on the scorecard, and some form of recognition and rewards should go to the top three departments.

2. ***Disseminate information more broadly to raise awareness of diversity issues and actions.*** Once the *Diversity Annual Report* is published, the Diversity Council should meet with the senior staff and the Diversity Reference Group in each department to discuss the findings and work program. It would also be helpful to increase the number of Fund-wide diversity events. This will cultivate a greater degree of inclusion within the Fund. Initiatives such as the International Women's Day seminar and the Festival of Cultures have been very well received. They enrich staff with a cross-cultural experience. Such events afford staff a chance to be exposed to industry best practices as they listen to experts as well as provide motivation.

3. ***Recognize the work of DRG members in their performance evaluations.*** Much more active encouragement and support needs to be provided for the strengthening of DRGs. The

downsizing and the increased workload brought about by the unfolding global economic crisis meant that DRG members were stretched thin and their diversity work programs suffered.

4. ***Implement diversity management training*** for supervisors and managers. Such training should also be offered to all staff within the next 12 months.

5. ***Integrate diversity explicitly in succession management and the reform of other key HR processes.*** The Diversity Office should work with the Diversity Council to engage the two review committees on reforms to achieve the Fund diversity benchmarks without compromising standards. Efforts should be made to develop a suitably diverse pipeline so that hiring decisions can focus more on internal promotions rather than the external recruitment of diverse candidates.

6. ***Increase diversity recruitment sourcing & establish initiatives for candidate success.*** Candidates from underrepresented regions should be provided with adequate support to quickly become effective and integrated in the Fund. In addition, more efforts should be made to enhance and develop programs for existing staff, including those from underrepresented groups.



# 2008 DIVERSITY COUNTRY GROUPINGS

Africa	East Asia (ASEAN +3)	Middle East	Transition Countries	Europe
<ul style="list-style-type: none"> <li>Benin</li> <li>Cameroon</li> <li>Central African Republic</li> <li>Chad</li> <li>Comoros</li> <li>Democratic Republic of Congo (Zaire)</li> <li>Côte d'Ivoire</li> <li>Equatorial Guinea</li> <li>Gabon</li> <li>Guinea-Bissau</li> <li>Liberia</li> <li>Mali</li> <li>Mauritania+</li> <li>Niger</li> <li>Senegal</li> <li>Togo</li> </ul> <p>Sub-Saharan Africa</p> <ul style="list-style-type: none"> <li>Angola</li> <li>Botswana</li> <li>Burkina Faso</li> <li>Burundi</li> <li>Cape Verde</li> <li>Republic of Congo</li> <li>Eritrea</li> <li>Ethiopia</li> <li>The Gambia</li> <li>Ghana</li> <li>Guinea</li> <li>Kenya</li> <li>Lesotho</li> <li>Madagascar</li> <li>Malawi</li> <li>Mauritius</li> <li>Mozambique</li> <li>Namibia</li> <li>Nigeria</li> <li>Rwanda</li> <li>São Tomé and Príncipe</li> <li>Seychelles</li> <li>Sierra Leone</li> <li>South Africa</li> <li>Swaziland</li> <li>Tanzania</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 P.D.R.</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, I. R. of</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, FYR</li> <li>Moldova</li> <li>Mongolia</li> <li>Montenegro</li> <li>Poland</li> <li>Romania</li> <li>Russia</li> <li>Serbia</li> <li>Slovak Republic</li> <li>Slovenia</li> <li>Tajikistan</li> <li>Turkmenistan</li> <li>Ukraine</li> <li>Uzbekistan</li> </ul>	<p>Developing</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>Transition +</p> <ul style="list-style-type: none"> <li>Albania</li> <li><i>Armenia*</i></li> <li><i>Azerbaijan*</i></li> <li>Belarus</li> <li>Bosnia and Herzegovina</li> <li>Bulgaria</li> <li>Croatia</li> <li>Czech Republic</li> <li>Estonia</li> <li><i>Georgia*</i></li> <li>Hungary</li> <li><i>Kazakhstan*</i></li> <li><i>Kyrgyz Republic*</i></li> <li>Latvia</li> <li>Lithuania</li> <li>Macedonia</li> <li>Moldova</li> <li>Montenegro</li> <li>Poland</li> <li>Romania</li> <li>Russia</li> <li>Serbia</li> <li>Slovak Republic</li> <li>Slovenia</li> <li><i>Tajikistan*</i></li> <li><i>Turkmenistan*</i></li> <li>Ukraine</li> <li><i>Uzbekistan*</i></li> </ul> <p>+ European transition countries</p> <p>* Presently covered by the Middle East and Central Asia Department.</p>

**Table A. 2008 Downsizing**

**Impact of Downsizing on A9–A15 Staff**

	Before Downsizing	Volunteers	After Downsizing	A9-A15 Decrease (in percent)
Africa	107	11	<b>96</b>	<b>10.3</b>
Asia (Other)	125	8	<b>117</b>	<b>6.4</b>
<i>East Asia</i>	132	7	<b>125</b>	<b>5.3</b>
Europe	460	44	<b>416</b>	<b>9.6</b>
Transition Countries	100	7	<b>93</b>	<b>7.0</b>
Middle East	95	13	<b>82</b>	<b>13.7</b>
USA & Canada	406	65	<b>341</b>	<b>16.0</b>
Other Western Hem	196	20	<b>176</b>	<b>10.2</b>
<b>Total</b>	<b>1,621</b>	<b>175</b>	<b>1,446</b>	<b>10.8</b>

Produced by: HRIS  
Source: PeopleSoft HCM

**Impact of Downsizing on B-Level Staff**

	Before Downsizing	Volunteers	After Downsizing	B-level Decrease (in percent)
Africa	10	4	6	40.0
Asia (Other)	39	10	29	25.6
<i>East Asia</i>	12	1	11	8.3
Europe	138	37	101	26.8
Transition Countries	4	2	2	50.0
Middle East	16	6	10	37.5
USA & Canada	102	35	67	34.3
Other Western Hem	35	15	20	42.9
<b>Total</b>	<b>352</b>	<b>108</b>	<b>244</b>	<b>30.7</b>

Produced by: HRIS  
Source: PeopleSoft HCM

**Impact of Downsizing on Gender by Grade levels**

	<b>A1-A8</b>				<b>A9-A15</b>				<b>B1-B5</b>			
	Before Downsizing	Volunteers	After Downsizing	Decrease (In percent)	Before Downsizing	Volunteers	After Downsizing	Decrease (In percent)	Before Downsizing	Volunteers	After Downsizing	Decrease (In percent)
Women	602	180	422	29.90	593	84	509	14.17	55	17	38	30.91
Men	83	24	59	28.92	1028	91	937	8.85	297	91	206	30.64
<b>Total</b>	<b>685</b>	<b>204</b>	<b>481</b>	<b>29.78</b>	<b>1,621</b>	<b>175</b>	<b>1,446</b>	<b>10.80</b>	<b>352</b>	<b>108</b>	<b>244</b>	<b>30.68</b>

**Table B. Pilot Results--Elements of the Diversity Scorecard**

GOAL 1	THE SHARE OF UNDERREPRESENTED GROUPS MUST BE INCREASED		
	1. REPRESENTATION	→	1. Recruitment to Leadership
		→	2. Promotion
	2. RETENTION	→	3. Separation
		→	4. Fundamentals of Management
	3. TRAINING	→	5. MDC Assessment
	PROVIDE A LEVEL PLAYING FIELD TO ALL		
GOAL 2	4. ASSIGNMENT OPPORTUNITIES		
	5. MENTORING		
	6. SUCCESSION PLANNING		
	7. INDIVIDUAL DEVELOPMENT PLANS		
GOAL 3	FUND MEMBERSHIP SHOULD BELIEVE THEIR DIVERSITY CONCERNS ARE BEING ADDRESSED		
	8. DIVERSITY COUNCIL	}	Executive Board survey measuring effectiveness, listening, cooperation, responsiveness and accountability of Diversity Council, Diversity Office, Departments and Management
	9. DIVERSITY OFFICE		
	10. DEPARTMENTS		
	11. MANAGEMENT		
GOAL 4	FULL BUY-IN TO DIVERSITY OBJECTIVES AND STRATEGIES SHOULD BE ACHIEVED		
	12. PROPOSED ACTIONS TAKEN	}	Dept self-evaluation of actions taken as proposed under Fund's Diversity Goals
	13. STAFF SURVEY		Diversity buy-in survey of Fund staff

