



United Nations  
Educational, Scientific and  
Cultural Organization

# Executive Board

Two hundred and tenth session

# 210 EX/5.IV Add.2

PARIS, 23 November 2020

Original: French

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 IV

### HUMAN RESOURCES ISSUES

### ADDENDUM 2

### COMMENTS BY THE INTERNATIONAL STAFF ASSOCIATION OF UNESCO (ISAU)

#### SUMMARY

**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 210 EX/5.IV).

1. ISAU takes good note of the efforts to increase the level of representation of non-represented Member States. We must stress, however, that significant efforts are still required to achieve a more balanced geographical distribution within grades. In this connection, ISAU deplores the fact that the Administration has resumed the regrettable habit of presenting the distribution of regional groups within grades only for Directors and above. In order to provide clear and readable information, we have prepared a table on the distribution of geographical posts by grade and by regional group.

| <b>Geographical posts<br/>Distribution by grade and by regional group</b> |            |            |            |            |            |            |            |            |            |                     |
|---|------------|------------|------------|------------|------------|------------|------------|------------|------------|---------------------|
| <b>Groups \ Grades</b>  | <b>DDG</b> | <b>ADG</b> | <b>D-2</b> | <b>D-1</b> | <b>P-5</b> | <b>P-4</b> | <b>P-3</b> | <b>P-2</b> | <b>P-1</b> | <b>Group Totals</b> |
| <b>Europe and North America</b>   | 0          | 2          | 7          | 13         | 51         | 53         | 61         | 28         | 1          | <b>216</b>          |
| <b>Eastern Europe</b>   | 0          | 1          | 1          | 3          | 8          | 14         | 17         | 12         | 0          | <b>56</b>           |
| <b>GRULAC</b>   | 0          | 2          | 2          | 5          | 8          | 16         | 20         | 20         | 0          | <b>73</b>           |
| <b>ASPAC</b>  | 1          | 0          | 2          | 6          | 14         | 38         | 39         | 23         | 0          | <b>123</b>          |
| <b>Africa</b>   | 0          | 2          | 2          | 7          | 17         | 31         | 34         | 18         | 0          | <b>111</b>          |
| <b>Arab States</b>  | 0          | 1          | 1          | 7          | 3          | 9          | 13         | 14         | 0          | <b>48</b>           |
| <b>Grade totals</b>   | <b>1</b>   | <b>8</b>   | <b>15</b>  | <b>41</b>  | <b>101</b> | <b>161</b> | <b>184</b> | <b>115</b> | <b>1</b>   | <b>627</b>          |
| <b>Non-Member States</b>  |            |            |            |            |            |            |            |            |            |                     |
| Israel  | 0          | 0          | 0          | 0          | 1          | 1          | 1          | 0          | 0          | <b>3</b>            |
| United States of America  | 0          | 0          | 0          | 2          | 5          | 4          | 5          | 1          | 0          | <b>17</b>           |



Job - 202003607

2. It is recalled that the tables provided at previous sessions showed significant imbalances, as some countries, particularly in Group I, were better represented in P-4 and P-5 posts, which are policy-making and management posts, than in P-2 and P-3 posts, which are implementation and support posts. Again, we call for this information to be provided to Member States so that they can decide how best to correct such imbalances.

3. In this connection, the information we were able to compile ourselves on the basis of the raw data provided by the Administration on recruitment and promotions is not encouraging. For the period from June 2019 to July 2020, Group I nationals accounted for 38% of promotions and 42% of recruitments. The current staff movements therefore do not augur well for demonstrable improvements in the long term. We regret this.

| <b>Appointments June 2019 - July 2020</b> |                                    |                     |                           |              |
|---|------------------------------------|---------------------|---------------------------|--------------|
| <b>Regional group</b>                     | <b>Appointments with promotion</b> | <b>Appointments</b> | <b>Appointments (YPP)</b> | <b>Total</b> |
| <b>Europe and North America</b>           | <b>14</b>                          | <b>42</b>           | <b>0</b>                  | <b>56</b>    |
| <b>Eastern Europe</b>                     | <b>2</b>                           | <b>3</b>            | <b>0</b>                  | <b>5</b>     |
| <b>GRULAC</b>                             | <b>3</b>                           | <b>8</b>            | <b>2</b>                  | <b>13</b>    |
| <b>ASPAC</b>                              | <b>6</b>                           | <b>18</b>           | <b>3</b>                  | <b>27</b>    |
| <b>Africa</b>                             | <b>10</b>                          | <b>12</b>           | <b>1</b>                  | <b>23</b>    |
| <b>Arab States</b>                        | <b>1</b>                           | <b>5</b>            | <b>1</b>                  | <b>7</b>     |
| <b>Total</b>                              | <b>36</b>                          | <b>88</b>           | <b>7</b>                  | <b>131</b>   |

4. As we have already remarked, it is absurd to discuss the geographical and cultural balance in the Secretariat when the statistics do not take into account the non-geographical posts that outnumber the geographical posts. The latter represent no more than 28% of the Secretariat's staff when GS staff are taken into account. The table below shows that out of the 1,625 non-geographical posts, Group I nationals amount to 684 or 42% (37% if only Director (D), Professional (P) and National Officer (NO) posts are taken into account).

| <b>Staff with NON-geographical posts</b> |            |                      |            |            |                      |              |
|--|------------|----------------------|------------|------------|----------------------|--------------|
| <b>Regional group</b>                    | <b>D/P</b> |                      | <b>NO</b>  | <b>GS</b>  |                      | <b>Total</b> |
|  | <b>HQ</b>  | <b>Field offices</b> |            | <b>HQ</b>  | <b>Field offices</b> |              |
| <b>Europe and North America</b>          | 146        | 97                   | 0          | 290        | 151                  | <b>684</b>   |
| <b>Eastern Europe</b>                    | 12         | 8                    | 5          | 36         | 16                   | <b>77</b>    |
| <b>GRULAC</b>                            | 19         | 16                   | 30         | 22         | 78                   | <b>165</b>   |
| <b>ASPAC</b>                             | 58         | 30                   | 36         | 37         | 88                   | <b>249</b>   |
| <b>Africa</b>                            | 20         | 34                   | 92         | 65         | 109                  | <b>320</b>   |
| <b>Arab States</b>                       | 19         | 11                   | 16         | 40         | 44                   | <b>130</b>   |
| <b>Total</b>                             | <b>274</b> | <b>196</b>           | <b>179</b> | <b>490</b> | <b>486</b>           | <b>1625</b>  |

5. With regard to the representation of geographical groups within the sectors, the Administration notes that it reflects their distribution within the Organization. However, we cannot fail to point out significant imbalances in the Intergovernmental Oceanographic Commission (IOC), where 46% of the staff are from Group I, and in the Culture Sector (CLT), where the rate of this same group is 37%.

6. We must remind Member States that the overall credibility of our Organization partly depends on geographical distribution. How far can UNESCO effectively carry out its mandate if its Culture Sector, in particular, is not geoculturally diverse?

7. Annex V to document 210 EX/5.IV does not give visibility to the geographical distribution of the staff according to a weighting system. For better readability, we have drawn up the table below:

| <b>Total by grade and by regional group using a weighting system<br/>(ADG-DDG: 4 points; D-1 to D-2: 3 points; P-4 to P-5: 2 points; P-1 to P-3: 1 point)</b> |            |            |            |            |            |            |            |            |            |              |
|---|------------|------------|------------|------------|------------|------------|------------|------------|------------|--------------|
| <b>Group \ Grade</b>  | <b>DDG</b> | <b>ADG</b> | <b>D-2</b> | <b>D-1</b> | <b>P-5</b> | <b>P-4</b> | <b>P-3</b> | <b>P-2</b> | <b>P-1</b> | <b>Total</b> |
| <b>Europe and North America</b>   | 0          | 8          | 21         | 39         | 102        | 106        | 61         | 28         | 1          | <b>366</b>   |
| <b>Eastern Europe</b>   | 0          | 4          | 3          | 9          | 16         | 28         | 17         | 12         | 0          | <b>89</b>    |
| <b>GRULAC</b>   | 0          | 8          | 6          | 15         | 16         | 32         | 20         | 20         | 0          | <b>117</b>   |
| <b>ASPAC</b>  | 4          | 0          | 6          | 18         | 28         | 76         | 39         | 23         | 0          | <b>194</b>   |
| <b>Africa</b>   | 0          | 8          | 6          | 21         | 34         | 62         | 34         | 18         | 0          | <b>183</b>   |
| <b>Arab States</b>  | 0          | 4          | 3          | 21         | 6          | 18         | 13         | 14         | 0          | <b>79</b>    |
| <b>Total grade</b>  | <b>4</b>   | <b>32</b>  | <b>45</b>  | <b>123</b> | <b>202</b> | <b>322</b> | <b>184</b> | <b>115</b> | <b>1</b>   | <b>1028</b>  |
| <b>Non-Member States</b>  |            |            |            |            |            |            |            |            |            |              |
| Israel  | 0          | 0          | 0          | 0          | 2          | 2          | 1          | 0          | 0          | <b>5</b>     |
| United States of America  | 0          | 0          | 0          | 6          | 10         | 8          | 5          | 1          | 0          | <b>30</b>    |
| <b>Total</b>  | <b>0</b>   | <b>0</b>   | <b>0</b>   | <b>6</b>   | <b>12</b>  | <b>10</b>  | <b>6</b>   | <b>1</b>   | <b>0</b>   | <b>35</b>    |

8. The new measures proposed to improve geographical distribution do not seem to us to adequately address a problem that has persisted for far too long. We regret to note, for example, that there is no mention of internal promotion among these measures.

9. Why not give preference to appointing PA/temporary staff from non- or under-represented countries who, in some cases, have worked in the Organization for many years? Why not encourage the internal promotion of colleagues from non- or under-represented countries? This measure would also address the problem of career advancement, which is non-existent in our Organization.

10. We are struggling to understand the choice to pilot a programme targeting P-3/P-4 posts. The justification given by the Administration that these are the most numerous positions does not seem to us to be very relevant. We believe that there is a need for real measures at all levels. Furthermore, we see no point in consulting non- or under-represented Member States in the prospecting strategy, or in attracting the largest number of candidates if, in the end, when it comes to recruitment, Group I nationals are appointed in their place.

### **Gender parity**

11. We welcome the progress made by the Organization in achieving gender parity, while stressing the need to increase gender parity in the distribution of women and men throughout the grades. The Administration reports that parity has been achieved at all grades, except at the P-5 level, where women represent only 35% of the staff.

12. In this connection, it should be pointed out that while women represent 35% of the staff among the highest Professional grade posts, they account for 63% of P-1/P-2 posts, i.e. the lowest level at that grade. These are therefore profound inequalities that we are dealing with and they cannot be resolved without a more proactive approach to the issue. Careers for women at P-5 level and above must therefore be promoted. All too often at these levels, recruitment is carried out for the benefit of external candidates; this creates a “glass ceiling” to the detriment of the career development of our incumbent female colleagues.



