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

PART IV

HUMAN RESOURCES ISSUES

ADDENDUM

COMMENTS BY THE INTERNATIONAL STAFF ASSOCIATION OF UNESCO (ISAU)

A. Use of non-staff contracts, including those for consultants, in 2018

Pursuant to Item 9.2.7 of the UNESCO Human Resources Manual, the International Staff Association of UNESCO (ISAU) submits its comments on human resources issues (document 207 EX/5.IV.A)

1. ISAU questions the continuing preponderance of consultants from Group I. Thus, Table 9 shows that they represent **nearly one third (31%) of all consultants hired by the Organization** and **41% of the expenditure relating to consultant contracts**. This situation constitutes an unacceptable imbalance. It should be emphasized that there is no information to allow such a comparison for service contracts.
2. The document states in paragraph 31 that *“In 2018, non-staff personnel accounted for approximately 47% of the total UNESCO workforce in full-time equivalent (FTE) terms”*. This proportion is very high and must be questioned.
3. A first question is whether the large number of consultants and service contracts does not in fact correspond to staff management that is flawed because it is based on a lack of needs forecasting and resource planning.



Job: 201913107

4. A further question is whether this lack of planning does not lead to a confusion of tasks corresponding to the different types of contracts. It must be repeated over and over again that these problems have a known cause, namely that these are contracts over which the Bureau of Human Resources Management (HRM) has no real control. Both individual consultant contracts and service contracts are managed entirely by the sectors and services.

5. If we combine these remarks with those we have also already made on Project Appointments (PAs), we see that a very large proportion of contracts concluded by UNESCO with individuals are not subject to any effective control that would ensure a consistent staff policy. If HRM cannot impose consistency, the possibility is created, for example, for sectors to recruit the same people on different, successive contracts. Our purpose is not to conduct a campaign against these long-term staff, as the Administration sometimes does, but **to counter situations of precariousness and injustice**, which all too often occur, **particularly in field offices**. If a person is employed for similar tasks for years even on different contracts, it is because he or she performs a regular function of the Secretariat that requires regularization, including for the efficiency of the service.

6. The considerations we express here are moreover clearly stated in paragraph 32 of the document: *“The evolution of workforce distribution shown in the graph below reflects the continuous need to hire complementary and additional human resources, in a context of budgetary constraints, in order to maintain the existing level of support for programme delivery, while the number of individuals hired on regular fixed-term contracts remains stable”*. In other words, it is recognized that **situations of precariousness and inequality are directly caused by the fact that the Secretariat undertakes to carry out missions for which it does not have adequate resources**. This approach amounts to using non-staff contracts as an adjustment variable.

7. In this regard, we note that the Secretariat has begun an effort to comply with the recommendations made in 2014 by the Joint Inspection Unit (JIU). This effort has led to improved access to social security for these staff. However, our analysis of current data indicates that further efforts are needed **to ensure effective and fair overall management of UNESCO staff**.

8. We note that the service-contract policy is currently being updated and its publication is expected by the end of 2019. First of all, it is worth considering the timing of such an update, especially since the staff associations have not yet been consulted on an issue that falls directly within their mandate.

9. Paragraph 4 of the draft decision reads: *“Encourages the Secretariat to continue its efforts to ensure wider geographical distribution and improved gender balance in the hiring of consultants, where qualifications are equal”*. Such a recommendation cannot be simply encouraged. The current situation represents a violation of the constitutional principles of equality and justice. We hope that Member States will not be content to encourage but that they will **“strongly urge”** the Secretariat to ensure balance on these issues.



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

PART IV

HUMAN RESOURCES ISSUES

SUMMARY

**A. Use of non-staff contracts, including those for consultants,
in 2018**

Pursuant to [202 EX/Decision 5.IV.A](#), the Director-General submits the report on the use of non-staff contracts, including those for consultants in 2018.

Decision required: paragraph 37.



JOB: 201910059

A. Use of non-staff contracts, including those for consultants, in 2017 and 2018 (Follow-up to [202 EX/Decision 5.IV.A](#))

Introduction

1. The first part of this report covers contracts issued to individual consultants hired by UNESCO in advisory or consultative capacities, or to provide the expertise, skills and knowledge necessary for a specific service or product at Headquarters and at field duty stations (excluding category 1 institutes).
2. The second part of the report provides, as requested by the Executive Board, information on other non-staff contracts, namely, service contracts and short-term contracts. Service contracts (SCs) are used for tasks or services performed by locally-recruited individuals and make it possible to address temporary activities or workloads which cannot be covered in the normal course of duty by regular staff members. Short-term contracts (STCs) are issued to individuals performing short-term support tasks (such as physical operations and mechanical work; support work and some technical operations; and specialized and general support) which require skills which are generally not available within the Secretariat and for which there is a short-term need. As for the consultants, the data covers Headquarters and the field offices, excluding category 1 institutes.
3. The third part of this report presents the overall distribution of the UNESCO workforce, expressed in full-time equivalent (FTE) terms, and the trends in said workforce (including staff members and non-staff members) at Headquarters and in the field.

Part 1 – Individual consultant and other specialist contracts

Background

4. This section presents data on consultant contracts concluded between 2014 and 2018 at Headquarters and the field offices. Annex I contains detailed tables and charts. As has been done in the reports for previous years, the data on contracts issued by the UNESCO Office in Brasilia (UBO) are presented separately (Annex II) to provide a clearer picture of the contracts issued by the field offices as a whole.
5. The current policy for consultants and other specialists was introduced in February 2012 and takes into consideration matters such as various recommendations¹ of the External Auditor relating, in particular, to the strengthening of competitive selection processes and clarification on the use of waivers. The special measure approved by the Director-General in March 2013, according to which sectors, bureaux and field offices were instructed to reduce by 20% the fee element of all new consultant contracts, continues to apply. However, it is important to note that under circumstances which are increasingly competitive and which exert pressure with regard to certain skills, maintaining these reduced fees tends to complicate project support, particularly in the field.

