



# The International Civil Service Commission

Promoting and maintaining exemplary service to the **United Nations** common system since 1975

Four overlapping squares in light blue, white, dark blue, and tan are located in the bottom left corner.

2023

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**Mr. Larbi Djacta**

**Chairman  
International Civil Service Commission**



The International Civil Service Commission has evolved considerably since it was created 48 years ago. Yet in its essence it remains the same: to provide a system of compensation that enables international organizations to attract the best and brightest staff, whether humanitarian officers in the deep field, civilian peacekeeping personnel, atomic scientists capable of the latest technologies, or cutting-edge climate economists.

As Chair of the Commission, I take this responsibility seriously. I also believe that this important task cannot be achieved without the active participation and engagement of the member organizations and staff that make up the common system. As our stakeholders continue to evolve and rejuvenate, so must the policies, remuneration packages and tools that the Commission puts at their disposal and the methods it uses to implement its mandate.

This publication highlights some of the Commission's many achievements and challenges through the years. It also celebrates some of the Commission's efforts to stay abreast of changes.

I look forward to maintaining the Commission's proud tradition of promoting an independent, competitive and performance-driven common system, at the service of the peoples of the United Nations.

It is to the staff and organizations of the common system that I would like to dedicate this publication, those who work day-in, day-out to build a more peaceful world and a sustainable environment in furtherance of the Sustainable Development Goals.

**Larbi Djacta**  
ICSC Chair



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# UN common system

The term **common system** is shorthand for the United Nations common system of salaries, allowances and other conditions of service. Its origins can be traced to the relationship agreements between the United Nations and the specialized agencies that: develop common personnel standards, methods and arrangements designed to avoid serious discrepancies in terms and conditions of employment; to avoid competition in recruitment of personnel; and to facilitate the interchange of personnel. Other rationales for a common system include: **economy of scale**, central maintenance of salary scales and allowance schedules means far fewer resources have to be deployed for these purposes in each organization; **equity**, a uniform approach to conditions of service helps to improve morale and satisfaction among staff; and **cost-efficiency**, for the Member States, a common set of employment conditions permits an overview of staff costs.



United Nations  
United Nations Office for Project Services (UNOPS)  
World Food Programme (WFP)  
United Nations Joint United Nations Programme on HIV/AIDS (UNAIDS)  
World Meteorological Organization (WMO)  
United Nations Development Programme (UNDP)  
International Trade Centre (ITC)  
United Nations Educational, Scientific and Cultural Organization (UNESCO)  
International Telecommunication Union (ITU)  
United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA)  
Pan American Health Organization (PAHO)  
United Nations Population Fund (UNFPA)  
United Nations High Commissioner for Refugees (UNHCR)  
International Civil Aviation Organization (ICAO)  
Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization (CTBTO)  
International Seabed Authority (ISA)  
United Nations Entity for Gender Equality and the Empowerment of Women (UN Women)  
Food and Agriculture Organization (FAO)  
World Health Organization (WHO)  
United Nations Industrial Development Organization (UNIDO)  
International Atomic Energy Agency (IAEA)  
World Intellectual Property Organization (WIPO)  
International Fund for Agricultural Development (IFAD)  
International Tribunal for the Law of the Sea (ITLOS)  
United Nations Children's Fund (UNICEF)  
International Labour Organization (ILO)  
Universal Postal Union (UPU)  
International Maritime Organization (IMO)  
World Tourism Organization (UNWTO)

# The Commission

## Commission Members 2023



Mr. Larbi Djacta  
Algeria  
**Chair**



Mr. Boguslaw Winid  
Poland  
**Vice-Chair**



Mr. Andrew G. Bangali  
Sierra Leone



Mr. Xavier Bellmont Roldán  
Spain



Ms. Claudia A. Bueno Reynaga  
Mexico



Mr. Spyridon Flogaitis  
Greece



Mr. Igor Golubovskiy  
Russian Federation



Ms. Kaji Misako  
Japan



Mr. Pan-Suk Kim  
Republic of Korea



Mr. Ali Kurer  
Libya



Mr. Jeffrey Mounts  
United States of



Ms. Shauna Olney  
Canada



Mr. João Vargas  
Brazil



Mr. Xiaochu Wang  
China



Mr. El Hassane Zahid  
Morocco



The **International Civil Service Commission (ICSC)** is an independent expert body established by the United Nations General Assembly. Its mandate is to regulate and coordinate the conditions of service of staff within the United Nations common system, while promoting and maintaining high standards in the international civil service.

