

Titre: Representative Bureaucracy, Performance and International Organizations: to what extent does the diversity of the international civil service matter?

The theory of representative bureaucracy states that a bureaucracy which reflects the demographic composition of the society in its workforce (passive representation) will lead to active representation i.e. the pursuit of policies reflecting the interests of the whole society and therefore be more responsive and democratic. In addition to increased legitimacy and responsiveness, a representative bureaucracy is also said to enhance organizational performance. In this thesis, we apply this theory to the international organizations context. In international organizations such as the United Nations, the personnel should be recruited on as wide a geographical basis as possible. In other words, IO staff should be representative of member states. Hence, we question the impact that staff representativeness could have on the organization.

Following a mixed-methods sequential design, this thesis is organized in two parts. In the first one, staff representativeness and the determinants of passive representation are assessed. In the second phase, we test the effect of representativeness on IO performance through three dimensions. First, we analyze the influence of staff representativeness on policy development (output dimension). Second, we look at its impact on internal management (internal dimension). Finally, we consider staff representativeness in IO relations with other actors (external dimension).

This thesis contributes to the growing literature on international public administrations and to the literature on representative bureaucracy by offering a new field of application.