



United Nations
Educational, Scientific and
Cultural Organization

Executive Board

Two hundred and ninth session

209 EX/5.III.B Add.

PARIS, 23 June 2020
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

ADDENDUM

COMMENTS FROM THE INTERNATIONAL STAFF ASSOCIATION OF UNESCO (ISAU)

SUMMARY

B. Report on the geographical distribution and gender balance of the staff of the Secretariat and 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) submits its comments on human resources issues (document 209 EX/5.III.B).

1. ISAU regrets to note that, once again, geographical imbalances in human resources persist in the Organization. It is incumbent upon us to point out that this state of affairs, which is regrettable, is less problematic in itself than the lack of effort by the Secretariat to remedy it. Since the very creation of our Association, we have deplored geographical imbalance in the Organization, which we see as a serious breach of the ideals of UNESCO, as it persists despite our complaints and proposals.

2. On a more technical level, the imbalances in favour of nationals of the same geographical group raise the question as to whether our Organization has a serious problem of efficiency, since the conclusion to be drawn from this imbalance is that recruiters are more concerned with recruiting from this group than with selecting individuals on the basis of their skills. This indifference to the overall effectiveness of our Organization raises questions.

3. With regard to document 209 EX/5.III.B, submitted by the Administration, we should first of all stress that we are not convinced by the assertions of the Bureau of Human Resources Management (ADM/HRM) that recruiters will be invited to take into account applications from under- or non-represented countries. The appeal to the goodwill of recruiters has been reiterated so many times over the years that it has become worthless. As we regularly repeat, one of the reasons for this



problem is that ADM/HRM does not have any real control over the effective management of the staff, and particularly over recruitment. The document betrays this shortcoming when it says, "*At the pre-selection stage, managers must now include, as far as is possible, a candidate from a non-represented or under-represented Member State. HRM may return a recommendation which does not take into account such a qualified candidate*". This statement makes it clear that while ADM/HRM can intervene at the beginning and end of a recruitment process, it is simply absent from the rest of the process.

4. To a certain extent, the debate on geographical distribution is therefore relatively futile, since we are being made to discuss it with ADM/HRM, even though the Bureau acknowledges in its document that it is only involved upstream and downstream of the actual recruitment process. If recruiters are not steered all the way by ADM/HRM, a situation is created in which the Bureau intervenes only extraneously, at the risk of giving recruiters the impression that ADM/HRM, guarantor of the staff policies decided by the Member States, is an obstacle to be circumvented. This propensity of recruiters to circumvent staff policies is, moreover, very regularly reported to the staff associations by staff members who apply internally for posts open to recruitment and find that, despite their skills and experience, their applications are not at all taken into consideration with the attention officially prescribed by ADM/HRM.

5. Our second set of remarks concerns the statistical tools which, despite the efforts made in recent years, do not provide Member States with a clear picture of the problems relating to geographical distribution. While we welcome the fact that ADM/HRM is finally publishing information on non-geographical posts, it is regrettable, nonetheless, that the information provided is not as precise as that for geographical posts, which are detailed by grade and by country. From this point of view, it seems to us that the way in which ADM/HRM gives statistical priority to geographical posts is irrational. The argument put forward by ADM/HRM is based on the principle of the source of funding and the status of posts, information which may indeed be of interest to Member States. The reality of human resources, however, does not stop at the way they are financed. Regardless of the mode of financing, the purpose of a post is to deliver results. At any given moment in time, the reality of the Secretariat is that of all the staff, who contribute to the pursuit of the Organization's missions. In this connection, we cannot underestimate the absurdity of discussing the geographical and cultural balance within the Secretariat when the statistics relate to 651 posts and ignore the other 1,651, some of which are managerial posts.

6. The Administration must present data on geographical posts, but it cannot use such statistical artifice as to prevent Member States from ascertaining the reality of geographical distribution in UNESCO. Moreover, this statistical artifice leads in practice to an increased lack of transparency in the recruitment of non-geographical posts. Thus, in absolute numbers, the proportion of Group I representatives in the Secretariat is 35% (out of 652 posts). The table we provide on the regional distribution of the 1,651 non-geographical posts shows that there are 692 staff members from Group I, which is 42% of the total, and therefore a higher proportion than for geographical posts.

Regional group	D/P		NO	GS		Total
	HQ	Field		HQ	Field	
Group I	149	97	0	298	148	692
Group II	11	8	5	36	16	76
Group III	18	16	32	23	80	169
Group IV	60	28	43	35	89	255
Group V(a)	22	33	93	66	110	324
Group V(b)	19	12	17	42	45	135
Total	279	194	190	500	488	1651

7. Returning to geographical posts, it should be noted that the weighting system proposed by the Secretariat revealed the same imbalances as the other measurement criteria, showing that those imbalances were profound. Having noted that the Secretariat, as is often the case with the question of geographical distribution, failed to provide Member States with complete and accurate information, we have calculated the distribution by group on the basis of this weighting (see below). We reiterate our frank disagreement with the practice of displaying data without explaining how it is calculated. It should be recalled that such a practice contravenes the Administration's primary duty to provide Member States with transparent and readable data. If the Administration establishes a weighting system for the calculation of geographical distribution, it is the responsibility of the Administration to provide the results by country and by region.

Total by grade and by regional group using a weighting system										
Grade	DDG	ADG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total
Group										
Group I	0	8	24	39	98	114	59	27	0	369*
Group II	0	4	3	9	18	32	18	11	0	95
Group III	0	4	6	15	14	30	20	20	0	109
Group IV	4	0	6	15	30	70	39	22	0	186
Group V(a)	0	8	6	21	32	62	33	21	0	183
Group V(b)	0	8	3	21	8	16	12	14	0	82
Total	4	32	48	120	200	324	181	115	0	1024

* + 37 including the United States of America and Israel

Gender balance

8. ISAU welcomes efforts to ensure gender balance in the Organization but regrets, nevertheless, that the situation at the P-5 level continues to deteriorate. ISAU reiterates our request to ADM/HRM to take concrete measures to rectify this anomaly. In addition to the recruitment of women at this level, ISAU recommends that internal promotions be encouraged.



United Nations
Educational, Scientific and
Cultural Organization

Executive Board

Two hundred and ninth session

209 EX/5.III.B

PARIS, 6 March 2020

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

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

Pursuant to [206 EX/Decision 5.III.A](#), 207 EX Decision 5.IV.C and 40 C/Resolution 78, the Director-General presents a report on the situation of the geographical distribution and gender balance of all the staff in the Secretariat and on the measures to ensure geographical distribution at all levels of the Organization. The report also contains a section on the methodology for the calculation of the geographical quotas.

Decision required: paragraph 51.



Job: 202000613

B. Report on the geographical distribution and gender balance of the staff

Follow-up [206 EX/Decision 5.III.A](#), [207 EX/Decision 5.IV.C](#) and [40 C/Resolution 78](#)

INTRODUCTION

1. In accordance with Executive Board decisions at its 206th and 207th sessions on the reports on geographical distribution and further to the General Conference resolution at its 40th session on the report on the Human Resources Strategy, this document contains:

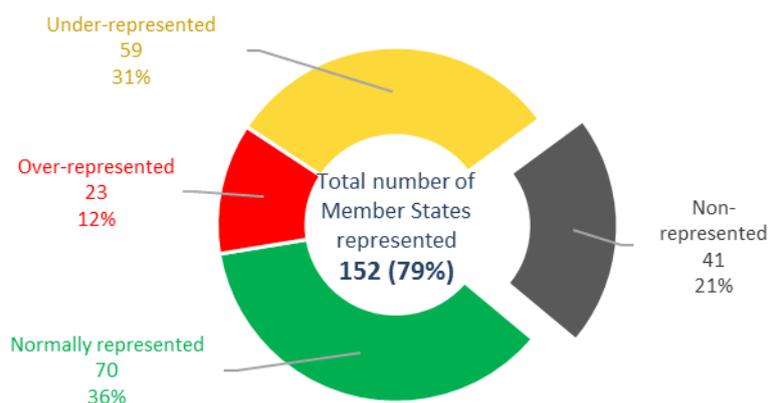
- In Part I, the **geographical distribution** of staff with an update on the situation as of December 2019. Information on staff on non-geographical posts, including on project and temporary appointments is shown in Annex I. Proposals for measures to improve geographical distribution are also outlined.
- In Part II, a description of the **methodology of calculation** of the geographical quotas in UNESCO including an approach for revisiting UNESCO's methodology. It also includes a proposed table of coefficients to posts levels (post weight approach).
- In Part III, an update on the situation on **gender parity** in the Secretariat.

PART I – GEOGRAPHICAL DISTRIBUTION OF THE STAFF

Overall situation as of December 2019

2. UNESCO's membership decreased from 195 Member States in January 2018 to 193 in January 2019 following the withdrawal of two Member States. Of these 193 Member States, 70 (36%) are normally represented, 23 (12%) are over-represented, 59 (31%) are under-represented and 41 (21%) are non-represented ([Table 1](#)). Detailed information by Member State and by representation status is included in [Annexes I, II and III](#).