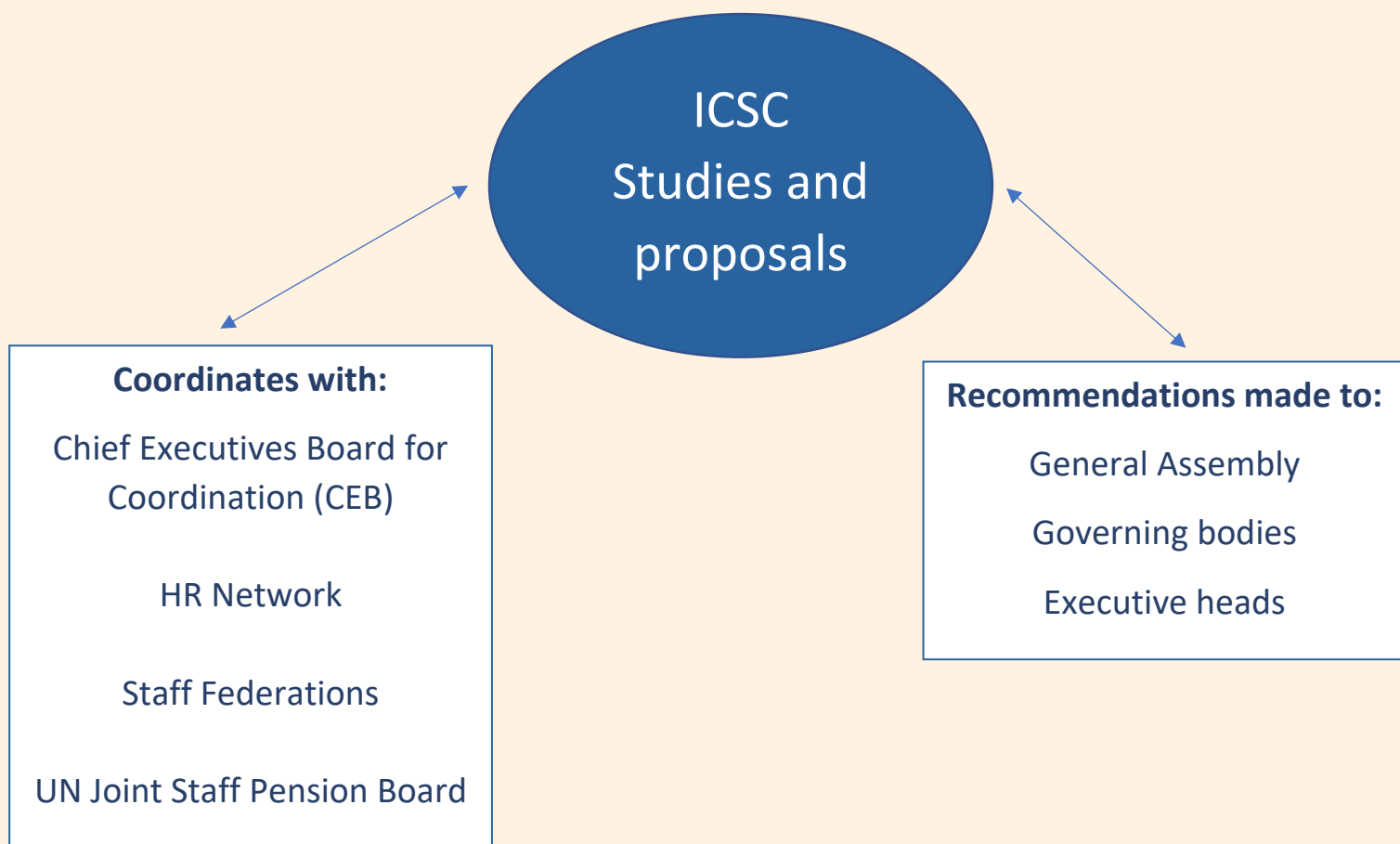
The Commission is composed of 15 members who serve in their personal capacity. They are appointed by the General Assembly for four-year terms, with due regard for broad geographical representation. The Chair and the Vice-Chair are full-time members and are based in New York. The full Commission meets twice a year. Other working groups and panels are established on an ad hoc basis.

## ACPAQ

The ICSC is assisted in its functions by an expert subsidiary body, the Advisory Committee on Post Adjustment Questions (ACPAQ), which provides technical advice on the methodology of the post adjustment system. The ACPAQ is composed of six members and is chaired by the Vice-Chair of ICSC.



# How ICSC works



# ICSC Functions

## Determines:

- Methodologies by which the principles for determining conditions of service should be applied
- Job classification standards
- Mobility and hardship allowances
- Post adjustment classifications
- Daily subsistence allowance rates
- Danger Pay

## Recommendations to the General Assembly on:

- Broad principles to determine conditions of service
- Scales of salaries for Professional staff
- Staff assessment
- Education grant, home leave, repatriation grant, termination indemnities, dependency allowances & language incentive for Professional and above staff

## Recommendations to Organizations on:

- General Service salary scales at headquarters
- Human resources policies
- Gender balance/Work-life issues
- Contractual arrangements
- Performance Management
- Standards of conduct
- Staff training policy