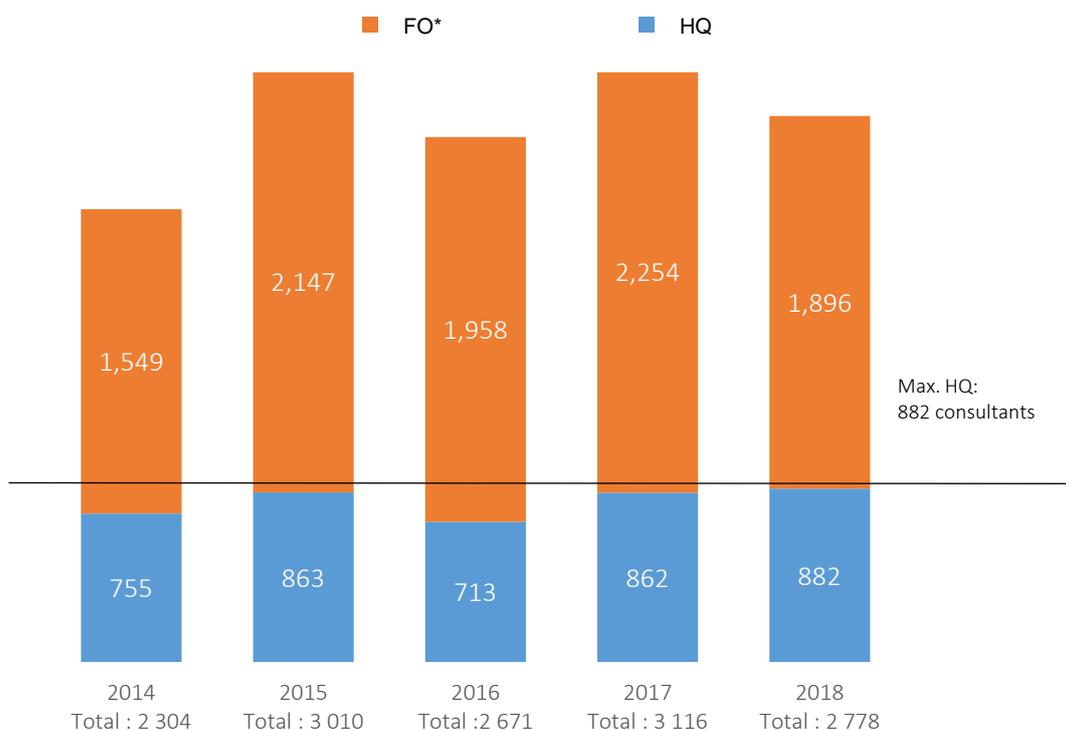
Summary

6. In 2018, consultants accounted for 23% of UNESCO's total workforce (in full-time equivalent terms). The number of consultant contracts (Annex I, [Table 1](#)) increased very slightly at Headquarters in 2018 as compared with 2017 (+2%), while it decreased by 12% at the field offices, making for an overall 8% decrease in consultant contracts between 2017 and 2018. This was accompanied by an 11% decrease in the number of consultants (Annex I, [Table 2](#)). This situation is in keeping with the general trend, which indicates that there are generally fewer consultant contracts during the first year of the biennium.
7. In terms of expenditure, the trend is also downward (-4%), particularly at the field offices (-9%). Field offices account for only 64% of spending on consultant contracts, a decrease of 3 percentage

¹ [182 EX/46](#): Report by the External Auditor on temporary contracts awarded by the Organization

points as compared with 2017; this figure is in line with the average for the last five years (Annex I, [Table 3](#)). It should also be noted that spending on consultant contracts constitutes the largest share of extrabudgetary expenditure, accounting for 78% of total expenditure in 2018, which is 3 percentage points higher than in 2017. Over the last five years, the expenditure trend has continued to rise (+20%).

Number of individual consultants, by year



*Excluding contracts issued by UBO and institutes

8. With regard to the source of funding for contracts, total spending on consultant contracts financed by the regular programme (RP) decreased by 15% between 2017 and 2018 (10% at Headquarters and 18% at the field offices), going from \$ 7.02 million to \$ 5.95 million. Total spending on contracts financed with extrabudgetary funds (EXB) remained constant during that period. At the same time, there was an 11% increase in expenditure at Headquarters, while expenditure at the field offices decreased by 6%. The extrabudgetary share of spending on consultant contracts accounted for 78% of total expenditure in 2018, or 3 percentage points higher than in 2017 (Annex I, [Table 4](#)).

9. In terms of value, as was the case in 2017, most consultant contracts concluded at Headquarters and at the field offices remained below \$10,000 (respectively, 78% and 79%) in 2018. The share of contracts over \$50,000 also remained stable at 1% of the total, despite a 29% decrease in the number of contracts (41 in 2017, as compared to 29 in 2018). That same year, 8 consultant contracts concerned Headquarters and 21, the field offices (Annex I, [Table 5](#)).

10. It bears noting, however, that the average value of consultant contracts concluded at Headquarters increased by 3% (rising to \$6,254) between 2017 and 2018, and by 4% (rising to \$6,689) at the field offices (excluding the National Office in Brazil) over the same period (Annex I, [Table 6](#)). That said, the trend has been downward since 2014, with the average value remaining 2% lower than the figures recorded in 2014.

11. With regard to duration (Annex I, [Table 7](#)), most consultant contracts are concluded for periods of less than three months, whether at Headquarters (78%) or at the field offices (69%). The

remainder mainly concerns contracts of three to six months, while a minority (6% and 9%) of contracts have a term exceeding six months.

Contracts by sector/bureau at Headquarters and field offices

12. At Headquarters, most spending on consultants still directly supports UNESCO's programme (see Annex I, [Table 8](#)). The Education, Natural Sciences, Communication and Information, Culture, and Social and Human Sciences Sectors accounted for approximately 79% of total expenditure at Headquarters in 2018 (81% in 2017). Three sectors (Culture, Education, and Natural Sciences) accounted for 41% of the contracts issued in 2018, and for approximately 60% of total expenditure.

