



United Nations
Educational, Scientific and
Cultural Organization

Executive Board

Two hundred and fourth session

204 EX/5 Part III.A Add.2

PARIS, 9 April 2018
Original: French

Item 5 of the agenda

FOLLOW-UP TO DECISIONS AND RESOLUTIONS ADOPTED BY THE EXECUTIVE BOARD AND THE GENERAL CONFERENCE AT THEIR PREVIOUS SESSIONS

PART III

HUMAN RESOURCES ISSUES

ADDENDUM 2

COMMENTS BY THE INTERNATIONAL STAFF ASSOCIATION OF UNESCO (ISAU)

SUMMARY

- A. Report on the geographical distribution and gender balance of the staff of the Secretariat and progress on the implementation of the measures taken to redress any imbalance**

Pursuant to item 9.2.7 of the UNESCO Human Resources Manual, the International Staff Association of UNESCO (ISAU) presents its comments on human resources issues. Document 204 EX/5 Part III (A).



PART I – GEOGRAPHICAL DISTRIBUTION OF THE STAFF

1. ISAU notes with concern the evolution geographical distribution between January 2016 and January 2018. The rate of representation of Member States dropped from 82% to 81%. The objective of 85% of Member States represented in the new Human Resources Strategy for 2017-2022 is now even further away. As shown in Table 2, the proportion of under-represented Member States fell by 4% while the proportion of over-represented Member States rose by 2% and that of normally represented Member States by 5%.
2. The Young Professionals programme is certainly a useful mechanism to achieve a more balanced geographical distribution, but it should be noted that that programme only concerns P-1/P-2 posts. The initiatives proposed by the Secretariat are unambitious; other avenues should be explored.
3. Furthermore, external recruitments, which should have helped to redress geographical distribution, in fact contributed to deepening the imbalance in favour of Group I. Apart from the Director and above category, the document does not present information on distribution by grade and regional group for the P-4 and below category. In some sectors, the geographical distribution of heads of section is extremely skewed in favour of Group I. It is a matter of urgency to remedy the geographical imbalance of the supervisory and above categories.
4. ISAU deeply regrets that Group II is below the minimum index, which further aggravates observance of geographical distribution (Table 3). It is also surprising to note that 53% of Member States, or 103, are either non- or under-represented (Table 4).
5. We also regret that we have not received the information we requested from HRM regarding geographical distribution by post, sector and gender for posts funded from extrabudgetary sources, especially since extrabudgetary funding now accounts for approximately one-half of all staff. This lack of information seems to us to be all the more prejudicial to monitoring the activities of the Organization in that it is flagrantly at variance with the now established practice of using an integrated budgetary framework. Member States and staff associations need to be informed, as precisely as possible, of arrangements concerning all posts, whatever their source of funding.
6. The lack of clear and comparable information is a serious obstacle to the readability of data, and hampers the monitoring and revision of recruitment and promotion policies. In that regard, it should be noted that, contrary to the data available on gender equality, the Secretariat does not provide any analysis of regional geographical distribution by grade. The data exist, since they may be found in the country-by-country table in the annex: it is not normal that Member States and staff association should have to reconstruct by themselves the data regarding regional distribution by grade. ISAU urges that in future, the report should contain an analysis of the representation of the regional groups both at Headquarters and in the field.

PART II – GENDER BALANCE OF STAFF

7. We note with satisfaction the increase in the number of women occupying Director and above posts (an increase of 5 percentage points between January 2017 and January 2018). On the other hand, we are concerned by the situation of P-5s, where the proportion of women is only 33%.
8. ISAU recommends that there should be a more fine-grained analysis of the figures: for example, paragraph 18 notes that the Education Sector has the highest percentage of women (61%). But the analysis does not point out that of the six section chiefs in the sector, there is only one woman! As with geographical distribution, such an imbalance at that post level should be combated resolutely.
9. The balance aimed for should be made a reality at all levels, and the requisite tools should be made available to ensure monitoring.



United Nations
Educational, Scientific and
Cultural Organization

Executive Board

Two hundred and fourth session

204 EX/5

Part III.A

PARIS, 6 March 2018

Original: English

Item 5 of the provisional agenda

FOLLOW-UP TO DECISIONS AND RESOLUTIONS ADOPTED BY THE EXECUTIVE BOARD AND THE GENERAL CONFERENCE AT THEIR PREVIOUS SESSIONS

PART III

HUMAN RESOURCES ISSUES

SUMMARY

A. Report on the geographical distribution and gender balance of the staff of the Secretariat and progress on the implementation of the measures taken to redress any imbalance

The present document contains information on the situation concerning the geographical distribution and gender balance of the staff of the Secretariat, and progress on implementation of the measures taken to redress any imbalance, further to 199 EX/Decision 5.III.A and [201 EX/Decision 5.IV.A](#).

Action expected of the Executive Board: Proposed decision in paragraph 22.



Job: 201800229

A. Report on geographical distribution and gender balance of the staff of the Secretariat, and progress on the implementation of the measures taken to redress any imbalance
(Follow-up to 199 EX/Decision 5.III.A and [201 EX/Decision 5.IV.A](#))

INTRODUCTION

1. This document is submitted pursuant to 199 EX/Decision 5.III.A and [201 EX/Decision 5.IV.A](#), inviting the Director-General to submit to the Executive Board, at its 204th session, a report on the geographical distribution and gender balance of the staff of the Secretariat, and on the remedial measures being undertaken to redress the imbalance. **Part I** of the report covers **the geographical distribution of staff** and **Part II** covers **the gender balance**, with an update on progress, including trends and statistical data as of January 2018.

PART I – GEOGRAPHICAL DISTRIBUTION OF THE STAFF

Methodology for the calculation of geographical quotas

2. Geographical distribution applies to international professional staff occupying geographical posts, i.e. established posts financed from UNESCO's Regular Programme. The methodology for the calculation of the geographical quotas, adopted by the General Conference in 2003¹ is set out in Annex I. To note that in the [39 C/5](#), following the implementation of the cost recovery policy, a limited number of Professional FITOCA posts (16) are now funded from the Regular Programme, and therefore have become geographical posts (Annex II).

Overall situation

3. As of January 2018, UNESCO counts **195 Member States**, of which **157 (81%)** are represented within the Secretariat (Table 1). Since January 2017, the number of Member States represented has decreased by 3, from 160 (82%) to 157 (81%).

Table 1: Evolution of the Geographical Distribution situation between January 2017 and January 2018

Status of representation	Number of Member States		Variation of the number of Member States 2017- 2018
	January 2017	January 2018	
Normally represented	72 (37%)	72 (37%)	-
Over-represented	18 (9%)	20 (11%)	+2
Under-represented	70 (36%)	65 (33%)	-5
Total number of Member States represented	160 (82%)	157 (81%)	-3
Non-represented	35 (18%)	38 (19%)	+3
Total number of Member States	195	195	-

4. As of January 2018, **72 (37%) Member States are normally represented**, 20 (11%) are over-represented, 65 (33%) are under-represented, and 38 (19%) are non-represented.