**Table 1. Staff by Region, Gender, Career Stream, and Grade Grouping**  
(as of 12/31/2008)

Region	Country Quota %	Economists			Specialized Career Streams						Total												
		A9-A15	#	%	B1-B5	#	%	A1-A8	#	%	A9-A15	#	%	B1-B5	#	%	Total	#	%				
Africa	4.2	67	7.0	10	3.7	77	6.3	69	12.4	31	5.6	4	6.7	104	8.9	69	12.4	98	6.5	14	4.3	181	7.6
Asia	19.1	146	15.3	40	15.0	186	15.2	115	20.7	98	17.8	11	18.3	224	19.2	115	20.7	244	16.2	51	15.6	410	17.2
Australia & New Zealand	1.9	25	2.6	8	3.0	33	2.7	4	0.7	8	1.5	3	5.0	15	1.3	4	0.7	33	2.2	11	3.4	48	2.0
	India	24	2.5	16	6.0	40	3.3	28	5.0	36	6.5	7	11.7	71	6.1	28	5.0	60	4.0	23	7.0	111	4.7
East Asia	14.6	86	9.0	13	4.9	99	8.1	76	13.7	47	8.5	1	1.7	124	10.6	76	13.7	133	8.8	14	4.3	223	9.3
Japan	6.1	27	2.8	8	3.0	35	2.9	3	0.5	1	0.2	0	0.0	4	0.3	3	0.5	28	1.9	8	2.4	39	1.6
Other Asia	0.6	11	1.2	3	1.1	14	1.1	7	1.3	7	1.3	0	0.0	14	1.2	7	1.3	18	1.2	3	0.9	28	1.2
Europe	40.6	415	43.5	117	43.8	532	43.6	96	17.3	116	21.1	19	31.7	231	19.8	96	17.3	531	35.3	136	41.6	763	32.0
U.K.	5.0	35	3.7	33	12.4	68	5.6	39	7.0	14	2.5	11	18.3	64	5.5	39	7.0	49	3.3	44	13.5	132	5.5
Transition Countries	7.4	85	8.9	5	1.9	90	7.4	18	3.2	32	5.8	0	0.0	50	4.3	18	3.2	117	7.8	5	1.5	140	5.9
Other Europe	28.9	295	31.0	79	29.6	374	30.7	39	7.0	70	12.7	8	13.3	117	10.0	39	7.0	365	24.3	87	26.6	491	20.6
Middle East	8.7	49	5.1	10	3.7	59	4.8	17	3.1	20	3.6	0	0.0	37	3.2	17	3.1	69	4.6	10	3.1	96	4.0
Saudi-Arabia	3.2	4	0.4	0	0.0	4	0.3	0	0.0	1	0.2	0	0.0	1	0.1	0	0.0	5	0.3	0	0.0	5	0.2
Other Arab countries	3.7	33	3.5	6	2.2	39	3.2	13	2.3	10	1.8	0	0.0	23	2.0	13	2.3	43	2.9	6	1.8	62	2.6
Other Middle East	1.8	12	1.3	4	1.5	16	1.3	4	0.7	9	1.6	0	0.0	13	1.1	4	0.7	21	1.4	4	1.2	29	1.2
U.S. and Canada	20.1	147	15.4	60	22.5	207	17.0	146	26.3	234	42.5	23	38.3	403	34.6	146	26.3	381	25.3	83	25.4	610	25.6
U.S.	17.1	115	12.1	53	19.9	168	13.8	138	24.9	214	38.8	21	35.0	373	32.0	138	24.9	329	21.9	74	22.6	541	22.7
Canada	2.9	32	3.4	7	2.6	39	3.2	8	1.4	20	3.6	2	3.3	30	2.6	8	1.4	52	3.5	9	2.8	69	2.9
Other Western Hemisphere	7.4	129	13.5	30	11.2	159	13.0	112	20.2	52	9.4	3	5.0	167	14.3	112	20.2	181	12.0	33	10.1	326	13.7
Total	0.0	953	100.0	267	100.0	1,220	100.0	555	100.0	551	100	60	100.0	1,166	100.0	555	100.0	1,504	100.0	327	100.0	2,386	100.0
Developing Countries	39.8	448	47.0	81	30.3	529	43.4	327	58.9	227	41	15	25.0	569	48.8	327	58.9	675	44.9	96	29.4	1,098	46.0
Transition Countries	7.4	85	8.9	5	1.9	90	7.4	18	3.2	32	5.8	0	0.0	50	4.3	18	3.2	117	7.8	5	1.5	140	5.9
Industrial Countries	60.2	505	53.0	186	69.7	691	56.6	228	41.1	324	58.8	45	75.0	597	51.2	228	41.1	829	55.1	231	70.6	1,288	54.0
Women	0.0	255	26.8	36	13.5	291	23.9	485	87.4	297	54	17	28.3	799	68.5	485	87.4	552	36.7	53	16.2	1,090	45.7
Men	0.0	698	73.2	231	86.5	929	76.1	70	12.6	254	46.1	43	71.7	367	31.5	70	12.6	952	63.3	274	83.8	1,296	54.3

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

**Table 2. Nationality Distribution List (Excluding the Office of Executive Directors)**  
(As of 12/31/2008)

Country	Quota %	A1–A8		A9–A15		B1–B5		Total	
		#	%	#	%	#	%	#	%
<b>AFRICA</b>	<b>4.2</b>	<b>69</b>	<b>12.4</b>	<b>97</b>	<b>6.5</b>	<b>14</b>	<b>4.3</b>	<b>180</b>	<b>7.6</b>
Angola	0.1	0	0.0	0	0.0	0	0.0	0	0.0
Benin	0.0	2	0.4	3	0.2	0	0.0	5	0.2
Botswana	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Burkina Faso	0.0	2	0.4	2	0.1	0	0.0	4	0.2
Burundi	0.0	0	0.0	1	0.1	0	0.0	1	0.0
Cameroon	0.1	1	0.2	5	0.3	0	0.0	6	0.3
Cape Verde	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Central African Rep.	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	0.2	0	0.0	0	0.0	1	0.0
Congo, Dem. Rep.	0.2	2	0.4	6	0.4	0	0.0	8	0.3
Congo, Rep.	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Côte d'Ivoire	0.2	4	0.7	2	0.1	0	0.0	6	0.3
Equatorial Guinea	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Eritrea	0.0	1	0.2	0	0.0	0	0.0	1	0.0
Ethiopia	0.1	3	0.5	4	0.3	1	0.3	8	0.3
Gabon	0.1	0	0.0	0	0.0	0	0.0	0	0.0
Gambia, The	0.0	0	0.0	2	0.1	1	0.3	3	0.1
Ghana	0.2	10	1.8	8	0.5	1	0.3	19	0.8
Guinea	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Guinea-Bissau	0.0	0	0.0	1	0.1	0	0.0	1	0.0
Kenya	0.1	3	0.5	8	0.5	0	0.0	11	0.5
Lesotho	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Liberia	0.0	2	0.4	0	0.0	2	0.6	4	0.2
Madagascar	0.1	5	0.9	0	0.0	0	0.0	5	0.2
Malawi	0.0	0	0.0	2	0.1	0	0.0	2	0.1
Mali	0.0	3	0.5	1	0.1	0	0.0	4	0.2
Mauritania	0.0	1	0.2	1	0.1	1	0.3	3	0.1
Mauritius	0.0	5	0.9	0	0.0	2	0.6	7	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	0.7	6	0.4	0	0.0	10	0.4
Rwanda	0.0	0	0.0	2	0.1	0	0.0	2	0.1
São Tomé and Prncipe	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Senegal	0.1	1	0.2	10	0.7	1	0.3	12	0.5
Seychelles	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Sierra Leone	0.0	12	2.2	2	0.1	1	0.3	15	0.6
South Africa	0.9	2	0.4	11	0.7	2	0.6	15	0.6
Swaziland	0.0	0	0.0	1	0.1	0	0.0	1	0.0
Tanzania	0.1	0	0.0	1	0.1	0	0.0	1	0.0
Togo	0.0	2	0.4	3	0.2	0	0.0	5	0.2
Uganda	0.1	2	0.4	3	0.2	2	0.6	7	0.3
Zambia	0.2	0	0.0	5	0.3	0	0.0	5	0.2
Zimbabwe	0.2	1	0.2	4	0.3	0	0.0	5	0.2

Country	Quota %	A1–A8		A9–A15		B1–B5		Total	
		#	%	#	%	#	%	#	%
<b>ASIA</b>	<b>19.1</b>	<b>115</b>	<b>20.7</b>	<b>244</b>	<b>16.2</b>	<b>51</b>	<b>15.6</b>	<b>410</b>	<b>17.2</b>
Australia	1.5	2	0.4	21	1.4	6	1.8	29	1.2
Bangladesh	0.2	1	0.2	6	0.4	0	0.0	7	0.3
Bhutan	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Brunei Darusalaam	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	3.7	7	1.3	46	3.1	1	0.3	54	2.3
Fiji	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Hong Kong SAR	0.0	0	0.0	3	0.2	0	0.0	3	0.1
India	1.9	28	5.1	60	4.0	23	7.0	111	4.7
Indonesia	1.0	2	0.4	3	0.2	0	0.0	5	0.2
Japan	6.1	3	0.5	28	1.9	8	2.5	39	1.6
Kiribati	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Korea	1.4	3	0.5	12	0.8	1	0.3	16	0.7
Lao, P.D.R.	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Malaysia	0.7	1	0.2	9	0.6	2	0.6	12	0.5
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	0.4	1	0.1	0	0.0	3	0.1
Nepal	0.0	0	0.0	3	0.2	1	0.3	4	0.2
New Zealand	0.4	2	0.4	12	0.8	5	1.5	19	0.8
Niue	0.0	0	0.0	0	0.0	0	0.0	0	0.0
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	52	9.4	13	0.9	1	0.3	66	2.8
Samoa	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Singapore	0.4	1	0.2	7	0.5	1	0.3	9	0.4
Solomon Islands	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Sri Lanka	0.2	6	1.1	6	0.4	2	0.6	14	0.6
Thailand	0.5	4	0.7	11	0.7	0	0.0	15	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
Tuvalu	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	0.2	1	0.1	0	0.0	2	0.1