13. At the field offices, 97% of overall spending on consultant contracts in 2018 concerned programme-sector activities, with the Education Sector accounting for 57% of this spending, as compared to 58% in 2017.

Gender balance and nationality

14. The consultant policy requires managers to give consideration to geographical and gender balance where there is equal competence among candidates. Managers are encouraged to seek local expertise for local projects, wherever possible. Moreover, the approval of the Assistant Director-General (ADG) and the bureau/field office head is required where a contract is to be issued to a former UNESCO staff member.

15. At Headquarters and the field offices combined, in 2018, 31% of consultants were from Group I countries (as compared with 27% in 2017), 20% from Group V (a), 17% from Group III, 15% from Group IV, 11% from Group V (b) and 6% from Group II (see Annex I, [Table 9](#)).

16. At Headquarters, 61% of consultants were from Group I countries in 2018 (as compared with 55% in 2017); they accounted for 64% of total expenditure (as compared with 56% in 2017). At the field offices, in 2018, 17% of consultants were from Group I countries (as compared with 16% in 2017); they accounted for 29% of total expenditure (as compared with 28% in 2017). In 2018, 25% of consultants were from Group V (a), 21% from Group III, 18% from Group IV, 13% from Group V (b), and 6% from Group II.

17. Table 10 in Annex I shows the nationalities of the consultants hired in 2018 by the regional group in which the recruiting office is located; it confirms that the practice of local recruitment for local projects has taken hold. Of the consultants hired by offices in Group I countries, 61% were nationals of Group I countries. The numbers range from 57% to 85% in the other regions. For example, 82% of the consultants hired in Africa were nationals of Group V (a) countries (Africa), while 85% of the consultants hired at offices in Central and Latin America were nationals of Group III countries.

18. In 2018, 52% of the consultants hired at Headquarters were women (as compared with 48% in 2017). At the field offices, women accounted for 41% of the consultants hired (as compared with 43% in 2017). Overall, 45% of the consultants hired in 2018 were women, as compared with 44% in 2017 (Annex I, [Table 11](#)).

Retired staff

19. The number of retired UNESCO staff members hired as consultants decreased to 19 in 2018, from 32 in 2017, with 5 retirees at Headquarters (accounting for a total of \$14,000) and 14 in the field offices (accounting for a total of \$40,000). Overall, at Headquarters and the field offices, retired staff accounted for 1% of all the consultants hired in 2018 (as compared with 1% in 2017) and 0.2% of total expenditure (as compared with 0.3% in 2017) (see Annex I, [Table 12](#)). In June 2017², instructions were issued to limit further the hiring of retired staff. From now on, any contract for a

² Administrative Circular AC/HR/57, *Hiring of retired staff members on temporary assistance contracts*

retired staff member must be approved by the Director of the Bureau of Human Resources Management (HRM). In addition, the total duration of contracts issued to a retired staff member may not exceed six months per calendar year.

Consultant contracts under the one-dollar-per-year arrangement

20. In 2017-18, one-dollar consultant contracts were granted to individuals hired for special representational duties or to former staff members in order to ensure the proper transfer of expertise and institutional memory. Thirteen individuals were given such contracts in 2018. In 2019, these contracts were not renewed and no new contracts of this type were issued.

The Bureau of Human Resources Management has begun reviewing this type of contact in order to establish a more appropriate framework which is in line with the practice of the Secretariat of the United Nations. In keeping with United Nations Secretariat practice, "UNESCO expert" contracts will be reserved for high-level figures on clearly defined missions, in support of a UNESCO activity, in order to foster communication and visibility.

Part 2 – Service contracts and short-term contracts

Background

21. The workforce at UNESCO Headquarters and the field offices includes individuals hired on other, non-staff contracts, namely, service contracts and short-term contracts. As mentioned in paragraph 2 of this report, these contracts are used for tasks or services performed by locally recruited individuals and make it possible to address temporary activities or workloads which cannot be covered in the normal course of duty by regular staff members. The minimum duration of a service contract (SC) is one month, and the maximum, 12 months. Service contracts are renewable and cannot exceed a total duration of 24 months over a 36-month period (at Headquarters). A short-term contract (STC) may be issued for a minimum duration of half a day and for a maximum duration of 180 days per calendar year. Short-term contracts are generally issued for very short periods, often to provide half-day or one-day assistance related to the organization and hosting of events such as statutory meetings, conferences, performances and exhibitions.

Service contracts

22. In 2018, the total number of service-contract holders decreased by 6% as compared with 2017 (-4% at Headquarters and -6% at the field offices). The majority are at the field offices (79% in 2018 and 80% in 2017). During the same period, the total number of contracts issued decreased in proportion to the number of contract-holders (-6%); this decrease was more pronounced at Headquarters (-16%) than at the field offices (-2%) (see Annex I, [Table 13](#)).

23. In 2018, 56% of service-contract holders were hired by programme sectors: primarily the Education Sector (24%), followed by the Culture Sector (16%) and the Natural Sciences Sector (7%) (see Annex I, [Table 16b](#)). In the field offices, a significant number of SC holders carry out support functions (45%).

24. Total spending on service contracts in 2018 came to \$19.155 million (71% at the field offices). The relevant costs include the remuneration of service-contract holders and the social security contributions paid by the Organization. The pay scales are based on prevailing local salary rates for similar functions (for example, for comparable work in the national civil service or in the local employment market). To the extent possible, the rates established by the United Nations Development Programme (UNDP) for service contracts are applied by the field offices. With regard to social security, where available, and where service-contract holders are eligible to participate, medical insurance and pension benefits for SC holders are covered by the local social security scheme. If there is no suitable local scheme, or if a service-contract holder is not eligible to participate in the local scheme, every pay cycle, up to 10% must be added to the SC holder's remuneration as

UNESCO's pension contribution, and up to 5% must be added as UNESCO's contribution to medical insurance. In such cases, the contractor must provide proof of his or her registration in an appropriate private health-insurance and/or retirement pension scheme.