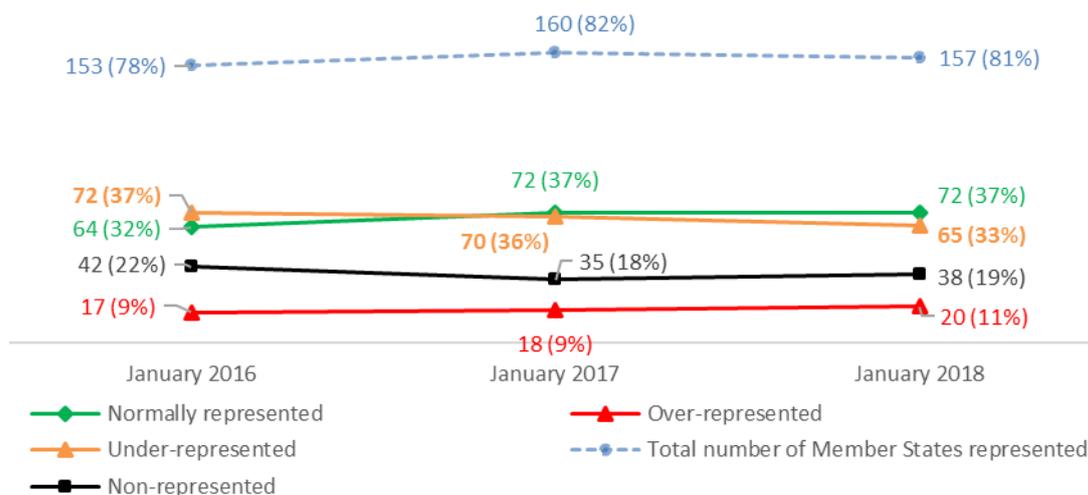
5. Detailed information by Member States and by representation status is included in Annexes IV, V and VI.

¹ In [32 C/Resolution 71](#), Report by the Director-General on the situation concerning the geographical distribution of staff.

Progress against the 85% target of Member States represented – Evolution between January 2017 and January 2018

6. The target of 85% of Member States represented has been maintained in the new Human Resources Strategy for 2017-2022. Between 2016 and 2017, the situation has improved (from 78% to 82%), with the recruitment of 16 Young Professionals (YPP) in 2016, 7 of whom were from non-represented countries. Between 2017 and 2018, the representation of Member States has decreased (from 82% to 81%), due to the separation of staff on geographical posts.

Table 2: Evolution of the Geographical Distribution situation (from January 2016 to January 2017)



Measures to improve the geographical distribution

7. The Young Professional Programme, is one of the most effective mechanisms in support of a more balanced geographical distribution. The 2018 intake will be launched in February 2018, with a number of P-1/P-2 geographical posts reserved for candidates from non- and under-represented Member States.

8. Other initiatives, started in 2016, and aiming at enlarging the pool of applicants from non- and under-represented countries, will be continued: they include sponsored trainee schemes (with, notably, the People's Republic of China and Singapore), outreach missions and job/career fairs. Information briefings were also conducted with targeted National Commissions and Permanent Delegations on the best modalities to collect and submit qualified applications. With a view to enhancing outreach, UNESCO's vacancies are advertised on UN Jobfinder, one of the most visited websites for candidates' job search in international organizations. Advertisements through Terra Firma, an international recruitment advertising specialist firm, have also been conducted on an ad hoc basis.

Geographical distribution by regional group

9. The principle of individual quotas for each Member State is the sole official criterion of the Organization. The presentation of the situation by regional group is a usual practice in this report but is for indicative purposes only. The index for regional groups is calculated by adding the value of the minimum and maximum ranges for each Member State belonging to the regional group.

Evolution since January 2017

10. As shown in Table 3, and with the exception of Group II which remains stable, all regional groups increased since January 2017 (Group I : +4, Group IV : +3 and Group III, V(a) and V(b) : + 2,

each respectively). As at January 2018, Groups II, III and IV are below minimum index. Group V (b), which was below minimum index in January 2017, is now within index in January 2018, while Group I and Group V (a) remain within index.

Table 3
Evolution of the Geographical Distribution by Regional group
(January 2017 - January 2018)

Regional groups*	Index January 2018		January 2017	January 2018	Difference between January 2017 and January 2018	Status as of January 2018
	Min	Max				
Group I	170	284	226	230	+4	Within index
Group II	62	113	56	56	-	Below minimum index
Group III	83	157	65	67	+2	Below minimum index
Group IV	156	277	119	122	+3	Below minimum index
Group V(a)	97	191	100	102	+2	Within index
Group V(b)	46	82	44	46	+2	Within index

* Group I: Europe and North America; Group II: Eastern Europe; Group III: GRULAC; Group IV: ASPAC; Group V(a): Africa; Group V(b): Arab States

11. Table 4 shows that non- and under-represented countries are found in all regional groups, including those that are within index. While Group IV has the highest percentage of non- and under-represented Member States (66%), Group III and Group V (b) follow closely (58%, each respectively). Group II and Group V(a) have 48% and 47% of non- and under-represented countries, respectively. Group I has the lowest percentage of non- and under-represented countries (37%).

Table 4. Number of non- and under-represented Member States within each regional group as at January 2018

Regional groups*	Total number of Member States	Number and % of non- and under-represented Member States
Group I	27	10 (37%)
Group II	25	12 (48%)
Group III	33	19 (58%)
Group IV	44	29 (66%)
Group V(a)	47	22 (47%)
Group V(b)	19	11 (58%)
Total	195	103 (53%)

* Group I: Europe and North America; Group II: Eastern Europe; Group III: GRULAC; Group IV: ASPAC; Group V(a): Africa; Group V(b): Arab States

Representation at Director level and above by regional group

12. The number of Directors on geographical posts decreased from 59 to 58 (-1) between January 2017 and January 2018. Over that period, as shown in Table 5 below, Group II and Group V(b) increased by one Director staff, each respectively, while Group IV and Group V(a) decreased by two and one Director staff, respectively. The number of Directors remained stable in Group I and III.