United Nations  
Educational, Scientific and  
Cultural Organization

# Executive Board

Two hundred and tenth session

# 210 EX/5.IV

Paris, 9 October 2020  
Original: English/French

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 IV

### HUMAN RESOURCES ISSUES

#### SUMMARY

**Report on the geographical distribution and gender balance of the staff of the Secretariat and on the proposals of new measures to redress any imbalance**

Pursuant to [209 EX/Decision 5.III.B](#), the Director-General submits a report on the geographical distribution and gender balance of Secretariat staff, including a breakdown by sector, and proposals on potential new measures to redress any imbalance. The report also presents the geographical distribution of staff using a post-weighting approach.

Decision required: paragraph 27.



Job - 202002819

## Report on the geographical distribution and gender balance of the staff (Follow-up [209 EX/Decision 5.III.B](#))

---

### INTRODUCTION

1. This document is submitted pursuant to [209 EX/Decision 5.III.B](#), which invited the Director-General to report to the Executive Board on the situation regarding the geographical distribution and gender balance of staff, including a breakdown by sector, and proposals for potential new measures to redress any imbalance. It also includes the geographical distribution of staff using a post-weighting approach.
2. This report is divided into three parts:
  - **Part I** presents the **geographical distribution of the staff** of the Secretariat as of August 2020, including staff distribution within sectors. It also reports on progress made and proposals for potential new measures aimed at improving geographical representation. Information on staff on non-geographical posts, including on project and temporary appointments is shown in Annex I.
  - **Part II** presents the situation of the **geographical distribution** of staff using a **post-weighting approach**.
  - **Part III** presents the gender distribution of the Secretariat as of August 2020. It also includes a **progress report** and proposals for new measures to achieve parity at all levels.

### Progress to date

3. Since the last report in February 2020, which showed the situation as at 31 December 2019, progress has been achieved in several areas, as follows:

#### Geographical Distribution

- *Increase in the number of normally represented Member States (from 70 to 73)*
- *Reduction in the number of over-represented Member States (from 23 to 21)*
- *Reduction in the number of under-represented Member States (from 59 to 58)*

#### Young Professional Programme

- *The last YPP campaign resulted in the intake of 4 candidates from non-represented countries and 11 from under-represented countries (8 in 2019 and 3 in 2020).*

These improvements show that the efforts are starting to bear fruit. They will be sustained and strengthened, in particular with a view of improving the level of representation of non-represented Member States, through, *inter alia*, the Young Professionals Programme.

#### Gender Parity

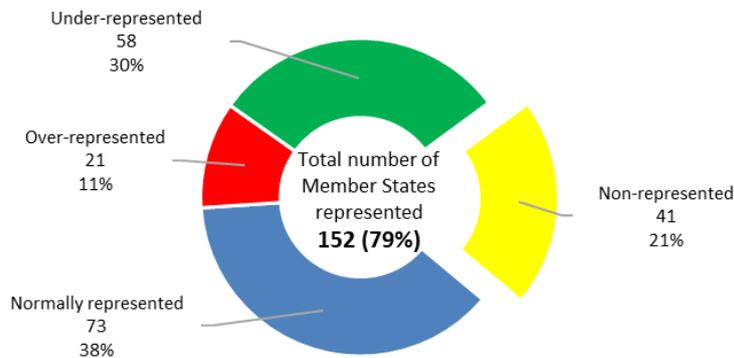
- *UNESCO is one of the best performing agencies in the representation of women in the Professional category and above, with 52% against 46% on average in the United Nations Common System.*
- *Since December 2019, the representation of women at P-5 level has improved, up five points (from 30% to 35%). Gender parity is achieved at P-4 level (50%).*

## PART I – GEOGRAPHICAL DISTRIBUTION OF THE STAFF

### Overall situation as of August 2020

4. Of the 193 UNESCO Member States, 73 (38%) are normally represented, 21 (11%) are over-represented, 58 (30%) are under-represented and 41 (21%) are non-represented (Chart 1). Detailed information by Member State and by representation status is included in Annexes I, II and III.

**Chart 1.** Situation of the geographical distribution (August 2020)



### Evolution between December 2019 (report at the 209th session) and August 2020 – Progress against the 85% target of Member States represented

5. Equitable geographical representation is a priority for the Organization, and every effort continues to be 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. The number of Member States represented in UNESCO was maintained in December 2019 at a rate of 79% (152 are represented).

### Progress in 2020

6. As shown in Table 1 below, the situation has improved with the decrease in both the number of over-represented Member States (from 23 to 21) and under-represented Member States (from 59 to 58) and the increase in the number of normally represented Member States (from 70 to 73). Such efforts will be continued and further strengthened, in particular with a view to increasing the level of representation of non-represented Member States, through *inter alia*, the Young Professionals Programme.

**Table 1.** Evolution of the geographical distribution situation  
(December 2019 - August 2020)

| Status of representation                         | Number of Member States |                  | Difference of the number of Member States<br>December 2019 - August 2020 |
|--|-------------------------|------------------|--|
|  | December 2019           | August 2020      |  |
| Normally represented                             | 70 (36%)                | 73 (38%)         | +3   |
| Over-represented                                 | 23 (12%)                | 21 (11%)         | -2   |
| Under-represented                                | 59 (31%)                | 58 (30%)         | -1   |
| <b>Total number of Member States represented</b> | <b>152 (79%)</b>        | <b>152 (79%)</b> | <b>0</b>   |
| Non-represented                                  | 41 (21%)                | 41 (21%)         | 0  |
| <b>Total number of Member States</b>             | <b>193</b>              | <b>193</b>       | <b>0</b>   |

Annex II shows the list of Member States by status of representation and Annex III shows the change of status since December 2019.

### Geographical distribution of all staff in the Secretariat

7. 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 limited to the professional and higher categories, staff on non-geographical posts include also National Professional staff (NPO) and General Service staff (GS), in addition to staff at Professional level and above. National Professional and General Service staff are locally recruited staff. National Professional Officers are hired in field duty stations only, and must be nationals of the country of the duty station.

### Representation at Director level and above by Regional Group

8. The Geographical Distribution Action Plan for 2017-2022, approved by the General Conference, set out as an objective the achievement of a better balance among regional groups at Director level and above. The Executive Board also invited the Director-General to strengthen efforts to ensure the equitable geographical representation of Member States within the Secretariat, especially at the Director level and above. Table 2 shows the evolution of the number of Director and above staff on both geographical and non-geographical posts by regional group.

9. Since December 2019, the number of staff at Director level and above on geographical posts remains unchanged at 65. During this period, the number of Directors and above on geographical posts increased in GRULAC and ASPAC by 1 each, and decreased by 1 each in Europe and North America and the Arab States. Eastern Europe and Africa remained with 5 and 11 Directors on geographical posts, respectively.

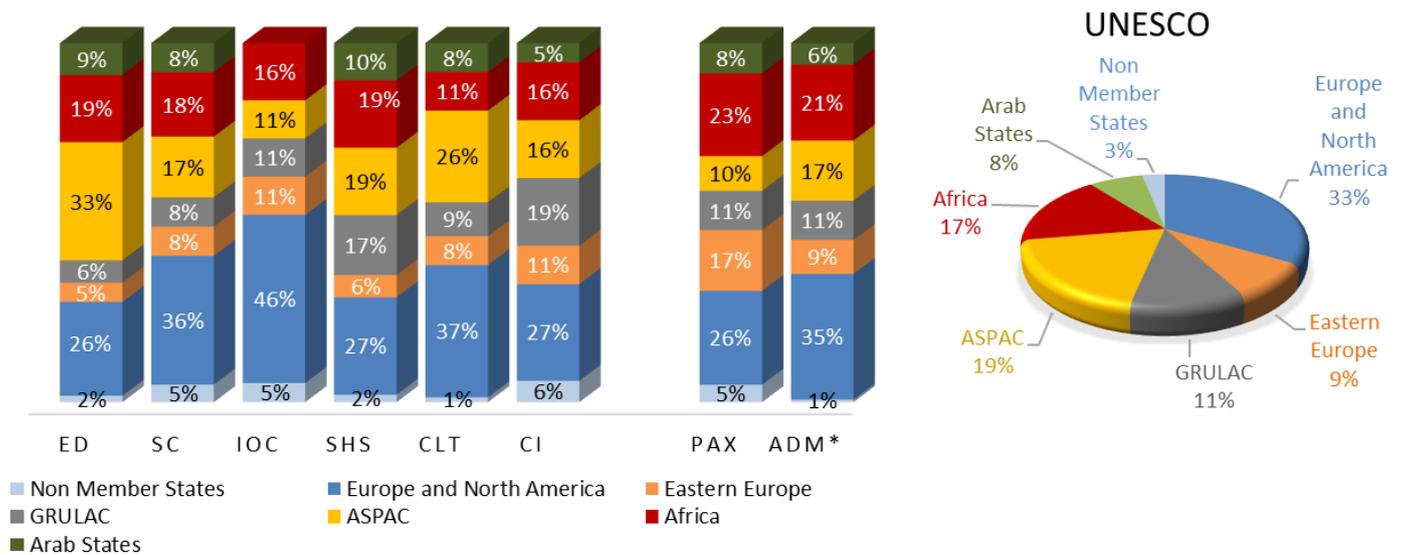
**Table 2.** Evolution of the geographical distribution by regional group of staff at Director level and above (December 2019 – August 2020)

| Regional group           | Director level and above<br>GEOGRAPHICAL posts |             |  | Director level and above<br>NON Geographical posts (August 2020) |
|--------------------------|--|-------------|--|--|
|                          | December 2019                                  | August 2020 | Difference between December 2019 and August 2020 |  |
| Europe and North America | 23 (34%)                                       | 22 (33%)    | -1   | 5  |
| Eastern Europe           | 5 (8%)   | 5 (8%)      | 0  | -  |
| GRULAC                   | 8 (12%)  | 9 (13%)     | +1   | 3  |
| ASPAC                    | 8 (12%)  | 9 (13%)     | +1   | 4  |
| Africa                   | 11 (16%)                                       | 11 (17%)    | 0  | 1  |
| Arab States              | 10 (15%)                                       | 9 (13%)     | -1   | 1  |
| <b>Total</b>             | <b>65</b>                                      | <b>65</b>   | <b>0</b>   | <b>14</b>  |
| Non Member States (USA)  | 2 (3%)   | 2 (3%)      | 0  | 1  |

Annex IV shows the evolution of the geographical distribution by regional group between December 2019 and August 2020.

### Geographical distribution of the Regional Groups in sectors (staff on geographical posts)

10. Overall, the representation by regional group in programme sectors reflects the distribution in UNESCO as a whole, with variations in some sectors, such as the Education Sector, where ASPAC is most represented.

**Chart 2.** Geographical distribution by regional group within sectors (August 2020)

(\* ) ADM includes the Bureau of Financial Management, the Division of Conferences, Languages and Documents, the Bureau for Human Resource Management, the Division for Knowledge Management and Information Systems, the Division of Operations, and the Security and Safety Section.

### Proposals of potential new measures to improve geographical distribution

11. At its 209th session, the Executive Board asked for potential new measures which could be undertaken to ensure gender parity and equitable geographical distribution at all levels, “including the possibility of launching a programme similar to the Young Professional Programme, targeting senior posts.”

12. In this regard, and with a view to improving the geographical representation at more senior levels, the Secretariat proposes to pilot a programme, targeting P-3/P-4 posts, to be launched in 2021. The proposal to target P-3/P-4s, initially, is based on the availability of a larger pool of vacancies, across sectors, at those levels; while upcoming P-5 vacancies are in more limited numbers, and in fewer sectors. The Bureau of Human Resources Management, in cooperation with programme sectors and central services, would identify P-3 and P-4 posts to be advertised for candidates of non- and under-represented Member States.