25. In 2018, the majority of service contracts (66%) were financed with extrabudgetary funds, making for a total amount of \$12.608 million. Service contracts financed under the regular programme (RP) amounted to \$6.547 million, or 34% of total spending on this type of contract in 2018 (see Annex I, [Table 15](#)).

26. Most spending on service contracts at Headquarters and the field offices directly supports UNESCO's programmes (see Annex I, [Table 16](#)). In 2018, the Education, Natural Sciences, Communication and Information, Culture, and Social and Human Sciences Sectors accounted for approximately 63% of total expenditure at Headquarters and 65% of total expenditure in the field.

Short-term contracts (STCs)

27. In 2018, the number of people on short-term contracts at Headquarters decreased by 15% from 2017, going from 488 to 416, while the number of short-term contracts decreased only slightly (-3%; 3,671 in 2018 versus 3,793 in 2017) (see Annex I, [Table 14](#)), as did the average number of days of employment (-2 days).

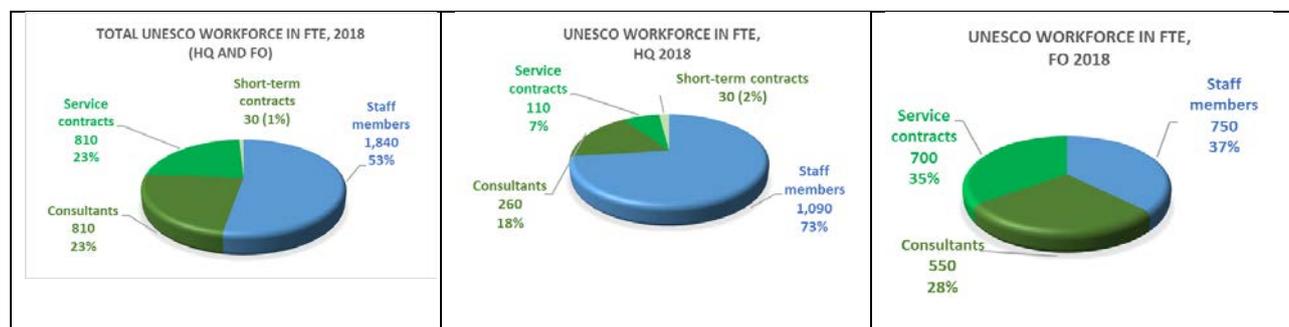
28. The high volume of short-term contracts is due to their brevity (they are generally of a duration of a half day or a single day) and to the number of events (such as conferences, exhibitions and performances) which are held at Headquarters and for which additional personnel is hired on such contracts.

29. Total spending on short-term contracts totalled \$ 3.922 million at Headquarters alone. This amount includes remuneration and social security contributions.

30. Short-term contracts were mainly issued by central services (the Bureau for the Management of Support Services, MSS, accounted for 86% of total spending on short-term contracts because of Bureau involvement in the organization of conferences and events and work with translators/interpreters).

Part 3 - Overall distribution of the UNESCO workforce (Headquarters and field offices)³

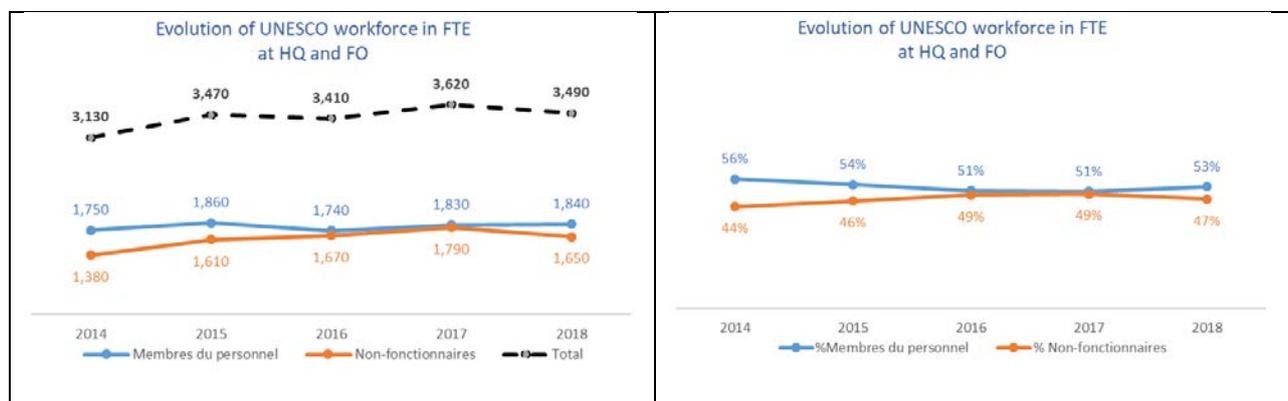
31. In 2018, non-staff personnel accounted for approximately 47% of the total UNESCO workforce in full-time equivalent (FTE)⁴ terms. Non-staff personnel are in the majority at the field offices (63% of the workforce), while at Headquarters, they make up 27% of the workforce (see graphs below). Short-term contract holders account for 23% of the total workforce and consultants, 23% (see also Annex I, [Table 17](#)).



³ Excluding category 1 institutes and the UNESCO Office in Brasilia (UBO)

⁴ The full-time equivalent is calculated by adding the number of full normal workdays worked for each type of contract during the calendar year and dividing the resulting sum by the number of days in the year in question.

32. The evolution of workforce distribution shown in the graph below reflects the continuous need to hire complementary and additional human resources, in a context of budgetary constraints, in order to maintain the existing level of support for programme delivery, while the number of individuals hired on regular fixed-term contracts remains stable.