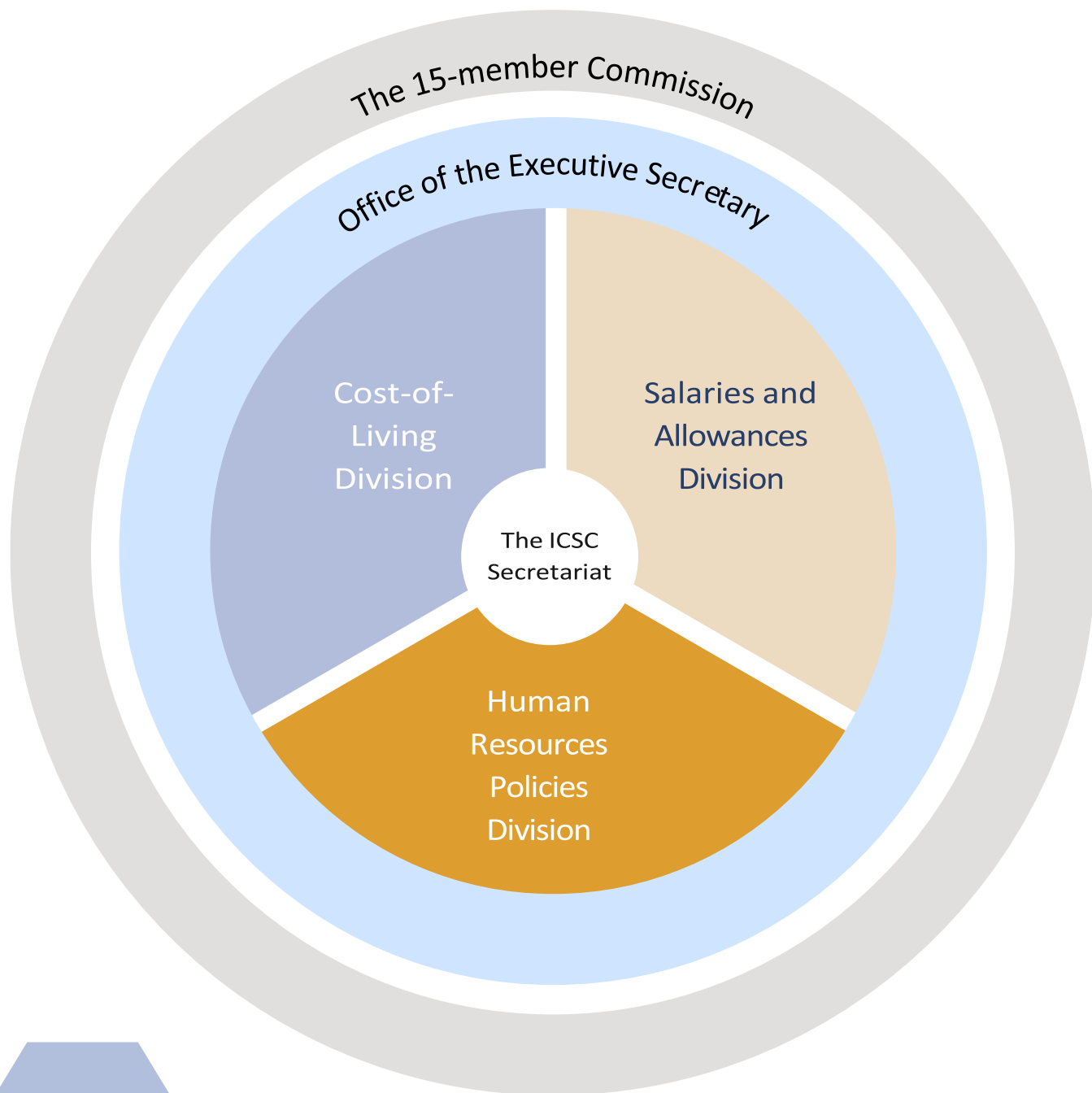


# The Secretariat

**T**he ICSC secretariat consists of 45 staff members from 32 countries who provide expert technical and administrative support to the Commission. Headed by the Executive Secretary, the secretariat comprises the Office of the Executive Secretary (OES), the Cost of Living Division (COLD), the Human Resources Policies Division (HRPD) and the Salaries and Allowances Division (SAD).

The ICSC conducts studies on UN staff conditions of service, produces analytical papers and develops proposals to the General Assembly, Governing bodies and executive heads on matters of human resources management, compensation, and other related matters.





## ICSC Organization



# ICSC Secretariat: Key Functions

## Cost-of-Living Division

Carrying out **periodic cost-of-living surveys**; collecting data on expenditure patterns of staff, prices for a basket of goods and services, and data on housing costs

Conducting **methodological studies** and related modeling in support of ACPAQ recommendations and Commission decisions

**Calculating post adjustment indices** which express cost-of-living relativities between each duty station of the United Nations common system and New York

**Publishing post adjustment reports** on a monthly basis

**Publishing post adjustment indices** on a monthly basis

Maintaining the **rental subsidy scheme**, which is linked to the post adjustment system

Calculating and publishing **retail price indices**

## Human Resources Policies Division

Leading and preparing studies on specific aspects of human resources management and providing policy guidance to the organizations on the conditions of service of staff as approved by the Commission and the General Assembly

Classifying duty stations according to conditions of life and work under the mobility and hardship scheme and making suggestions on other field benefits

Establishing, reviewing, and updating related tools such as job evaluation manuals and handbooks and advising and training organizations in their application

Monitoring and reporting on the implementation by organizations of all recommendations and decisions of the ICSC including the improvement of the status of women in the common system

Provide guidance, advice, and training to organizations of the common system in any relevant area of work.



## Salaries and Allowances Division

Maintaining and reviewing the **common system of salaries and allowances**, including:

**Monitoring and reporting on base/floor salary scale of staff in the Professional and higher categories and recommending adjustments** to levels of salaries and rates of staff assessment used in conjunction with gross base salaries

Monitoring and reporting on the **net remuneration margin between the Professional and higher categories of the common system and officials in comparable positions of the United States federal civil service**