Table 1: Situation of geographical distribution (December 2019)



Evolution between January 2018 and December 2019 – Progress against the 85% target of Member States represented

3. Equitable geographical representation is a priority for the Organization, and every effort is being made to improve it. The Human Resources Strategy for 2017-2022, adopted by the General Conference, sets a target of 85% Member States represented in the Secretariat. Since January 2018, the number of Member States represented has reduced from 157 to 152 (81% to 79%). However, the number of under-represented Member States has also reduced from 65 to 59 (33% to 31%) ([Table 2](#)). The decrease in the representation of Member States is mainly due to the unanticipated separations of staff members over the reporting period and to the appointment of a staff previously

on a post subject to geographical distribution to a post which is not. An additional factor affecting the availability of vacant geographical posts has been the entry into force in January 2018 of 65 years as the age of retirement for all staff members. Annex II shows the list of Member States by status of representation and Annex III shows the change of status since January 2018.

**Table 2: Evolution of the geographical distribution situation
(January 2018 and December 2019)**

Status of representation	Number of Member States		Difference in the number of Member States January 2018 - December 2019
	January 2018	December 2019	
Normally represented	72 (37%)	70 (36%)	-2
Over-represented	20 (11%)	23 (12%)	+3
Under-represented	65 (33%)	59 (31%)	-6
Total number of Member States represented	157 (81%)	152 (79%)	-5
Non-represented	38 (19%)	41 (21%)	+3
Total number of Member States	195	193	-2

Progress in 2019

4. The Young Professionals recruitment campaign resulted in the on-boarding of 12 staff in that category Professionals in 2019, including 4 from non-represented countries (Guatemala, Lesotho, Rwanda and Somalia) and 8 from under-represented countries (Brazil, China (2), Iran, Libya, Mongolia Sudan and Sweden). Further YPP appointments in 2020, from Georgia and Uruguay, further reduced the number of under-represented countries.

5. In 2019, half of the appointments to Professional and above posts are of candidates from non- or under-represented countries. This is a positive trend compared to 2017-2018, where only 22 % of the appointments were from non- or under-represented countries.

Geographical distribution of all staff in the Secretariat

6. As requested by the Executive Board, Annex I contains a table showing all staff members in the Secretariat by nationality. This table covers staff on geographical posts and on non-geographical posts, on fixed-term, project and temporary appointments. While staff on geographical posts are in the professional and higher categories, staff on non-geographical posts include professional and above staff, as well as national professional staff (NPO) and general service staff (GS). The National Professional and General Service staff are locally recruited staff. In the case of National Professional Officers, they must be nationals of the country of the duty station, and are hired in field duty stations only.

Geographical distribution by regional group

7. The principle of individual quotas for each Member State is the sole official criterion of the Organization for reporting on geographical distribution. It is also customary to report on the situation by regional group, for information 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 same regional group.

8. As shown in Table 3, the number of staff on geographical posts has increased since 2018 in four Groups (Eastern Europe, GRULAC, Africa, Arab States), and decreased in ASPAC. For Europe and North America, the number of staff on geographical posts will have increased by 6, if we take

into account the staff members from the two Member States recently withdrawn from the Organization; the number will have decreased by 15 if we do not include these staff members. The table also shows that non- and under-represented countries are present in all regional groups, including those that are within index.

**Table 3: Geographical distribution by regional group
(December 2019)**

Regional groups	Staff Jan. 2018	2019 index		Staff Dec. 2019	Status	Total number of Member States	Number and % of non-represented and under-represented Member States
		Min	Max				
Europe and North America	230	136	228	215* (236)	Within index	25	8 (32%)
Eastern Europe	56	63	116	59	Below minimum index	25	12 (48%)
GRULAC	67	86	160	70	Below minimum index	33	18 (55%)
ASPAC	122	179	318	119	Below minimum index	44	31 (70%)
Africa	102	99	191	112	Within index	47	22 (47%)
Arab States	46	48	86	48	Within index	19	9 (47%)
	623			623		193	100 (52%)

(*) Not Including 18 staff from USA and 3 from Israel assigned to geographical posts and not included in the calculation of geographical distribution.

Representation at Director level and above by regional group

9. The Action Plan in the Human Resources Strategy includes as an objective the achievement of a better balance among regional groups at Director level and above. The number of staff at Director level and above on geographical posts increased from 58 to 67 (+9) since January 2018 (Table 4). During this period, Arab States have the highest increase (+4), Africa increased by 3 units, while Europe and North America and Eastern Europe increased by two units, respectively. Both GRULAC and ASPAC decreased by one unit, although there were 3 external appointments of Directors in both Groups, respectively.

10. The number of Director-level and higher category staff on non-geographical posts has also been included in Table 4 for information purposes.

**Table 4. Geographical representation by regional group* of staff
at Director level and above (January 2018 – December 2019)**

Regional group	Director level and above GEOGRAPHICAL posts			Director level and above NON Geographical posts**
	January 2018	December 2019	Difference between January 2018 and December 2019	
Europe and North America*	23 (40%)	25 (37%)	+2	6**
Eastern Europe	3 (5%)	5 (8%)	+2	-
GRULAC	9 (15.5%)	8 (12%)	-1	3
ASPAC	9 (15.5%)	8 (12%)	-1	4
Africa	8 (14%)	11 (16%)	+3	2
Arab States	6 (10%)	10 (15%)	+4	1
Total	58	67	+9	16

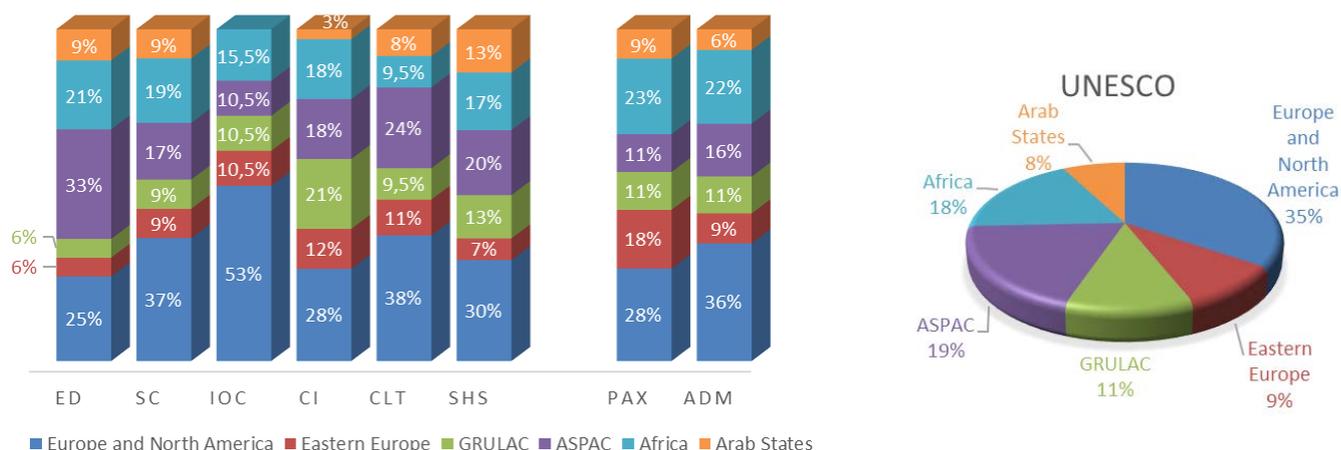
* Includes two Directors who are nationals of the United States of America assigned to geographical posts and not included in the calculation of geographical distribution.

** Includes one Director on a Project Appointment (PA).

Geographical distribution of the regional groups in Sectors

11. Overall, the representation by regional group in programme sectors reflects the distribution in UNESCO as a whole, with some variations across sectors. Europe and North America has the largest representation in all sectors, except in the Education Sector, where ASPAC is most represented.

Table 5
Geographical distribution by regional group in Programme Sectors
(Headquarters and Field)



Measures to improve geographical distribution

12. The action plan for the improvement of geographical distribution was approved in 2017, as part of the Human Resources Strategy for 2017-2022 ([Annex VI](#)). Several initiatives, including the Young Professionals Programme and the new outreach strategy, have been implemented over the reporting period. The YPP, however, is not enough to improve geographical distribution, and other measures, including active outreach, will be needed to broaden the pool of qualified candidates from non- and under-represented States. These are presented below.

13. A new campaign for the Young Professionals Programme is foreseen for later in 2020, when a sufficient number of P-1/P-2 geographical posts are identified. This will be the fourth such exercise since 2010. Building on lessons learned, HRM will work closely with National Commissions before launching a call for applications, in order to clarify the process and candidate requirements and to attract the widest possible pool of suitable and qualified applicants.