13. The last Young Professionals recruitment campaign resulted in the on-boarding of 4 staff from non-represented countries and 11 staff from under-represented countries (8 in 2019 and 3 in 2020). As reported at the 209th session of the Executive Board, the Secretariat is considering launching a new recruitment campaign for Young Professionals later in 2020. 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.

14. In developing talent outreach measures, UNESCO coordinates closely with other United Nations agencies, among other things, through its active participation in the Working Group on Talent Outreach and Recruitment of the Human Resource Network of the Chief Executives Board. In addition to serving as a forum for exchange on United Nations practices, the Network develops joint talent outreach initiatives. Following other United Nations agency practices, UNESCO is examining the greater and targeted use of social media to reach a diversity of qualified applicants. As part of its outreach strategy, the Secretariat will consult with the representatives from non- and under-represented Member States, to develop and implement a tailored approach, including specific outreach events, to attract qualified candidates from these countries.

## PART II – POST-WEIGHING APPROACH

15. At its 209th session, the Executive Board requested the Secretariat for “the establishment of a table of coefficients to posts levels, starting from P-1 grade, to estimate the total number of nationals and the gender distribution in the Secretariat”.

16. A post-weighting approach was adopted by the General Conference in 2003<sup>1</sup>, as complementary information to the report on geographical distribution. The methodology was outlined in document [167 EX/35](#) and consisted of attributing points to geographical 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 results of the application of this post-weighting approach to the geographical distribution as at August 2020 is illustrated in [Annex V](#), for information.

For information, the standard methodology for the calculation of quotas is described in [Annex VI](#), for information.

## PART III – GENDER PARITY

17. This section presents an update of the gender balance in the Secretariat, and a progress report on the implementation of the Action Plan for Gender Parity for 2017-2022 (Annex VIII), which aims at achieving gender parity at all levels, including at the Director level and above, by the end of 2020. It also proposes new measures to improve parity at all levels. 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), and on project appointments.

### Progress report: Gender balance

18. As of August 2020, parity is nearly achieved, with 48% of women Directors and above in UNESCO ([Table 3 below](#)). The decrease in the number of women in the Director and above levels between December 2019 and August 2020 is explained by the retirement of incumbents. Efforts will be made to bridge the percentage gap, with a view to maintaining parity by hiring qualified women in Director and above positions in 2020-2021.

**Table 3.** Gender distribution by grade  
Regular programme and extrabudgetary funds (December 2019 – August 2020)

|                     | December 2019 |            |            |            |             | August 2020 |            |            |            |              | Difference<br>%F |
|---------------------|---------------|------------|------------|------------|-------------|-------------|------------|------------|------------|--------------|------------------|
|                     | F             | %F         | M          | %M         | Total       | F           | %F         | M          | %M         | Total        |                  |
| DDG                 | -             | -          | 1          | 100%       | 1           | -           | -          | 1          | 100%       | 1            | -                |
| ADG                 | 3             | 33%        | 6          | 67%        | 9           | 3           | 33%        | 6          | 67%        | 9            | 0%               |
| D-2                 | 11            | 55%        | 9          | 45%        | 20          | 8           | 47%        | 9          | 53%        | 17           | -8%              |
| D-1                 | 28            | 54%        | 24         | 46%        | 52          | 27          | 52%        | 25         | 48%        | 52           | -2%              |
| <b>Total D</b>      | <b>42</b>     | <b>51%</b> | <b>40</b>  | <b>49%</b> | <b>82</b>   | <b>38</b>   | <b>48%</b> | <b>41</b>  | <b>52%</b> | <b>79</b>    | <b>-3%</b>       |
| P-5                 | 39            | 30%        | 90         | 70%        | 129         | 46          | 35%        | 85         | 65%        | 131          | +5%              |
| P-4                 | 131           | 51%        | 127        | 49%        | 258         | 129         | 50%        | 128        | 50%        | 257          | -1%              |
| P-3                 | 169           | 52%        | 159        | 48%        | 328         | 186         | 54%        | 161        | 46%        | 347          | +2%              |
| P-2/P-1             | 169           | 63%        | 100        | 37%        | 269         | 165         | 63%        | 97         | 37%        | 262          | 0%               |
| <b>Total P</b>      | <b>508</b>    | <b>52%</b> | <b>476</b> | <b>48%</b> | <b>984</b>  | <b>526</b>  | <b>53%</b> | <b>471</b> | <b>47%</b> | <b>997</b>   | <b>+1%</b>       |
| <b>Total D/P</b>    | <b>550</b>    | <b>52%</b> | <b>516</b> | <b>48%</b> | <b>1066</b> | <b>564</b>  | <b>52%</b> | <b>512</b> | <b>48%</b> | <b>1 076</b> | <b>0%</b>        |
| <b>Total NO</b>     | <b>96</b>     | <b>51%</b> | <b>93</b>  | <b>49%</b> | <b>189</b>  | <b>90</b>   | <b>51%</b> | <b>88</b>  | <b>49%</b> | <b>178</b>   | <b>0%</b>        |
| <b>Total GS</b>     | <b>586</b>    | <b>60%</b> | <b>385</b> | <b>40%</b> | <b>971</b>  | <b>583</b>  | <b>60%</b> | <b>382</b> | <b>40%</b> | <b>965</b>   | <b>0%</b>        |
| <b>Total UNESCO</b> | <b>1232</b>   | <b>55%</b> | <b>994</b> | <b>45%</b> | <b>2226</b> | <b>1237</b> | <b>56%</b> | <b>982</b> | <b>44%</b> | <b>2 219</b> | <b>+1%</b>       |

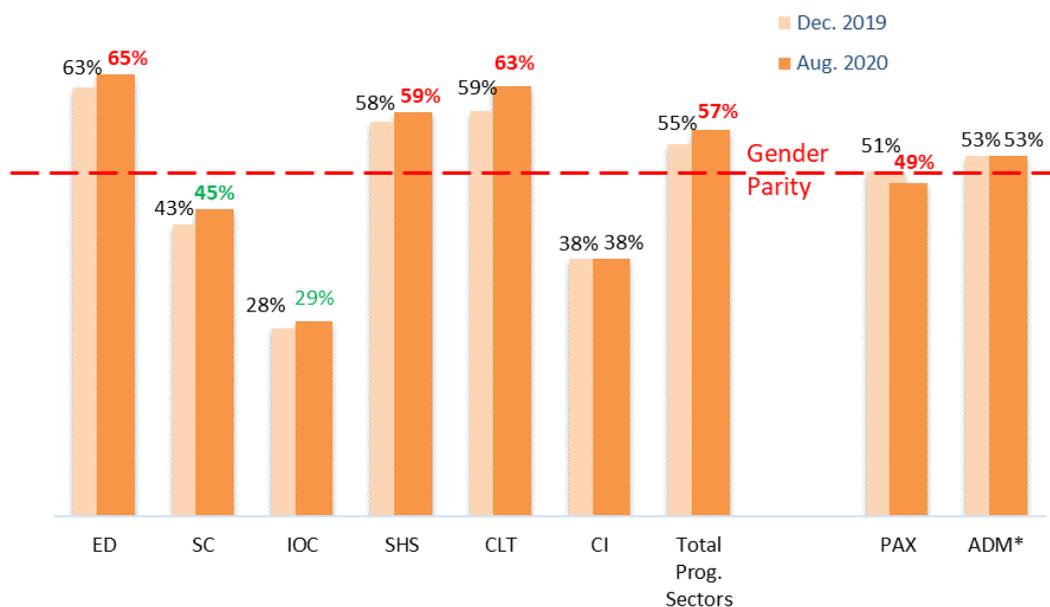
<sup>1</sup> [32 C/Resolution 71](#), para. 7(b).

19. As of August 2020, the majority of staff in the Secretariat are women (56%): women represent 60% of the staff in the General Service (GS) category, 51% in the National Professional Officers (NO) category, 53% in the Professional category (P) and 48% at Director level and above. 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 46% (against 52% Professional and above staff in UNESCO in December 2019)<sup>2</sup>.

20. Since December 2019, the situation at the P-5 level has improved, with an increase of 5 percentage points (from 30% to 35%) in the number of women at P-5. Targeted efforts will continue to be made at this level. Gender parity is already achieved at P-4 level (50%). Women continue to be the majority at the junior levels, with 63% at P-1/P-2 level and 54% at P-3 level.

21. As of August 2020, women represent the majority of staff at Professional and above levels in the Programme Sectors taken as a whole (57%). The Education Sector (ED) has the largest percentage of women on board (65%), followed by the Culture Sector (CLT) (63%) and the Social and Human Sciences Sector (SHS) (59%). Gender parity is not yet achieved and efforts need to be made in the Natural Sciences Sector (SC) (45%), Communication and Information Sector (CI) (38%) and Intergovernmental Oceanographic Commission (IOC) (29%).

**Chart 3.** Percentage of Women Staff at International Professional level (P/D) by Sector (Headquarters and Field) - (August 2020)



(\* ) ADM includes the Bureau of Financial Management, the Division of Conferences, Languages and Documents, the Bureau for Human Resource Management, the Division for Knowledge Management and Information Systems, the Division of Operations, and the Security and Safety Section.

### Proposals of new measures: Gender balance

22. At its 209th session, the Executive Board requested the Director-General to submit proposals on potential new measures which could be undertaken to ensure gender parity at all levels. The outreach strategy will continue to focus, *inter alia*, on attracting qualified female candidates for P-5 posts and above, through UNESCO's participation in online recruitment campaigns, social media events, and similar activities. At Director level and above, in order to maintain parity, proactive efforts will continue to be made to hire qualified women in Director positions in 2020-2021. The Secretariat will also seek

<sup>2</sup>. Personnel Statistics – Data as at 31 December 2019, CEB/2020/HLCM/HR/12.

to increase the number of male candidates for P-1/P-2 posts, notably in the context of the Young Professionals Programme.

#### **PART IV – CONCLUSION**

23. As of August 2020, 152 Member States (79% of all Member States) are represented in the UNESCO Secretariat. The 2018 Young Professionals Programme (YPP) helped to maintain this level of representation.

24. The YPP will be continued, with a new cycle targeting non- and under-represented countries to be launched in 2020, if a suitable number of P-1/P-2 posts are available. While the YPP has been extremely effective in improving the geographic representation of the Secretariat, experience over the past few years has shown that such measures are not enough. Sustained efforts, with the support of Member States and National Commissions, must continue over the next biennium to reach the 85% target of Member States represented. In this regard, the Secretariat will launch a pilot programme for P-3/P-4 posts in 2021.

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

26. As of August 2020, the UNESCO Secretariat counts 56% women. Women represent 48% of Directors and 53% at the Professional staff. Efforts will need to be continued to maintain parity at Director level and above, and 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**

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

The Executive Board,

1. Recalling [209 EX/Decision 5.III.B](#),
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 August 2020;
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 the new measure proposed, in particular aimed at improving the representation of non-represented and under-represented Member States;
5. 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, including a breakdown by sector.