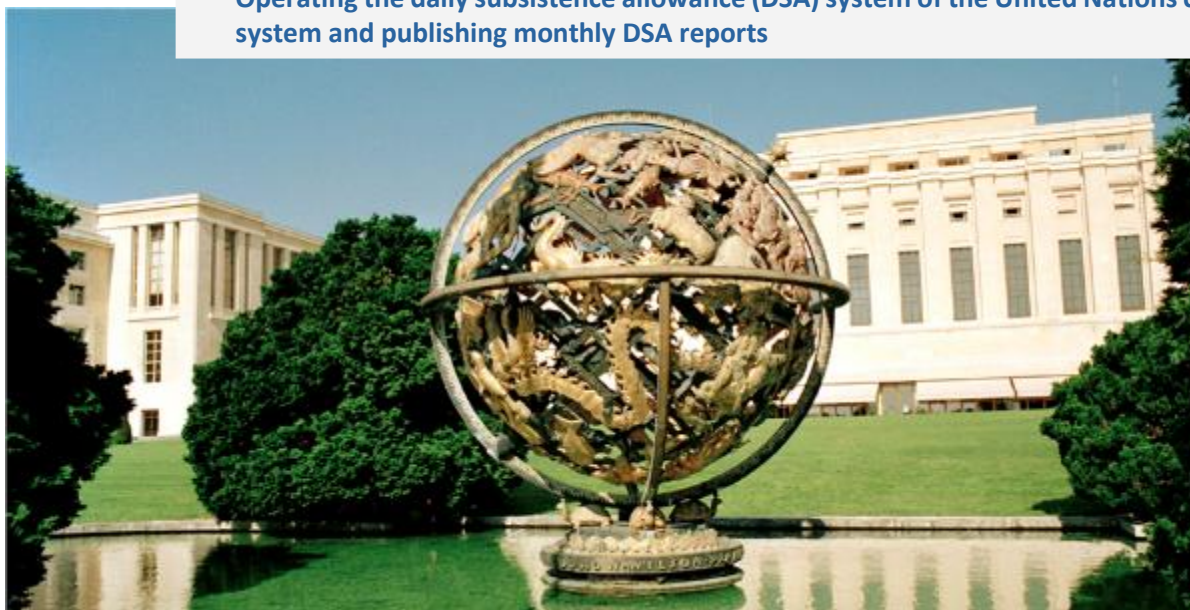
Carrying out periodic **studies to determine the highest paid national civil service** used as a comparator of the United Nations common system

**Monitoring and adjusting the levels of pensionable remuneration and common scale of staff assessment**

Carrying out periodic **surveys of conditions of service of General Service and other locally recruited staff at the headquarters duty stations**, i.e., Geneva, Kingston, London, Madrid, Montreal, New York, Paris, Rome, and Vienna

Conducting periodic studies of the appropriate levels of **allowances and benefits** including education grant, dependency allowances, separation payments, etc.

**Operating the daily subsistence allowance (DSA) system of the United Nations common system and publishing monthly DSA reports**



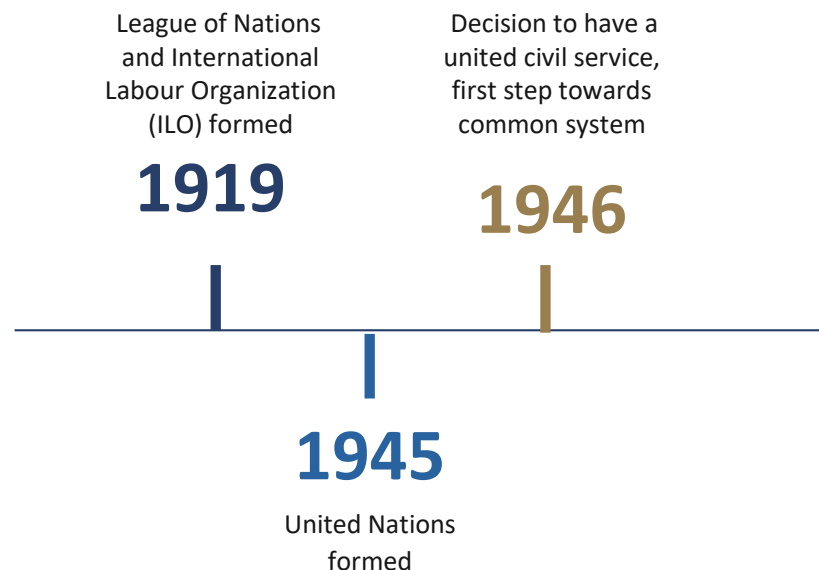
# ICSC Reflections

The League of Nations was the first international organization that opted to create a career civil service to service its secretariat. Although the League has since dissolved, the civil service of the United Nations explicitly incorporated its standards and formation. At the time of the formation of the United Nations, the United Nations Preparatory Commission decided that the organization needed one united international civil service between all the agencies and departments of the UN. The primary goal was to eliminate competition for recruitment, and to facilitate easy mobility between different areas of the United Nations.

In 1948, the International Civil Service Advisory Board (ICSAB) was formed to advise the United Nations on standards of international civil service, including issuing the first Standards of Conduct and the first salary scheme to equalize purchasing power of all employees. However, the devaluation of the US dollar followed by the oil shock of 1973 led to an increase in the frequency of adjustments in the cost of living for civil servants around the world. The technical needs to perform the adjustments led the various agencies within the United Nations to request the General Assembly create a group dedicated to the task of regulating the international civil service of the United Nations.

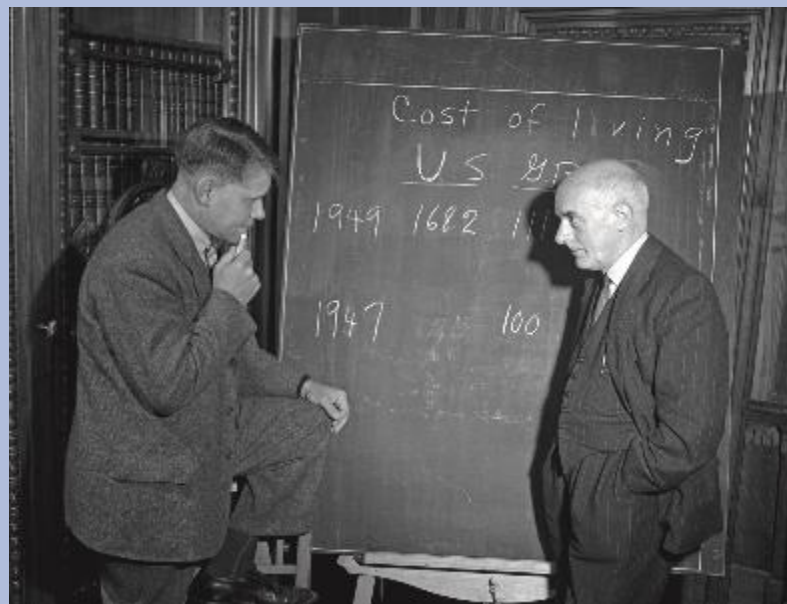
In 1972, the General Assembly requested the Secretary-General create an International Civil Service Commission and in 1974 the General Assembly adopted the Secretary-General's proposal and established the International Civil Service Commission by resolution 3357-XXIX.