*Excluding contracts issued by UBO and institutes

33. According to the 2014 Joint Inspection Unit (JIU)⁵ report entitled *Use of Non-Staff Personnel and Related Contractual Modalities in the United Nations System Organizations*, approximately 45% of the total workforce of United Nations system organizations is on non-staff contracts. In the report, the JIU recommended that the organizations conduct an analysis of the use of non-staff personnel and prepare a (short- or medium-term) plan for addressing this practice. The External Auditor also recommended “acting on the recommendations of the Joint Inspection Unit (JIU) of the United Nations system regarding 'non-staff members', focusing in particular on reducing inequalities in health insurance, taking into account the associated costs.”⁶

34. In compliance with the JIU and External Auditor reports, the Bureau of Human Resources Management (HRM) and the Field Operations Support Section (BFM/FOS) carried out a comprehensive review of the use of service contracts at all duty stations (53), placing particular emphasis on social security coverage. This review has now been completed. In order to facilitate it, the management of all contracts was integrated into UNESCO's enterprise resource planning system in January 2015. This has enabled HRM to monitor closely the remuneration and social security contributions paid by UNESCO offices to holders of service contracts and short-term contracts.

35. The service-contract policy is currently being updated, taking into account the feedback received by HRM; its publication is expected by the end of 2019. This will significantly improve working conditions and will help to align and better harmonize the framework for non-staff personnel with that of other United Nations agencies. In addition, in compliance with 202 EX/Decision 5.IV.A, the Bureau of Human Resources Management will, in the autumn, begin working on a short- and medium-term policy on the use of non-staff personnel, taking into account the inter-agency discussions currently under way.

Financial and administrative implications

36. There are no financial or administrative implications arising from the information presented in this report.

⁵ JIU/REP/2014/8

⁶ 201 EX/21 Part V, Recommendation 13

Proposed draft decision

37. In light of the above, the Executive Board may wish to adopt a decision along the following lines:

The Executive Board,

1. Recalling [202 EX/Decision 5.IV.A](#),
2. Having examined document 207 EX/5.IV.A,
3. Takes note of the data, analyses, and qualitative information presented therein;
4. Encourages the Secretariat to continue its efforts to ensure wider geographical distribution and improved gender balance in the hiring of consultants, where qualifications are equal;
5. Invites the Director-General to report to it every two years on the use of non-staff contracts, including those for consultants.

ANNEX I

**STATISTICS ON NON-STAFF CONTRACTS, INCLUDING THOSE FOR CONSULTANTS,
ISSUED AT HEADQUARTERS AND FIELD OFFICES
(excluding the UNESCO Office in Brasilia and institutes)**

Part 1 - Individual consultants and other specialists

1. Table 1 and the corresponding chart show the number of individual-consultant contracts issued at Headquarters and the field offices each year from 2014 to 2018.

Table 1 – Number of individual consultant contracts 2014-2018

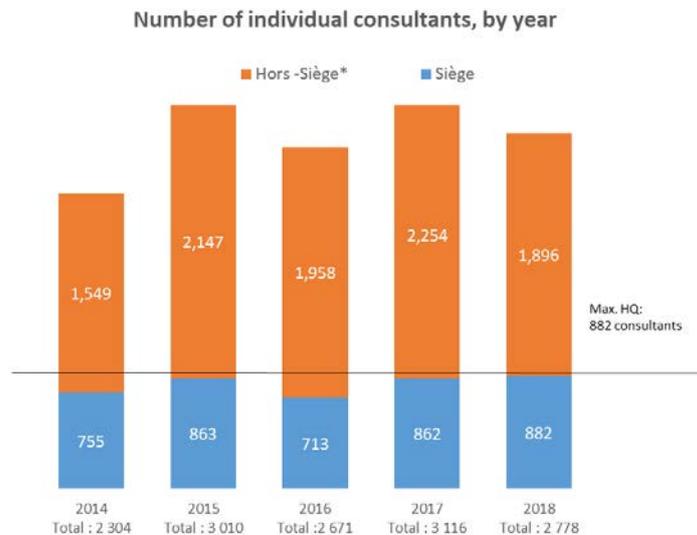
	2014	2015	2016	2017		Evolution 2017-2018	Evolution 2014-2018
HQ	1,368	1,752	1,253	1,522		2%	13%
% HQ	41%	38%	33%	34%			
FO*	2,005	2,855	2,594	2,914		-12%	27%
% FO*	59%	62%	67%	66%			
Total	3,373	4,607	3,847	4,436		-8%	22%

*Excluding contracts issued by UBO and institutes

2. Table 2 and the corresponding chart show the number of individual consultants given contracts by Headquarters and the field offices each year from 2014 to 2018.

Table 2 – Number of individual consultants 2014-2018

	2014	2015	2016	2017	2018	Evolution 2017/2018	Evolution 2014-2018
HQ	755	863	713	862	882	2%	17%
% HQ	33%	29%	27%	28%	32%		
FO*	1,549	2,147	1,958	2,254	1,896	-16%	22%
% FO*	67%	71%	73%	72%	68%		
Total	2,304	3,010	2,671	3,116	2,778	-11%	21%



*Excluding contracts issued by UBO and institutes

3. Table 3 and the corresponding chart show overall spending on individual-consultant contracts issued by Headquarters and the field offices for each year between 2014 and 2018.

Table 3 – Spending on consultant contracts (\$ thousand) 2014-2018

	2014	2015	2016	2017	2018	Evolution 2017/2018	Evolution 2014-2018
HQ	8,900	9,726	8,551	9,222	9,681	5%	9%
% HQ	40%	36%	33%	33%	36%		
FO*	13,499	17,348	17,640	18,694	17,091	-9%	27%
% FO*	60%	64%	67%	67%	64%		
Total	22,399	27,074	26,191	27,916	26,772	-4%	20%

*Excluding contracts issued by UBO and institutes

4. Table 4 shows overall spending on individual-consultant contracts issued between 2017 and 2018 at Headquarters and the field offices, by source of funding.

Table 4 - Spending on consultant contracts in 2017 and 2018, by source of funding (\$ thousand)

	2017				Total	2018				Total	Evolution 2017/2018	
	RP	%RP	EBF	%EBF		RP	%RP	EBF	%EBF		RP	EBF
HQ	2,730	30%	6,493	70%	9,222	2,445	25%	7,235	75%	9,681	-10%	11%
FO*	4,292	23%	14,402	77%	18,694	3,506	21%	13,585	79%	17,091	-18%	-6%
Total	7,021	25%	20,895	75%	27,916	5,951	22%	20,821	78%	26,772	-15%	0%

*Excluding contracts issued by UBO and institutes

5. Table 5 and the corresponding pie charts show total spending on consultant contracts issued at Headquarters and the field offices in 2017 and 2018, by contract value.