## ANNEX I

### GEOGRAPHICAL DISTRIBUTION – STAFF ON GEOGRAPHICAL AND ON NON GEOGRAPHICAL POSTS (AUGUST 2020)

| Member States                    | Sigle | Group     | Staff on 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  |     | 5     | 10    | 12    |
| Albania                          | ALB   | Group II  |                             |     |    | 1  |    | 1  |    |    |    | 2     | 4    | 2    | =         |                                 |       |    | 1   | 1     | 2     | 4     |
| Algeria                          | DZA   | Group Vb  |                             |     |    |    |    |    |    |    | 4  | 4     | 4    | 3    | =         |                                 |       |    | 12  | 1     | 17    | 21    |
| Andorra                          | AND   | Group I   |                             |     |    |    |    |    |    |    |    | 0     | 4    | 2    | O         |                                 |       |    |     |       | 1     | 1     |
| Angola                           | AGO   | Group Va  |                             |     |    |    |    |    |    |    |    | 0     | 4    | 2    | O         |                                 |       | 1  |     |       | 1     | 1     |
| Antigua and Barbuda              | ATG   | Group III |                             |     |    |    |    |    |    |    | 1  | 1     | 4    | 2    | -         |                                 |       |    |     |       |       | 1     |
| Argentina                        | ARG   | Group III |                             |     | 1  |    | 3  | 2  | 2  | 2  |    | 10    | 8    | 5    | +         |                                 |       | 4  |     | 8     | 17    | 27    |
| Armenia                          | ARM   | Group II  |                             |     |    |    |    |    |    |    |    | 0     | 4    | 2    | O         |                                 |       |    | 1   |       | 1     | 1     |
| Australia                        | AUS   | Group IV  |                             |     |    | 1  | 1  | 3  | 2  | 1  |    | 8     | 13   | 8    | =         |                                 |       |    | 4   | 1     | 15    | 23    |
| Austria                          | AUT   | Group I   |                             |     |    |    | 1  | 2  |    | 1  |    | 4     | 6    | 4    | =         |                                 |       |    |     | 1     | 4     | 8     |
| Azerbaijan                       | AZE   | Group II  |                             |     |    |    |    | 1  |    | 2  |    | 3     | 4    | 2    | =         |                                 |       |    | 1   |       | 2     | 5     |
| Bahamas                          | BHS   | Group III |                             |     |    |    |    |    |    |    |    | 0     | 4    | 2    | O         |                                 |       |    |     |       | 1     | 1     |
| Bahrain                          | BHR   | Group Vb  |                             |     |    |    |    |    |    |    |    | 0     | 4    | 2    | O         |                                 |       |    |     |       |       | 0     |
| Bangladesh                       | BGD   | Group IV  |                             |     |    |    |    |    | 2  | 1  |    | 3     | 5    | 3    | =         |                                 |       |    |     | 3     | 3     | 6     |
| Barbados                         | BRB   | Group III |                             |     |    |    |    |    |    |    |    | 0     | 4    | 2    | O         |                                 |       |    |     |       | 2     | 2     |
| Belarus                          | BLR   | Group II  |                             |     |    |    | 1  |    |    |    |    | 1     | 4    | 2    | -         |                                 |       |    | 1   |       | 2     | 3     |
| Belgium                          | BEL   | Group I   |                             |     | 1  |    | 4  | 3  | 4  |    | 1  | 13    | 7    | 4    | +         |                                 |       |    |     | 1     | 8     | 21    |
| Belize                           | BLZ   | Group III |                             |     |    |    |    |    |    | 1  |    | 1     | 4    | 2    | -         |                                 |       |    |     |       |       | 1     |
| Benin                            | BEN   | Group Va  |                             |     |    |    |    | 2  |    | 3  |    | 5     | 4    | 2    | +         |                                 |       |    |     |       | 9     | 14    |
| 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    | -         |                                 |       |    |     |       | 2     | 3     |
| Brazil                           | BRA   | Group III |                             |     |    | 2  | 1  |    | 2  | 2  |    | 7     | 17   | 10   | -         |                                 |       |    |     |       | 32    | 39    |
| Brunei Darussalam                | BRN   | Group IV  |                             |     |    |    |    |    |    |    |    | 0     | 4    | 2    | O         |                                 |       |    |     |       |       | 0     |
| Bulgaria                         | BGR   | Group II  |                             |     |    |    | 1  | 1  | 1  | 2  |    | 5     | 4    | 2    | +         |                                 |       |    | 5   |       | 5     | 10    |
| Burkina Faso                     | BFA   | Group Va  |                             |     |    | 1  | 2  |    | 2  |    |    | 5     | 4    | 2    | +         |                                 |       |    |     |       | 2     | 7     |
| Burundi                          | BDI   | Group Va  |                             |     |    |    |    | 3  | 1  |    |    | 4     | 4    | 2    | =         |                                 |       |    | 4   | 1     | 7     | 11    |
| Cabo Verde                       | CPV   | Group Va  |                             |     |    |    |    |    |    |    |    | 0     | 4    | 2    | O         |                                 |       |    |     |       | 1     | 1     |

| Member States                         | Sigle | Group     | Staff on Geographical posts |     |    |    |    |    |    |    |    |       |    | Max. | Min. | Situation |
|---------------------------------------|-------|-----------|-----------------------------|-----|----|----|----|----|----|----|----|-------|----|------|------|-----------|
|                                       |       |           | DDG                         | ADG | D2 | D1 | P5 | P4 | P3 | P2 | P1 | Total |    |      |      |           |
| 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  | 5  | 2  | 2  |    | 15    | 15 | 9    | =    |           |
| Central African Republic              | CAF   | Group Va  |                             |     |    |    |    |    |    |    |    | 0     | 4  | 2    | O    |           |
| Chad                                  | TCD   | Group Va  |                             |     |    |    |    |    |    |    |    | 0     | 4  | 2    | O    |           |
| Chile                                 | CHL   | Group III |                             | 1   |    |    |    | 2  |    | 1  |    | 4     | 5  | 3    | =    |           |
| China                                 | CHN   | Group IV  | 1                           |     |    | 1  | 2  | 4  | 2  | 3  |    | 13    | 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  |                             |     |    |    |    | 3  |    |    |    | 3     | 4  | 2    | =    |           |
| Croatia                               | HRV   | Group II  |                             |     |    |    |    | 1  |    |    |    | 1     | 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  | 2  |    | 5     | 4  | 3    | +    |           |
| Denmark                               | DNK   | Group I   |                             |     |    | 2  | 2  | 2  |    |    |    | 6     | 6  | 4    | =    |           |
| Djibouti                              | DJI   | Group Va  |                             |     |    |    | 1  |    |    |    |    | 1     | 4  | 2    | -    |           |
| Dominica                              | DMA   | Group III |                             |     |    |    |    |    |    | 1  |    | 1     | 4  | 2    | -    |           |
| Dominican Republic                    | DOM   | Group III |                             |     |    |    |    |    |    |    |    | 0     | 4  | 2    | O    |           |
| Ecuador                               | ECU   | Group III |                             |     |    |    |    |    | 1  | 1  |    | 2     | 4  | 2    | =    |           |
| Egypt                                 | EGY   | Group Vb  |                             |     |    | 1  |    | 2  |    |    |    | 3     | 5  | 3    | =    |           |
| El Salvador                           | SLV   | Group III |                             |     |    |    |    |    |    |    |    | 0     | 4  | 2    | O    |           |
| Equatorial Guinea                     | GNQ   | Group Va  |                             |     |    |    |    |    |    |    |    | 0     | 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  |    | 1  |    | 6     | 5  | 3    | +    |           |
| France                                | FRA   | Group I   |                             |     | 3  | 1  | 12 | 13 | 15 | 9  |    | 53    | 22 | 13   | +    |           |

| Staff on NON Geographical posts |       |    |     |       |       |
|---------------------------------|-------|----|-----|-------|-------|
| D/P                             |       | NO | GS  |       | Total |
| HQs                             | Field |    | HQs | Field |       |
| 1                               |       | 2  | 2   | 7     | 12    |
| 2                               | 5     | 6  | 3   | 8     | 24    |
| 10                              | 11    |    | 2   | 8     | 31    |
|                                 |       |    |     |       |       |
|                                 | 1     | 1  |     | 1     | 3     |
|                                 | 1     |    | 3   | 8     | 12    |
| 17                              | 4     | 3  | 8   | 7     | 39    |
| 4                               |       |    |     | 1     | 5     |
|                                 |       |    | 1   |       | 1     |
|                                 |       | 2  | 2   | 8     | 12    |
|                                 |       |    |     |       |       |
|                                 | 1     | 2  |     | 3     | 6     |
| 1                               |       | 4  | 3   | 5     | 13    |
|                                 |       |    |     | 4     | 4     |
|                                 |       | 4  |     | 8     | 12    |
|                                 |       |    |     |       |       |
|                                 |       |    | 1   |       | 1     |
|                                 |       |    |     |       |       |
|                                 |       | 3  | 1   | 4     | 8     |
| 1                               |       |    |     |       | 1     |
|                                 |       |    | 1   |       | 1     |
|                                 |       |    |     |       |       |
|                                 |       |    | 1   |       | 1     |
|                                 | 1     | 1  |     | 7     | 9     |
| 1                               |       | 1  | 2   | 8     | 12    |
|                                 | 1     |    | 1   |       | 2     |
|                                 |       |    |     |       |       |
|                                 |       |    | 1   |       | 1     |
|                                 |       | 2  |     |       | 2     |
| 2                               |       | 8  | 2   | 13    | 25    |
|                                 | 1     | 1  |     |       | 2     |
|                                 | 2     |    |     |       | 2     |
| 64                              | 15    |    | 246 | 4     | 329   |

| TOTAL |
|-------|
| 14    |
| 33    |
| 46    |
| 0     |
| 3     |
| 16    |
| 52    |
| 10    |
| 3     |
| 16    |
| 1     |
| 8     |
| 16    |
| 5     |
| 16    |
| 2     |
| 4     |
| 2     |
| 13    |
| 7     |
| 2     |
| 1     |
| 1     |
| 11    |
| 15    |
| 2     |
| 0     |
| 2     |
| 1     |
| 3     |
| 30    |
| 3     |
| 8     |
| 382   |