Since its founding, the responsibilities of the International Civil Service Commission have only grown with the common system. Today the United Nations common system comprises 28 organizations. ICSC remains committed to its statute to regulate and coordinate the conditions of service of the common system.



## Rooted in excellence

Top labour statisticians from the United States and Great Britain examine ways to facilitate the international comparison of cost of living and family living statistics at the 24-nation statistical conference called by the International Labour Organization at Geneva in October 1949. Ewan Clague (left), Commission of Labour Statistics, United States Department of Labour and R. B. Ainsworth (right), Director of Statistics, British Ministry of Labour and National Service.



ICSAB issues first  
Standards of Conduct  
to the international civil  
service

1954

General Assembly  
(GA) approves the  
need for an  
international civil  
service commission

1972

## Development of ICSC

1948

International Civil Service  
Advisory Board (ICSAB) formed  
to advise the Administrative  
Committee on Coordination  
(ACC)

1956

ICSAB creates first salary  
scheme to equalize  
purchasing power for  
employees around the world

1975

GA Approves the creation  
of ICSC in resolution 3357-  
XXIX, New York made the  
base for the system

# ICSC Milestones

1975

First session of ICSC is held

1980

Master standard for job classification



1982

ICSC approves methodologies to conduct salary surveys in HQ duty stations and non-HQ duty stations

1989

Mandatory age of separation raised to 62 for all new staff, as of 1/1/1990

1989

Commission made recommendation to the GA following its compensation review to establish a floor net salary level for Professional and higher category staff



1989

Mobility and hardship scheme established

2000

Human Resources Framework developed

2001

Standards of Conduct for the International Civil Service approved

2011

Completion of comprehensive review of the methodologies for determination and adjustment of pensionable remuneration

2004

Promulgation of New Master Standard for job classification, online system

2010

New General Service job evaluation standard, online system

2012

Mandatory age of separation raised to 65 for new staff, effective 1/1/2014

2013

Standards of Conduct revised



2015

Revised Compensation Package approved, modernized pay system

2017

Framework for performance incentives approved

2018

Mandatory age of separation raised to 65 for all staff (subject to acquired rights)

2018

Implementation of a new allowance, on a pilot basis, for staff members with eligible dependents in duty stations with very difficult ("E") hardship classification conditions

2022

Approval of more far-reaching Parental Leave provisions



# Salary scales

In 1921, the League of Nations decided that to recruit highly qualified staff, representative of its member nations, the salary scale for internationally recruited, professional and higher category staff should compare favorably with the highest paid national civil service (currently the United States federal civil service). This concept, known as the **Noblemaire principle**, serves as the basis for the salary scales for internationally-recruited staff in the UN common system.

For General Service and related categories of staff, a similar principle applies. The best prevailing conditions at each duty station are used as a salary reference. This is known as the **Flemming principle**.





# Common System Compensation Package

In December 2015, the General Assembly approved a revised compensation package for staff in the Professional and higher categories, based on the recommendations of ICSC. The revised compensation package was the result of a three-year review by ICSC, which collaborated closely with representatives of the organizations and staff. The new package aims to simplify and streamline the current complex system and ensures a harmonized approach across the common system.

- A unified salary scale structure with the objective to focus exclusively on the job and not on family status.
- Establishment of a dependent spouse allowance at the level of six per cent of net remuneration.
- An allowance for staff members who are single parents and provide support for their dependent children, at the level of six per cent of net remuneration.
- Granting within-grade step increments annually from step I to step VII and biennially thereafter for grades P-1 through P-5 and maintaining the biennial steps at the D-1 and D-2 levels.
- An education grant system based on a global sliding scale of reimbursement of a streamlined list of education-related expenses.
- New options concerning relocation shipment.
- An adjusted hardship allowance with increased amounts for single staff.
- A new non-family service allowance, in lieu of the additional hardship allowance.
- A new mobility incentive, in lieu of the mobility allowance.
- Changes to accelerated home leave travel, which are granted for staff in D and E category duty stations that do not fall under the rest and recuperation framework.
- An incentive payment for the recruitment of experts in highly specialized fields.

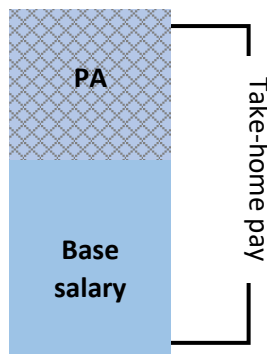
# Post adjustment

First established in 1957, the post adjustment system helps to ensure that no matter where United Nations common system staff work, their take-home pay has a purchasing power equivalent to that at the base of the system, New York.

Post adjustment is an amount paid in addition to salary that accounts for the following elements:

- Differences in prices between the location where the staff member works and New York
- Local inflation
- The exchange rate of local currency relative to the United States dollar
- The average expenditure pattern of staff members at a given location

Together the net base salary and the post adjustment add up to the net remuneration, or take-home pay. It is applicable to the United Nations common system international staff in the Professional and higher categories.



The PA is a variable component that is adjusted periodically (can increase or decrease) to reflect changes in the cost-of-living in a duty station.