Country	Quota %	A1–A8		A9–A15		B1–B5		Total	
		#	%	#	%	#	%	#	%
<b>EAST ASIA (ASEAN+3)</b>	<b>14.6</b>	<b>76</b>	<b>13.7</b>	<b>133</b>	<b>8.9</b>	<b>14</b>	<b>4.3</b>	<b>223</b>	<b>9.3</b>
Brunei Darusalaam	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	3.7	7	1.3	46	3.1	1	0.3	54	2.3
Indonesia	1.0	2	0.4	3	0.2	0	0.0	5	0.2
Japan	6.1	3	0.5	28	1.9	8	2.5	39	1.6
Kiribati	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Korea	1.4	3	0.5	12	0.8	1	0.3	16	0.7
Lao, P.D.R.	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Malaysia	0.7	1	0.2	9	0.6	2	0.6	12	0.5
Myanmar	0.1	2	0.4	1	0.1	0	0.0	3	0.1
Philippines	0.4	52	9.4	13	0.9	1	0.3	66	2.8
Singapore	0.4	1	0.2	7	0.5	1	0.3	9	0.4
Thailand	0.5	4	0.7	11	0.7	0	0.0	15	0.6
Vietnam	0.2	1	0.2	1	0.1	0	0.0	2	0.1
<b>EUROPE</b>	<b>40.6</b>	<b>96</b>	<b>17.3</b>	<b>531</b>	<b>35.3</b>	<b>135</b>	<b>41.3</b>	<b>762</b>	<b>32.0</b>
Albania	0.0	0	0.0	2	0.1	0	0.0	2	0.1
Armenia	0.0	1	0.2	8	0.5	0	0.0	9	0.4
Austria	0.9	1	0.2	4	0.3	3	0.9	8	0.3
Azerbaijan	0.1	0	0.0	3	0.2	0	0.0	3	0.1
Belarus	0.2	4	0.7	3	0.2	0	0.0	7	0.3
Belgium	2.1	2	0.4	23	1.5	6	1.8	31	1.3
Bosnia and Herzegovina	0.1	0	0.0	0	0.0	0	0.0	0	0.0
Bulgaria	0.3	1	0.2	13	0.9	0	0.0	14	0.6
Croatia	0.2	1	0.2	1	0.1	1	0.3	3	0.1
Cyprus	0.1	0	0.0	6	0.4	0	0.0	6	0.3
Czech Republic	0.4	1	0.2	9	0.6	0	0.0	10	0.4
Denmark	0.8	0	0.0	12	0.8	2	0.6	14	0.6
Estonia	0.0	1	0.2	2	0.1	0	0.0	3	0.1
Finland	0.6	0	0.0	2	0.1	1	0.3	3	0.1
France	5.0	13	2.3	72	4.8	11	3.4	96	4.0
Georgia	0.1	0	0.0	5	0.3	0	0.0	5	0.2
Germany	6.0	3	0.5	72	4.8	21	6.4	96	4.0
Greece	0.4	0	0.0	12	0.8	6	1.8	18	0.8
Hungary	0.5	1	0.2	6	0.4	0	0.0	7	0.3
Iceland	0.1	0	0.0	3	0.2	0	0.0	3	0.1
Ireland	0.4	4	0.7	10	0.7	4	1.2	18	0.8
Israel	0.4	0	0.0	3	0.2	0	0.0	3	0.1
Italy	3.3	4	0.7	43	2.9	13	4.0	60	2.5
Kazakhstan	0.2	0	0.0	2	0.1	0	0.0	2	0.1
Kosovo	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Kyrgyz Republic	0.0	0	0.0	1	0.1	0	0.0	1	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, FYR	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Malta	0.0	1	0.2	2	0.1	0	0.0	3	0.1
Moldova	0.1	2	0.4	3	0.2	0	0.0	5	0.2

Country	Quota %	A1–A8		A9–A15		B1–B5		Total	
		#	%	#	%	#	%	#	%
Montenegro	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Netherlands	2.4	1	0.2	25	1.7	11	3.4	37	1.6
Norway	0.8	0	0.0	8	0.5	1	0.3	9	0.4
Poland	0.6	3	0.5	15	1.0	2	0.6	20	0.8
Portugal	0.4	0	0.0	6	0.4	0	0.0	6	0.3
Romania	0.5	0	0.0	5	0.3	0	0.0	5	0.2
Russia	2.7	1	0.2	29	1.9	0	0.0	30	1.3
San Marino	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Serbia	0.2	1	0.2	0	0.0	1	0.3	2	0.1
Slovak Republic	0.2	0	0.0	1	0.1	0	0.0	1	0.0
Slovenia	0.1	0	0.0	1	0.1	0	0.0	1	0.0
Spain	1.4	4	0.7	25	1.7	3	0.9	32	1.3
Sweden	1.1	1	0.2	9	0.6	1	0.3	11	0.5
Switzerland	1.6	3	0.5	9	0.6	2	0.6	14	0.6
Tajikistan	0.0	0	0.0	1	0.1	0	0.0	1	0.0
Turkey	0.6	2	0.4	19	1.3	2	0.6	23	1.0
Turkmenistan	0.0	0	0.0	0	0.0	0	0.0	0	0.0
U.K.	5.0	39	7.0	49	3.3	43	13.2	131	5.5
Ukraine	0.6	1	0.2	5	0.3	1	0.3	7	0.3
Uzbekistan	0.1	0	0.0	1	0.1	0	0.0	1	0.0
<b>MIDDLE EAST</b>	<b>8.7</b>	<b>17</b>	<b>3.1</b>	<b>69</b>	<b>4.6</b>	<b>10</b>	<b>3.1</b>	<b>96</b>	<b>4.0</b>
Afghanistan, I.R. of	0.1	2	0.4	1	0.1	0	0.0	3	0.1
Algeria	0.6	1	0.2	6	0.4	0	0.0	7	0.3
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	2	0.4	12	0.8	0	0.0	14	0.6
Iran	0.7	1	0.2	5	0.3	1	0.3	7	0.3
Iraq	0.5	0	0.0	0	0.0	0	0.0	0	0.0
Jordan	0.1	1	0.2	9	0.6	0	0.0	10	0.4
Kuwait	0.6	0	0.0	0	0.0	0	0.0	0	0.0
Lebanon	0.1	2	0.4	9	0.6	2	0.6	13	0.6
Libya	0.5	1	0.2	0	0.0	0	0.0	1	0.0
Morocco	0.3	3	0.5	2	0.1	2	0.6	7	0.3
Oman	0.1	0	0.0	0	0.0	0	0.0	0	0.0
Pakistan	0.5	1	0.2	15	1.0	3	0.9	19	0.8
Qatar	0.1	0	0.0	0	0.0	0	0.0	0	0.0
Saudi Arabia	3.2	0	0.0	5	0.3	0	0.0	5	0.2
Somalia	0.0	1	0.2	0	0.0	0	0.0	1	0.0
Sudan	0.1	0	0.0	1	0.1	0	0.0	1	0.0
Syria Arab Republic	0.1	1	0.2	0	0.0	1	0.3	2	0.1
Tunisia	0.1	1	0.2	3	0.2	1	0.3	5	0.2
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.</b>	<b>17.1</b>	<b>138</b>	<b>24.9</b>	<b>329</b>	<b>21.9</b>	<b>74</b>	<b>22.6</b>	<b>541</b>	<b>22.7</b>



Country	Quota %	A1–A8		A9–A15		B1–B5		Total	
		#	%	#	%	#	%	#	%
<b>WESTERN HEMISPHERE</b>	<b>10.3</b>	<b>120</b>	<b>21.6</b>	<b>233</b>	<b>15.5</b>	<b>42</b>	<b>12.8</b>	<b>395</b>	<b>16.6</b>
Anguilla	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Antigua	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Argentina	1.0	4	0.7	27	1.8	8	2.5	39	1.6
Bahamas	0.1	1	0.2	1	0.1	0	0.0	2	0.1
Barbados	0.0	0	0.0	2	0.1	0	0.0	2	0.1
Belize	0.0	0	0.0	1	0.1	0	0.0	1	0.0
Bolivia	0.1	7	1.3	6	0.4	1	0.3	14	0.6
Brazil	1.4	12	2.2	29	1.9	4	1.2	45	1.9
Canada	2.9	8	1.4	52	3.5	9	2.8	69	2.9
Chile	0.4	4	0.7	3	0.2	3	0.9	10	0.4
Colombia	0.4	6	1.1	11	0.7	0	0.0	17	0.7
Costa Rica	0.1	1	0.2	5	0.3	1	0.3	7	0.3
Dominican Republic	0.1	0	0.0	0	0.0	0	0.0	0	0.0
Dominica	0.0	0	0.0	1	0.1	0	0.0	1	0.0
Ecuador	0.1	3	0.5	6	0.4	1	0.3	10	0.4
El Salvador	0.1	3	0.5	4	0.3	2	0.6	9	0.4
Grenada	0.0	1	0.2	1	0.1	0	0.0	2	0.1
Guatemala	0.1	3	0.5	1	0.1	0	0.0	4	0.2
Guyana	0.0	1	0.2	2	0.1	1	0.3	4	0.2
Haiti	0.0	7	1.3	2	0.1	0	0.0	9	0.4
Honduras	0.1	3	0.5	1	0.1	0	0.0	4	0.2
Jamaica	0.1	8	1.4	3	0.2	3	0.9	14	0.6
Mexico	1.2	3	0.5	16	1.1	3	0.9	22	0.9
Montserrat	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Nicaragua	0.1	1	0.2	2	0.1	0	0.0	3	0.1
Panama	0.1	1	0.2	1	0.1	0	0.0	2	0.1
Paraguay	0.0	0	0.0	2	0.1	1	0.3	3	0.1
Peru	0.3	29	5.2	27	1.8	1	0.3	57	2.4
St. Kitts and Nevis	0.0	1	0.2	1	0.1	0	0.0	2	0.1
St. Lucia	0.0	0	0.0	3	0.2	0	0.0	3	0.1
St. Vincent and the Granadines	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	3	0.5	6	0.4	2	0.6	11	0.5
Uruguay	0.1	6	1.1	8	0.5	2	0.6	16	0.7
Venezuela	1.2	4	0.7	7	0.5	0	0.0	11	0.5
<b>TRANSITION COUNTRIES</b>	<b>7.4</b>	<b>18</b>	<b>3.2</b>	<b>117</b>	<b>7.8</b>	<b>5</b>	<b>1.5</b>	<b>140</b>	<b>5.9</b>
Albania	0.0	0	0.0	2	0.1	0	0.0	2	0.1
Armenia	0.0	1	0.2	8	0.5	0	0.0	9	0.4
Azerbaijan	0.1	0	0.0	3	0.2	0	0.0	3	0.1
Belarus	0.2	4	0.7	3	0.2	0	0.0	7	0.3
Bosnia and Herzegovina	0.1	0	0.0	0	0.0	0	0.0	0	0.0
Bulgaria	0.3	1	0.2	13	0.9	0	0.0	14	0.6
Croatia	0.2	1	0.2	1	0.1	1	0.3	3	0.1
Czech Republic	0.4	1	0.2	9	0.6	0	0.0	10	0.4
Estonia	0.0	1	0.2	2	0.1	0	0.0	3	0.1
Georgia	0.1	0	0.0	5	0.3	0	0.0	5	0.2
Hungary	0.5	1	0.2	6	0.4	0	0.0	7	0.3