Outreach strategy

14. In 2019, HRM undertook outreach missions to Sweden and Qatar, conducted online webinars and career fairs for the Latin American and Africa region in collaboration with the Programme Sectors (including for Women in Science, and for Persons with Disabilities). UNESCO also led a United Nations job fair in China in October 2019, in partnership with the Ministry of Education and the China Scholarship Council (CSC), with 25 participating United Nations agencies and IGOs, attracting over 3,100 students from 98 universities.

15. So far, the outreach strategy has resulted in only a slight increase in the number of candidates from non-represented and under-represented Member States applying for geographical posts, from 27% in 2018 to 28% in 2019. Candidates from over-represented countries continue to be in the majority (41%), followed by those from normally represented countries (31%).

16. The Executive Board has asked for potential new measures which could be undertaken to ensure equitable geographical distribution at all levels. In this regard, and based on the evaluation of applicant data over the last four years, HRM is focused on developing approaches to specifically attract qualified candidates from non- and under-represented Member States.

Recruitment policy

17. New measures were introduced when the recruitment policy was updated in March 2019: consideration of candidates from non- and under-represented Member States was strengthened, with a more active role for HRM. At the pre-selection stage, managers must now include, as far as is possible, a candidate from a non-represented or under-represented Member State. HRM may return a recommendation which does not take into account such a qualified candidate.

PART II – CALCULATION OF THE GEOGRAPHICAL QUOTAS

18. In its 40 C/Resolution 78, the General Conference invited the Director-General to revisit the basis on which the geographical posts are determined, and invited the Director-General to report on the possibility to subject temporary posts and project appointments to equitable geographical distribution. The Executive Board at its 207th session ([207 EX/5.IV.C](#)) asked for the establishment of a table of coefficient to posts levels. The sections below outline the current methodology for the geographical distribution (a full outline is set out in Annex IV), and includes comparative information from United Nations agencies, and suggests possible approaches for revisiting UNESCO's methodology.

Methodology used in UNESCO for the geographical distribution of posts

19. As in most United Nations agencies with formal geographical distribution mechanisms, UNESCO's methodology for the calculation of quotas is based on the base figure. Three factors are used to determine the share of the base figure reserved for allocation among Member States: the membership, the contribution and the population. The quota, which is the number of posts assigned to a Member State, comprises a mid-point and an applicable range, with upper and lower limits.

The base figure

20. The base figure represents the total number of professional posts subject to geographical distribution in an organization (i.e. "geographical posts") as approved by its governing bodies. The base figure is generally slightly higher than the number of administratively existing professional posts, so as to allow possible upward fluctuations. In UNESCO, the base figure of "geographical posts" is set at **850 posts** since 1 January 1990¹ (above the ceiling of 800 geographical posts approved in the [31 C/5](#)).

21. Four criteria are used to determine the **geographical or non-geographical nature** of a post:

- (a) The category of post: Posts in the Professional, Director, Assistant Director-General and Deputy Director-General categories (P-1 to P-5; D-1/D-2; ADG; DDG) are considered geographical posts.
- (b) The source of funding: Geographical posts are posts funded from the regular budget of the Organization; the rationale for excluding extra-budgetary financed posts from the geographical distribution stems from the time-limited nature of extra-budgetary-funded activities, which are tied to specific projects and, in most cases, funded by one or a small group of Member States.

¹ [25 C/Resolution 40](#).

- (c) The duration of the post: Geographical posts are “established” posts, which are created for at least one year, as opposed to temporary posts whose duration is less than one year and are thus considered as non-geographical.
- (d) The nature of functions: Geographical posts are related to functions which may be performed by nationals of any Member State. Linguistic functions, for instance, are considered as being best performed by nationals whose mother tongue is one of the Organization’s official languages. “Language” posts (interpreters, translators and revisers) are thus considered non-geographical.

22. Based on the above criteria, the posts financed by extrabudgetary funds, the temporary posts and the “language” posts funded by the regular budget are non-geographical and thus not included in the base figure in UNESCO. As of December 2019, there are 13 non-geographical “language” posts funded by the regular budget.

23. Amongst the United Nations agencies with comparable systems of geographical distribution, the United Nations Secretariat and FAO define as geographical posts those funded by the Regular Programme only, while WHO includes posts funded by all sources of funds. The United Nations Secretariat has a base figure of 3,600 posts²; WHO has a base figure of 1,800³ posts. All three agencies exclude language posts.

Quota: Mid-point and desirable range

24. The quota is not construed as an absolute number of posts but as a mid-point, with “desirable ranges” above and below this mid-point. The mid-point represents the “ideal” number of posts attributable to each Member State. The desirable range, which is calculated from the mid-point, comprises two figures: the maximum and the minimum number of posts beyond which a Member State is considered as over- or under-represented.

25. The upper and lower limits of the desirable range are calculated according to a percentage fixed by the governing bodies. In UNESCO, the upper and lower limits of the range are fixed at 25% above and below the mid-point. These limits lead to the classification of Member States as “in balance”, over-represented or under-represented. In UNESCO, the minimum lower limit is two posts and the minimum upper limit is four posts. This represents the “minimal” quota, and means that the lowest threshold for normal representation in UNESCO is set at two posts, and the lowest threshold for over-representation is set at four posts.

Membership, contribution and population factors

26. To calculate the mid-point, UNESCO allocates to Member States a share of posts from the base figure, based on three factors, the “membership” factor, the contribution factor and the population factor. The **membership** factor represents the right of each Member State to a fixed number of posts. This number is equal for all Member States. The **contribution** factor is the part of the base figure to be distributed among Member States on the basis of their assessed contributions to the regular budget of the Organization. The **population** factor distributes a part of the base figure in proportion to the size of Member States

27. In UNESCO, since 2003, the membership factor is fixed at **65%**, representing a total of 552.5 posts to be shared, the contribution factor at **30%**, representing a total of 255 posts and the population factor at **5%**, representing a total of 42.5 posts to be shared. These ratios have evolved over time, with a gradual decrease of the membership factor and a corresponding increase of the

² The base figure in the United Nations Secretariat increased from 2,700 on 1 January 1988 to 3,600 on 31 December 2017. See Report of the Secretary General on the assessment of the system of desirable ranges A/73/372/Add.3 of 7 September 2018.

³ Base figure based on a snapshot of workforce data in 2013.

contribution factor. The population factor was introduced in 2003. The fact that the membership factor is much higher than the contribution factor is unique to UNESCO.

Possible approach for revisiting UNESCO's methodology

28. The last revision to the methodology was approved by the General Conference in 2003 (32 C/Resolution 71), with the introduction of the population factor of 5% and the corresponding adjustment of the contribution factor from 35% to 30%. The base figure of 850 posts remains unchanged since 1990. At the time, the base figure had been revised from 1100 posts to 850 posts, following the reduction in Regular Programme posts resulting from the withdrawal of the United States of America and the United Kingdom of Great Britain and Northern Ireland. In 1990, the base figure of 850 represented 6% above the 800 geographical posts approved in the 31 C/5.

Review the Base Figure by adjusting it to the current number of posts; and by including as Geographical Posts established posts funded from the Special Account for Management Costs and from Revenue-Generating Funds

29. Since 2014, following the withholding of United States of America's dues, the number of geographical posts funded under the Regular Programme has been decreasing, and stands at 754⁴ in 2019, thus well below the base figure of 850 posts. Given that the Regular Programme is unlikely to grow, the suggested approach would be to adjust the base figure downwards, to reflect the current number of posts.

30. At the same time, since 2018, UNESCO has introduced the integrated budget, which has implications for the very nature of posts, and for their geographical nature, linked to the funding type: In the context of the Integrated Budget Framework, following the creation of the Special Account for Management Costs, management functions are now funded proportionally from the Regular Programme budget and from management income charged on voluntary contributions. Funds from these sources are therefore pooled into the Special Account. In this context, Management functions posts, previously funded by the Regular programme (and thus geographical), as well as 26 FITOCA posts (which were non geographical), were transferred to this Special Account. The status of these posts has remained unchanged upon their transfer to the Special Account for Management Costs; there are, therefore, both geographical and non-geographical posts currently funded by the Special Account.

31. There is also a limited number of posts (5) funded by the Revenue Generating Funds (such as Headquarters utilization funds) which are non-geographical. All the functions carried by these ex-FITOCA posts and by the Revenue Generating Funds are core, continuing, support functions, mainly in BFM, BSP and CLD.

32. It is suggested to include, as geographical posts, in addition to Professional and above posts funded by the Regular Programme, all the established posts funded under the Special Account for Management Costs (including the ex-FITOCA) and under the Revenue Generating Funds. This would result in an increase by 31 of the total number of geographical posts. At the same time, the Base Figure would be adjusted at the current number of posts, on the assumption that the funding levels would not increase, and would be set at 785 (the current number of geographical posts of 754 plus the 31 posts above).