| Member States                 | Sigle | Group     | Staff on Geographical posts |     |    |    |    |    |    |    |    |       |    |    | Max. | Min. | Situation |
|-------------------------------|-------|-----------|-----------------------------|-----|----|----|----|----|----|----|----|-------|----|----|------|------|-----------|
|                               |       |           | DDG                         | ADG | D2 | D1 | P5 | P4 | P3 | P2 | P1 | Total |    |    |      |      |           |
| Gabon                         | GAB   | Group Va  |                             |     |    |    |    |    | 1  |    |    |       | 1  | 4  | 2    | -    |           |
| Gambia                        | GMB   | Group Va  |                             |     | 1  |    | 2  |    | 1  |    |    |       | 4  | 4  | 2    | =    |           |
| Georgia                       | GEO   | Group II  |                             |     |    |    |    |    | 1  | 1  |    |       | 2  | 4  | 2    | =    |           |
| Germany                       | DEU   | Group I   |                             |     | 1  | 1  | 4  | 4  | 9  | 2  |    |       | 21 | 29 | 18   | =    |           |
| Ghana                         | GHA   | Group Va  |                             |     |    | 1  |    |    | 1  |    |    |       | 2  | 4  | 2    | =    |           |
| Greece                        | GRC   | Group I   |                             |     |    |    |    | 1  | 5  | 2  |    |       | 8  | 5  | 3    | +    |           |
| Grenada                       | GRD   | Group III |                             |     |    |    |    | 1  |    |    |    |       | 1  | 4  | 2    | -    |           |
| Guatemala                     | GTM   | Group III |                             |     |    |    |    |    |    | 1  |    |       | 1  | 4  | 2    | -    |           |
| Guinea                        | GIN   | Group Va  |                             |     |    |    | 1  | 1  |    | 1  |    |       | 3  | 4  | 2    | =    |           |
| Guinea-Bissau                 | GNB   | Group Va  |                             |     |    |    |    | 1  |    |    |    |       | 1  | 4  | 2    | -    |           |
| Guyana                        | GUY   | Group III |                             |     |    |    |    |    |    |    |    |       | 0  | 4  | 2    | O    |           |
| Haiti                         | HTI   | Group III |                             |     |    |    |    |    |    | 1  |    |       | 1  | 4  | 2    | -    |           |
| Honduras                      | HND   | Group III |                             |     |    |    |    | 1  |    | 1  |    |       | 2  | 4  | 2    | =    |           |
| Hungary                       | HUN   | Group II  |                             |     | 1  |    | 1  |    | 1  |    |    |       | 3  | 4  | 3    | =    |           |
| Iceland                       | ISL   | Group I   |                             |     |    |    |    |    |    |    |    |       | 0  | 4  | 2    | O    |           |
| India                         | IND   | Group IV  |                             |     |    | 3  | 2  | 1  |    | 1  |    |       | 7  | 17 | 10   | -    |           |
| Indonesia                     | IDN   | Group IV  |                             |     |    |    |    |    | 2  | 1  |    |       | 3  | 8  | 5    | -    |           |
| Iran (Islamic Republic of)    | IRN   | Group IV  |                             |     |    |    |    |    |    | 2  |    |       | 2  | 6  | 3    | -    |           |
| Iraq                          | IRQ   | Group Vb  |                             |     |    |    |    |    | 1  |    |    |       | 1  | 4  | 3    | -    |           |
| Ireland                       | IRL   | Group I   |                             |     |    |    | 1  | 1  | 1  |    |    |       | 3  | 5  | 3    | =    |           |
| Italy                         | ITA   | Group I   |                             | 1   |    | 3  | 7  | 7  | 7  | 3  |    |       | 28 | 18 | 11   | +    |           |
| Jamaica                       | JAM   | Group III |                             |     |    |    |    |    | 1  | 1  |    |       | 2  | 4  | 2    | =    |           |
| Japan                         | JPN   | Group IV  |                             |     | 2  |    | 4  | 12 | 15 | 2  |    |       | 35 | 40 | 24   | =    |           |
| Jordan                        | JOR   | Group Vb  |                             |     |    | 1  |    | 1  |    | 1  |    |       | 3  | 4  | 2    | =    |           |
| Kazakhstan                    | KAZ   | Group IV  |                             |     |    |    |    |    | 1  |    |    |       | 1  | 4  | 3    | -    |           |
| Kenya                         | KEN   | Group Va  |                             |     |    |    |    | 1  | 1  |    |    |       | 2  | 4  | 2    | =    |           |
| Kiribati                      | KIR   | Group IV  |                             |     |    |    |    |    |    |    |    |       | 0  | 4  | 2    | O    |           |
| Kuw ait                       | KWT   | Group Vb  |                             |     |    |    |    |    |    |    |    |       | 0  | 5  | 3    | O    |           |
| Kyrgyzstan                    | KGZ   | Group IV  |                             |     |    |    |    |    | 1  |    |    |       | 1  | 4  | 2    | -    |           |
| Lao People's Democratic Repub | LAO   | Group IV  |                             |     |    |    |    | 2  |    |    |    |       | 2  | 4  | 2    | =    |           |
| Latvia                        | LVA   | Group II  |                             |     |    |    |    |    | 2  |    |    |       | 2  | 4  | 2    | =    |           |
| Lebanon                       | LBN   | Group Vb  |                             |     |    | 1  | 1  | 2  | 2  | 1  |    |       | 7  | 4  | 2    | +    |           |
| Lesotho                       | LSO   | Group Va  |                             |     |    |    |    |    |    | 1  |    |       | 1  | 4  | 2    | -    |           |
| Liberia                       | LBR   | Group Va  |                             |     |    |    |    |    |    | 1  |    |       | 1  | 4  | 2    | -    |           |

| Staff on NON Geographical posts |       |    |     |       |       |
|---------------------------------|-------|----|-----|-------|-------|
| D/P                             |       | NO | GS  |       | Total |
| HQs                             | Field |    | HQs | Field |       |
|                                 |       | 2  | 1   | 4     | 7     |
|                                 | 1     |    |     |       | 1     |
| 16                              | 9     |    | 2   | 5     | 32    |
|                                 |       | 6  | 4   | 5     | 15    |
| 2                               | 1     |    | 1   | 1     | 5     |
| 1                               |       |    |     |       | 1     |
|                                 |       | 1  |     | 4     | 5     |
|                                 |       |    | 1   |       | 1     |
|                                 |       |    |     | 1     | 1     |
|                                 |       |    |     |       |       |
|                                 |       | 1  | 1   | 5     | 7     |
|                                 |       |    |     |       |       |
|                                 |       |    | 2   |       | 2     |
|                                 |       |    |     |       |       |
| 4                               | 4     | 8  | 2   | 15    | 33    |
|                                 |       | 2  |     | 9     | 11    |
| 3                               | 1     | 2  | 4   | 4     | 14    |
| 1                               | 1     | 1  | 1   | 2     | 6     |
| 1                               | 1     |    | 6   |       | 8     |
| 14                              | 38    |    | 11  | 121   | 184   |
|                                 |       | 1  |     | 6     | 7     |
| 13                              | 6     |    | 2   |       | 21    |
| 3                               | 1     | 4  | 1   | 5     | 14    |
| 1                               |       | 4  | 1   | 4     | 10    |
| 1                               | 3     | 4  | 3   | 11    | 22    |
|                                 |       |    |     |       |       |
| 1                               |       |    |     |       | 1     |
| 1                               | 1     |    |     |       | 2     |
|                                 |       |    | 1   |       | 1     |
|                                 |       |    |     |       |       |
| 2                               | 2     | 4  | 3   | 9     | 20    |
|                                 |       |    |     |       |       |
|                                 |       | 1  |     |       | 1     |

| TOTAL |
|-------|
| 8     |
| 5     |
| 2     |
| 53    |
| 17    |
| 13    |
| 2     |
| 6     |
| 4     |
| 2     |
| 0     |
| 8     |
| 2     |
| 5     |
| 0     |
| 40    |
| 14    |
| 16    |
| 7     |
| 11    |
| 212   |
| 9     |
| 56    |
| 17    |
| 11    |
| 24    |
| 0     |
| 1     |
| 3     |
| 3     |
| 2     |
| 27    |
| 1     |
| 2     |

| Member States                    | Sigle | Group     | Staff on Geographical posts |     |    |    |    |    |    |    |    |       |      |      |           |   |
|----------------------------------|-------|-----------|-----------------------------|-----|----|----|----|----|----|----|----|-------|------|------|-----------|---|
|                                  |       |           | DDG                         | ADG | D2 | D1 | P5 | P4 | P3 | P2 | P1 | Total | Max. | Min. | Situation |   |
| Libya                            | LBY   | Group Vb  |                             |     |    |    |    |    |    |    | 2  |       | 2    | 4    | 2         | = |
| Lithuania                        | LTU   | Group II  |                             |     |    |    |    | 2  | 1  |    |    |       | 3    | 4    | 2         | = |
| Luxembourg                       | LUX   | Group I   |                             |     |    |    |    |    |    |    |    |       | 0    | 4    | 2         | O |
| Madagascar                       | MDG   | Group Va  |                             |     |    |    | 1  |    | 1  |    |    |       | 2    | 4    | 2         | = |
| Malaw i                          | MWI   | Group Va  |                             |     |    |    | 1  |    |    |    |    |       | 1    | 4    | 2         | - |
| Malaysia                         | MYS   | Group IV  |                             |     |    |    | 1  | 1  | 2  |    |    |       | 4    | 5    | 3         | = |
| Maldives                         | MDV   | Group IV  |                             |     |    |    |    |    |    |    | 1  |       | 1    | 4    | 2         | - |
| Mali                             | MLI   | Group Va  |                             |     |    |    |    | 2  | 1  |    |    |       | 3    | 4    | 2         | = |
| Malta                            | MLT   | Group I   |                             |     |    |    |    |    |    |    |    |       | 0    | 4    | 2         | O |
| Marshall Islands                 | MHL   | Group IV  |                             |     |    |    |    |    |    |    |    |       | 0    | 4    | 2         | O |
| Mauritania                       | MRT   | Group Vb  |                             |     |    |    |    |    |    |    |    |       | 0    | 4    | 2         | O |
| Mauritius                        | MUS   | Group Va  |                             |     |    |    |    | 1  | 1  |    |    |       | 2    | 4    | 2         | = |
| Mexico                           | MEX   | Group III |                             | 1   |    |    | 3  | 1  | 5  | 2  |    |       | 12   | 10   | 6         | + |
| Micronesia (Federated States of) | FSM   | Group IV  |                             |     |    |    |    |    |    |    |    |       | 0    | 4    | 2         | O |
| Monaco                           | MCO   | Group I   |                             |     |    |    |    |    |    |    |    |       | 0    | 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  | 2  | 2  |    |       | 7    | 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  |                             |     |    |    |    |    |    |    |    |       | 0    | 4    | 2         | O |
| Nepal                            | NPL   | Group IV  |                             |     |    |    |    | 4  | 1  | 1  |    |       | 6    | 4    | 2         | + |
| Netherlands                      | NLD   | Group I   |                             |     |    | 3  | 2  |    |    | 3  |    |       | 8    | 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  |    | 2  |    |       | 4    | 4    | 2         | = |
| Nigeria                          | NGA   | Group Va  |                             |     |    |    |    |    | 1  | 1  |    |       | 2    | 6    | 4         | - |
| Niue                             | NIU   | Group IV  |                             |     |    |    |    |    |    |    |    |       | 0    | 4    | 2         | O |
| North Macedonia                  | MKD   | Group II  |                             |     |    |    |    | 1  |    |    |    |       | 1    | 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     |
|                                 |       | 1  |     |       | 1     |
|                                 | 1     |    |     | 1     | 2     |
|                                 |       |    |     |       |       |
| 1                               |       | 3  | 3   | 5     | 12    |
|                                 |       |    |     |       |       |
|                                 | 1     |    |     |       | 1     |
|                                 |       |    | 6   |       | 6     |
| 2                               | 2     | 1  | 4   | 2     | 11    |
|                                 |       |    |     |       |       |
|                                 |       |    |     |       |       |
|                                 |       |    |     |       |       |
| 2                               | 1     | 4  | 7   | 7     | 21    |
|                                 |       | 4  |     | 4     | 8     |
|                                 |       |    |     |       |       |
|                                 |       | 3  |     | 3     | 6     |
|                                 |       |    |     |       |       |
| 1                               | 3     | 1  |     | 4     | 9     |
| 1                               | 1     |    | 1   |       | 3     |
| 1                               | 2     |    | 1   |       | 4     |
|                                 |       |    |     |       |       |
|                                 |       | 1  |     |       | 1     |
| 1                               | 1     | 4  | 3   | 6     | 15    |
|                                 |       |    |     |       |       |
|                                 |       |    | 1   |       | 1     |
|                                 |       |    |     |       |       |
|                                 |       |    |     | 2     | 2     |
| 1                               |       | 4  |     | 5     | 10    |