Country	Quota %	A1–A8		A9–A15		B1–B5		Total	
		#	%	#	%	#	%	#	%
Kazakhstan	0.2	0	0.0	2	0.1	0	0.0	2	0.1
Kosovo	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Kyrgyz Republic	0.0	0	0.0	1	0.1	0	0.0	1	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, FYR	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Moldova	0.1	2	0.4	3	0.2	0	0.0	5	0.2
Mongolia	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Poland	0.6	3	0.5	15	1.0	2	0.6	20	0.8
Romania	0.5	0	0.0	5	0.3	0	0.0	5	0.2
Russia	2.7	1	0.2	29	1.9	0	0.0	30	1.3
Serbia	0.2	1	0.2	0	0.0	1	0.3	2	0.1
Slovak Republic	0.2	0	0.0	1	0.1	0	0.0	1	0.0
Slovenia	0.1	0	0.0	1	0.1	0	0.0	1	0.0
Tajikistan	0.0	0	0.0	1	0.1	0	0.0	1	0.0
Turkmenistan	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Ukraine	0.6	1	0.2	5	0.3	1	0.3	7	0.3
Uzbekistan	0.1	0	0.0	1	0.1	0	0.0	1	0.0
<b>IMF TOTAL</b>		<b>555</b>	<b>100.0</b>	<b>1,504</b>	<b>100.0</b>	<b>327</b>	<b>100.0</b>	<b>2,386</b>	<b>100.0</b>

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

**Table 3. Distribution of Staff in Grades A9–B5 by Region, Developing/Industrial Country, Gender, Career Stream, and Grade**  
(As of 12/31/2008)

Grade	Africa		Asia		East Asia		Europe		Middle East		Arab Countries		U.S. & Canada		Other W.H.		All IMF		Developing		Transition		Industrial		Women		Men		
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Economists																													
A11	3	3.9	14	7.5	13	13.1	20	3.8	5	8.5	4	9.3	1	0.5	1	0.6	44	3.6	29	5.5	9	10	15	2.2	15	5.2	29	3.1	
A12	9	11.7	19	10.2	17	17.2	42	7.9	9	15.3	7	16.3	9	4.3	14	8.8	102	8.4	58	11.0	13	14.4	44	6.4	35	12.0	67	7.2	
A13	7	9.1	36	19.4	22	22.2	95	17.9	6	10.2	5	11.6	19	9.2	24	15.1	187	15.3	92	17.4	22	24.4	95	13.7	55	18.9	132	14.2	
A14	34	44.2	59	31.7	29	29.3	179	33.6	21	35.6	13	30.2	71	34.3	67	42.1	431	35.3	202	38.2	37	41.1	229	33.1	109	37.5	322	34.7	
A15	14	18.2	18	9.7	5	5.1	79	14.8	8	13.6	8	18.6	46	22.2	23	14.5	188	15.4	67	12.7	4	4.4	121	17.5	41	14.1	147	15.8	
B01	1	1.3	7	3.8	3	3.0	11	2.1	0	0.0	0	0.0	4	1.9	5	3.1	28	2.3	9	1.7	1	1.1	19	2.7	5	1.7	23	2.5	
B02	6	7.8	15	8.1	6	6.1	46	8.6	5	8.5	4	9.3	32	15.5	13	8.2	117	9.6	36	6.8	2	2.2	81	11.7	15	5.2	102	11.0	
B03	0	0.0	7	3.8	2	2.0	26	4.9	3	5.1	1	2.3	14	6.8	6	3.8	56	4.6	17	3.2	1	1.1	39	5.6	5	1.7	51	5.5	
B04	1	1.3	9	4.8	2	2.0	25	4.7	1	1.7	1	2.3	10	4.8	5	3.1	51	4.2	13	2.5	0	0	38	5.5	8	2.7	43	4.6	
B05	2	2.6	2	1.1	0	0.0	9	1.7	1	1.7	0	0.0	0	0.0	1	0.6	15	1.2	6	1.1	1	1.1	9	1.3	3	1.0	12	1.3	
Total	77	100.0	186	100.0	99	100.0	532	100.0	59	100.0	43	100.0	207	100.0	159	100.0	1,220	100.0	529	100.0	90	100	691	100.0	291	100.0	929	100.0	
Specialized Career Streams																													
A09	5	14.3	9	8.3	5	10.4	18	13.3	1	5.0	1	9.1	23	8.9	7	12.7	63	10.3	28	11.6	7	21.9	35	9.5	46	14.6	17	5.7	
A10	5	14.3	13	11.9	7	14.6	13	9.6	4	20.0	3	27.3	34	13.2	16	29.1	85	13.9	44	18.2	8	25.0	41	11.1	58	18.5	27	9.1	
A11	3	8.6	24	22.0	12	25.0	17	12.6	7	35.0	2	18.2	57	22.2	6	10.9	114	18.7	42	17.4	3	9.4	72	19.5	67	21.3	47	15.8	
A12	7	20.0	24	22.0	12	25.0	16	11.9	3	15.0	1	9.1	42	16.3	8	14.5	100	16.4	44	18.2	3	9.4	56	15.2	41	13.1	59	19.9	
A13	5	14.3	14	12.8	8	16.7	27	20.0	3	15.0	2	18.2	29	11.3	8	14.5	86	14.1	39	16.1	8	25.0	47	12.7	43	13.7	43	14.5	
A14	4	11.4	9	8.3	3	6.3	24	17.8	2	10.0	2	18.2	36	14.0	5	9.1	80	13.1	22	9.1	3	9.4	58	15.7	31	9.9	49	16.5	
A15	2	5.7	5	4.6	0	0.0	1	0.7	0	0.0	0	0.0	13	5.1	2	3.6	23	3.8	8	3.3	0	0.0	15	4.1	11	3.5	12	4.0	
B01	1	2.9	5	4.6	1	2.1	4	3.0	0	0.0	0	0.0	7	2.7	2	3.6	19	3.1	6	2.5	0	0.0	13	3.5	6	1.9	13	4.4	
B02	2	5.7	3	2.8	0	0.0	4	3.0	0	0.0	0	0.0	6	2.3	1	1.8	16	2.6	6	2.5	0	0.0	10	2.7	6	1.9	10	3.4	
B03	1	2.9	0	0.0	0	0.0	3	2.2	0	0.0	0	0.0	5	1.9	0	0.0	9	1.5	1	0.4	0	0.0	8	2.2	4	1.3	5	1.7	
B04	0	0.0	0	0.0	0	0.0	6	4.4	0	0.0	0	0.0	3	1.2	0	0.0	9	1.5	0	0.0	0	0.0	9	2.4	0	0.0	9	3.0	
B05	0	0.0	3	2.8	0	0.0	2	1.5	0	0.0	0	0.0	2	0.8	0	0.0	7	1.1	2	0.8	0	0.0	5	1.4	1	0.3	6	2.0	
Total	35	100.0	109	100.0	48	100.0	135	100.0	20	100.0	11	100.0	257	100.0	55	100.0	611	100.0	242	100.0	32	100.0	369	100.0	314	100.0	297	100.0	

Source: PeopleSoft HRMS; Report ID: DAR\_017.  
Note: Totals are staff in grades A9–B5.