# Calculating post adjustment



**42%**

In-area expenditures  
(e.g., food, clothing,  
furniture)



**20%**

Out-of-area  
expenditures



**25%**

Housing



**8%**

Pension  
Contribution



**5%**

Medical  
insurance

The cost-of-living survey is administered periodically by ICSC at various duty stations to establish purchasing power parity of salaries, using a methodology that is approved by ACPAQ. The survey results in the Post Adjustment Index (PAI), which reflects the relative cost-of-living with New York. The PAI is then translated into a post adjustment multiplier, which is included on the paychecks of internationally-recruited Professional staff.

# Allowances and benefits

When duty calls, the thousands of staff members who work in the United Nations common system are willing to travel the distance to promote fundamental human rights, while making our world more peaceful and secure. For staff who accept assignments in difficult environments where programme delivery is more difficult, ICSC has developed a comprehensive package of allowances and benefits for staff in the Professional and higher categories that encourages geographic mobility and compensates for hardship incurred in difficult duty stations.

## Hardship and Mobility Scheme:

Hardship allowance

Non-family service

Accelerated home leave

Relocation-related elements

Mobility incentive

Other benefits may include:

Education grant

Rest and Recuperation Travel

Danger Pay

## Pension

After salary, the single most important benefit for staff is the UN pension package, which is handled by the United Nations Joint Staff Pension Fund. All UN common system staff are entitled to a pension after a certain minimum period of service. The United Nations pension scheme is based on the principle of income replacement whereby the pension benefit is established as a percentage of salary while in service.

The ICSC handles one important aspect of the pension system. It establishes and maintains the scale of pensionable remuneration amounts, which forms the basis for calculating pension benefits.



# Integrated approach to HR management

In 2000, ICSC presented an integrated framework for human resources management that takes into consideration the vast changes that have taken place globally in the common system. Since that time, the framework has been updated to reflect major shifts in human resources management policies. The framework continues to be grounded in the principles emanating from the provisions of the Charter of the United Nations, namely, the independence of the international civil service and the need for the organizations to recruit staff with the highest standards of efficiency, competency, and integrity.



## **Ensuring geographic diversity**

The composition of staff should reflect that of the membership of the UN — it should be geographically diverse.



## **Fostering gender equity**

ICSC undertakes studies in order to promote and facilitate gender equity in the common system. The Commission has also recommended that UN organizations provide a balance between work and family needs through targeted programmes.



## **Encouraging staff mobility**

An important aspect of career management, the concept of mobility includes movement within and across organizations, occupations and geographic locations.



**Supporting performance management**

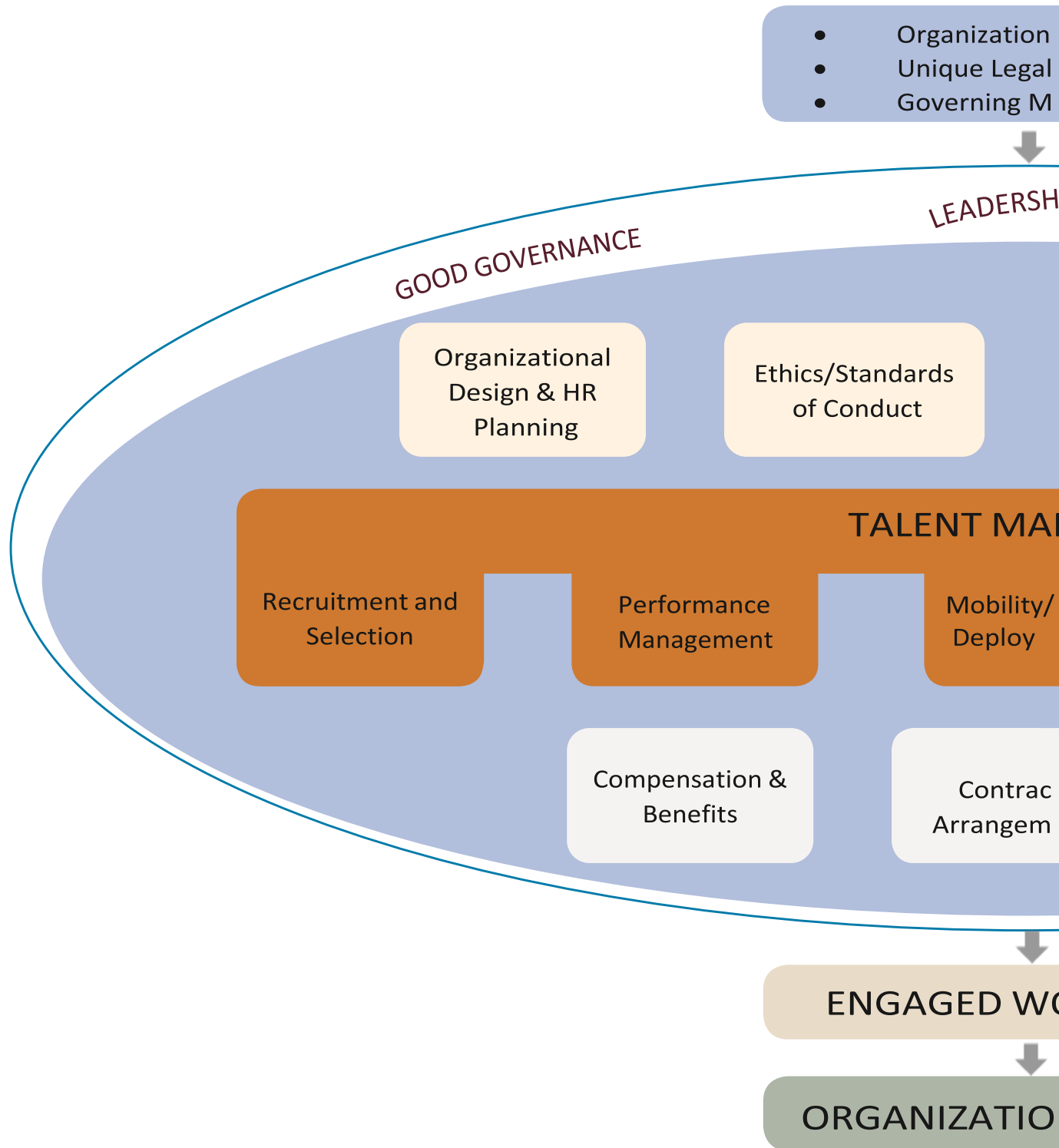
ICSC recommends that organizations focus on building individual staff member competencies, assigning, developing and retaining talent to achieve high performance levels.