33. Currently, staff members hired under the Young Professional Programme, if transferred to a non-geographical post, lose their geographical status. This results in countries becoming non-represented even though a Young professional has been hired under their quota. In the United Nations Secretariat, staff hired under the Young Professional Programme always retain their geographical status. This measure could be equally implemented for Young Professionals hired in UNESCO.

⁴ The figure of 754 posts includes P and D and above posts, excluding DG and 13 language posts.

34. The impact of this approach would be an increase in the representation level to 80% with two additional Member States represented in the Secretariat. The number of normally represented countries would not change, the number of over-represented countries would increase by 5, and the number of under-represented Member States would decrease by 3. The quota of 141 Member States would decrease, the large majority by 1⁵, and 6 by 2 or more.

Inclusion of Temporary Posts and Project Appointments

35. In its 40 C/Resolution 78, the General Conference asked for a report “about the possibility of subjecting temporary posts and project appointments to equitable geographical distribution”.

Temporary Appointments

36. The inclusion of temporary appointments would not be consistent with United Nations practice, since the geographical distribution methodology used across the United Nations system does not consider temporary posts as geographical posts. In UNESCO’s contractual framework (in line with the ICSC framework) temporary appointments are for less than one year, and are typically used for the replacement of staff on leave/sick leave or pending the recruitment of a vacant post. Temporary appointments carry no expectation of renewal (they may be renewed for a maximum period of 24 months). The recruitment process of temporary staff is flexible and decentralized, with the objective of identifying a rapid solution to a staffing gap. There are currently 55 Professional and above staff on temporary appointments, 46 at Headquarters and 9 in the field/category 1 institutes. Given the temporary and short-term character of these appointments, they are not considered geographical posts. However, due regard should be given to geographical (and gender) balance in the recruitment of these staff.

Project Appointments

37. Project Appointments are intended to cover medium-term operational needs. They are used to cover specific projects or activities of a time-limited duration financed by extrabudgetary funds, in the field and at Headquarters, and technical cooperation in category 1 institutes. Project appointments are fixed-term appointments of minimum of one year duration. There are currently 257 Professional and above staff on project appointments, of whom 43% at Headquarters, 35% in category 1 institutes and 22% in the field.

38. The inclusion of PA positions funded by voluntary contributions would pose the question of the methodology, as the current formula for calculating the quota of Member States is based, for 30%, on the assessed contributions to the Regular Programme. Should posts funded by voluntary contributions by one or several Member States or by IGOs be added as geographical posts, a methodology would need to be developed to take these contributions into account. This would be complex, also taking into account the possible fluctuation of these funds which are time-limited, and can vary from one year to another.

Post weighing approach

39. At its 207th session, the Executive Board asked for a report on “the establishment of a table of coefficients to posts levels, starting from P-1, to estimate the total number of nationals in the Secretariat”.

40. A post weighing approach was introduced in the Secretariat in 2003⁶, as a complementary information to the report on geographical distribution. The methodology was outlined in [167 EX/35](#) and consisted in attributing points to the posts according to their weight, as follows: 1 point for P-1 to P-3 posts, 2 points for P-4 and P-5 posts, 3 points for D-1 and D-2 posts, and 4 points for ADG/DDG posts. The base figure of 850 posts is converted into points calculated on the basis of the

⁵ For 100 Member States, the decrease of the base figure impacts the lowest maxima from 2-4 to 2-3.

⁶ [32 C/Resolution 71](#), para. 7(b).

geographical posts in the C/5. For the 40 C/5, this would amount to 1,081 points. The application of the three factors (65% for the membership, 30% for the contribution and 5% for the population) to the base figure of 1,081 points results in a minimum and a maximum quota also expressed in points.

41. The result of, the application of the post-weighting approach to the geographical distribution as at December 2019 is illustrated in Annex V.

PART III – GENDER PARITY

42. This section presents an update on the gender balance in the Secretariat, and a progress report on the implementation of the Action Plan for Gender Parity for 2017-2022 (Annex VII), which aims at achieving gender parity at all levels, including at the Director level and above, by the end of 2020. The population covered by this section includes all staff on fixed-term contracts irrespective of the source of funding of their posts (geographical and non-geographical).

Progress report: Gender balance at Director level and above

43. As of December 2019, 51% of the Organization's Directors are women (see Table 6), above the 50% target.

Table 6: Staff gender balance by grade

All sources of funds (January 2018- December 2019)

	Jan. 2018					Dec. 2019					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	3	33%	6	67%	9	+8%
D-2	11	69%	5	31%	16	11	55%	9	45%	20	-14%
D-1	23	52%	21	48%	44	28	54%	24	46%	52	+2%
Total D	36	52%	33	48%	69	42	51%	40	49%	82	-1%
P-5	44	33%	91	67%	135	39	30%	90	70%	129	-3%
P-4	114	48%	124	52%	238	131	51%	127	49%	258	+3%
P-3	173	53%	154	47%	327	169	52%	159	48%	328	-1%
P-2/P-1	150	63%	89	37%	239	169	63%	100	37%	269	0%
Total P	481	51%	458	49%	939	508	52%	476	48%	984	+1%
Total D/P	517	51%	491	49%	1008	550	52%	516	48%	1 066	+1%
Total NO	80	50%	79	50%	159	96	51%	93	49%	189	+1%
Total GS	573	60%	380	40%	953	586	60%	385	40%	971	0%
Total UNESCO	1170	55%	950	45%	2120	1232	55%	994	45%	2 226	0%

44. As of December 2019, women are a majority in the Secretariat (55%); in the General Service (GS) category, they represented 60% of the staff, 51% in the National Professional Officers (NO) category, 52% in the Professional category (P) and 51% at Director level. UNESCO is among the highest-ranking agencies in this respect, as the average representation of women in the Professional category and above in the United Nations system is 45%.⁷

⁷. Personnel Statistics – Data as at 31 December 2018, CEB/2019/HLCM/HR/17.

45. Gender parity is achieved at P-4 level (51%) since December 2019, an increase by three percentage points compared to January 2018 (from 48% to 51%). However, the number of women at P-5 level is decreasing (30%), down by three percentage points since January 2018. This decrease is mainly due to the low number of appointments of women to the P-5 grade. An increased targeted effort to increase the number of applications from qualified women is necessary and will be given particular attention in the implementation of the outreach strategy. Women continue to be the majority at the junior levels, with 63% at P-1/P-2 level and 52% at P-3 level.

PART III – CONCLUSION

46. As of December 2019, 152 Member States (79% of all Member States) were represented in the UNESCO Secretariat. The 2019 Young Professionals Programme helped to maintain the level of representation, despite a high number of separations which have contributed to an increase in non-represented Member States. Overall, the trend in 2019 was positive, with a majority of candidates recruited from non- and under-represented States.

47. The Young Professionals Programme will be continued, and a new YPP recruitment campaign targeting non- and under-represented countries will be launched in 2020, depending on the number of P-1/P-2 posts available. However, experience over the past few years has shown that such measures are not enough to improve geographical distribution, and sustained efforts in cooperation with Member States and National Commissions will continue to be made over the next biennia to reach the 85% target of Member States represented.

48. The outreach strategy, which has been launched to make progress on both geographical representation and gender parity, will continue to be implemented. Its success relies on the support and assistance of Member States.

49. The General Conference has asked for a review of the methodology for the calculation of quotas. With the introduction of the integrated budget, such a review is timely. One possible approach is outlined in the report.

50. As of December 2019, the UNESCO Secretariat counts 55% women. Women represent 51% of Directors and 52% at the Professional staff. Efforts will need to be stepped up to achieve gender parity at the P-5 level. The Gender Parity Action Plan for 2017-2022 sets out several initiatives in support of achieving gender parity, and will continue to be implemented in support of this goal.

Proposed draft decision

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

The Executive Board,

1. Recalling 206 EX/Decision 5.III.A, 207 EX/Decision 5.IV.C and 40 C/Resolution 78,
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 December 2019;
3. Invites the Director-General to continue to strengthen efforts to improve the geographical representation of Member States within the Secretariat;
4. Also takes note of the outreach measures already undertaken, and encourages the Secretariat to identify other measures, in particular aimed at improving the representation of non-represented and under-represented Member States;

5. Further takes note of the information provided by the Director-General on the methodology for the calculation of geographical quotas;
6. Takes note of the proposed approach to review the Base Figure;
7. Requests the Director-General to submit to it at its 212th session a report on the situation, including at the senior level, of the geographical distribution and gender balance of the staff of the Secretariat.