**Table 4. Female Staff in Multilateral Organizations  
December 2008**

	Total				Professional Staff				Management			
	Total	Female		Male	Total	Female		Male	Total	Female		Male
		#	%	#		#	%	#		#	%	%
United Nations Population Fund 1/	1,844	978	53.0	866	975	504	52.0	471	3	3	100.0	0
Global Water Partnership Organization 2/	23	15	65.0	8	15	8	53.0	7	5	3	60.0	2
UNICEF 3/	10,754	5,188	48.2	5,566	4,754	2,292	48.2	2,462	639	268	41.9	371
World Bank 4/	7,981	4,150	52.0	3,831	4,561	2,215	48.6	2,346	1,683	473	28.1	1,210
United Nations 5/	23,169	8,427	36.0	14,742	6,661	2,576	38.7	4,085	627	165	26.3	462
European Parliament 6/	5,648	3,311	58.8	2,326	2,127	1,147	53.9	980	261	61	23.4	200
European Bank for Reconstruction and Development	1,407	795	56.5	642	871	360	41.3	511	78	18	23.0	60
Organization for Security and Cooperation in Europe7/	2,861	1,255	44.0	1,606	964	418	43.0	546	135	26	19.3	109
Organization for Economic Cooperation and Development	2,199	1,136	51.7	1,063	970	389	40.1	581	174	32	18.0	142
International Monetary Fund 8/	2,386	1,090	45.7	1,296	1,504	552	36.7	952	327	53	16.2	274
Food &Agriculture Organization 9/	3,634	1,785	49.1	1,849	1,500	496	33.1	1,004	168	24	14.3	144
International Atomic Energy Agency 10/	2,205	948	43.0	1,257	735	194	26.4	541	310	44	14.2	266

1/ Professional: P1/L1 – D2/L7; A3-A4; NOA-NOD. Management: USG, ASG

2/ Professional: Officers. Management: Head of units and Executive Secretary.

3/ Professional: National Officers & Int'l Professional staff of levels: NO-1, NO-2, NO-3, NO-4, NO-5, P-1, P-2, P-3, P-4, L-1, L-2, L-3,

4/ Does not include local staff, short-term consultants, Staff Exchange Program and coterminous appointments; total includes

6 unclassified staff. Support=Grades A-D; Professional = E-G; Management and Senior Technical = H-L. NB: For internal purposes

World Bank defines management as staff with a formal managerial tag; consequently managerial data reported in internal documents may differ.

5/ Professional: P1-P5. Management: D1, D2, ASG, and USG. Figures as of June 30, 2008

6/ Including Political Group Staff.

7/ Professional: NPOs, S1, S2, P1 to P4. Management: S3+, P5+, Heads and Deputy Heads of Field Operations and Institutions.

Numbers as of May 2008.

and L-4. Management: includes International Professional staff of levels: P-5, D-1, D-2, L-5, L-6, L-7, ASG, & USG.

8/ Professional: grades A9-A15; management: grades B1-B5.

9/ Professional: P-5 to P-1 (APO appts included) and N-4 to N-1 level grades. Management: D-1, D-2, ADG and DDG level grades.

10/ Professional Staff: P1-P4. Management: P5, D1-D2, DDG.

**Table 5. Share of Developing Country Nationals by Department and Grade Grouping**  
(As of 12/31/2008)

Department	A1–A8		A9–A15		B1–B5		A9–B5		Total Staff	Developing Country Staff	
	#	%	#	%	#	%	#	%	#	#	%
<b>Total</b>	<b>327</b>	<b>58.9</b>	<b>674</b>	<b>44.8</b>	<b>96</b>	<b>29.4</b>	<b>770</b>	<b>42.1</b>	<b>2,385</b>	<b>1,097</b>	<b>46.0</b>
<b>Area departments</b>	<b>81</b>	<b>63.8</b>	<b>249</b>	<b>49.6</b>	<b>48</b>	<b>36.9</b>	<b>297</b>	<b>47.0</b>	<b>759</b>	<b>378</b>	<b>49.8</b>
AFR	20	76.9	79	52.7	10	29.4	89	48.4	210	109	51.9
APD	8	53.3	34	47.2	9	36.0	43	44.3	112	51	45.5
EUR	18	52.9	38	35.8	7	28.0	45	34.4	165	63	38.2
MCD	18	66.7	47	54.7	9	39.1	56	51.4	136	74	54.4
WHD	17	68.0	51	58.0	13	56.5	64	57.7	136	81	59.6
<b>Functional departments</b>	<b>148</b>	<b>64.3</b>	<b>295</b>	<b>45.9</b>	<b>33</b>	<b>25.0</b>	<b>328</b>	<b>42.3</b>	<b>1,005</b>	<b>476</b>	<b>47.4</b>
FAD	17	65.4	41	44.1	5	25.0	46	40.7	139	63	45.3
FIN	27	61.4	24	36.4	3	27.3	27	35.1	121	54	44.6
INS 1/	20	64.5	24	48	5	41.7	29	46.8	93	49	52.7
LEG	11	68.8	14	36.8	1	14.3	15	33.3	61	26	42.6
MCM	25	62.5	58	42.3	5	17.9	63	38.2	205	88	42.9
RES	12	75	32	49.2	3	21.4	35	44.3	95	47	49.5
SPR	21	70	43	44.8	4	16.0	47	38.8	151	68	45
STA	15	55.6	59	60.2	7	46.7	66	58.4	140	81	57.9
<b>Support departments 2/</b>	<b>98</b>	<b>49.5</b>	<b>130</b>	<b>36.3</b>	<b>15</b>	<b>23.1</b>	<b>145</b>	<b>34.3</b>	<b>621</b>	<b>243</b>	<b>39.1</b>
EXR	8	36.4	16	40.0	3	25.0	19	36.5	74	27	36.5
HRD	20	45.5	20	43.5	2	28.6	22	41.5	97	42	43.3
OMD 3/	10	55.6	11	26.8	5	23.8	16	25.8	80	26	32.5
SEC	12	52.2	10	47.6	3	37.5	13	44.8	52	25	48.1
TGS	48	53.3	73	34.8	2	11.8	75	33.0	317	123	38.8

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

1/ INS includes JAI, JVI and STI.

2/ Total staff includes staff in Administrative Tribunal, under support departments.

3/ OMD includes DMD, INV, OAP, OBP, OIA, OTM, and UNO.

**Table 6. Distribution of A9–B5 Staff by Region and by Department, 2008**  
(In percent)

Department	A9--A15 Staff										B1--B5 Staff										Total A9-B5 Staff																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																										
	Middle East					U.S. and Canada					Other W.H.					Middle East					U.S. and Canada					Other W.H.																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																					
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Source: PeopleSoft HRMS; Report ID: DAR\_004.

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

**Table 7. Share of Women by Department and Grade Grouping**  
(As of 12/31/2008)

Department	A1–A8		A9–A15		B1–B5		A9–B5		Total Staff	Women	
	#	%	#	%	#	%	#	%	#	#	%
<b>Total IMF</b>	<b>485</b>	<b>87.4</b>	<b>552</b>	<b>36.7</b>	<b>53</b>	<b>16.2</b>	<b>605</b>	<b>33.0</b>	<b>2,386</b>	<b>1,090</b>	<b>45.7</b>
<b>Area departments 1/</b>	<b>113</b>	<b>89.0</b>	<b>145</b>	<b>28.8</b>	<b>15</b>	<b>11.5</b>	<b>160</b>	<b>25.3</b>	<b>760</b>	<b>273</b>	<b>35.9</b>
AFR	24	92.3	25	16.6	6	17.6	31	16.8	211	55	26.1
APD	15	100.0	19	26.4	3	12	22	22.7	112	37	33.0
EUR	24	77.4	35	34.7	3	13	38	30.6	155	62	40.0
MCD	24	88.9	33	38.4	3	13	36	33.0	136	60	44.1
WHD	24	96.0	31	35.2	0	0	31	27.9	136	55	40.4
<b>Functional departments</b>	<b>211</b>	<b>91.7</b>	<b>226</b>	<b>35.1</b>	<b>22</b>	<b>16.7</b>	<b>248</b>	<b>32.0</b>	<b>1,005</b>	<b>459</b>	<b>45.7</b>
FAD	25	96.2	23	24.7	2	10.0	25	22.1	139	50	36.0
FIN	40	90.9	32	48.5	3	27.3	35	45.5	121	75	62.0
INS 2/	29	93.5	23	46.0	2	16.7	25	40.3	93	54	58.1
LEG	14	87.5	15	39.5	2	28.6	17	37.8	61	31	50.8
MCM	37	92.5	45	32.8	2	7.1	47	28.5	205	84	41.0
RES	16	100.0	14	21.5	0	0.0	14	17.7	95	30	31.6
SPR	29	96.7	36	37.5	6	24.0	42	34.7	151	71	47.0
STA	21	77.8	38	38.8	5	33.3	43	38.1	140	64	45.7
<b>Support departments 3/</b>	<b>162</b>	<b>81.3</b>	<b>181</b>	<b>50.6</b>	<b>16</b>	<b>24.6</b>	<b>197</b>	<b>46.6</b>	<b>622</b>	<b>358</b>	<b>57.6</b>
EXR	21	95.5	25	62.5	2	16.7	27	51.9	74	48	64.9
HRD	41	93.2	30	65.2	3	42.9	33	62.3	97	74	76.3
OMD 4/	15	83.3	17	41.5	2	9.5	19	30.6	80	34	42.5
SEC	16	69.6	8	38.1	3	37.5	11	37.9	52	27	51.9
TGS	67	74.4	101	48.1	6	35.3	107	47.1	317	174	54.9

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

1/ Total includes staff in the Office in Europe.

2/ INS includes JAI, JVI, and STI.

3/ Total includes staff in the Administrative Tribunal Office.

4/ OMD includes DMD, INV, OAP, OBP, OIA, OTM, and UNO.