Table 5. Geographical Distribution by regional group* of staff at Director Level and above – Variation between January 2017 and January 2018

Regional groups	Directors and above level		Difference between January 2017 and January 2018
	January 2017	January 2018	
Group I	23 (39%)	23 (40%)	-
Group II	2 (3%)	3 (5%)	+1
Group III	9 (15%)	9 (15,5%)	-
Group IV	11 (19%)	9 (15,5%)	-2
Group V(a)	9 (15%)	8 (14%)	-1
Group V(b)	5 (9%)	6 (10%)	+1
Total	59	58	-1

* Group I: Europe and North America; Group II: Eastern Europe; Group III: GRULAC; Group IV: ASPAC; Group V(a): Africa; Group V(b): Arab States

PART II – GENDER BALANCE OF STAFF

13. This part of the report presents an update on the gender balance in the Secretariat, and a progress report on the Action Plan for Gender Parity for 2017-2022 (Annex VII), which aims at achieving gender parity at all levels, including at Director level and above, by 2020.

14. The population covered by this report is larger than in the geographical distribution report, since the gender data covers all staff on fixed-term contracts irrespective of the source of funding of their posts (geographical and non-geographical), while geographical distribution data is restricted to staff on geographical posts, as per the approved methodology².

Progress report: Gender balance at Director level and above

15. As at January 2018, **52%** of Director staff are women, above the target of 50%. This represents a significant increase since January 2017 (from 47% to 52%, an increase of 5 percentage points) (see Table 6).

16. While the number of Directors remained almost the same (from 70 in January 2017 to 69 in January 2018), the number of men Directors significantly reduced, mainly due to retirements (from 37 in January 2017 to 33 in January 2018). At the same time, the number of women directors increased by 3, through internal appointments.

Table 6.
Situation of the gender balance at Professional level by grade (January 2017- January 2018)

	January 2017					January 2018					Difference %F
	F	%F	M	%M	Total	F	%F	M	%M	Total	
DDG	-	-	1	100%	1	-	-	1	100%	1	-
ADG	2	25%	6	75%	8	2	25%	6	75%	8	-
D-2	11	73%	4	27%	15	11	69%	5	31%	16	-4%
D-1	20	43%	26	57%	46	23	52%	21	48%	44	+9%
Total D	33	47%	37	53%	70	36	52%	33	48%	69	+5%
P-5	46	34%	88	66%	134	44	33%	91	67%	135	-1%
P-4	108	47%	122	53%	230	114	48%	124	52%	238	+1%
P-3	166	52%	152	48%	318	173	53%	154	47%	327	+1%
P-2/P-1	142	61%	89	39%	231	150	63%	89	37%	239	+2%
Total P	462	51%	451	49%	913	481	51%	458	49%	939	-
Total D/P	495	50%	488	50%	983	517	51%	491	49%	1 008	+1%

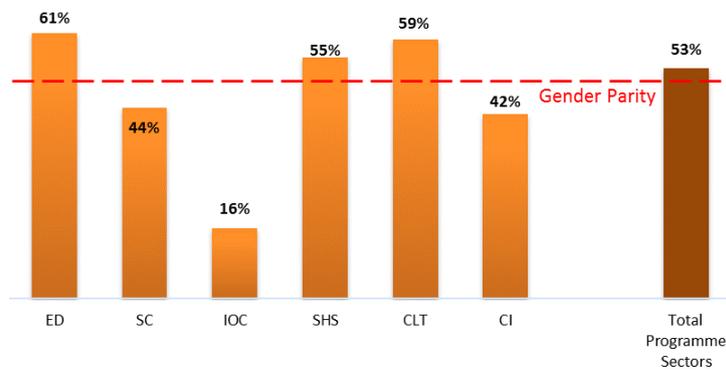
² In [32 C/Resolution 71](#), Report by the Director-General on the situation concerning the geographical distribution of staff.

Gender balance at Professional level and above

17. Women also represent a slight majority (51%) at the Professional and above level (P/D) as at January 2018. UNESCO is among the highest-ranking agencies in this respect, while the average representation of women in the United Nations system is 43%.³ At the junior levels, with 63% at P-1/P-2 level and 53% at P-3 level, women are the majority. The Gender parity is near achievement at P-4 level (48%). However, significant efforts need to be made at P-5 level, as the number of women lags behind at 33%. Efforts will also be needed at the junior levels in particular at the P-1/P-2 level, where women represent more than 60 %.

18. As at January 2018, women represent the majority of Professional and above staff in the Programme Sectors taken as a whole (53%). ED has the largest percentage of women on board (61%), followed by CLT (59%) and SHS (55%). Gender parity is not yet achieved and efforts need to be made in SC (44%), CI (42%) and IOC (16%).

Table 7
Gender Parity at Professional and Director levels (P/D) in Programme Sectors*
Regular Programme and Extrabudgetary funds (January 2018)



*Excluding category 1 institutes and centres

PART III – CONCLUSION

19. As at January 2018, a total of 157 (81%) Member States are represented in UNESCO. The launch of the Young Professional Programme in February 2018 should contribute to improving the geographical distribution of the staff, as Young Professionals from non- and under-represented countries will join the Organization. Sustained efforts will, however, continue to be required over the next biennia to reach the 85% target of Member States represented. Such efforts will require close and proactive cooperation with Member States and National Commissions, in particular for outreach activities. The new Action Plan for the improvement of the geographical distribution, which forms part of the Human Resources Strategy for 2017-2022, sets out several measures in this area (Annex III).

20. As at January 2018, women represent a slight majority (51%) in the Professional and Director categories. At senior management level, significant progress has been made, with 52% women Directors in January 2018, compared to 47% in January 2017, thereby exceeding the gender parity target by 2 percentage points. Efforts will need to be made to maintain gender parity at all levels, and to improve the percentage of P-5 women staff. A new Gender Parity Action Plan for 2017-2022 has been prepared in close cooperation with the Division for Gender Equality, as part of the Human Resources Strategy for 2017-2022, with several initiatives in support of achieving gender parity.

³ ICSC Report on diversity, ICSC/85/CRP.5, 29 June 2017.

21. A more comprehensive outreach strategy will be developed in order to attract a more diverse pool of talents which will help reach a more balanced geographical representation and gender parity.

Proposed decision

22. The Executive Board may wish to adopt a decision along the following lines:

The Executive Board,

1. Recalling 199 EX/Decision 5.III.A and 201 EX/Decision 5.IV.A,
2. Takes note of the information provided by the Director-General regarding the situation of the geographical distribution and the gender balance of the staff as of January 2018;
3. Invites the Director-General to submit to the Executive Board an information note on the situation of the geographical distribution of the staff of the Secretariat and on the achievement of gender parity at the senior level at its 206th session.

ANNEX I

GEOGRAPHICAL DISTRIBUTION OF THE STAFF

NOTE ON THE METHODOLOGY FOR THE CALCULATION OF THE GEOGRAPHICAL QUOTAS IN UNESCO

UNESCO uses a formal geographical distribution mechanism. The current methodology for the calculation of geographical quotas was approved by the General Conference at its 32nd session in October 2003 ([32 C/Resolution 71](#)).