| TOTAL |
|-------|
| 3     |
| 5     |
| 0     |
| 10    |
| 2     |
| 6     |
| 1     |
| 15    |
| 0     |
| 0     |
| 1     |
| 8     |
| 23    |
| 0     |
| 0     |
| 2     |
| 1     |
| 28    |
| 12    |
| 1     |
| 7     |
| 0     |
| 15    |
| 11    |
| 6     |
| 2     |
| 5     |
| 17    |
| 0     |
| 2     |
| 4     |
| 4     |
| 14    |

| Member States                  | Sigle | Group     | Staff on Geographical posts |     |    |    |    |    |    |    |    |       |      |      |           |
|--------------------------------|-------|-----------|-----------------------------|-----|----|----|----|----|----|----|----|-------|------|------|-----------|
|                                |       |           | DDG                         | ADG | D2 | D1 | P5 | P4 | P3 | P2 | P1 | Total | Max. | Min. | Situation |
| Palau                          | PLW   | Group IV  |                             |     |    |    |    |    |    |    |    | 0     | 4    | 2    | O         |
| Palestine                      | PSE   | Group Vb  |                             |     |    |    |    |    | 2  |    |    | 2     | 4    | 2    | =         |
| Panama                         | PAN   | Group III |                             |     |    |    |    |    |    |    |    | 0     | 4    | 2    | O         |
| Papua New Guinea               | PNG   | Group IV  |                             |     |    |    |    | 1  |    |    |    | 1     | 4    | 2    | -         |
| Paraguay                       | PRY   | Group III |                             |     |    |    |    |    | 1  | 1  |    | 2     | 4    | 2    | =         |
| Peru                           | PER   | Group III |                             |     |    |    |    | 1  |    |    |    | 1     | 4    | 3    | -         |
| Philippines                    | PHL   | Group IV  |                             |     |    |    | 1  | 1  |    | 2  |    | 4     | 5    | 3    | =         |
| Poland                         | POL   | Group II  |                             |     |    |    | 1  |    | 2  |    |    | 3     | 7    | 4    | -         |
| Portugal                       | PRT   | Group I   |                             |     |    |    |    | 1  | 1  | 1  |    | 3     | 5    | 3    | =         |
| Qatar                          | QAT   | Group Vb  |                             |     |    |    |    |    |    |    |    | 0     | 5    | 3    | O         |
| Republic of Korea              | KOR   | Group IV  |                             |     |    | 1  | 1  | 1  | 4  | 1  |    | 8     | 13   | 8    | =         |
| Republic of Moldova            | MDA   | Group II  |                             |     |    |    |    | 1  | 1  |    |    | 2     | 4    | 2    | =         |
| Romania                        | ROU   | Group II  |                             |     |    | 1  |    | 2  | 2  | 1  |    | 6     | 5    | 3    | +         |
| Russian Federation             | RUS   | Group II  |                             | 1   |    |    | 2  | 3  |    | 1  |    | 7     | 15   | 9    | -         |
| Rwanda                         | RWA   | Group Va  |                             |     |    |    |    |    |    | 1  |    | 1     | 4    | 2    | -         |
| Saint Kitts and Nevis          | KNA   | Group III |                             |     |    |    |    | 2  |    |    |    | 2     | 4    | 2    | =         |
| Saint Lucia                    | LCA   | Group III |                             |     |    |    |    |    |    | 2  |    | 2     | 4    | 2    | =         |
| Saint Vincent and the Grenadin | VCT   | Group III |                             |     |    |    |    |    |    |    |    | 0     | 4    | 2    | O         |
| Samoa                          | WSM   | Group IV  |                             |     |    |    |    |    |    |    |    | 0     | 4    | 2    | O         |
| San Marino                     | SMR   | Group I   |                             |     |    |    |    |    |    |    |    | 0     | 4    | 2    | O         |
| Sao Tome and Principe          | STP   | Group Va  |                             |     |    |    |    |    | 1  |    |    | 1     | 4    | 2    | -         |
| Saudi Arabia                   | SAU   | Group Vb  |                             |     |    |    |    |    |    | 1  |    | 1     | 9    | 5    | -         |
| Senegal                        | SEN   | Group Va  |                             |     |    |    | 1  | 4  | 2  | 1  |    | 8     | 4    | 2    | +         |
| Serbia                         | SRB   | Group II  |                             |     |    |    |    |    |    | 1  |    | 1     | 4    | 2    | -         |
| Seychelles                     | SYC   | Group Va  |                             |     |    |    |    | 1  | 1  |    |    | 2     | 4    | 2    | =         |
| Sierra Leone                   | SLE   | Group Va  |                             |     |    |    |    | 1  |    |    |    | 1     | 4    | 2    | -         |
| Singapore                      | SGP   | Group IV  |                             |     |    |    |    |    |    | 1  |    | 1     | 6    | 3    | -         |
| Slovakia                       | SVK   | Group II  |                             |     |    |    |    |    | 1  |    |    | 1     | 4    | 3    | -         |
| Slovenia                       | SVN   | Group II  |                             |     |    |    |    |    |    | 1  |    | 1     | 4    | 2    | -         |
| Solomon Islands                | SLB   | Group IV  |                             |     |    |    |    |    |    |    |    | 0     | 4    | 2    | O         |
| Somalia                        | SOM   | Group Va  |                             |     |    |    |    |    |    | 1  |    | 1     | 4    | 2    | -         |
| South Africa                   | ZAF   | Group Va  |                             | 1   | 1  |    | 2  | 1  | 1  | 1  |    | 7     | 5    | 3    | +         |

| Staff on NON Geographical posts |       |    |     |       |       |
|---------------------------------|-------|----|-----|-------|-------|
| D/P                             |       | NO | GS  |       | Total |
| HQs                             | Field |    | HQs | Field |       |
|                                 |       |    |     |       |       |
| 2                               | 1     |    | 2   | 5     | 10    |
|                                 |       |    | 1   |       | 1     |
|                                 |       |    |     |       |       |
|                                 |       |    | 1   |       | 1     |
|                                 | 1     | 1  | 4   | 7     | 13    |
|                                 |       |    | 10  | 1     | 11    |
| 1                               |       |    | 3   |       | 4     |
|                                 |       |    | 5   |       | 5     |
| 2                               |       |    |     |       | 2     |
| 7                               | 3     |    |     |       | 10    |
|                                 |       |    |     |       |       |
| 1                               | 1     |    | 3   | 1     | 6     |
| 3                               | 5     | 3  | 9   | 1     | 21    |
| 1                               | 2     |    | 2   |       | 5     |
|                                 |       |    |     |       |       |
|                                 | 1     |    |     |       | 1     |
|                                 |       |    |     |       |       |
|                                 |       | 1  |     | 4     | 5     |
|                                 |       |    |     |       |       |
|                                 |       |    |     |       |       |
| 1                               |       |    |     |       | 1     |
| 2                               | 5     | 3  | 10  | 11    | 31    |
|                                 | 1     |    | 1   | 2     | 4     |
|                                 |       |    |     |       |       |
| 1                               |       |    |     |       | 1     |
|                                 |       |    |     |       |       |
| 1                               |       |    | 1   | 1     | 2     |
|                                 |       |    |     |       |       |
|                                 |       |    |     |       |       |
| 2                               | 1     | 1  | 1   |       | 5     |

| TOTAL |
|-------|
| 0     |
| 12    |
| 1     |
| 1     |
| 3     |
| 14    |
| 15    |
| 7     |
| 8     |
| 2     |
| 18    |
| 2     |
| 12    |
| 28    |
| 6     |
| 2     |
| 3     |
| 0     |
| 5     |
| 0     |
| 1     |
| 2     |
| 39    |
| 5     |
| 2     |
| 2     |
| 1     |
| 2     |
| 3     |
| 0     |
| 1     |
| 12    |

| Member States                   | Sigle | Group     | Staff on Geographical posts |          |           |           |            |            |            |            |          |            |    | Max. | Min. | Situation |
|---------------------------------|-------|-----------|-----------------------------|----------|-----------|-----------|------------|------------|------------|------------|----------|------------|----|------|------|-----------|
|                                 |       |           | DDG                         | ADG      | D2        | D1        | P5         | P4         | P3         | P2         | P1       | Total      |    |      |      |           |
| South Sudan                     | SSD   | Group Va  |                             |          |           |           |            |            |            |            |          |            | 0  | 4    | 2    | O         |
| Spain                           | ESP   | Group I   |                             |          |           |           | 5          | 2          | 5          | 2          |          |            | 14 | 13   | 8    | +         |
| Sri Lanka                       | LKA   | Group IV  |                             |          |           |           |            |            |            |            |          |            | 0  | 4    | 2    | O         |
| Sudan                           | SDN   | Group Vb  |                             |          |           |           | 1          |            |            |            | 1        |            | 2  | 4    | 2    | =         |
| Suriname                        | SUR   | Group III |                             |          |           |           |            |            |            |            |          |            | 0  | 4    | 2    | O         |
| Sweden                          | SWE   | Group I   |                             |          |           | 1         |            | 2          | 1          | 1          |          |            | 5  | 7    | 4    | =         |
| Switzerland                     | CHE   | Group I   |                             |          |           |           | 1          |            | 2          |            |          |            | 3  | 8    | 5    | -         |
| Syrian Arab Republic            | SYR   | Group Vb  |                             |          |           | 1         | 1          |            | 1          |            |          |            | 3  | 4    | 2    | =         |
| Tajikistan                      | TJK   | Group II  |                             |          |           |           |            |            |            |            |          |            | 0  | 4    | 2    | O         |
| Thailand                        | THA   | Group IV  |                             |          |           |           |            |            |            | 1          |          |            | 1  | 5    | 3    | -         |
| Timor-Leste                     | TLS   | Group IV  |                             |          |           |           |            |            |            |            |          |            | 0  | 4    | 2    | O         |
| Togo                            | TGO   | Group Va  |                             |          |           |           |            |            |            |            | 1        |            | 1  | 4    | 2    | -         |
| Tonga                           | TON   | Group IV  |                             |          |           |           |            |            |            |            |          |            | 0  | 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  |                             |          |           |           |            |            |            |            |          |            | 0  | 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  |                             |          |           |           |            |            |            |            |          |            | 0  | 6    | 4    | O         |
| United Kingdom of Great Britain | GBR   | Group I   |                             | 1        | 1         |           | 6          | 3          | 3          | 3          |          |            | 17 | 23   | 14   | =         |
| United Republic of Tanzania     | TZA   | Group Va  |                             |          |           |           |            | 1          |            |            |          |            | 1  | 4    | 2    | -         |
| Uruguay                         | URY   | Group III |                             |          |           |           |            |            | 1          | 1          |          |            | 2  | 4    | 2    | =         |
| Uzbekistan                      | UZB   | Group II  |                             |          |           |           |            | 2          |            |            |          |            | 2  | 4    | 2    | =         |
| Vanuatu                         | VUT   | Group IV  |                             |          |           |           |            |            |            |            |          |            | 0  | 4    | 2    | O         |
| Venezuela (Bolivarian Republic) | VEN   | Group III |                             |          |           | 1         |            |            | 1          |            |          |            | 2  | 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    | =         |
| <b>Total</b>                    |       |           | <b>1</b>                    | <b>8</b> | <b>15</b> | <b>41</b> | <b>101</b> | <b>161</b> | <b>184</b> | <b>115</b> | <b>1</b> | <b>627</b> |    |      |      |           |