Table 5 - Number of consultant contracts in 2017 and 2018, by value (in US\$)

	2017				Total	% Total	2018				Total	% Total
	HQ	% HQ	FO	% FO			HQ	% HQ	FO	% FO		
Less than 5,000	921	60%	1,859	64%	2,780	63%	949	61%	1,555	61%	2,504	61%
5,000 to 9,999	305	20%	513	18%	818	18%	268	17%	475	18%	743	18%
25,000 to 49,999	40	3%	74	2%	114	3%	36	2%	69	3%	105	2%
10,000 to 24,999	246	16%	437	15%	683	15%	288	19%	434	17%	722	18%
50,000 and over	10	1%	31	1%	41	1%	8	1%	21	1%	29	1%
Total	1,522	100%	2,914	100%	4,436	100%	1,549	100%	2,554	100.0%	4,103	99%

*Excluding contracts issued by UBO and institutes



6. Table 6 shows the average value of individual-consultant contracts issued by Headquarters and the field offices each year from 2014 to 2018.

Table 6 - Average value of consultant contracts 2014-2018

	2014	2015	2016	2017	2018	Evolution 2017/2018	Evolution 2014-2018
HQ	6,506	5,551	6,824	6,060	6,254	3%	-4%
FO*	6,733	6,076	6,800	6,414	6,689	4%	-1%
Total	6,641	5,877	6,808	6,293	6,525	4%	-2%

*Excluding contracts issued by UBO and institutes

7. Table 7 shows total spending on consultant contracts issued at Headquarters and the field offices in 2017 and 2018, by duration of contract.

Table 7 - Number of consultant contracts in 2017 and 2018, by duration of contract

	HQ				FO				Total HQ and FO			
	2017	%	2018	%	2017	%	2018	%	2017	%	2018	%
Less than one month	709	46%	694	45%	847	29%	687	27%	1,556	35%	1,381	34%
1 - 3 months	468	31%	505	33%	1,222	42%	1,065	42%	1,690	38%	1,570	38%
3 - 6 months	229	15%	254	16%	592	20%	556	22%	821	19%	810	20%
More than 6 months	116	8%	96	6%	253	9%	246	9%	369	8%	342	8%
Total	1,522	100%	1,549	100%	2,914	100%	2,554	99%	4,436	100%	4,103	100%
Average contract duration (months)	2.1		2.1		2.6		2.7		2.4		2.5	

* Excluding contracts issued by UBO and institutes

8. Table 8 shows the number of consultant contracts in 2017 and 2018 at Headquarters and the corresponding expenditure, by sector/bureau. Table 8b shows the same data for the field offices, by sector/bureau.

Table 8 - Number of consultant contracts and corresponding expenditure in 2017 and 2018, by sector/bureau (Headquarters)

	2017				2018			
	Number of contracts	%	Amount (thousands of US\$)	%	Number of contracts	%	Amount (thousands of US\$)	%
ED	213	14%	1,771	19%	190	12%	1,546	16%
SC	195	13%	2,258	25%	239	15%	2,578	27%
SHS	169	11%	800	9%	182	12%	942	10%
CLT	236	16%	1,933	21%	210	14%	1,731	18%
CI	82	5%	680	7%	98	6%	815	8%
Support services	627	41%	1,781	19%	630	41%	2,069	21%
Total	1,522	100%	9,222	101%	1,549	100%	9,681	100%

Table 8b - Number of consultant contracts and corresponding expenditure in 2017 and 2018, by sector/bureau (field offices*)

	2017				2018			
	Number of contracts	%	Amount (thousands of US\$)	%	Number of contracts	%	Amount (thousands of US\$)	%
ED	1,468	50%	10,825	58%	1,252	49%	9,720	57%
SC	219	8%	1,797	9%	216	9%	1,517	9%
SHS	132	4%	635	3%	147	6%	767	4%
CLT	618	21%	3,502	19%	523	20%	3,493	20%
CI	366	13%	1,254	7%	314	12%	1,125	7%
ADM/BFM	111	4%	681	4%	102	4%	469	3%
Total	2,914	100%	18,694	100%	2,554	101%	17,091	100%

* Excluding data concerning UBO and institutes

9. Table 9 shows, for 2017 and 2018, the number of consultant contracts at Headquarters and the field offices and their corresponding expenditure, by consultant regional group.

Table 9 - Number of consultants and corresponding contract expenditure, by consultant regional group, 2017 and 2018

	HQ							
	Number of consultants				Amount (thousands of US\$)			
	2017	%	2018	%	2017	%	2018	%
Group I	475	55%	540	61%	5,138	56%	6,150	64%
Group II	45	5%	53	6%	529	6%	472	5%
Group III	90	10%	68	8%	1,233	13%	972	10%
Group IV	104	12%	93	11%	1,149	12%	1,045	11%
Group V(a)	83	10%	82	9%	541	6%	520	5%
Group V(b)	65	8%	46	5%	632	7%	522	5%
Total	862	100%	882	100%	9,222	100%	9,681	100%

	FO*							
	Number of consultants				Amount (thousands of US\$)			
	2017	%	2018	%	2017	%	2018	%
Group I	356	16%	323	17%	5,283	28%	4,926	29%
Group II	131	6%	110	6%	399	2%	320	2%
Group III	695	31%	397	21%	4,406	24%	2,739	16%
Group IV	311	14%	334	18%	2,951	16%	2,936	17%
Group V(a)	508	22%	482	25%	3,462	18%	3,252	19%
Group V(b)	253	11%	250	13%	2,192	12%	2,917	17%
Total	2,254	100%	1,896	100%	18,694	100%	17,091	100%

*Excluding contracts issued by UBO and institutes

	TOTAL (HQ AND FO*)							
	Number of consultants				Amount (thousands of US\$)			
	2017	%	2018	%	2017	%	2018	%
Group I	831	27%	863	31%	10,421	37%	11,076	41%
Group II	176	6%	163	6%	928	3%	793	3%
Group III	785	25%	465	17%	5,639	20%	3,711	14%
Group IV	415	13%	427	15%	4,100	15%	3,981	15%
Group V(a)	591	19%	564	20%	4,003	15%	3,772	14%
Group V(b)	318	10%	296	11%	2,824	10%	3,439	13%
Total	3,116	100%	2,778	100%	27,916	100%	26,772	100%

*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

10. Table 10 shows the percentage of consultant contracts (based on number) issued in 2018, by consultant regional group and regional group corresponding to the issuing office (Headquarters and field offices combined, excluding contracts issued by the UNESCO Office in Brasilia and by institutes).