**Promoting high ethical standards**

Although organizations' internal cultures may vary, they face similar ethical challenges. Standards for ethical conduct promote common values and define the behaviour and performance expected of international civil servants.

**Prioritizing career development**

Effective training must be preceded by the identification of needs. ICSC has included an 'Outline of a training programme for Managers' as part of the Guidelines for performance appraisal (A/72/30, Annex VI).



Organizational Culture  
Legal Status  
Funding Mechanisms

LEADERSHIP

ENABLING WORK ENVIRONMENT

Staff representation  
and staff management  
relations

Administration  
of justice

MANAGEMENT

Recruitment/Staff  
Deployment

Staff development  
& Learning

Staff well-being &  
Duty of Care

Contractual  
Arrangements

HR Management  
Information  
Systems

WORKFORCE

PERFORMANCE RESULTS

MANAGING HUMAN RESOURCES

# Job classification and evaluation

---

Article 13 of the statute of the International Civil Service Commission states that:

*“The Commission shall establish job classification standards for all categories of staff in fields of work common to several of the organizations. It shall advise the organizations on the development of consistent job classification plans in other fields of work.”*

In July 1981, ICSC promulgated the ICSC Master Standard or Tier I as a point-factor rating evaluation plan based on six major factors comprising 15 elements. The Tier II standards, which were grade level standards developed for specific fields of work, were created as a supplement to provide guidance and consistency to classifiers when applying the Master Standard.

In 2004, the Commission promulgated a new job classification standard for the Professional and higher categories. Underlying the development of this standard was the desire to simplify the system and reorient it to focus more on outputs than inputs. In addition, the system allows linkages to competency development and performance management.

In March 2010, the Commission promulgated a global General Service and related categories classification standard modeled on the Professional standard, which replaced eight separate standards that had previously existed.



# Field benefits

## Rest and recuperation

Rest and recuperation travel enables eligible staff members to take periodic leave from the often difficult or dangerous environment in which they serve. In taking periodic breaks, staff can alleviate stress and regain perspective so that they may return to their place of duty and continue to perform effectively.

## Non-family duty stations

The Chair of the International Civil Service Commission may designate a duty station as a non-family duty station for the purpose of an allowance for service in non-family duty stations. This applies to those duty stations where the United Nations Department of Safety and Security decides that for reasons of safety and security all eligible dependents are restricted from being present at the duty station for a period of six months or longer.

A duty station could be declared as “non-family” prior to the six-month mark following evacuation as the Commission decided to specifically have the situation assessed at the three-month mark. At that time, the Under-Secretary-General for Safety and Security would review the situation and advise the Chair of the Commission. At the six-month mark the definitive decision on the family or non-family status would normally need to be made by the Chair of the Commission after consultation with the Department of Safety and Security.

## Danger pay

Danger pay is a special allowance established for internationally- and locally-recruited staff who are required to work in locations where very dangerous conditions prevail, comprising the following:

- Duty stations where United Nations staff, owing to the very fact of their association with, or employment by, an organization of the United Nations common system, are clearly, persistently and directly targeted or where premises are clearly, persistently and directly targeted, thus presenting an imminent and constant threat to staff and activities
- Duty stations where United Nations staff or premises are at high risk of becoming collateral damage in a war or active armed conflict
- Non-protected environments where medical staff are specifically at risk to their life when deployed to deal with public health emergencies as declared by the World Health Organization

## Stepping up to the challenges of a modern international civil service

**F**rom the start, the ICSC has been tasked with helping common system organizations attract the best and the brightest: those who can adapt, develop partnerships, learn new skills and help shape the future of their organizations.

However, increasingly, compensation is not the only factor in keeping our member organizations competitive in the employment market.

Attracting a more diverse workforce and meeting the General Assembly's goal of gender equality will require modern human resources policies that better balance family, work and private life, improve facilities in the field and ensure a duty of care. Flexible working arrangements will need to come hand in hand with better approaches to measuring performance.

New technologies are replacing old job functions and creating new ones, while at the same time eroding the distinctions between the General Service and Professional categories. A more qualified workforce no longer expects the same barriers to career development faced by the generation before, and sees entry into the workforce as the start, not the end of their learning.

Organizations are shifting resources and operations to the field, in order to help countries meet the Sustainable Development Goals. The ICSC needs to better understand the needs of staff and their families in these locations, and the challenges they face.

Meanwhile, as publicly-funded organizations attract ever more public scrutiny, policies need to be put in place to ensure workplaces are free of harassment, whistleblowers protected and the highest values of integrity upheld.

For these policies to work they will need to be simple and well-understood. They will also need the support of the organizations that will implement them and the staff that will be impacted. The close involvement of these stakeholders is therefore crucial to the Commission's work as it goes forward.