The methodology is based on a base figure. Three factors are used to determine the share of the base figure for allocation to Member States: the membership factor, the contribution factor and the population factor. The quota is expressed as a range of posts with a maximum (which triggers over-representation) and a minimum (which triggers under-representation).

The base figure

The base figure represents the total number of posts subject to geographical distribution (geographical posts). Geographical posts are established posts in the Professional and higher categories financed from the regular budget of the Organization, with the exception of language posts (interpreters, translators and revisers). The current base figure of 850 posts was set by the General Conference as from 1 January 1990 ([25 C/Resolution 40](#)).

The factors

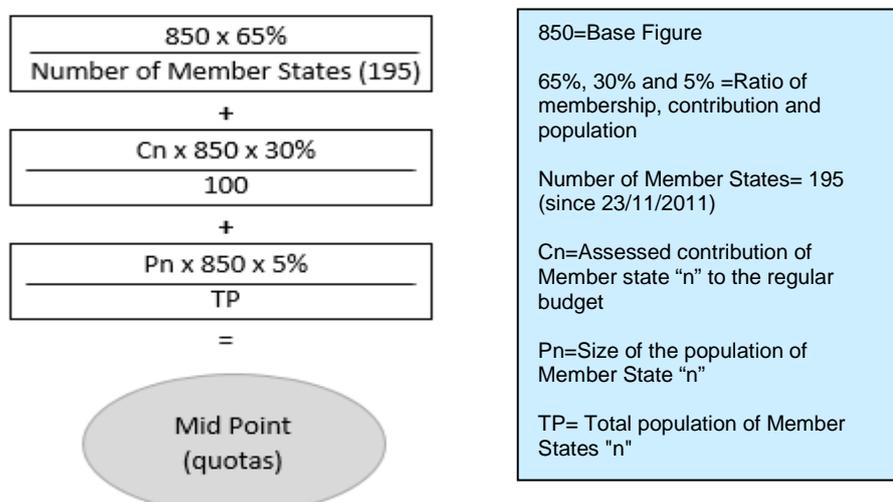
To calculate the quota, UNESCO allocates to Member States a share of posts from the base figure, based on three factors:

The Membership factor (65%): recognizes the fact that a State, as a Member of the Organization, can expect to have a certain number of posts attributed to its nationals. This number is equal for all Member States. A minimum of two posts is attributed to each Member State.

The Contribution factor (30%): considers the Member States in proportion to their contribution to the regular budget.

The Population factor (5%): considers the Member States in proportion to the size of their respective population.

The method for calculating the quota is illustrated below:



The ratios attributed to factors in UNESCO have evolved since 1995, as shown in Table 1 below:

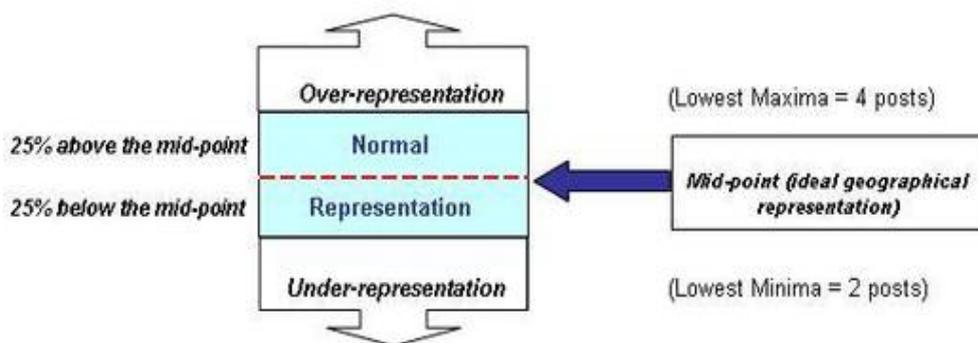
Table 1: Evolution of the ratio of factors for the calculation of geographical quotas

Factors	Prior to 1995	1995	1999	2003
Membership Factor	76%	70%	65%	65%
Contribution Factor	24%	30%	35%	30%
Population Factor	–	–	–	5%

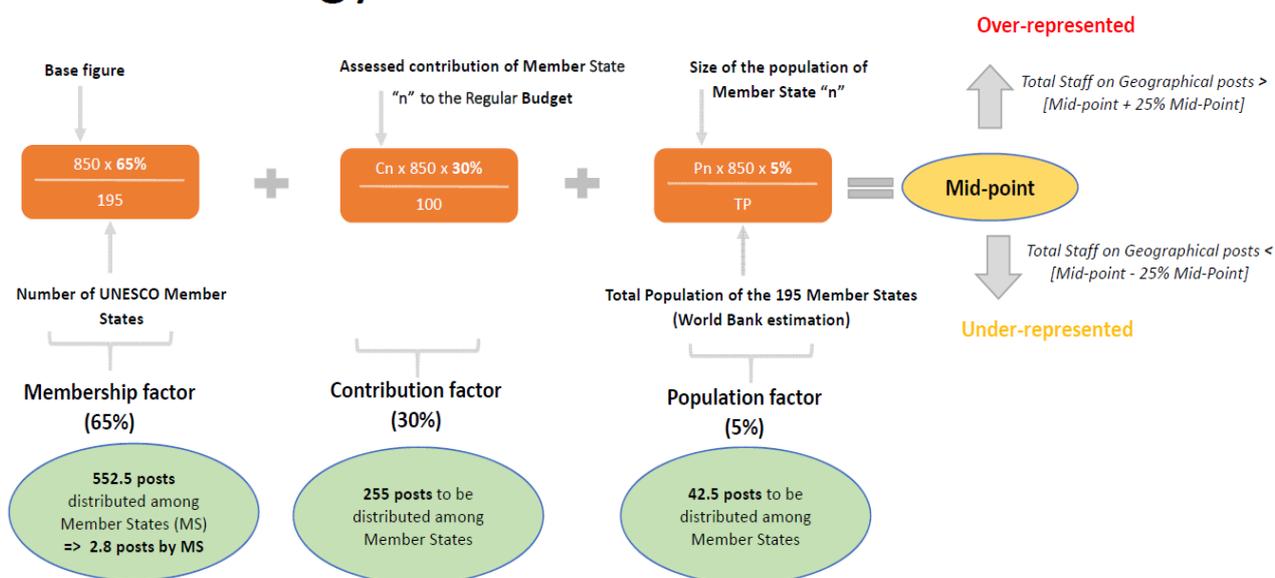
The quota

The quota is not construed as an absolute number of posts but as a mid-point with a desirable range of 25% above and 25% below this mid-point. The mid-point represents the ideal number of posts attributable to each Member State. The desirable range comprises two figures: the maximum and the minimum number of posts beyond which a Member State is considered over-represented or under-represented. Countries are normally represented when they are in the desirable range.