Table 10 - Nationality of consultants hired in 2018, by regional group corresponding to the issuing office

		Regional group where office is located					Total
		Europe and North America (incl. HQ)	Central and Latin America	Asia and the Pacific	Africa	Arab States	
Consultants' regional groups	Group I	61%	10%	21%	14%	19%	31%
	Group II	7%	0%	19%	0%	1%	6%
	Group III	7%	85%	2%	1%	0%	17%
	Group IV	11%	1%	57%	1%	7%	15%
	Group V(a)	9%	2%	1%	82%	3%	20%
	Group V(b)	5%	2%	0%	2%	70%	11%
	Total	100%	100%	100%	100%	100%	100%

*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 11 shows the number of individual consultants hired in 2017 and 2018 at Headquarters and the field offices, by gender.

Table 11 - Number of consultants hired in 2017 and 2018, by gender

	HQ		Field	TOTAL	
	2017	2018		2017	2018
F	413	456	960	783	1,373
% F	48%	52%	43%	41%	44%
M	449	426	1,294	1,113	1,743
% M	52%	48%	57%	59%	56%
Total	862	882	2,254	1,896	3,116

*Excluding data concerning UBO and institutes

12. Table 12 shows the number of consultant contracts issued to former UNESCO staff members and the corresponding expenditure, at Headquarters and the field offices, in 2017 and 2018.

Table 12 - Number of consultant contracts issued to former UNESCO staff members and corresponding expenditure, 2017 and 2018

		2017			2018		
		HQ	Field	Total	HQ	Field	Total
Consultants	Number of individual consultants	862	2,254	3,116	882	1,896	2,778
	Retired staff	18	14	32	5	14	19
	%	2%	1%	1%	1%	1%	1%
Expenditure	Total spending on consultants (thousands of US\$)	9,222	18,694	27,916	9,681	17,091	26,772
	Spending on retired staff (thousands of US\$)	61	29	90	14	40	54
	%	1%	0%	0.3%	0.1%	0.2%	0.2%

*Excluding data concerning UBO and institutes

Part 2 - Other non-staff contracts: service contracts and short-term contracts

Table 13 - Service contracts (SCs)

	Number of SC holders		Evolution 2017/2018	Number of SCs		Evolution 2017/2018	Spending on SCs (thousands of US\$)		Evolution 2017/2018
	2017	2018		2017	2018		2017	2018	
HQ	221	212	-4%	603	504	-16%	5,893	5,624	-5%
% HQ	20%	21%		27%	24%		31%	29%	
FO*	865	814	-6%	1,651	1,616	-2%	13,126	13,531	3%
% FO	80%	79%		73%	76%		69%	71%	
Total	1,086	1,026	-6%	2,254	2,120	-6%	19,019	19,155	1%

* Excluding contracts issued by UBO and institutes

Table 14 - Short-term contracts (STCs) at Headquarters

			Evolution 2017-2018
	2017	2018	
Number of contract holders	488	416	-15%
Number of contracts	3,793	3,671	-3%
Spending on contracts (in thousands of US\$)	5,121	3,922	-23%
Number of days of employment per holder (average for the year)	34	32	-2days

Table 15 - Spending on service contracts in 2018, by source of funding (in thousands of dollars)

	2017					2018				
	RP	%RP	EBF	% EBF	Total	RP	% RP	EBF	% EBF	Total
HQ	3,359	57%	2,533	43%	5,893	2,248	40%	3,376	60%	5,624
FO*	3,941	30%	9,186	70%	13,126	4,299	32%	9,232	68%	13,531
Total	7,300	38%	11,719	62%	19,019	6,547	34%	12,608	66%	19,155

Evolution 2017-2018	
RP	EBF
-33%	33%
9%	1%
-10%	8%

*Excluding contracts issued by UBO and institutes

Table 16 - Spending on service contracts, by sector/bureau

Excluding contracts issued by UBO and institutes

	HQ					FO					TOTAL (HQ and FO)			
	2017		2018			2017		2018			2017		2018	
	Spending (thousands of US\$)	%	Spending (thousands of US\$)	%		Spending (thousands of US\$)	%	Spending (thousands of US\$)	%		Spending (thousands of US\$)	%	Spending (thousands of US\$)	%
ED	856	14%	858	15%	ED	4,420	33%	4,891	36%	ED	5,276	28%	5,749	30%
SC	991	17%	943	17%	SC	1,045	8%	830	6%	SC	2,037	11%	1,772	9%
IOC	5	0%	0	0%	IOC	84	1%	80	1%	IOC	89	0%	80	0%
SHS	396	7%	348	6%	SHS	361	3%	453	3%	SHS	758	4%	801	4%
CLT	1,437	24%	1,328	24%	CLT	1,978	15%	2,067	15%	CLT	3,415	18%	3,395	18%
CI	93	2%	80	1%	CI	740	6%	632	5%	CI	833	4%	712	4%
Support	2,113	36%	2,068	37%	Support	4,498	34%	4,578	34%	Support	6,612	35%	6,646	35%
Total	5,893	100%	5,624	100%	Total	13,126	100%	13,531	100%	Total	19,019	100%	19,155	100%