ANNEX I

GEOGRAPHICAL DISTRIBUTION – STAFF ON GEOGRAPHICAL AND ON NON GEOGRAPHICAL POSTS

Member States	Sigle	Group	Geographical posts													Staff on NON Geographical posts						Total	
			DDG	ADG	D2	D1	P5	P4	P3	P2	P1	Total	Max.	Min.	Situation	D/P		NO	GS		Total		
																HQs	Field		HQs	Field			
Afghanistan	AFG	Group IV						1	1				2	4	2	=	1		4		6	11	13
Albania	ALB	Group II				1		1					2	4	2	=				1	1	2	4
Algeria	DZA	Group Vb				1					4		5	4	3	+				12	1	17	22
Andorra	AND	Group I												4	2	O						1	1
Angola	AGO	Group Va												4	2	O			1			1	1
Antigua and Barbuda	ATG	Group III								1		1	4	2	-							1	1
Argentina	ARG	Group III			1		3	1	2	2		9	8	5	+					6	17	26	
Armenia	ARM	Group II												4	2	O				1		1	1
Australia	AUS	Group IV				1	1	3	1	1		7	13	8	-					4	1	13	20
Austria	AUT	Group I					1	2		1		4	6	4	=					1	1	3	7
Azerbaijan	AZE	Group II						1		2		3	4	2	=					1		2	5
Bahamas	BHS	Group III											4	2	O							1	1
Bahrain	BHR	Group Vb											4	2	O								
Bangladesh	BGD	Group IV							2	1		3	5	3	=						3	3	6
Barbados	BRB	Group III											4	2	O						1	3	3
Belarus	BLR	Group II					1					1	4	2	-					1	1	3	3
Belgium	BEL	Group I			1		4	3	4			12	7	4	+					1	1	8	20
Belize	BLZ	Group III								1		1	4	2	-								1
Benin	BEN	Group Va						2		4		6	4	2	+					1	1	9	15
Bhutan	BTN	Group IV								1		1	4	2	-								1
Bolivia (Plurinational State of)	BOL	Group III							2			2	4	2	=					1		1	3
Bosnia and Herzegovina	BIH	Group II								1		1	4	2	-						2	4	5
Botswana	BWA	Group Va							1			1	4	2	-							3	4
Brazil	BRA	Group III				2	1		2	2		7	17	10	-					4	11	34	41
Brunei Darussalam	BRN	Group IV											4	2	O								
Bulgaria	BGR	Group II					2	2	1	2		7	4	2	+					5		5	12
Burkina Faso	BFA	Group Va				1	2		2			5	4	2	+					1	1	2	7
Burundi	BDI	Group Va						3		1		4	4	2	=					1	4	6	10
Cabo Verde	CPV	Group Va											4	2	O							1	1

Member States	Sigle	Group	Geographical posts											Total	Max.	Min.	Situation
			DDG	ADG	D2	D1	P5	P4	P3	P2	P1						
Cambodia	KHM	Group IV					1				1		2	4	2	=	
Cameroon	CMR	Group Va				1	1	3	3	1			9	4	2	+	
Canada	CAN	Group I				2	4	6	1	3			16	15	9	+	
Central African Republic	CAF	Group Va												4	2	O	
Chad	TCD	Group Va												4	2	O	
Chile	CHL	Group III		1				2		1			4	5	3	=	
China	CHN	Group IV	1			1	2	3	2	3			12	63	38	-	
Colombia	COL	Group III			1			2	2				5	5	3	=	
Comoros	COM	Group Va					1	1					2	4	2	=	
Congo	COG	Group Va		1				1	2				4	4	2	=	
Cook Islands	COK	Group IV						1					1	4	2	-	
Costa Rica	CRI	Group III				1		1					2	4	2	=	
Côte d'Ivoire	CIV	Group Va						2	1				3	4	2	=	
Croatia	HRV	Group II						2					2	4	2	=	
Cuba	CUB	Group III					1	2	1				4	4	2	=	
Cyprus	CYP	Group I							2				2	4	2	=	
Czechia	CZE	Group II					1		2				3	5	3	=	
Democratic People's Republic of Korea	PRK	Group IV						1	1				2	4	2	=	
Democratic Republic of the Congo	COD	Group Va				1	1			1	1		4	4	3	=	
Denmark	DNK	Group I				2	3	2					7	6	4	+	
Djibouti	DJI	Group Va						1					1	4	2	-	
Dominica	DMA	Group III								1			1	4	2	-	
Dominican Republic	DOM	Group III												4	2	O	
Ecuador	ECU	Group III							1	1			2	4	2	=	
Egypt	EGY	Group Vb				1		1					2	5	3	-	
El Salvador	SLV	Group III												4	2	O	
Equatorial Guinea	GNQ	Group Va												4	2	O	
Eritrea	ERI	Group Va							1				1	4	2	-	
Estonia	EST	Group II				1							1	4	2	-	
Eswatini	SWZ	Group Va						1					1	4	2	-	
Ethiopia	ETH	Group Va						1	2	2			5	4	3	+	
Fiji	FJI	Group IV						1					1	4	2	-	
Finland	FIN	Group I					1	4					5	5	3	=	
France	FRA	Group I			3	1	8	13	18	8			51	22	13	+	

Staff on Non Geographical posts					
D/P		NO	GS		Total
HQs	Field		HQs	Field	
1		2	2	7	12
1	5	7	4	8	25
9	11		2	9	31
	1	2		1	4
	1		4	8	13
15	3	3	5	7	33
1				1	2
			1		1
		2	2	8	12
		2		4	6
1		4	2	5	12
				4	4
		3		6	9
			1		1
1		2	1	4	8
1	1				2
			1		1
			1		1
		2	2	8	12
	1		1		2
			1		1
		2			2
2		8	2	13	25
	1	1			2
2	1				3
62	13		250	4	329

Total
14
34
47
4
17
45
7
3
16
1
8
15
6
13
2
4
2
12
9
2
1
1
11
14
2
2
1
3
30
3
8
380

Member States	Sigle	Group	Geographical posts												Staff on Non Geographical posts					Total		
			DDG	ADG	D2	D1	P5	P4	P3	P2	P1	Total	Max.	Min.	Situation	D/P		NO	GS		Total	
																HQs	Field		HQs			Field
Gabon	GAB	Group Va							1			1	4	2	-			2	1	4	7	8
Gambia	GMB	Group Va			1		2		1	1		5	4	2	+		1				1	6
Georgia	GEO	Group II							1			1	4	2	-							1
Germany	DEU	Group I			2	1	4	5	8	2		22	29	18	=	15	11		2	4	32	54
Ghana	GHA	Group Va				1			1			2	4	2	=			6	5	5	16	18
Greece	GRC	Group I						1	4	2		7	5	3	+	3	1		1	1	6	13
Grenada	GRD	Group III						1				1	4	2	-	1					1	2
Guatemala	GTM	Group III								1		1	4	2	-			1		4	5	6
Guinea	GIN	Group Va					1	1		1		3	4	2	=				1		1	4
Guinea-Bissau	GNB	Group Va						1				1	4	2	-					1	1	2
Guyana	GUY	Group III											4	2	O							
Haiti	HTI	Group III								1		1	4	2	-			2	1	5	8	9
Honduras	HND	Group III						1		1		2	4	2	=							2
Hungary	HUN	Group II			1		1		1			3	4	3	=				2		2	5
Iceland	ISL	Group I											4	2	O							
India	IND	Group IV				2	4	2		1		9	17	10	-	3	3	14	2	16	38	47
Indonesia	IDN	Group IV							2	1		3	8	5	-			2		8	10	13
Iran (Islamic Republic of)	IRN	Group IV								2		2	6	3	-	3	1	2	4	4	14	16
Iraq	IRQ	Group Vb							1			1	4	3	-		1		1	2	4	5
Ireland	IRL	Group I					1	1	1			3	5	3	=	1	1		6		8	11
Italy	ITA	Group I		1		3	7	7	6	2		26	18	11	+	16	40		12	118	186	212
Jamaica	JAM	Group III							1	1		2	4	2	=			2		7	9	11
Japan	JPN	Group IV			2		3	10	15	1		31	40	24	=	16	6		2		24	55
Jordan	JOR	Group Vb		1		1		1		1		4	4	2	=	3	1	6	1	7	18	22
Kazakhstan	KAZ	Group IV							1			1	4	3	-	1		4	1	5	11	12
Kenya	KEN	Group Va						1	1			2	4	2	=		4	4	3	11	22	24
Kiribati	KIR	Group IV											4	2	O							
Kuwait	KWT	Group Vb											5	3	O	1					1	1
Kyrgyzstan	KGZ	Group IV							1			1	4	2	-	1	1				2	3
Lao People's Democratic Republic	LAO	Group IV						2				2	4	2	=				1		1	3
Latvia	LVA	Group II							2			2	4	2	=							2
Lebanon	LBN	Group Vb				1	1	2	2	1		7	4	2	+	2	2	3	3	9	19	26
Lesotho	LSO	Group Va								1		1	4	2	-			1			1	2
Liberia	LBR	Group Va								1		1	4	2	-			1			1	2