The lowest range of posts is two to four, which represents the minimum quota.



Methodology



More information

The situation of the geographical distribution of Member States in UNESCO is updated every month and available on Member States website : https://en.unesco.org/careers/sites/careers/files/Geographical_Distribution.pdf.

ANNEX II

**EX FITOCA POSTS FUNDED BY THE REGULAR PROGRAMME AS FROM 1 JANUARY 2018
(COST RECOVERY POLICY)**

Sector	Post Grade	Title
FSC	D-1	DIRECTOR OF DIVISION
GEN	P-4	PROGRAMME SPECIALIST (GENDER)
ED	P-4	PROGRAMME SPECIALIST
ED	P-1/P-2	ASSISTANT PROGRAMME SPECIALIST
SC	P-4	PROGRAMME SPECIALIST
SHS	P-3	PROGRAMME SPECIALIST
CLT	P-3	PROGRAMME SPECIALIST
CLT	P-3	OUTREACH AND PARTNERSHIPS SPECIALIST
CLT	P-3	PROGRAMME SPECIALIST
CI	P-3	PROGRAMME SPECIALIST
KMI	P-3	FUNCTIONAL SPECIALIST
KMI	P-3	FUNCTIONAL SPECIALIST
KMI	P-3	FUNCTIONAL SPECIALIST
KMI	P-1/P-2	SYSTEM DEVELOPMENT ANALYST
KMI	P-1/P-2	FUNCTIONAL ANALYST
KMI	P-1/P-2	ASSOCIATE DEVELOPMENT SPECIALIST

ANNEX III

UNESCO GEOGRAPHICAL DISTRIBUTION ACTION PLAN FOR 2017-2022

OBJECTIVE 1: Increase the number of represented and normally represented countries to achieve a more balanced geographical distribution							
Expected Results	Initiatives	Performance Indicators	Timeframe	Responsible			Progress Update
				HRM	Managers	Staff	
1. 85% represented countries by 2022 2. 40% normally represented countries by 2022	(a) Recruit Young Professionals each biennium from non- (NR) and under-represented (UR) countries, and ensure that at least 70% of the P1/P2 posts be retained for the Young Professional Programme. (b) Create a roster for pre-selected YPP candidates in the e-recruit system to enable managers to identify qualified candidates for project assignment or other posts. (c) Use new technology, such as webinars, to outreach qualified candidates from UR/NR countries. (d) Keep traditional direct contact with candidates from UR/NR countries, through missions, job fairs, etc. (e) Organize meetings with regional groups, especially ASPAC, GRULAC and Africa, and individual meetings with targeted UR/NR countries. (f) Contact Heads of field offices of UNESCO to contribute to engaging UR/NR countries. (g) Implement the requirement that short-lists for all levels include at list one candidate from NR/UR countries. (h) Attract more candidates from NR/UR countries through UNV or other similar programmes.	Number of represented countries Number of normally represented countries	2017-2022	✓	✓		
OBJECTIVE 2: Achieve a better balance among regional groups at senior level (Director and above)							
Expected Results	Initiatives	Key Performance Indicators (KPI)	Time-frame	Responsible			Progress Update
				HRM	Managers ODG/GE	Staff	
3. Enhanced geographical balance of senior level staff across regional groups by 2022	(a) Establish specific objectives for senior posts (starting from P-5 and above) with each sector/bureau based on the forecasted vacancy rate, taking into account the impact of upcoming retirements over the next 6 years.	Representation of Director staff and above across regional groups	2017-2022	✓	✓	✓	

ANNEX IV

GEOGRAPHICAL DISTRIBUTION BY MEMBER STATES AND BY GRADE,
STATUS AS OF JANUARY 2018
 : Under- and non-represented Member States

	Member States	Sigle	Group	DDG	ADG	D2	D1	P5	P4	P3	P2	P1	Total	Max.	Min.	Situation
1	Afghanistan	AFG	Group IV							2			2	4	2	=
2	Albania	ALB	Group II				1		1				2	4	2	=
3	Algeria	DZA	Group Vb				1				3		4	4	3	=
4	Andorra	AND	Group I						1				1	4	2	-
5	Angola	AGO	Group Va											4	2	O
6	Antigua and Barbuda	ATG	Group III								1		1	4	2	-
7	Argentina	ARG	Group III					3	1	1	2		7	7	4	=
8	Armenia	ARM	Group II											4	2	O
9	Australia	AUS	Group IV			1	1	1	2	1	1		7	11	7	=
10	Austria	AUT	Group I					1	2		1		4	6	4	=
11	Azerbaijan	AZE	Group II						1		2		3	4	2	=
12	Bahamas	BHS	Group III							1			1	4	2	-
13	Bahrain	BHR	Group Vb											4	2	O
14	Bangladesh	BGD	Group IV							2	1		3	5	3	=
15	Barbados	BRB	Group III											4	2	O
16	Belarus	BLR	Group II					1					1	4	2	-
17	Belgium	BEL	Group I			1		4	1	3			9	6	4	+
18	Belize	BLZ	Group III								1		1	4	2	-
19	Benin	BEN	Group Va						2	1	3		6	4	2	+
20	Bhutan	BTN	Group IV								1		1	4	2	-
21	Bolivia (Plurinational State of)	BOL	Group III							2			2	4	2	=
22	Bosnia and Herzegovina	BIH	Group II							1	1		2	4	2	=
23	Botswana	BWA	Group Va							1			1	4	2	-
24	Brazil	BRA	Group III				2		1	2	2		7	17	10	-
25	Brunei Darussalam	BRN	Group IV											4	2	O
26	Bulgaria	BGR	Group II					2	1	2	1		6	4	2	+
27	Burkina Faso	BFA	Group Va				1	1		2			4	4	2	=
28	Burundi	BDI	Group Va						3		1		4	4	2	=
29	Cabo Verde	CPV	Group Va											4	2	O
30	Cambodia	KHM	Group IV					1			1		2	4	2	=
31	Cameroon	CMR	Group Va				1	1	1	3	1		7	4	2	+
32	Canada	CAN	Group I				1	3	6	1	3		14	13	8	+
33	Central African Republic	CAF	Group Va											4	2	O
34	Chad	TCD	Group Va											4	2	O
35	Chile	CHL	Group III						1	1	1		3	5	3	=
36	China	CHN	Group IV		1			2	3	2	1		9	39	23	-
37	Colombia	COL	Group III						2	1			3	5	3	=
38	Comoros	COM	Group Va					1					1	4	2	-
39	Congo	COG	Group Va		1				1	2			4	4	2	=
40	Cook Islands	COK	Group IV						1				1	4	2	-
41	Costa Rica	CRI	Group III				1		1				2	4	2	=
42	Côte d'Ivoire	CIV	Group Va						1	1	1		3	4	2	=
43	Croatia	HRV	Group II						1	1			2	4	2	=
44	Cuba	CUB	Group III					1	2		1		4	4	2	=
45	Cyprus	CYP	Group I							2			2	4	2	=
46	Czechia	CZE	Group II					1		1	1		3	5	3	=