| Staff on NON Geographical posts |            |            |            |            |             |
|---------------------------------|------------|------------|------------|------------|-------------|
| D/P                             |            | NO         | GS         |            | Total       |
| HQs                             | Field      |            | HQs        | Field      |             |
|                                 |            | 2          |            | 5          | 7           |
| 10                              | 5          |            | 6          | 1          | 22          |
|                                 | 1          |            |            |            | 1           |
|                                 |            | 2          |            | 5          | 7           |
|                                 |            |            |            |            |             |
| 4                               | 1          |            |            | 1          | 6           |
| 3                               | 1          |            | 1          |            | 5           |
|                                 |            |            | 3          |            | 3           |
| 1                               | 1          |            | 1          |            | 3           |
|                                 |            | 2          |            | 13         | 15          |
|                                 |            |            |            |            |             |
|                                 | 2          | 1          | 5          | 2          | 10          |
|                                 |            |            |            |            |             |
|                                 | 1          |            |            |            | 1           |
| 1                               | 3          |            | 6          |            | 10          |
| 2                               |            |            |            |            | 2           |
|                                 |            |            |            |            |             |
|                                 |            |            |            |            |             |
| 1                               | 2          | 3          | 1          | 1          | 8           |
| 1                               |            |            | 4          |            | 5           |
|                                 |            |            |            |            |             |
| 11                              | 8          |            | 9          | 8          | 36          |
|                                 | 1          | 9          | 1          | 2          | 13          |
| 1                               |            | 2          | 1          | 9          | 13          |
|                                 |            | 1          |            | 4          | 5           |
|                                 |            |            |            |            |             |
|                                 |            | 2          |            | 2          | 4           |
|                                 |            | 2          | 2          | 5          | 9           |
|                                 |            |            | 2          |            | 2           |
|                                 | 1          | 4          | 1          |            | 6           |
| 1                               | 3          | 5          | 1          | 7          | 17          |
| <b>274</b>                      | <b>196</b> | <b>179</b> | <b>490</b> | <b>486</b> | <b>1625</b> |

| TOTAL       |
|-------------|
| 7           |
| 36          |
| 1           |
| 9           |
| 0           |
| 11          |
| 8           |
| 6           |
| 3           |
| 16          |
| 0           |
| 11          |
| 0           |
| 3           |
| 20          |
| 5           |
| 1           |
| 0           |
| 12          |
| 9           |
| 0           |
| 53          |
| 14          |
| 15          |
| 7           |
| 0           |
| 6           |
| 12          |
| 3           |
| 8           |
| 19          |
| <b>2252</b> |

**Non Member States**

|                          |     |  |  |  |   |   |   |   |   |  |  |    |
|--------------------------|-----|--|--|--|---|---|---|---|---|--|--|----|
| Israel                   | ISR |  |  |  |   | 1 | 1 | 1 |   |  |  | 3  |
| United States of America | USA |  |  |  | 2 | 5 | 4 | 5 | 1 |  |  | 17 |

|    |   |  |   |   |    |
|----|---|--|---|---|----|
|    |   |  | 1 |   | 1  |
| 14 | 6 |  | 6 | 3 | 29 |

|    |
|----|
| 4  |
| 46 |

## ANNEX II

GEOGRAPHICAL DISTRIBUTION OF MEMBER STATES  
BY STATUS OF REPRESENTATION (AUGUST 2020)

| MEMBER STATES NORMALLY REPRESENTED (73) |                                       |                    |  |
|---|---------------------------------------|--------------------|--|
| Afghanistan                             | Czechia                               | Libya              | Republic of Moldova                                  |
| Albania                                 | Democratic People's Republic of Korea | Lithuania          | Saint Kitts and Nevis                                |
| Algeria                                 | Denmark                               | Madagascar         | Saint Lucia  |
| Australia                               | Ecuador                               | Malaysia           | Seychelles   |
| Austria                                 | Egypt                                 | Mali               | Sudan  |
| Azerbaijan                              | Gambia                                | Mauritius          | Sweden   |
| Bangladesh                              | Georgia                               | Mongolia           | Syrian Arab Republic                                 |
| Bolivia (Plurinational State of)        | Germany                               | Mozambique         | Trinidad and Tobago                                  |
| Burundi                                 | Ghana                                 | Netherlands        | Uganda   |
| Cambodia                                | Guinea                                | Nicaragua          | Ukraine  |
| Canada                                  | Honduras                              | Niger              | United Kingdom of Great Britain and Northern Ireland |
| Chile                                   | Hungary                               | Norway             | Uruguay  |
| Colombia                                | Ireland                               | Oman               | Uzbekistan   |
| Comoros                                 | Jamaica                               | Pakistan           | Viet Nam   |
| Congo                                   | Japan                                 | Palestine          | Zambia   |
| Costa Rica                              | Jordan                                | Paraguay           | Zimbabwe   |
| Côte d'Ivoire                           | Kenya                                 | Philippines        |  |
| Cuba                                    | Lao People's Democratic Republic      | Portugal           |  |
| Cyprus                                  | Latvia                                | Republic of Korea  |  |
| MEMBER STATES OVER-REPRESENTED (21)     |                                       |                    |  |
| Argentina                               | Democratic Republic of the Congo      | Lebanon            | South Africa   |
| Belgium                                 | Ethiopia                              | Mexico             | Spain  |
| Benin                                   | Finland                               | Morocco            | Tunisia  |
| Bulgaria                                | France                                | Nepal              |  |
| Burkina Faso                            | Greece                                | Romania            |  |
| Cameroon                                | Italy                                 | Senegal            |  |
| MEMBER STATES UNDER-REPRESENTED (58)    |                                       |                    |  |
| Antigua and Barbuda                     | Fiji                                  | Maldives           | Sierra Leone   |
| Belarus                                 | Gabon                                 | Montenegro         | Singapore  |
| Belize                                  | Grenada                               | Myanmar            | Slovakia   |
| Bhutan                                  | Guatemala                             | Namibia            | Slovenia   |
| Bosnia and Herzegovina                  | Guinea-Bissau                         | New Zealand        | Somalia  |
| Botswana                                | Haiti                                 | Nigeria            | Switzerland  |
| Brazil                                  | India                                 | North Macedonia    | Thailand   |
| China                                   | Indonesia                             | Papua New Guinea   | Togo   |
| Cook Islands                            | Iran (Islamic Republic of)            | Peru               | Turkey   |
| Croatia                                 | Iraq                                  | Poland             | Turkmenistan   |
| Djibouti                                | Kazakhstan                            | Russian Federation | United Republic of Tanzania                          |

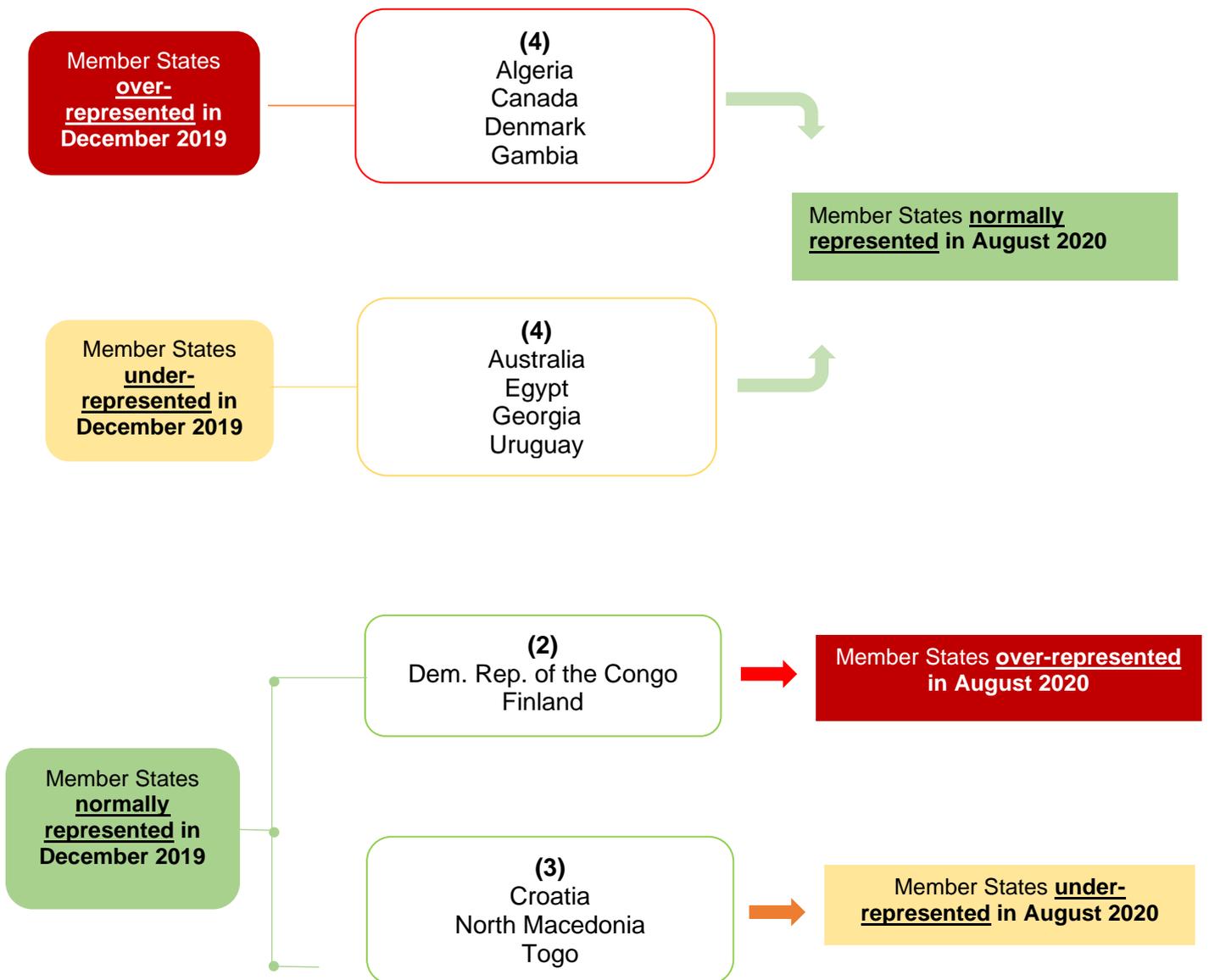
|          |            |                       |                                    |
|----------|------------|-----------------------|------------------------------------|
| Dominica | Kyrgyzstan | Rwanda                | Venezuela (Bolivarian Republic of) |
| Eritrea  | Lesotho    | Sao Tome and Principe | Yemen                              |
| Estonia  | Liberia    | Saudi Arabia          |                                    |
| Eswatini | Malawi     | Serbia                |                                    |