Member States	Sigle	Group	Geographical posts												Situation
			DDG	ADG	D2	D1	P5	P4	P3	P2	P1	Total	Max.	Min.	
Libya	LBY	Group Vb								2		2	4	2	=
Lithuania	LTU	Group II						2	1			3	4	2	=
Luxembourg	LUX	Group I											4	2	O
Madagascar	MDG	Group Va					1		1			2	4	2	=
Malawi	MWI	Group Va					1					1	4	2	-
Malaysia	MYS	Group IV						2	2			4	5	3	=
Maldives	MDV	Group IV								1		1	4	2	-
Mali	MLI	Group Va						1	1			2	4	2	=
Malta	MLT	Group I											4	2	O
Marshall Islands	MHL	Group IV											4	2	O
Mauritania	MRT	Group Vb											4	2	O
Mauritius	MUS	Group Va						1	1			2	4	2	=
Mexico	MEX	Group III					2	2	5	3		12	10	6	+
Micronesia (Federated States of)	FSM	Group IV											4	2	O
Monaco	MCO	Group I											4	2	O
Mongolia	MNG	Group IV							1	1		2	4	2	=
Montenegro	MNE	Group II								1		1	4	2	-
Morocco	MAR	Group Vb				1		2	1	2		6	4	2	+
Mozambique	MOZ	Group Va				3	1					4	4	2	=
Myanmar	MMR	Group IV						1				1	4	2	-
Namibia	NAM	Group Va								1		1	4	2	-
Nauru	NRU	Group IV											4	2	O
Nepal	NPL	Group IV						3	2	1		6	4	2	+
Netherlands	NLD	Group I				3	1			3		7	9	6	=
New Zealand	NZL	Group IV							1	1		2	5	3	-
Nicaragua	NIC	Group III				1			1			2	4	2	=
Niger	NER	Group Va					2		1	1		4	4	2	=
Nigeria	NGA	Group Va						1	1			2	6	4	-
Niue	NIU	Group IV											4	2	O
North Macedonia	MKD	Group II					1	1				2	4	2	=
Norway	NOR	Group I					1	2	1			4	7	4	=
Oman	OMN	Group Vb			1					1		2	4	2	=
Pakistan	PAK	Group IV					1	1	1	1		4	6	3	=

Staff on Non Geographical posts					
D/P		NO	GS		Total
HQs	Field		HQs	Field	
			1		1
1			1		2
1	1	3	3		8
		2			2
	1				1
1		4	4	5	14
	1				1
			4		4
2	2	1	4	2	11
3	2	4	7	7	23
		4		4	8
		3		3	6
1	2	1		4	8
2	1		1		4
1	2		1		4
		1			1
1	1	3	3	6	14
			1		1
1					1
			2		2
1		4		5	10

Total
3
5
10
3
5
1
16
1
6
23
2
1
29
12
1
7
14
11
6
2
5
16
3
5
4
14

Member States	Sigle	Group	Geographical posts												Situation
			DDG	ADG	D2	D1	P5	P4	P3	P2	P1	Total	Max.	Min.	
Palau	PLW	Group IV										4	2	O	
Palestine	PSE	Group Vb							2			2	4	=	
Panama	PAN	Group III										4	2	O	
Papua New Guinea	PNG	Group IV						1				1	4	-	
Paraguay	PRY	Group III							1	1		2	4	=	
Peru	PER	Group III						1				1	4	-	
Philippines	PHL	Group IV					1	1		2		4	5	=	
Poland	POL	Group II					1		2			3	7	-	
Portugal	PRT	Group I						1	1	1		3	5	=	
Qatar	QAT	Group Vb										5	3	O	
Republic of Korea	KOR	Group IV				1	1	1	4	1		8	13	=	
Republic of Moldova	MDA	Group II						1	1			2	4	=	
Romania	ROU	Group II				1		2	2	1		6	5	+	
Russian Federation	RUS	Group II		1			2	3		1		7	15	-	
Rw anda	RWA	Group Va								1		1	4	-	
Saint Kitts and Nevis	KNA	Group III						1	1			2	4	=	
Saint Lucia	LCA	Group III								2		2	4	=	
Saint Vincent and the Grenadin	VCT	Group III										4	2	O	
Samoa	WSM	Group IV										4	2	O	
San Marino	SMR	Group I										4	2	O	
Sao Tome and Principe	STP	Group Va							1			1	4	-	
Saudi Arabia	SAU	Group Vb								1		1	9	-	
Senegal	SEN	Group Va					1	3	2	1		7	4	+	
Serbia	SRB	Group II								1		1	4	-	
Seychelles	SYC	Group Va						1	1			2	4	=	
Sierra Leone	SLE	Group Va						1				1	4	-	
Singapore	SGP	Group IV								1		1	6	-	
Slovakia	SVK	Group II							1			1	4	-	
Slovenia	SVN	Group II								1		1	4	-	
Solomon Islands	SLB	Group IV										4	2	O	
Somalia	SOM	Group Va								1		1	4	-	
South Africa	ZAF	Group Va		1	1			1	2	1	1	7	5	+	

Staff on Non Geographical posts					
D/P		NO	GS		Total
HQs	Field		HQs	Field	
2	1		2	4	9
			1		1
			1		1
1	1	2	4	7	15
			11	1	12
1			3		4
			5		5
2					2
11	3				14
1	1		3	1	6
3	5	3	9	1	21
1	1		2		4
		2		4	6
1					1
3	5	3	10	12	33
1	1		1	2	5
1					1
	1				1
1					1
			1	1	2
3	1	1	1		6

Total
11
1
1
3
16
16
7
8
2
22
2
12
28
5
2
3
6
1
2
40
6
2
2
2
3
1
13

Member States	Sigle	Group	Geographical posts											Total	Max.	Min.	Situation
			DDG	ADG	D2	D1	P5	P4	P3	P2	P1						
South Sudan	SSD	Group Va											4	2	O		
Spain	ESP	Group I					6	3	4	3			16	13	8	+	
Sri Lanka	LKA	Group IV											4	2	O		
Sudan	SDN	Group Vb					1			1			2	4	2	=	
Suriname	SUR	Group III											4	2	O		
Sweden	SWE	Group I				1		2		1			4	7	4	=	
Switzerland	CHE	Group I					1		2				3	8	5	-	
Syrian Arab Republic	SYR	Group Vb					2		1				3	4	2	=	
Tajikistan	TJK	Group II											4	2	O		
Thailand	THA	Group IV								1			1	5	3	-	
Timor-Leste	TLS	Group IV											4	2	O		
Togo	TGO	Group Va					1	1		1			3	4	2	=	
Tonga	TON	Group IV											4	2	O		
Trinidad and Tobago	TTO	Group III						1		1			2	4	2	=	
Tunisia	TUN	Group Vb		1		2		2	4	1			10	4	2	+	
Turkey	TUR	Group I			1			1		1			3	10	6	-	
Turkmenistan	TKM	Group IV							1				1	4	2	-	
Tuvalu	TUV	Group IV											4	2	O		
Uganda	UGA	Group Va							4				4	4	2	=	
Ukraine	UKR	Group II							3	1			4	4	2	=	
United Arab Emirates	ARE	Group Vb											6	4	O		
United Kingdom of Great Britain	GBR	Group I		1	1		7	4	4	3			20	23	14	=	
United Republic of Tanzania	TZA	Group Va						1					1	4	2	-	
Uruguay	URY	Group III							1				1	4	2	-	
Uzbekistan	UZB	Group II						1	1				2	4	2	=	
Vanuatu	VUT	Group IV											4	2	O		
Venezuela (Bolivarian Republic)	VEN	Group III				1							1	7	4	-	
Viet Nam	VNM	Group IV						1	2				3	5	3	=	
Yemen	YEM	Group Vb							1				1	4	2	-	
Zambia	ZMB	Group Va						1		1			2	4	2	=	
Zimbabwe	ZWE	Group Va								2			2	4	2	=	
Total			1	8	16	40	100	162	181	115			623				

Staff on Non Geographical posts					
D/P		NO	GS		Total
HQs	Field		HQs	Field	
		2		5	7
11	5		8	1	25
	1				1
		2		5	7
4	1			1	6
3	1		1		5
			3		3
	1		1		2
		2		13	15
1	1	1	5	2	10
1					1
2	3		8		13
2					2
	2	3	1	1	7
1			4		5
11	7		9	8	35
1	1	8	1	2	13
1		2	1	9	13
		1		4	5
1		2		2	5
		2	2	5	9
			2		2
	1	4	1		6
1	2	5	2	7	17
279	194	190	500	488	1651

Total
7
41
1
9
10
8
6
2
16
13
3
23
5
1
11
9
6
12
3
8
19
2274

Non Member States

Israel	ISR						1	1	1				3
United States of America	USA				2	5	5	5	1				18

			1		1
14	7		7	3	31

4
49

ANNEX II

GEOGRAPHICAL DISTRIBUTION OF MEMBER STATES
BY STATUS OF REPRESENTATION (DECEMBER 2019)