204 EX/5 Part III.A
Annex IV – page 2

Member States		Sigle	Group	DDG	ADG	D2	D1	P5	P4	P3	P2	P1	Total	Max.	Min.	Situation
47	Democratic People's Republic of Korea	PRK	Group IV					1	1				2	4	2	=
48	Democratic Republic of the Congo	COD	Group Va					1		1	1		3	4	2	=
49	Denmark	DNK	Group I				2	3	2				7	5	3	+
50	Djibouti	DJI	Group Va					1	1				2	4	2	=
51	Dominica	DMA	Group III								1		1	4	2	-
52	Dominican Republic	DOM	Group III											4	2	O
53	Ecuador	ECU	Group III					1		1	1		3	4	2	=
54	Egypt	EGY	Group Vb						1				1	5	3	-
55	El Salvador	SLV	Group III											4	2	O
56	Equatorial Guinea	GNQ	Group Va											4	2	O
57	Eritrea	ERI	Group Va							1			1	4	2	-
58	Estonia	EST	Group II				1						1	4	2	-
59	Ethiopia	ETH	Group Va	1					1	3	1	1	7	4	3	+
60	Fiji	FJI	Group IV						1				1	4	2	-
61	Finland	FIN	Group I					1	3				4	5	3	=
62	France	FRA	Group I		1	1	1	8	14	12	10		47	20	12	+
63	Gabon	GAB	Group Va								1		1	4	2	-
64	Gambia	GMB	Group Va			1		2			2		5	4	2	+
65	Georgia	GEO	Group II							1			1	4	2	-
66	Germany	DEU	Group I			2	1	4	5	8	2		22	24	15	=
67	Ghana	GHA	Group Va					1					1	4	2	-
68	Greece	GRC	Group I							4	2		6	5	3	+
69	Grenada	GRD	Group III						1				1	4	2	-
70	Guatemala	GTM	Group III		1								1	4	2	-
71	Guinea	GIN	Group Va						1				1	4	2	-
72	Guinea-Bissau	GNB	Group Va						1				1	4	2	-
73	Guyana	GUY	Group III											4	2	O
74	Haiti	HTI	Group III								1		1	4	2	-
75	Honduras	HND	Group III						1		1		2	4	2	=
76	Hungary	HUN	Group II					1		1			2	4	2	=
77	Iceland	ISL	Group I											4	2	O
78	India	IND	Group IV				3	4	2		1		10	15	9	=
79	Indonesia	IDN	Group IV							2	1		3	7	4	-
80	Iran (Islamic Republic of)	IRN	Group IV								1		1	6	3	-
81	Iraq	IRQ	Group Vb							1			1	4	3	-
82	Ireland	IRL	Group I					3		2			5	5	3	=
83	Israel	ISR	Group I						2	1			3	5	3	=
84	Italy	ITA	Group I				3	8	5	6	1		23	16	10	+
85	Jamaica	JAM	Group III							1	1		2	4	2	=
86	Japan	JPN	Group IV				1	4	12	15	1		33	35	21	=
87	Jordan	JOR	Group Vb		1		1		1		1		4	4	2	=
88	Kazakhstan	KAZ	Group IV							1			1	4	3	-
89	Kenya	KEN	Group Va						1	1			2	4	2	=
90	Kiribati	KIR	Group IV											4	2	O
91	Kuwait	KWT	Group Vb											4	3	O
92	Kyrgyzstan	KGZ	Group IV							1			1	4	2	-
93	Lao People's Democratic Republic	LAO	Group IV						1	1			2	4	2	=
94	Latvia	LVA	Group II							1			1	4	2	-
95	Lebanon	LBN	Group Vb					2	2	2	1		7	4	2	+
96	Lesotho	LSO	Group Va											4	2	O

Member States		Sigle	Group	DDG	ADG	D2	D1	P5	P4	P3	P2	P1	Total	Max.	Min.	Situation
97	Liberia	LBR	Group Va								1		1	4	2	-
98	Libya	LBY	Group Vb								1		1	4	2	-
99	Lithuania	LTU	Group II						2	1			3	4	2	=
100	Luxembourg	LUX	Group I								1		1	4	2	-
101	Madagascar	MDG	Group Va					1		1			2	4	2	=
102	Malawi	MWI	Group Va					1					1	4	2	-
103	Malaysia	MYS	Group IV						2	2			4	5	3	=
104	Maldives	MDV	Group IV								1		1	4	2	-
105	Mali	MLI	Group Va						1	1			2	4	2	=
106	Malta	MLT	Group I											4	2	O
107	Marshall Islands	MHL	Group IV											4	2	O
108	Mauritania	MRT	Group Vb											4	2	O
109	Mauritius	MUS	Group Va						1	1			2	4	2	=
110	Mexico	MEX	Group III				2	2		5	2		11	9	5	+
111	Micronesia (Federated States of)	FSM	Group IV											4	2	O
112	Monaco	MCO	Group I											4	2	O
113	Mongolia	MNG	Group IV							1			1	4	2	-
114	Montenegro	MNE	Group II								1		1	4	2	-
115	Morocco	MAR	Group Vb						4	2	1		7	4	2	+
116	Mozambique	MOZ	Group Va				2	2					4	4	2	=
117	Myanmar	MMR	Group IV						1				1	4	2	-
118	Namibia	NAM	Group Va							1	1		2	4	2	=
119	Nauru	NRU	Group IV											4	2	O
120	Nepal	NPL	Group IV						3	2	1		6	4	2	+
121	Netherlands	NLD	Group I				3		1	4			8	8	5	=
122	New Zealand	NZL	Group IV					1	1	1	1		4	4	3	=
123	Nicaragua	NIC	Group III				1			1			2	4	2	=
124	Niger	NER	Group Va					2		1	1		4	4	2	=
125	Nigeria	NGA	Group Va						1	2			3	6	3	=
126	Niue	NIU	Group IV											4	2	O
127	Norway	NOR	Group I						3	1			4	6	4	=
128	Oman	OMN	Group Vb			1						1	2	4	2	=
129	Pakistan	PAK	Group IV					1	1	1	1		4	5	3	=
130	Palau	PLW	Group IV											4	2	O
131	Palestine	PSE	Group Vb							2			2	4	2	=
132	Panama	PAN	Group III							1			1	4	2	-
133	Papua New Guinea	PNG	Group IV						1				1	4	2	-
134	Paraguay	PRY	Group III									1	1	4	2	-
135	Peru	PER	Group III						1				1	4	3	-
136	Philippines	PHL	Group IV					1	1		2		4	5	3	=
137	Poland	POL	Group II					1		2			3	6	4	-
138	Portugal	PRT	Group I						1	1	1		3	5	3	=
139	Qatar	QAT	Group Vb								1		1	4	3	-
140	Republic of Korea	KOR	Group IV			1	1	1	1	5	1		10	10	6	=
141	Republic of Moldova	MDA	Group II						1	1			2	4	2	=
142	Romania	ROU	Group II						2	2	1		5	4	3	+
143	Russian Federation	RUS	Group II		1			2	2	1	1		7	14	9	-
144	Rwanda	RWA	Group Va											4	2	O
145	Saint Kitts and Nevis	KNA	Group III						1	1			2	4	2	=
146	Saint Lucia	LCA	Group III				1				2		3	4	2	=
147	Saint Vincent and the Grenadines	VCT	Group III											4	2	O