**Table 8. Separations/Recruitment by Diversity Category<sup>1</sup>, 2008**

Category	Grade	Separations <sup>2</sup>		Resignations		Recruitment <sup>3</sup>	
		#	%	#	%	#	%
Women	A9–A15	40	31.3	19	24.4	20	37.7
	B1–B5	8	17.8	4	44.4	3	27.3
Developing countries	A9–A15	47	36.7	26	33.3	29	54.7
	B1–B5	15	33.3	4	44.4	5	45.5
African region	A9–A15	7	5.5	4	5.1	1	1.9
	B1–B5	1	2.2	1	11.1	2	18.2
Middle eastern region	A9–A15	8	6.3	4	5.1	9	17.0
	B1–B5	5	11.1	0	0.0	0	0.0
Transition countries	A9–A15	7	5.5	5	0.0	8	15.1
	B1–B5	1	2.2	1	11.1	1	9.1
East Asian countries <sup>4</sup>	A9–A15	11	8.6	6	7.7	11	22.0
	B1–B5	0	0.0	0	0.0	3	27.3

Source: PeopleSoft HRMS; Report ID: DAR\_017a.

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

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

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

4/ East Asian countries include: Brunei Darussalam, Cambodia, Indonesia, Lao P.D.R.; Malaysia, Myanmar, Philippines, Singapore, Thailand, Vietnam, China, Japan, and Korea.

**Table 8a. Appointments and Separations of Chinese Staff, 2008**

Grade	Appointments	Promotions	Separations
A9–A15	5	11	1
B1–B5	0	0	0

Source: HR Cognos.



**Table 9. Recruitment of Women by Career Stream and Grade Grouping**

	A1–A8			A9–A15			B1–B5		
	#	Total	%	#	Total	%	#	Total	%
<b>EPs</b>									
2008	n.a.	n.a.	n.a.	5	20	25.0	0	0	0.0
2007	n.a.	n.a.	n.a.	8	21	38.1	0	0	0.0
2006	n.a.	n.a.	n.a.	10	26	38.5	0	0	0.0
2005	n.a.	n.a.	n.a.	11	36	30.6	0	0	0.0
2004	n.a.	n.a.	n.a.	13	35	37.1	0	0	0.0
Total 2004–2008	n.a.	n.a.	n.a.	47	138	34.1	0	0	0.0
<b>Economists</b>									
2008	n.a.	n.a.	n.a.	7	20	35.0	2	9	22.2
2007	n.a.	n.a.	n.a.	4	42	9.5	0	8	0.0
2006	n.a.	n.a.	n.a.	9	41	22.0	0	3	0.0
2005	n.a.	n.a.	n.a.	7	51	13.7	1	3	33.3
2004	n.a.	n.a.	n.a.	7	56	12.5	1	7	14.3
Total 2004–2008	n.a.	n.a.	n.a.	34	210	16.2	4	30	13.3
<b>Specialized Career Streams</b>									
2008	16	22	72.7	6	12	50.0	1	2	50.0
2007	27	35	77.1	13	27	48.1	1	2	50.0
2006	24	30	80.0	12	28	42.9	2	8	25.0
2005	39	47	83.0	14	32	43.8	0	0	0.0
2004	31	44	70.5	10	34	29.4	0	1	0.0
Total 2004–2008	137	178	77.0	55	133	41.4	4	13	30.8
<b>All</b>									
2008	16	22	72.7	18	52	34.6	3	11	27.3
2007	27	35	77.1	25	90	27.8	1	10	10.0
2006	24	30	80.0	31	95	32.6	2	11	18.2
2005	39	47	83.0	32	119	26.9	1	3	33.3
2004	31	44	70.5	30	125	24.0	1	8	12.5
Total 2004–2008	137	178	77.0	136	481	28.3	8	43	18.6

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

**Table 10. Staff Promoted by Region, Selected Subregions, Gender, Career Stream, and Grade Grouping, 2007  
(2007 in parentheses)**

Region	A1–A8				A9–A12				A13–A15				B1–B5			
	2008			2007	2008			2007	2008			2007	2008			2007
	#	Total <sup>1</sup>	% <sup>2</sup>	(%)	#	Total	%	(%)	#	Total	%	(%)	#	Total	%	(%)
<b>Economists</b>																
Africa	n.a.	n.a.	n.a.	n.a.	1	12	8.3	(7.1)	6	55	10.9	(8.3)	3	10	30.0	(25.0)
Asia	n.a.	n.a.	n.a.	n.a.	6	33	18.2	(17.6)	16	113	14.2	(17.8)	9	40	22.5	(23.1)
East Asia	n.a.	n.a.	n.a.	n.a.	6	30	20.0	(14.3)	11	56	19.6	(16.1)	1	13	7.7	(27.3)
Europe	n.a.	n.a.	n.a.	n.a.	9	62	14.5	(25.7)	59	353	16.7	(13.9)	36	117	30.8	(11.9)
U.K.	n.a.	n.a.	n.a.	n.a.	0	2	0.0	(50.0)	6	33	18.2	(9.1)	10	33	30.3	(7.9)
Middle East	n.a.	n.a.	n.a.	n.a.	5	14	35.7	(13.3)	7	35	20.0	(11.1)	3	10	30.0	(23.1)
Arab countries	n.a.	n.a.	n.a.	n.a.	3	11	27.3	(20.0)	6	26	23.1	(11.1)	3	6	50.0	(33.3)
U.S. & Canada	n.a.	n.a.	n.a.	n.a.	2	11	18.2	(20.0)	17	136	12.5	(11.3)	11	60	18.3	(16.4)
Other Western Hemisphere	n.a.	n.a.	n.a.	n.a.	3	15	20.0	(23.8)	14	114	12.3	(16.4)	6	30	20.0	(14.8)
<b>Total</b>	n.a.	n.a.	n.a.	n.a.	<b>26</b>	<b>147</b>	<b>17.7</b>	<b>(20.8)</b>	<b>119</b>	<b>806</b>	<b>14.8</b>	<b>(13.8)</b>	<b>68</b>	<b>267</b>	<b>25.5</b>	<b>(15.8)</b>
Developing countries	n.a.	n.a.	n.a.	n.a.	19	87	21.8	(15.2)	58	361	16.1	(15.9)	19	81	23.5	(17.3)
Transition countries	n.a.	n.a.	n.a.	n.a.	3	22	13.6	(12.5)	14	63	22.2	(19.7)	1	5	20.0	(0.0)
Industrial countries	n.a.	n.a.	n.a.	n.a.	7	60	11.7	(28.4)	61	445	13.7	(12.2)	49	186	26.3	(15.2)
<b>Women</b>	n.a.	n.a.	n.a.	n.a.	<b>11</b>	<b>50</b>	<b>22.0</b>	<b>(17.5)</b>	<b>39</b>	<b>205</b>	<b>19.0</b>	<b>(17.5)</b>	<b>10</b>	<b>36</b>	<b>27.8</b>	<b>(28.1)</b>
<b>Men</b>	n.a.	n.a.	n.a.	n.a.	<b>15</b>	<b>97</b>	<b>15.5</b>	<b>(22.7)</b>	<b>80</b>	<b>601</b>	<b>13.3</b>	<b>(12.7)</b>	<b>58</b>	<b>231</b>	<b>25.1</b>	<b>(14.2)</b>
<b>Specialized Career Streams</b>																
Africa	7	69	10.1	(6.9)	4	20	20.0	(17.4)	0	11	0.0	(36.4)	1	4	25.0	(25.0)
Asia	16	115	13.9	(12.6)	12	70	17.1	(22.5)	5	28	17.9	(25.0)	0	11	0.0	(30.0)
East Asia	13	76	17.1	(13.6)	6	36	16.7	(25.0)	2	11	18.2	(0.0)	0	1	0.0	(0.0)
Europe	11	96	11.5	(6.5)	15	64	23.4	(15.3)	5	52	9.6	(21.8)	4	19	21.1	(22.2)
U.K.	3	39	7.7	(2.3)	4	10	40.0	(33.3)	0	4	0.0	(42.9)	3	11	27.3	(37.5)
Middle East	0	17	0.0	(5.0)	3	15	20.0	(16.7)	1	5	20.0	(25.0)	0	0	0.0	(0.0)
Arab countries	0	13	0.0	(7.7)	2	7	28.6	(11.1)	0	4	0.0	(25.0)	0	0	0.0	(0.0)
U.S. & Canada	16	146	11.0	(11.0)	23	156	14.7	(13.3)	11	78	14.1	(7.8)	4	23	17.4	(20.7)
Other Western Hemisphere	13	112	11.6	(10.5)	9	37	24.3	(17.5)	1	15	6.7	(26.7)	0	3	0.0	(16.7)
<b>Total</b>	<b>63</b>	<b>555</b>	<b>11.4</b>	<b>(9.8)</b>	<b>66</b>	<b>362</b>	<b>18.2</b>	<b>(16.3)</b>	<b>23</b>	<b>189</b>	<b>12.2</b>	<b>(17.1)</b>	<b>9</b>	<b>60</b>	<b>15.0</b>	<b>(21.7)</b>
Developing countries	37	327	11.3	(9.3)	30	158	19.0	(17.5)	9	69	13.0	(25.4)	1	15	6.7	(26.3)
Transition countries	4	18	22.2	(0.0)	4	21	19.0	(4.8)	2	11	18.2	(9.1)	0	0	0.0	(0.0)
Industrial countries	26	228	11.4	(10.5)	36	204	17.6	(15.3)	14	120	11.7	(13.2)	8	45	17.8	(20.0)
<b>Women</b>	<b>56</b>	<b>485</b>	<b>11.5</b>	<b>(10.0)</b>	<b>42</b>	<b>212</b>	<b>19.8</b>	<b>(18.0)</b>	<b>7</b>	<b>85</b>	<b>8.2</b>	<b>(23.3)</b>	<b>3</b>	<b>17</b>	<b>17.6</b>	<b>(18.2)</b>
<b>Men</b>	<b>7</b>	<b>70</b>	<b>10.0</b>	<b>(8.9)</b>	<b>24</b>	<b>150</b>	<b>16.0</b>	<b>(14.0)</b>	<b>16</b>	<b>104</b>	<b>15.4</b>	<b>(11.9)</b>	<b>6</b>	<b>43</b>	<b>14.0</b>	<b>(23.4)</b>
<b>Economists &amp; Specialized Career Streams</b>																
Africa	7	69	10.1	(6.9)	5	32	15.6	(13.5)	6	66	9.1	(12.7)	4	14	28.6	(25.0)
Asia	16	115	13.9	(12.6)	18	103	17.5	(21.1)	21	141	14.9	(19.0)	9	51	17.6	(24.5)
East Asia	13	76	17.1	(13.6)	12	66	18.2	(20.6)	13	67	19.4	(13.8)	1	14	7.1	(27.3)
Europe	11	96	11.5	(6.5)	24	126	19.0	(20.5)	64	405	15.8	(14.9)	40	136	29.4	(13.2)
U.K.	3	39	7.7	(2.3)	4	12	33.3	(37.5)	6	37	16.2	(15.0)	13	44	29.5	(13.0)
Middle East	0	17	0.0	(5.0)	8	29	27.6	(15.2)	8	40	20.0	(12.5)	3	10	30.0	(20.0)
Arab countries	0	13	0.0	(7.7)	5	18	27.8	(15.8)	6	30	20.0	(12.9)	3	6	50.0	(33.3)
U.S. & Canada	16	146	11.0	(11.0)	25	167	15.0	(13.8)	28	214	13.1	(9.9)	15	83	18.1	(17.6)
Other Western Hemisphere	13	112	11.6	(10.5)	12	52	23.1	(19.7)	15	129	11.6	(17.5)	6	33	18.2	(15.2)
<b>Total</b>	<b>63</b>	<b>555</b>	<b>11.4</b>	<b>(9.8)</b>	<b>92</b>	<b>509</b>	<b>18.1</b>	<b>(17.7)</b>	<b>142</b>	<b>995</b>	<b>14.3</b>	<b>(14.4)</b>	<b>77</b>	<b>327</b>	<b>23.5</b>	<b>(17.0)</b>
Developing countries	37	327	11.3	(9.3)	49	245	20.0	(16.7)	67	430	15.6	(17.2)	20	96	20.8	(19.0)
Transition countries	4	18	22.2	(0.0)	7	43	16.3	(8.9)	16	74	21.6	(18.1)	1	5	20.0	(0.0)
Industrial countries	26	228	11.4	(10.5)	43	264	16.3	(18.6)	75	565	13.3	(12.5)	57	231	24.7	(16.2)
<b>Women</b>	<b>56</b>	<b>485</b>	<b>11.5</b>	<b>(10.0)</b>	<b>53</b>	<b>262</b>	<b>20.2</b>	<b>(17.9)</b>	<b>46</b>	<b>290</b>	<b>15.9</b>	<b>(19.3)</b>	<b>13</b>	<b>53</b>	<b>24.5</b>	<b>(24.1)</b>
<b>Men</b>	<b>7</b>	<b>70</b>	<b>10.0</b>	<b>(8.9)</b>	<b>39</b>	<b>247</b>	<b>15.8</b>	<b>(17.4)</b>	<b>96</b>	<b>705</b>	<b>13.6</b>	<b>(12.6)</b>	<b>64</b>	<b>274</b>	<b>23.4</b>	<b>(15.7)</b>