Table 16b - Number of service-contract holders, by sector/bureau

Excluding contracts issued by UBO and institutes

	HQ					FO					TOTAL (HQ and FO)			
	2017		2018			2017		2018			2017		2018	
	Number of SC holders	%	Number of SC holders	%		Number of SC holders	%	Number of SC holders	%		Number of SC holders	%	Number of SC holders	%
ED	39	18%	30	14%	ED	240	28%	218	27%	ED	279	26%	248	24%
SC	17	8%	25	12%	SC	66	8%	51	6%	SC	83	8%	76	7%
IOC	2	1%		0%	IOC	3	0%	4	1%	IOC	5	0%	4	0%
SHS	23	10%	12	6%	SHS	22	3%	26	3%	SHS	45	4%	38	4%
CLT	56	25%	55	26%	CLT	112	13%	109	13%	CLT	168	15%	164	16%
CI	4	2%	6	3%	CI	55	6%	41	5%	CI	59	5%	47	5%
Support	80	36%	84	39%	ADM	262	30%	251	31%	Support	447	41%	448	44%
					BFM	105	12%	113	14%					
Total	221	100%	212	100%	Total	865	100%	814	100%	Total	1,086	117%	1,026	100%

Part 3 - Overall UNESCO workforce estimated in full-time equivalent terms

Table 17 - Overall UNESCO workforce in 2018, estimated in full-time equivalent terms

Excluding contracts issued by UBO and institutes

		HQ	%HQ	FO	%FO	Total	%per contract
Staff members (including FTAs, JPOs, PAs, secondments, temporary appointments)		1,090	59%	750	41%	1,840	53%
Non-staff personnel	Consultants	260	32%	550	68%	810	23%
	Service contracts	110	14%	700	86%	810	23%
	Short-term contracts	30	100%	-	-	30	1%
	Total	400	24%	1,250	76%	1,650	47%
TOTAL		1,490	43%	2,000	57%	3,490	100%

Table 18 - Evolution of UNESCO workforce estimated in full-time equivalent terms

Excluding UBO and category 1 institutes

Table 1: HEADQUARTERS

	2014	2015	2016	2017	2018	Evolution 2017/2018	Evolution 2014-2018
Staff members	1,150	1,180	1,070	1,090	1,090	0%	-5%
% staff members	80%	75%	73%	72%	73%		
Non-staff personnel	290	390	400	420	400	-5%	38%
% non-staff personnel	20%	25%	27%	28%	27%		
Total	1,440	1,570	1,470	1,510	1,490	-1%	3%

Table 2: FIELD OFFICES

	2014	2015	2016	2017	2018	Evolution 2017/2018	Evolution 2014-2018
Staff members	600	680	670	740	750	1%	25%
% staff members	36%	36%	35%	35%	38%		
Non-staff personnel	1,090	1,220	1,270	1,370	1,250	-9%	15%
% non-staff personnel	64%	64%	65%	65%	63%		
Total	1,690	1,900	1,940	2,110	2,000	-5%	18%

Table 3: HEADQUARTERS AND FIELD OFFICES

	2014	2015	2016	2017	2018	Evolution 2017/2018	Evolution 2014-2018
Staff members	1,750	1,860	1,740	1,830	1,840	1%	5%
% staff members	56%	54%	51%	51%	53%		
Non-staff personnel	1,380	1,610	1,670	1,790	1,650	-8%	20%
% non-staff personnel	44%	46%	49%	49%	47%		
Total	3,130	3,470	3,410	3,620	3,490	-4%	12%

ANNEX II

UNESCO OFFICE IN BRASILIA (UBO)

Consultant contracts

Number and amount

1. Table A shows that 629 consultant contracts were issued by the UNESCO Office in Brasilia in 2018, 29% more than in 2017. Spending (in US\$) in 2018, which came to \$15.861 million, was 61% higher than in 2017.

Table A

Number of consultant contracts and corresponding amount - UBO, 2017/2018

	2017	2018	Evolution 2017/2018
Number	488	629	29%
Amount (spending, in thousands of dollars)*	9,864.69	15,860.92	61%

*Conversion: 3.848 in 2018 and 3.22 in 2017

Source of funding

2. Table B shows that in 2018, 99.98 per cent of overall spending on consultant contracts was financed using extrabudgetary funds (EBF).

Table B

Spending on consultant contracts, by source of funding - UBO 2017/2018

(in thousands of dollars)

Source of funding	2017		2018		Evolution 2017/2018
Regular programme	4.42	0.04%	30.1	0.19%	681%
EBF	9,860	99.96%	15,831	99.98	60%
Total	9,865	100%	15,861	100%	61%

*Conversion: 3.848 in 2018 and 3.22 in 2017

Contracts by value

3. Table C shows that 97% of consultant contracts issued in 2018 were for an amount lower than \$ 25,000, as compared with 75% in 2017. Meanwhile, there were no contracts for an amount higher than \$ 50,000 (as compared with 2% in 2017).

Table C

Number of consultant contracts by value - UBO, 2017 and 2018

Amount (in US\$)	2017		2018		Evolution 2017/2018
Less than 5,000	47	9%	11	2%	- 77%
5,000 to 9,999	69	14%	20	3%	-71%
10,000 to 24,999	262	52%	657	92%	250%
25,000 to 49,999	116	23%	21	3%	-82%
50,000 and higher	8	2%	0	0%	-100%
Total	502	100%	709	100%	41%

Duration of contracts

4. Table D shows that 10% of the consultant contracts concluded in 2018 were of a duration shorter than three months, as compared with 12% in 2017. Meanwhile, 60% were of a duration longer than six months (as compared with 58% in 2017).

Table D

Number of consultant contracts by duration - UBO, 2017 and 2018

	2017		2018		Evolution 2017/2018
Less than 1 month	7	1%	9	1%	28%
1 to 3 months	55	11%	65	9%	18%
3 to 6 months	147	29%	212	30%	44%
Over 6 months	293	58%	423	60%	44%
Total	502	100.0%	709	100.0%	41%