204 EX/5 Part III.A
Annex IV – page 4

Member States		Sigle	Group	DDG	ADG	D2	D1	P5	P4	P3	P2	P1	Total	Max.	Min.	Situation
148	Samoa	WSM	Group IV											4	2	O
149	San Marino	SMR	Group I							1			1	4	2	-
150	Sao Tome and Principe	STP	Group Va							1			1	4	2	-
151	Saudi Arabia	SAU	Group Vb				1				1		2	7	4	-
152	Senegal	SEN	Group Va					1	2	1	1		5	4	2	+
153	Serbia	SRB	Group II								1		1	4	2	-
154	Seychelles	SYC	Group Va						1	1			2	4	2	=
155	Sierra Leone	SLE	Group Va						1				1	4	2	-
156	Singapore	SGP	Group IV								1		1	5	3	-
157	Slovakia	SVK	Group II							1			1	4	2	-
158	Slovenia	SVN	Group II								1		1	4	2	-
159	Solomon Islands	SLB	Group IV											4	2	O
160	Somalia	SOM	Group Va											4	2	O
161	South Africa	ZAF	Group Va			1		1	2	1	1		6	5	3	+
162	South Sudan	SSD	Group Va											4	2	O
163	Spain	ESP	Group I					7	2	4	3		16	12	7	+
164	Sri Lanka	LKA	Group IV											4	2	O
165	Sudan	SDN	Group Vb					1					1	4	2	-
166	Suriname	SUR	Group III											4	2	O
167	Swaziland	SWZ	Group Va						1				1	4	2	-
168	Sweden	SWE	Group I				1		2				3	7	4	-
169	Switzerland	CHE	Group I		1			1		1			3	7	4	-
170	Syrian Arab Republic	SYR	Group Vb					2		1			3	4	2	=
171	Tajikistan	TJK	Group II											4	2	O
172	Thailand	THA	Group IV								1		1	5	3	-
173	The former Yugoslav Republic of Macedonia	MKD	Group II					1	1				2	4	2	=
174	Timor-Leste	TLS	Group IV											4	2	O
175	Togo	TGO	Group Va					1	1				2	4	2	=
176	Tonga	TON	Group IV											4	2	O
177	Trinidad and Tobago	TTO	Group III						1		1		2	4	2	=
178	Tunisia	TUN	Group Vb			1		1	2	4	1		9	4	2	+
179	Turkey	TUR	Group I			1			1		1		3	7	4	-
180	Turkmenistan	TKM	Group IV							1			1	4	2	-
181	Tuvalu	TUV	Group IV											4	2	O
182	Uganda	UGA	Group Va							3			3	4	2	=
183	Ukraine	UKR	Group II							3	1		4	4	3	=
184	United Arab Emirates	ARE	Group Vb											6	3	O
185	United Kingdom of Great Britain and Northern Ireland	GBR	Group I			2		8	1	5	2		18	18	11	=
186	United Republic of Tanzania	TZA	Group Va						1				1	4	2	-
187	United States of America	USA	Group I				2	5	6	8	2		23	76	46	-
188	Uruguay	URY	Group III							1			1	4	2	-
189	Uzbekistan	UZB	Group II						1	1			2	4	2	=
190	Vanuatu	VUT	Group IV											4	2	O
191	Venezuela (Bolivarian Republic of)	VEN	Group III				1						1	6	3	-
192	Viet Nam	VNM	Group IV						1	2	1		4	4	3	=
193	Yemen	YEM	Group Vb							1			1	4	2	-
194	Zambia	ZMB	Group Va						1		1		2	4	2	=
195	Zimbabwe	ZWE	Group Va							2	1		3	4	2	=
Total				1	7	13	37	112	155	190	105	3	623			

ANNEX V**MEMBER STATES BY GEOGRAPHICAL DISTRIBUTION, STATUS AS OF JANUARY 2018**

NORMALLY REPRESENTED MEMBER STATES (72)			
Afghanistan	Croatia	Kenya	Philippines
Albania	Cuba	Lao People's Democratic Republic	Portugal
Algeria	Cyprus	Lithuania	Republic of Korea
Argentina	Czechia	Madagascar	Republic of Moldova
Australia	Democratic People's Republic of Korea	Malaysia	Saint Kitts and Nevis
Austria	Democratic Republic of the Congo	Mali	Saint Lucia
Azerbaijan	Djibouti	Mauritius	Seychelles
Bangladesh	Ecuador	Mozambique	Syrian Arab Republic
Bolivia (Plurinational State of)	Finland	Namibia	The former Yugoslav Republic of Macedonia
Bosnia and Herzegovina	Germany	Netherlands	Togo
Burkina Faso	Honduras	New Zealand	Trinidad and Tobago
Burundi	Hungary	Nicaragua	Uganda
Cambodia	India	Niger	Ukraine
Chile	Ireland	Nigeria	United Kingdom of Great Britain and Northern Ireland
Colombia	Israel	Norway	Uzbekistan
Congo	Jamaica	Oman	Viet Nam
Costa Rica	Japan	Pakistan	Zambia
Côte d'Ivoire	Jordan	Palestine	Zimbabwe
OVER-REPRESENTED MEMBER STATES (20)			
Belgium	Denmark	Italy	Romania
Benin	Ethiopia	Lebanon	Senegal
Bulgaria	France	Mexico	South Africa
Cameroon	Gambia	Morocco	Spain
Canada	Greece	Nepal	Tunisia
UNDER-REPRESENTED MEMBER STATES (65)			
Andorra	Georgia	Maldives	Slovakia
Antigua and Barbuda	Ghana	Mongolia	Slovenia
Bahamas	Grenada	Montenegro	Sudan
Belarus	Guatemala	Myanmar	Swaziland
Belize	Guinea	Panama	Sweden
Bhutan	Guinea-Bissau	Papua New Guinea	Switzerland
Botswana	Haiti	Paraguay	Thailand
Brazil	Indonesia	Peru	Turkey
China	Iran (Islamic Republic of)	Poland	Turkmenistan
Comoros	Iraq	Qatar	United Republic of Tanzania
Cook Islands	Kazakhstan	Russian Federation	United States of America
Dominica	Kyrgyzstan	San Marino	Uruguay
Egypt	Latvia	Sao Tome and Principe	Venezuela (Bolivarian Republic of)
Eritrea	Liberia	Saudi Arabia	Yemen
Estonia	Libya	Serbia	
Fiji	Luxembourg	Sierra Leone	
Gabon	Malawi	Singapore	