Source: PeopleSoft HRMS; Report ID: DAR\_016b.

<sup>1</sup> Total number of staff from each region at each grade group as of 12/31/2008.

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

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

	Africa	Asia	Europe	Middle East	U.S. and Canada	Other Western Hemisphere	Total	Developing Countries	Transition Countries	Industrial Countries	Women	Men
<b>Ratio of A15/A14</b>												
2008	.41	.31	.44	.38	.65	.34	.44	.33	.11	.53	.38	.46
2007	.42	.40	.47	.32	.59	.28	.44	.34	.17	.52	.38	.45
2006	.39	.43	.48	.39	.63	.30	.46	.36	.17	.53	.39	.47
2005	.41	.46	.47	.56	.54	.27	.45	.36	.16	.51	.38	.46
2004	.50	.36	.48	.47	.63	.30	.46	.36	.27	.54	.35	.49
<b>Percent of staff in A15-B5 of all economists/region</b>												
2008	31.2	31.2	36.9	30.1	51.2	33.3	37.3	27.9	10.0	44.4	26.5	40.7
2007	28.0	33.0	35.4	31.3	51.1	28.2	36.2	27.0	9.1	43.1	23.7	39.9
2006	29.3	32.6	35.2	34.3	49.8	28.9	36.2	28.3	8.8	42.0	23.4	40.0
2005	30.1	33.0	34.3	40.3	49.0	28.7	36.1	28.8	7.9	41.3	22.8	39.9
2004	31.7	31.4	34.0	41.9	49.4	29.2	36.1	28.5	9.9	41.4	21.1	40.3
<b>Average time in grade A15</b>												
2008	5.9	3.5	4.2	4.7	4.3	4.1	4.3	4.2	1.8	4.3	3.5	4.5
2007	5.5	3.2	3.7	4.0	4.0	3.8	3.9	3.8	2.5	3.9	3.5	4.0
2006	3.9	1.9	2.7	3.9	3.2	3.1	2.9	2.9	1.6	2.9	2.0	3.1
2005	5.1	2.0	2.7	3.1	3.7	3.2	3.1	3.0	1.5	3.1	2.2	3.3
2004	3.9	1.9	2.7	3.9	3.2	3.1	2.9	2.9	1.6	2.9	2.0	3.1
<b>Average time in grade A14</b>												
2008	5.6	3.4	3.7	4.4	5.4	5.1	4.4	4.5	3.4	4.4	3.7	4.7
2007	4.7	3.4	3.5	4.4	5.0	4.5	4.1	4.1	3.0	4.0	3.5	4.2
2006	4.4	3.1	3.3	3.6	4.8	4.2	3.8	3.8	2.8	3.8	3.3	3.9
2005	3.8	2.7	3.0	3.6	3.9	3.5	3.3	3.3	2.7	3.3	2.9	3.4
2004	3.4	2.6	2.9	4.5	3.8	3.2	3.2	3.1	2.5	3.3	2.7	3.3

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

**Table 12. Recruitment of Developing Country Nationals by Career Stream and Grade Grouping**

	A1–A8			A9–A15			B1–B5		
	#	Total	%	#	Total	%	#	Total	%
<b>EPs</b>									
2008	n.a.	n.a.	n.a.	15	20	75.0	0	0	0
2007	n.a.	n.a.	n.a.	12	21	57.1	0	0	0
2006	n.a.	n.a.	n.a.	20	26	76.9	0	0	0
2005	n.a.	n.a.	n.a.	17	36	47.2	0	0	0
2004	n.a.	n.a.	n.a.	21	35	60.0	0	0	0
Total 2004–2008	n.a.	n.a.	n.a.	85	138	61.6	0	0	0
<b>Economists</b>									
2008	n.a.	n.a.	n.a.	7	20	35.0	4	9	44.4
2007	n.a.	n.a.	n.a.	19	42	45.2	1	8	12.5
2006	n.a.	n.a.	n.a.	19	41	46.3	0	3	0.0
2005	n.a.	n.a.	n.a.	18	51	35.3	1	3	33.3
2004	n.a.	n.a.	n.a.	19	56	33.9	1	7	14.3
Total 2004–2008	n.a.	n.a.	n.a.	82	210	39.0	7	30	23.3
<b>Specialized Career Streams</b>									
2008	17	22	77.3	6	12	50.0	1	2	50
2007	21	35	60	17	27	63.0	1	2	50
2006	19	30	63.3	8	28	28.6	0	8	0.0
2005	26	47	55.3	15	32	46.9	0	0	0.0
2004	27	44	61.4	13	34	38.2	0	1	0.0
Total 2004–2008	110	178	61.8	59	133	44.4	2	13	15.4
<b>All</b>									
2008	17	22	77.3	28	52	53.8	5	11	45.5
2007	21	35	60	48	90	53.3	2	10	20
2006	19	30	63.3	47	95	49.5	0	11	0.0
2005	26	47	55.3	50	119	42.0	1	3	33.3
2004	27	44	61.4	53	125	42.4	1	8	12.5
Total 2004–2008	110	178	61.8	226	481	47.0	9	43	20.9

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

**Table 13. Transition Country Staff by Career Stream and Grade Grouping**

Year	A1–B5											
	A1–A8		A9–A15				B1–B5				Total A1–B5	
			Economists		Specialized		Economists		Specialized			
	#	%	#	%	#	%	#	%	#	%	#	%
2008	18	3.2	85	8.9	32	5.8	5	1.9	0	0.0	140	5.9
2007	20	3.1	85	8.3	32	5.4	4	1.0	0	0.0	141	5.4
2006	21	3.1	77	7.5	31	5.1	4	1.0	0	0.0	133	5.0
2005	23	3.3	72	7.0	30	4.8	4	1.0	0	0.0	129	4.8
2004	29	4.0	67	6.6	28	4.5	3	1.0	0	0.0	127	4.8