**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 DECEMBER 2019 AND AUGUST 2020



## ANNEX IV

EVOLUTION OF THE GEOGRAPHICAL DISTRIBUTION BY REGIONAL GROUP  
(December 2019 - August 2020)

| Regional groups                       | Staff<br>Dec. 2019 | 2020 index* |     | Staff<br>August<br>2020 | Status              | Total<br>number of<br>Member<br>States | Number and % of<br>non-represented and<br>under-represented<br>Member States<br>(August 2020) |
|---------------------------------------|--------------------|-------------|-----|-------------------------|---------------------|--|---|
|                                       |                    | Min         | Max |                         |                     |  |   |
| Europe and North America              | 215                | 136         | 228 | 216                     | Within index        | 25                                     | 8 (32%)   |
| Eastern Europe                        | 59                 | 63          | 116 | 56                      | Below minimum index | 25                                     | 13 (52%)  |
| GRULAC                                | 70                 | 86          | 160 | 73                      | Below minimum index | 33                                     | 17 (52%)  |
| ASPAC                                 | 119                | 179         | 318 | 123                     | Below minimum index | 44                                     | 30 (68%)  |
| Africa                                | 112                | 99          | 191 | 111                     | Within index        | 47                                     | 23 (49%)  |
| Arab States                           | 48                 | 48          | 86  | 48                      | Within index        | 19                                     | 8 (42%)   |
|                                       | <b>623</b>         |             |     | <b>627</b>              |                     | <b>193</b>                             | <b>99 (51%)</b>   |
| Non Member States<br>(USA and Israel) | 21                 |             |     | 20                      |                     |  |   |

\* 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. The principle of individual quotas for each Member State is the sole official criterion of the Organization for reporting on geographical distribution. The above data is for information only.

## ANNEX V

GEOGRAPHICAL DISTRIBUTION USING A POST WEIGHTING APPROACH  
AS AT AUGUST 2020 (Base: 1,239 points)

The symbols next to Member States indicate their status of representation based on UNESCO standard methodology  
(+: Over-represented, = : Normally represented, - : Under-represented, 0 : Non-represented)

| MEMBER STATES NORMALLY REPRESENTED (49) |                                  |                        |  |
|---|----------------------------------|------------------------|--|
| Afghanistan                             | Estonia (-)                      | Malaysia               | Seychelles   |
| Albania                                 | Ethiopia (+)                     | Mali                   | Sudan  |
| Algeria                                 | Germany                          | Mauritius              | Sweden   |
| Australia                               | Ghana                            | Nicaragua              | Trinidad and Tobago                                  |
| Austria                                 | Guinea                           | Norway                 | Uganda   |
| Azerbaijan                              | Honduras                         | Oman                   | Ukraine  |
| Cambodia                                | Hungary                          | Pakistan               | United Kingdom of Great Britain and Northern Ireland |
| Comoros                                 | India (-)                        | Philippines            | Uzbekistan   |
| Costa Rica                              | Ireland                          | Portugal               | Viet Nam   |
| Côte d'Ivoire                           | Japan                            | Republic of Korea      | Zambia   |
| Czechia                                 | Lao People's Democratic Republic | Republic of Moldova    |  |
| Democratic People's Republic of Korea   | Lithuania                        | Russian Federation (-) |  |
| Egypt                                   | Madagascar                       | Saint Kitts and Nevis  |  |
| MEMBER STATES OVER-REPRESENTED (33)     |                                  |                        |  |
| 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                | Syrian Arab Republic (=)                             |
| Burundi (=)                             | Finland                          | Mozambique (=)         | Tunisia  |
| Cameroon                                | France                           | Nepal                  |  |
| Canada (=)                              | Gambia (=)                       | Netherlands (=)        |  |
| Chile (=)                               | Greece                           | Niger (=)              |  |
| MEMBER STATES UNDER-REPRESENTED (70)    |                                  |                        |  |
| 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)       | North Macedonia        | Togo   |
| China                                   | Iraq                             | Palestine (=)          | Turkey   |
| Cook Islands                            | Jamaica (=)                      | Papua New Guinea       | Turkmenistan   |

|             |            |                       |                                    |
|-------------|------------|-----------------------|------------------------------------|
| Croatia     | Kazakhstan | Paraguay (=)          | United Republic of Tanzania        |
| Cyprus (=)  | Kenya (=)  | 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                  | 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 VI

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

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

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

#### The base figure

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

#### The factors

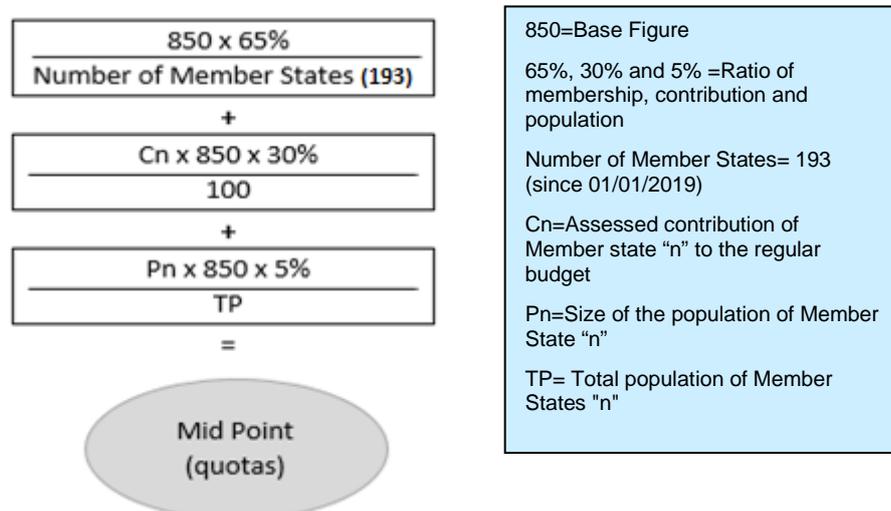
To calculate the quota, UNESCO allocates to Member States a share of posts from the base figure, based on three factors:

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

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

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

The method for calculating the quota is illustrated below:



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

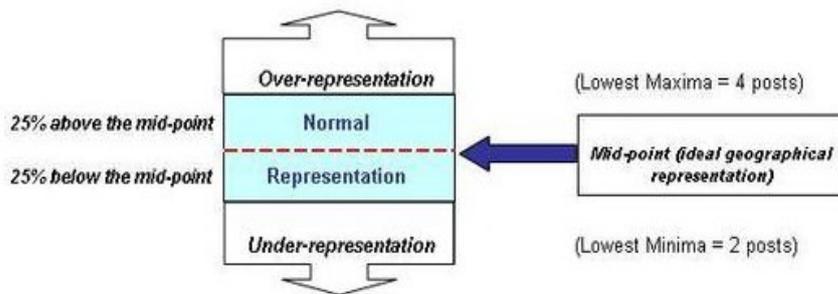
**Table 1: Evolution of the ratio of factors for the calculation of geographical quotas**

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

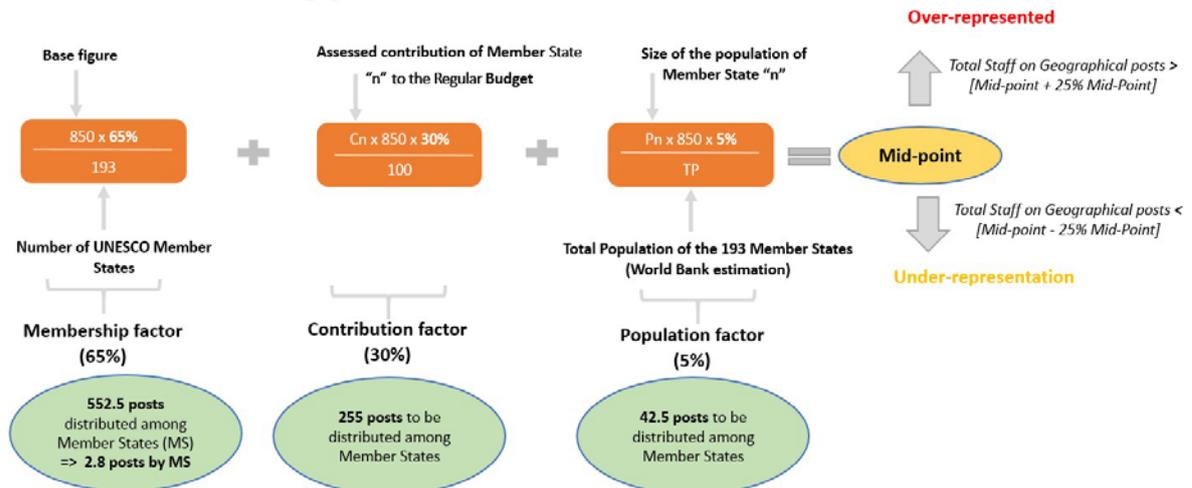
### The quota

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

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



## Methodology



### More information

The situation of the geographical distribution of Member States in UNESCO is updated every month and available on <https://en.unesco.org/careers/geographicaldistribution>.

## ANNEX VII

## 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 |                 |       |
|   |  |  |            | HRM         | Managers        | Staff |
| 1. 85% represented countries by 2022<br>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 |                 |       |
|   |  |  |            | 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 VIII

## UNESCO GENDER PARITY ACTION PLAN FOR 2017-2022

| OBJECTIVE 1: Achieve Gender Parity at all levels, including at Senior Level <sup>3</sup>   |   |  |            |             |          |        |       |
|--|---|--|------------|-------------|----------|--------|-------|
| Expected Results   | Initiatives   | Performance Indicators   | Time-frame | Responsible |          |        |       |
|  |   |  |            | HRM         | Managers | GE     | Staff |
| 1. Gender balance achieved at all levels, including at senior level (P-5 and above).   | <p>1.1 Establish gender targets at senior level by Sector/Bureau based on an assessment of the situation and monitor on regular basis.</p> <p>1.2 Set up outreach activities to increase the number of candidates from the under-represented gender: Contact professional associations and networks, and advertise P-5 and above posts through them.</p> <p>Outreach toward potential candidates through missions, webinars.</p> <p>Create roster for candidates in the e-recruitment system.</p> <p>Work with other United Nations agencies to identify qualified candidates of the under-represented gender at senior level positions</p> <p>1.3 Take measures at selection stage to increase the number of the under-represented gender.</p> <p>1.4 Implement requirement that short-lists include at least one qualified candidate of the under-represented gender; for P-5 posts and above, apply a hiring ratio of 1 to 1, in order to achieve parity</p> | <p>Gender Parity (50%) is achieved at Director and P-5 level.</p> <p>Number of qualified applicants from the under-represented gender increased.</p>   | 2017-2020  | ✓           | ✓        | ✓      |       |
| OBJECTIVE 2: Enhance women's professional development through dedicated training initiatives   |   |  |            |             |          |        |       |
| Expected Results   | Initiatives   | Performance Indicators   | Time-frame | Responsible |          |        |       |
|  |   |  |            | 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 |          |        |       |
|  |   |   |            | 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<br>3.2 Monitor the implementation of the mandatory Gender Equality training for all staff.<br>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<br>3.4 Develop and implement actions to reduce gender unconscious bias. | Effectiveness of training programmes<br>% 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 |          |        |       |
|  |   |   |            | 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.<br>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  | ✓           |          |        |       |