NON-REPRESENTED MEMBER STATES (38)			
Angola	Equatorial Guinea	Monaco	Sri Lanka
Armenia	Guyana	Nauru	Suriname
Bahrain	Iceland	Niue	Tajikistan
Barbados	Kiribati	Palau	Timor-Leste
Brunei Darussalam	Kuwait	Rwanda	Tonga
Cabo Verde	Lesotho	Saint Vincent and the Grenadines	Tuvalu
Central African Republic	Malta	Samoa	United Arab Emirates
Chad	Marshall Islands	Solomon Islands	Vanuatu
Dominican Republic	Mauritania	Somalia	
El Salvador	Micronesia (Federated States of)	South Sudan	

ANNEX VI

LIST OF MEMBER STATES WHICH HAVE CHANGED THE STATUS OF REPRESENTATION BETWEEN JANUARY 2017 AND JANUARY 2018

1. Member States **NORMALLY REPRESENTED** in **JANUARY 2018** that were:

UNDER-REPRESENTED in JANUARY 2017	OVER-REPRESENTED in JANUARY 2017
Azerbaijan	Burkina Faso
Chile	Ireland
Kenya	Netherlands
Palestine	

2. Member States **UNDER REPRESENTED** in **JANUARY 2018** that were:

NON REPRESENTED in JANUARY 2017	NORMALLY REPRESENTED in JANUARY 2017
Haiti	Latvia
	Mongolia

3. Member States **NON-REPRESENTED** in **JANUARY 2018** that were:

UNDER-REPRESENTED in JANUARY 2017	NORMALLY REPRESENTED in JANUARY 2017
Barbados	
Dominican Republic	
Rwanda	
Somalia	

4. Member States **OVER-REPRESENTED** in **JANUARY 2018** that were:

NORMALLY REPRESENTED in JANUARY 2017
Benin
Greece
Mexico
Senegal
South Africa

ANNEX VII

UNESCO Gender Parity Action Plan for 2017-2022

OBJECTIVE 1: Achieve Gender Parity at all levels, including at Senior Level ⁴								
Expected Results	Initiatives	Performance Indicators	Time-frame	Responsible				Progress Update
				HRM	Managers	ODG/GE	Staff	
1. Gender balance achieved at all levels, including at senior level (P-5 and above).	<p>1.1. Establish gender targets at senior level by Sector/Bureau based on an assessment of the situation and monitor on regular basis.</p> <p>1.2. Set up outreach activities to increase the number of candidates from the under-represented gender: Contact professional associations and networks, and advertise P-5 and above posts through them.</p> <p>Outreach toward potential candidates through missions, webinars.</p> <p>Create roster for candidates in the e-recruitment system.</p> <p>Work with other United Nations agencies to identify qualified candidates of the under-represented gender at senior level positions</p> <p>1.3. Take measures at selection stage to increase the number of the under-represented gender.</p> <p>1.4. Implement requirement that short-lists include at least one qualified candidate of the under-represented gender; for P-5 posts and above, apply a hiring ratio of 1 to 1, in order to achieve parity</p>	<p>Gender Parity (50%) is achieved at Director and P-5 level.</p> <p>Number of qualified applicants from the under-represented gender increased.</p>	2017-2020	✓	✓	✓		
OBJECTIVE 2: Enhance women's professional development through dedicated training initiatives								
Expected Results	Initiatives	Performance Indicators	Timeframe	Responsible				Progress Update
				HRM	Managers	ODG/GE	Staff	
2. Increased number of women ready to take on new roles including leadership roles, and equipped with the required competencies and skills	<p>2.1 Launch mentoring programme for P-3/P-4 women staff.</p> <p>2.2 Organize training workshops for women staff such as on networking and succeeding in interviews.</p> <p>2.3. Develop "Women in Leadership" modules for women staff at P-4 and above levels.</p>	<p>% of women participating in development activities.</p> <p>% of women appointed to senior posts where there is no parity</p> <p>Effectiveness rate with the learning and development activities</p>	2017-2022	✓	✓	✓	✓	

OBJECTIVE 3: A gender equality conscious workplace								
Expected Results	Initiatives	Performance Indicators	Timeframe	Responsible				Progress Update
				HRM	Managers	ODG/GE	Staff	
3. Enhanced awareness of gender equality and gender unconscious bias	<p>3.1 Include a module on Gender Equality in training programmes, such as induction and leadership</p> <p>3.2 Monitor the implementation of the mandatory Gender Equality training for all staff.</p> <p>3.3 Ensure Gender Equality is included in the interview process. Add interview questions on gender equality to assess candidates' competencies on gender equality matters; ensure that awareness of gender unconscious bias is included in competency-based interview training for hiring managers</p> <p>3.4. Develop and implement actions to reduce gender unconscious bias.</p>	<p>Effectiveness of training programmes</p> <p>% of staff attending the Gender Equality training</p>	2017-2022	✓	✓	✓	✓	
4. Gender conscious performance appraisal	4.1. Include Gender Equality indicators in the performance appraisal of managers.		2018	✓		✓	✓	
OBJECTIVE 4: A gender friendly workplace contributing to professional growth								
Expected Results	Initiatives	Performance Indicators	Timeframe	Responsible				Progress Update
				HRM	Managers	ODG/GE	Staff	
5. Exit interview for departing P/D staff	5.1. Conduct exit interviews with Professional and above staff who leave UNESCO	Number of exit interviews conducted	2017-2022	✓			✓	
6. Work-life balance working arrangements	6.1. Telework policy and other flexible work modalities	<p>Number of staff taking up telework and their satisfaction rate, as well as the effectiveness of these arrangements within a team.</p> <p>Other flexible work modalities as required</p>	2017-2022	✓				
7. Enhanced role of Gender Focal Points	7.1. Include Gender Focal points duties and responsibilities in the respective job descriptions.	Job descriptions reflecting gender focal points responsibilities	2018	✓		✓		
8. Setup informal gender networks	8.1. Support the setup of informal networks of HR staff/managers working on gender.	Output/outcome of the meetings within the gender networks	2017-2022	✓				