# **Making history** Commission members over the years

## **Present Membership**

### **Chair**

Larbi Djacta, Algeria, Member as of 2013; Chair: as of 2019

### **Vice-Chair**

Boguslaw Winid, Poland, Member as of 2019; Vice-Chair: as of 2022

### **Other Members**

Andrew G. Bangali, Sierra Leone, 2019-2026

Xavier Bellmont Roldán, Spain, 2023-2026

Claudia A. Bueno Reynaga, Mexico, 2021-2025

Spyridon Flogaitis, Greece, 2022-2025

Igor Golubovskiy, Russian Federation, 2021-2024

Misako Kaji, Japan, 2022-2025

Pan-Suk Kim, Republic of Korea, 2021-2024

Ali Kurer, Libya, 2019-2022

Jeffrey Mounts, USA, 2018-2025

Shauna Olney, Canada, 2022-2025

João Vargas, Brazil, 2023-2026

Xiaochu Wang, China, 2005-2024

El Hassane Zahid, Morocco, 1997-2024



## **Past Chairs and Vice-Chairs**

### **Chairs**

R. A. Quijano, Argentina, 1975-1979  
R. Akwei, Ghana, 1980-1990; Acting Chair, 1979  
M. Bel Hadj Amor, Tunisia, 1991-2006  
K. P. Rhodes, Sierra Leone, 2007-2018

### **Vice-Chairs**

A. Adu, Ghana, 1975-1976  
R. Akwei, Ghana, 1977-1978  
G. de Prat Gay, Argentina, 1980-1984  
C.S. Vegega, Argentina, 1985-1999  
E. Wyzner, Poland, 1999-2006  
W. Stöckl, Germany, 2007-2017  
A. Mantovani, Italy, 2018-2021

## Past Members

I. Aboimov, USSR, 1987-1988  
Y. V. Afanasiev, Russian Federation, 2010-2012  
G. Akatani, Japan, 1986-1987  
A. Ali, Pakistan, 1975-1992  
M. Ani, Nigeria, 1975-1985  
M. Auchère, France, 1984-1987  
M. Bardoux, France, 1988-1992  
M.F. Bechtel, France, 2011-2022  
M. Bettati, France, 1992-2005  
E.O. Boateng, Ghana, 2003-2018  
F. Bouayad-Agha, Algeria, 2005-2013  
A. Chepourin, Russian Federation, 1995-1997  
A. Chistyakov, USSR, 1975-1983  
S. Chowdhury, Bangladesh, 2005-2012  
C. Cooley, USA, 1986-1992  
T. Daddah, Mauritania, 1986-2002  
A. Dryukov, USSR, 1991  
M. El Hassen, Mauritania, 1978-1985  
F. Emanuel, Nigeria, 1987-1992  
R. Enckell, Finland, 1982-1985  
M. Endo, Japan, 2002-2017  
M. Farashuddin, Bangladesh, 2017-2020  
A. Fedotov, USSR, 1998-2004  
A.F. Fonseca-Pimentel, Brazil, 1975-1997  
J.C. Fortuit, France, 1981-1983

P. Frochaux, Switzerland, 1975-1982  
C. Gardner, Jamaica, 2011-2022  
S. V. Garmonin, Russian Federation, 2012-2017  
G. Gonzalez, Argentina, 2007-2010  
J. de la Grandville, France, 1978-1980  
T. Hagiwara, Japan, 1975-1977  
P. Haksar, India, 1975-1980  
R. Hampton, USA, 1975-1977  
L. M. Hermosillo, Mexico, 2012-2021  
A.H.M. Hills, U.K. 1975-1981  
H. Houska, Czechoslovakia, 1986-1989  
D. Hull, USA, 1983-1985  
A. Jayanama, Thailand, 2001-2004  
H. Kabir, Bangladesh, 1993-2000  
M. Kanazawa, Japan, 1983-1985  
V. Keniaykin, Russian Federation, 1992-1994  
H. Kitschenberg, Germany, 1982-1985  
Y. Kumamaru, Japan, 2018-2021  
C. de Leon, Philippines, 1997-2000  
A. Mantovani, Italy, 2014-2021  
A. Matsui, Japan, 1978-1982  
J. de Médicis, Brazil, 1998-2004  
V. Morozov, Russian Federation, 2006-2012  
J.R. Sanchis Muñoz, Argentina, 1999-2006  
L. Myers, USA, 1992-2013

J. Nosek, Czechoslovakia, 1975-1985  
A.X. Pirson, Belgium, 1986-1996  
J.L. Plihon, France, 1975-1977  
E. Poston, USA, 1978-1981  
M. Mijarul Quayes, Bangladesh, 2013-2016  
J. Ríha, Czechoslovakia, 1991-1998  
E. Rusita, Uganda, 1993-2004  
S. Sami, Bangladesh, 2001-2004  
M. Sbih, Algeria, 1993-1996  
O. Sirry, Egypt, 1985-1992  
L. Smíd, Czechoslovakia, 1990  
C. Smith, USA, 2014-2017  
A. Stephanou, Greece, 1986-2005  
W. Stöckl, Germany, 1997-2002; 2006-2021  
V. Storozhev, Russian Federation, 2017-2020

A. Szlajak, Canada, 2003-2010  
K. Tashiro, Japan, 1988-2001  
V. Terekhov, USSR, 1989-1990  
D. Thiam, Senegal, 1975-1977  
V.G. Titov, Russian Federation, 2005-2006  
V. Tsybukov, USSR, 1984-1986  
G.L. Valenza, Italy, 2006-2013  
M.A. Vellodi, India, 1981-1992  
G.C.P. Velloso, Brazil, 2004-2011  
H. Warzazi, Morocco, 1975-1984  
E. Wyzner, Poland, 1999-2018  
M. Yango, Philippines, 1993-1996



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