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

**Table 14. Recruitment by Region, Gender, Career Stream, and Grade Grouping (2004–2008)**

Region	Country Quota %	Economists				Specialized Career Streams				Total			
		A9–A15		B1–B5		A9–A15		B1–B5		A9–A15		B1–B5	
		#	%	#	%	#	%	#	%	#	%	#	%
Africa	4.2	19	5.7	2	6.7	8	6.1	0	0.0	27	5.8	2	4.7
Asia	19.0	68	20.5	11	36.7	28	21.4	3	23.1	96	20.7	14	32.6
East Asia	14.5	54	16.3	9	30.0	13	9.9	1	7.7	67	14.5	10	23.3
Europe	40.9	146	44	10	33.3	38	29.0	5	38.5	184	39.7	15	34.9
U.K.	4.9	16	4.8	0	0.0	9	6.9	0	0.0	25	5.4	0	0.0
European Transition Countries	7.4	36	10.8	1	3.3	6	4.6	0	0.0	42	9.1	1	2.3
Middle East	8.6	27	8.1	0	0.0	6	4.6	0	0.0	33	7.1	0	0.0
Arab countries	6.8	21	6.3	0	0.0	6	4.6	0	0.0	27	5.8	0	0.0
U.S. and Canada	20.0	34	10.2	5	16.7	42	32.1	4	30.8	76	16.4	9	20.9
Other Western Hemisphere	7.3	38	11.4	2	6.7	9	6.9	1	7.7	47	10.2	3	7.0
Total	100.0	332	100	30	100	131	100	13	100	463	100	43	100
Developing countries	40.0	159	47.9	7	23.3	55	42	2	15.4	214	46.2	9	20.9
Transition countries	7.4	36	10.8	1	3.3	6	4.6	0	0	42	9.1	1	2.3
Industrial countries	60.0	173	52.1	23	76.7	76	58	11	84.6	249	53.8	34	79.1
Women	n.a.	79	23.8	4	13.3	53	40.5	4	30.8	132	28.5	8	18.6
Men	n.a.	253	76.2	26	86.7	78	59.5	9	69.2	331	71.5	35	81.4

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

**Table 15. Average Time in Current Grades A14 and A15 for Economists by Region, Selected Subregions, Developing/Industrial Country, and Gender**

Region	A14			A15		
	2006		2007		2008	
	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	36	4.4	36	4.7	34	5.6
Asia	60	3.1	60	3.4	59	3.9
East Asia	27	2.8	31	3.1	29	3.4
China	4	3.1	6	2.6	9	2.7
Europe	162	3.3	172	3.5	179	3.7
U.K.	17	2.2	16	2.7	16	2.7
Middle East	23	3.6	22	4.4	21	4.4
Arab countries	15	3.1	13	4.2	13	4.4
U.S. and Canada	73	4.8	75	5.0	71	5.4
Other Western Hemisphere	70	4.2	74	4.5	67	5.1
<b>Total</b>	<b>424</b>	<b>3.8</b>	<b>439</b>	<b>4.1</b>	<b>431</b>	<b>4.4</b>
Developing countries	190	3.8	202	4.1	202	4.5
Transition countries	24	2.8	30	3.0	37	3.4
Industrial countries	234	3.8	237	4.0	229	4.4
<b>Women</b>	<b>93</b>	<b>3.3</b>	<b>100</b>	<b>3.5</b>	<b>109</b>	<b>3.7</b>
<b>Men</b>	<b>331</b>	<b>3.9</b>	<b>339</b>	<b>4.2</b>	<b>322</b>	<b>4.7</b>

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

**Table 16. 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>																
2008	n.a.	n.a.	n.a.	n.a.	255	26.8	698	73.2	36	13.5	231	86.5	291	23.9	929	76.1
2007	n.a.	n.a.	n.a.	n.a.	263	25.8	756	74.2	32	11.5	246	88.5	295	22.7	1,002	77.3
2006	n.a.	n.a.	n.a.	n.a.	262	25.5	765	74.5	33	11.6	251	88.4	295	22.5	1,016	77.5
2005	n.a.	n.a.	n.a.	n.a.	257	25.1	767	74.9	33	11.3	260	88.7	290	22.0	1,027	78.0
2004	n.a.	n.a.	n.a.	n.a.	249	24.7	759	75.3	31	10.6	262	89.4	280	21.5	1,021	78.5
<b>Specialized Career Streams</b>																
2008	485	87.4	70	12.6	297	53.9	254	46.1	17	28.3	43	71.7	799	68.5	367	31.5
2007	562	87.7	79	12.3	318	53.2	280	46.8	22	31.9	47	68.1	902	69.0	406	31.0
2006	584	86.8	89	13.2	328	52.6	295	47.4	25	35.2	46	64.8	937	68.5	430	31.5
2005	601	86.7	92	13.3	324	52.3	295	47.7	23	34.3	44	65.7	948	68.7	431	31.3
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
<b>Total</b>																
2008	485	87.4	70	12.6	552	36.7	952	63.3	53	16.2	274	83.8	1,090	45.7	1,296	54.3
2007	562	87.7	79	12.3	581	35.9	1,036	64.1	54	15.6	293	84.4	1,197	46.0	1,408	54.0
2006	584	86.8	89	13.2	590	35.8	1,060	64.2	58	16.3	297	83.7	1,232	46.0	1,446	54.0
2005	601	86.7	92	13.3	581	35.4	1,062	64.6	56	15.6	304	84.4	1,238	45.9	1,458	54.1
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

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



**Table 17. Share of Arab and Other Middle Eastern (ME) Staff in Grades A9–A15 and B1–B5**

	Arab A9–A15		Other ME A9–A15		Arab B1–B5		Other ME B1–B5	
	#	%	#	%	#	%	#	%
2008	43	2.9	21	1.4	6	1.8	4	1.2
2007	46	2.8	23	1.4	6	1.7	9	2.6
2006	50	3.0	24	1.5	7	2.0	10	2.8
2005	47	2.8	22	1.3	7	1.9	10	2.8
2004	40	2.4	23	1.4	9	2.5	11	3.0

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

**Table 18. Share of U.K. and Other European Countries in Grades A9–A15 and B1–B5**

	U.K. A9–A15		Other Europe A9–A15		U.K. B1–B5		Other Europe B1–B5	
	#	%	#	%	#	%	#	%
2008	49	3.3	365	24.3	44	13.5	87	26.6
2007	56	3.5	396	24.5	46	13.3	87	25.1
2006	64	3.9	401	24.3	42	11.8	97	27.3
2005	65	4.0	406	24.7	44	12.2	94	26.1
2004	61	3.7	499	30.6	44	12.1	95	26.2

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

**Table 19. Share of Asian and East Asian Staff in Grades A9–A15 and B1–B5**

	Asia A9–A15		East Asia A9–A15		Asia B1–B5		East Asia B1–B5	
	#	%	#	%	#	%	#	%
2008	244	16.2	133	8.8	51	15.6	14	4.3
2007	256	15.8	133	8.2	49	14.1	11	3.2
2006	253	15.3	126	7.6	47	13.2	12	3.4
2005	258	15.7	124	7.5	50	13.9	15	4.2
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

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

## 2008 Developing and Industrial Country Groupings

Developing					Industrial
Afghanistan	Cote D'Ivoire	Kiribati	Oman	Syrian Arab Republic	Australia
Albania	Croatia	Kuwait	Pakistan	Tajikistan	Austria
Algeria	Cyprus	Korea	Palau	Tanzania	Belgium
Angola	Czech Republic	Kyrgyz Republic	Panama	Thailand	Canada
Antigua and Barbuda	Djibouti	Lao People's Dem. Rep.	Papua New Guinea	Timor-Leste	Denmark
Argentina	Dominica	Latvia	Paraguay	Togo	Finland
Armenia	Dominican Republic	Lebanon	Peru	Tonga	France
Azerbaijan	Ecuador	Lesotho	Philippines	Trinidad and Tobago	Germany
The Bahamas	Egypt	Liberia	Poland	Tunisia	Greece
Bahrain	El Salvador	Libya	Qatar	Turkey	Iceland
Bangladesh	Equatorial Guinea	Lithuania	Romania	Turkmenistan	Ireland
Barbados	Eritrea	Macedonia	Russia	Uganda	Italy
Belarus	Estonia	Madagascar	Rwanda	Ukraine	Japan
Belize	Ethiopia	Malawi	St. Kitts and Nevis	United Arab Emirates	Luxembourg
Benin	Fiji	Malaysia	St. Lucia	Uruguay	Netherlands
Bhutan	Gabon	Maldives	St. Vincent and the Grenadines	Uzbekistan	New Zealand
Bolivia	The Gambia	Mali		Vanuatu	Norway
Bosnia and Herzegovina	Georgia	Malta	Samoa	Venezuela	Spain
Botswana	Ghana	Marshall Islands	San Marino	Vietnam	Sweden
Brazil	Grenada	Mauritania	São Tomé and Príncipe	Yemen	Switzerland
Brunei Darussalam	Guatemala	Mauritius	Saudi Arabia	Zambia	United Kingdom
Bulgaria	Guinea	Mexico	Senegal	Zimbabwe	United States
Burkina Faso	Guinea-Bissau	Federated States of Micronesia	Serbia		
Burundi	Guyana		Seychelles		
Cambodia	Haiti	Moldova	Sierra Leone		
Cameroon	Honduras	Mongolia	Singapore		
Cape Verde	Hungary	Montenegro	Slovak Republic		
Central African Republic	India	Morocco	Slovenia		
Chad	Indonesia	Mozambique	Solomon Islands		
Chile	Iran	Myanmar	Somalia		
China	Iraq	Namibia	South Africa		
Colombia	Israel	Nepal	Sri Lanka		
Comoros	Jamaica	Nicaragua	Sudan		
Democratic Republic of Congo	Jordan	Niger	Suriname		
Republic of Congo	Kazakhstan	Nigeria	Swaziland		
Costa Rica	Kenya				