MEMBER STATES NORMALLY REPRESENTED (70)			
Afghanistan	Democratic People's Republic of Korea	Madagascar	Republic of Moldova
Albania	Democratic Republic of the Congo	Malaysia	Saint Kitts and Nevis
Austria	Ecuador	Mali	Saint Lucia
Azerbaijan	Finland	Mauritius	Seychelles
Bangladesh	Germany	Mongolia	Sudan
Bolivia (Plurinational State of)	Ghana	Mozambique	Sweden
Burundi	Guinea	Netherlands	Syrian Arab Republic
Cambodia	Honduras	Nicaragua	Togo
Chile	Hungary	Niger	Trinidad and Tobago
Colombia	Ireland	North Macedonia	Uganda
Comoros	Jamaica	Norway	Ukraine
Congo	Japan	Oman	United Kingdom of Great Britain and Northern Ireland
Costa Rica	Jordan	Pakistan	Uzbekistan
Côte d'Ivoire	Kenya	Palestine	Viet Nam
Croatia	Lao People's Democratic Republic	Paraguay	Zambia
Cuba	Latvia	Philippines	Zimbabwe
Cyprus	Libya	Portugal	
Czechia	Lithuania	Republic of Korea	
MEMBER STATES OVER-REPRESENTED (23)			
Algeria	Cameroon	Greece	Romania
Argentina	Canada	Italy	Senegal
Belgium	Denmark	Lebanon	South Africa
Benin	Ethiopia	Mexico	Spain
Bulgaria	France	Morocco	Tunisia
Burkina Faso	Gambia	Nepal	
MEMBER STATES UNDER-REPRESENTED (59)			
Antigua and Barbuda	Eswatini	Liberia	Serbia
Australia	Fiji	Malawi	Sierra Leone
Belarus	Gabon	Maldives	Singapore
Belize	Georgia	Montenegro	Slovakia
Bhutan	Grenada	Myanmar	Slovenia
Bosnia and Herzegovina	Guatemala	Namibia	Somalia
Botswana	Guinea-Bissau	New Zealand	Switzerland
Brazil	Haiti	Nigeria	Thailand
China	India	Papua New Guinea	Turkey
Cook Islands	Indonesia	Peru	Turkmenistan
Djibouti	Iran (Islamic Republic of)	Poland	United Republic of Tanzania

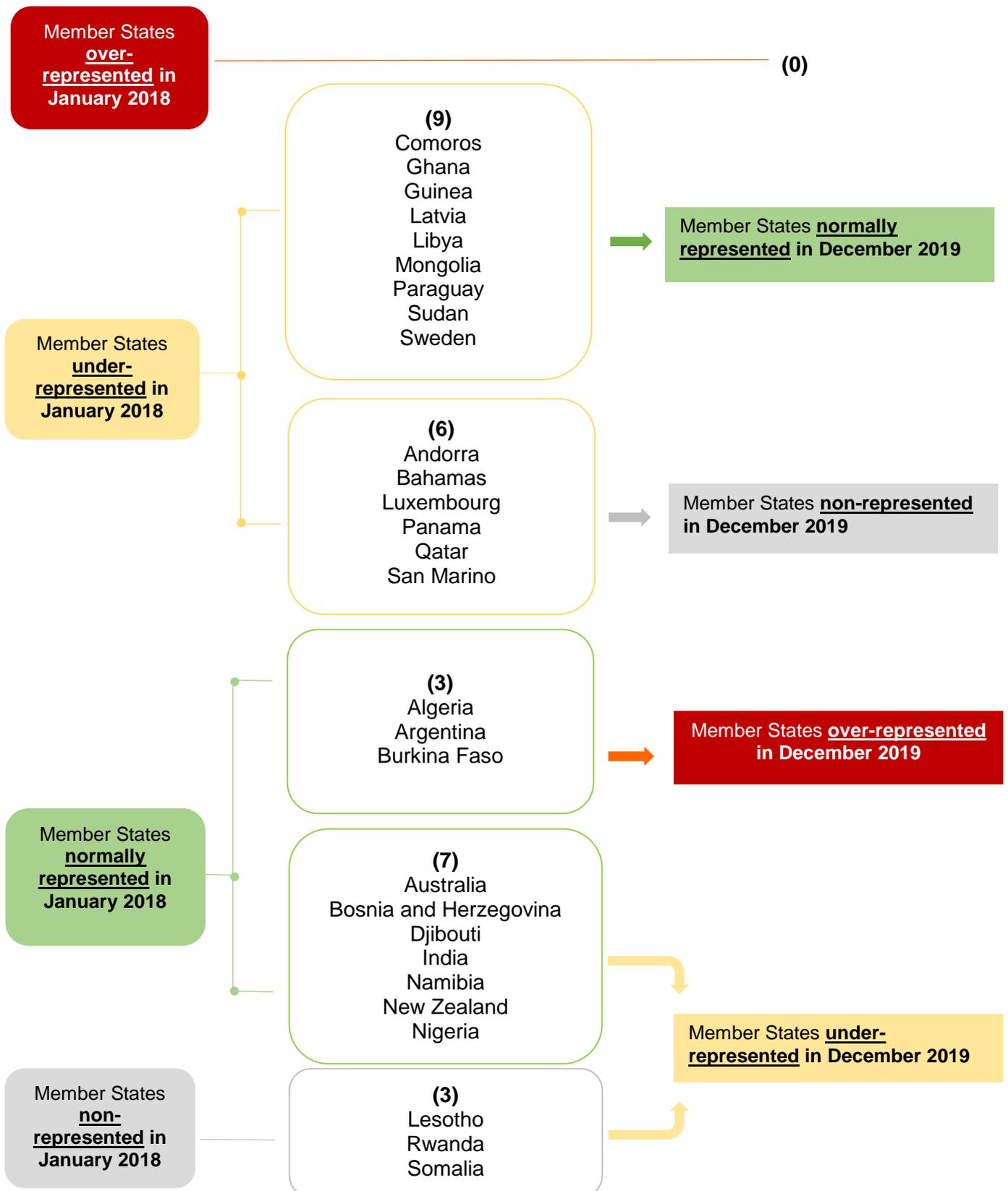
Dominica	Iraq	Russian Federation	Uruguay
Egypt	Kazakhstan	Rwanda	Venezuela (Bolivarian Republic of)
Eritrea	Kyrgyzstan	Sao Tome and Principe	Yemen
Estonia	Lesotho	Saudi Arabia	

MEMBER STATES NON-REPRESENTED (41)

Andorra	El Salvador	Monaco	Sri Lanka
Angola	Equatorial Guinea	Nauru	Suriname
Armenia	Guyana	Niue	Tajikistan
Bahamas	Iceland	Palau	Timor-Leste
Bahrain	Kiribati	Panama	Tonga
Barbados	Kuwait	Qatar	Tuvalu
Brunei Darussalam	Luxembourg	Saint Vincent and the Grenadines	United Arab Emirates
Cabo Verde	Malta	Samoa	Vanuatu
Central African Republic	Marshall Islands	San Marino	
Chad	Mauritania	Solomon Islands	
Dominican Republic	Micronesia (Federated States of)	South Sudan	

ANNEX III

**LIST OF MEMBER STATES WHICH CHANGED REPRESENTATION STATUS
BETWEEN JANUARY 2018 AND DECEMBER 2019**



*Since 1 January 2019, the United States of America and Israel, respectively under-represented and normally represented, are no longer Member States of UNESCO.

ANNEX IV

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

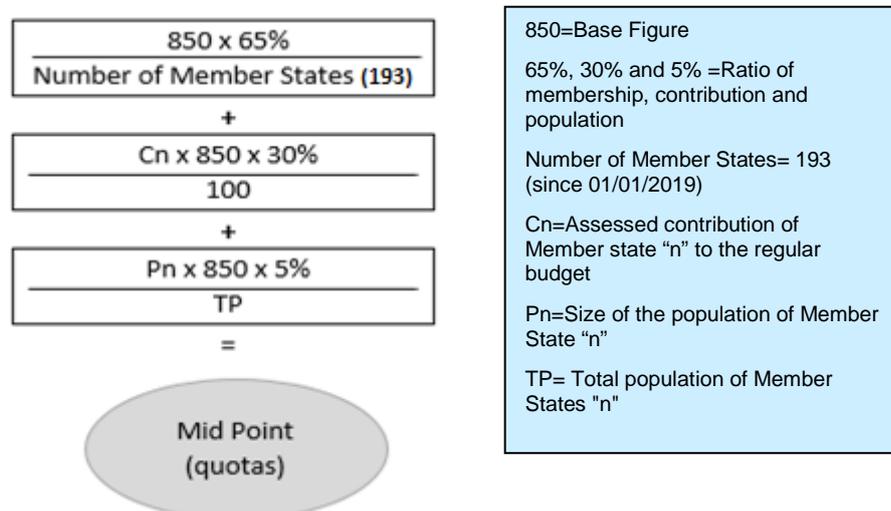
To calculate the quota, UNESCO allocates to Member States a share of posts from the base figure, based on three factors:

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%

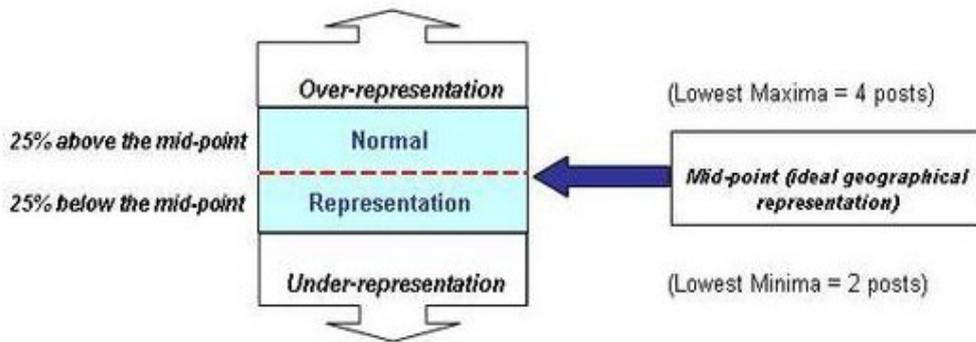
Comparison of the factors with other UN agencies

Factors	UN Secretariat	FAO	WHO	UNESCO
Membership Factor	40 %	40 %	45 %	65%
Contribution Factor	55 %	55 %	45 %	30%
Population Factor	5 %	5 %	10 %	5%

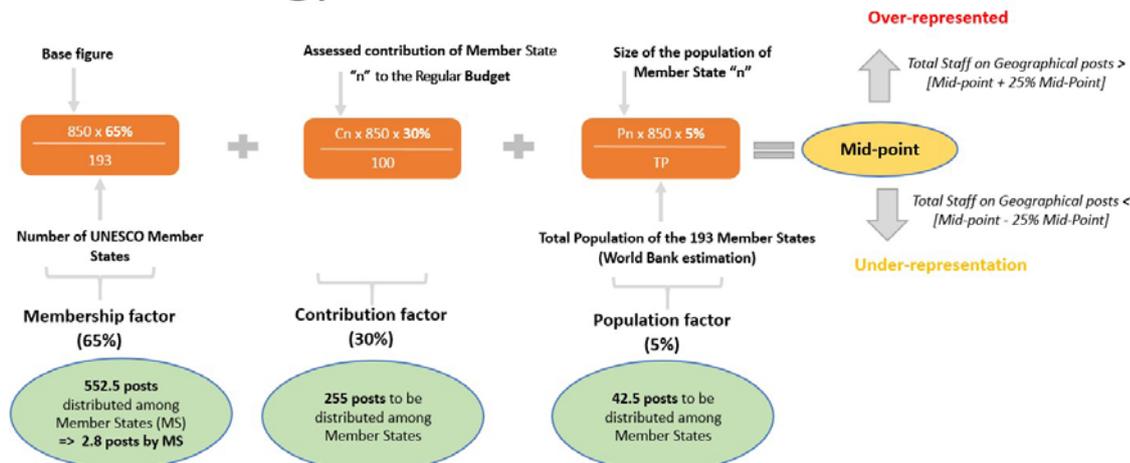
The quota

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 <https://en.unesco.org/careers/geographicaldistribution>.

ANNEX V

GEOGRAPHICAL DISTRIBUTION USING A POST WEIGHTING APPROACH
AS AT DECEMBER 2019 (Base: 1,081 points)

The symbols next to Member States indicate their status of representation based on UNESCO standard methodology

(+: Over-represented, = : In Balance, - : Under-represented, 0 : Non-represented)

MEMBER STATES NORMALLY REPRESENTED (52)			
Afghanistan	Estonia (-)	Madagascar	Russian Federation (-)
Albania	Ethiopia (+)	Malaysia	Saint Kitts and Nevis
Australia (-)	Germany	Mali	Seychelles
Austria	Ghana	Mauritius	Sudan
Azerbaijan	Guinea	Nicaragua	Sweden
Cambodia	Honduras	North Macedonia	Syrian Arab Republic
Comoros	Hungary	Norway	Togo
Costa Rica	India (-)	Oman	Trinidad and Tobago
Côte d'Ivoire	Ireland	Pakistan	Uganda
Croatia	Japan	Philippines	Ukraine
Czechia	Kenya	Portugal	Uzbekistan
Democratic People's Republic of Korea	Lao People's Democratic Republic	Republic of Korea	Viet Nam
Egypt (-)	Lithuania	Republic of Moldova	Zambia
MEMBER STATES OVER-REPRESENTED (34)			
Algeria	Chile (=)	Greece	Niger (=)
Argentina	Colombia (=)	Italy	Romania
Belgium	Congo (=)	Jordan (=)	Senegal
Benin	Cuba (=)	Lebanon	South Africa
Bulgaria	Democratic Republic of the Congo (=)	Mexico	Spain
Burkina Faso	Denmark	Morocco	Tunisia
Burundi (=)	Finland (=)	Mozambique (=)	United Kingdom of Great Britain and Northern Ireland (=)
Cameroon	France	Nepal	
Canada	Gambia	Netherlands (=)	
MEMBER STATES UNDER-REPRESENTED (66)			
Antigua and Barbuda	Fiji	Malawi	Serbia
Bangladesh (=)	Gabon	Maldives	Sierra Leone
Belarus	Georgia	Mongolia (=)	Singapore
Belize	Grenada	Montenegro	Slovakia
Bhutan	Guatemala	Myanmar	Slovenia
Bolivia (Plurinational State of) (=)	Guinea-Bissau	Namibia	Somalia
Bosnia and Herzegovina	Haiti	New Zealand	Switzerland
Botswana	Indonesia	Nigeria	Thailand

Brazil	Iran (Islamic Republic of)	Palestine (=)	Turkey
China	Iraq	Papua New Guinea	Turkmenistan
Cook Islands	Jamaica (=)	Paraguay (=)	United Republic of Tanzania
Cyprus (=)	Kazakhstan	Peru	Uruguay
Djibouti	Kyrgyzstan	Poland	Venezuela (Bolivarian Republic of)
Dominica	Latvia (=)	Rwanda	Yemen
Ecuador (=)	Lesotho	Saint Lucia (=)	Zimbabwe (=)
Eritrea	Liberia	Sao Tome and Principe	
Eswatini	Libya (=)	Saudi Arabia	
MEMBER STATES NON-REPRESENTED (41)			
Andorra	Dominican Republic	Mauritania	San Marino
Angola	El Salvador	Micronesia (Federated States of)	Solomon Islands
Armenia	Equatorial Guinea	Monaco	South Sudan
Bahamas	Guyana	Nauru	Sri Lanka
Bahrain	Iceland	Niue	Suriname
Barbados	Kiribati	Panama	Tajikistan
Brunei Darussalam	Kuwait	Palau	Timor-Leste
Cabo Verde	Luxembourg	Qatar	Tonga
Central African Republic	Malta	Saint Vincent and the Grenadines	Tuvalu
Chad	Marshall Islands	Samoa	United Arab Emirates
			Vanuatu

ANNEX VI

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	<p>(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.</p> <p>(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.</p> <p>(c) Use new technology, such as webinars, to outreach qualified candidates from UR/NR countries.</p> <p>(d) Keep traditional direct contact with candidates from UR/NR countries, through missions, job fairs, etc.</p> <p>(e) Organize meetings with regional groups, especially ASPAC, GRULAC and Africa, and individual meetings with targeted UR/NR countries.</p> <p>(f) Contact Heads of field offices of UNESCO to contribute to engaging UR/NR countries.</p> <p>(g) Implement the requirement that short-lists for all levels include at list one candidate from NR/UR countries.</p> <p>(h) Attract more candidates from NR/UR countries through UNV or other similar programmes.</p>	<p>Number of represented countries</p> <p>Number of normally represented countries</p>	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 CAB/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 VII

UNESCO GENDER PARITY ACTION PLAN FOR 2017-2022

OBJECTIVE 1: Achieve Gender Parity at all levels, including at Senior Level ⁸								
Expected Results	Initiatives	Performance Indicators	Time-frame	Responsible				Progress Update
				HRM	Managers	CAB/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. Outreach toward potential candidates through missions, webinars. Create roster for candidates in the e-recruitment system. 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	Time-frame	Responsible				Progress Update
				HRM	Managers	CAB/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	Time-frame	Responsible				Progress Update
				HRM	Managers	CAB/GE	Staff	
3. Enhanced awareness of gender equality and gender unconscious bias	3.1 Include a module on Gender Equality in training programmes, such as induction and leadership 3.2 Monitor the implementation of the mandatory Gender Equality training for all staff. 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 3.4 Develop and implement actions to reduce gender unconscious bias.	Effectiveness of training programmes % of staff attending the Gender Equality training	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	Time-frame	Responsible				Progress Update
				HRM	Managers	CAB/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	Number of staff taking up telework and their satisfaction rate, as well as the effectiveness of these arrangements within a team. Other flexible work modalities as required	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	✓				