**INFORMATION REGARDING THE IMPLEMENTATION
OF DECISIONS OF THE GOVERNING BODIES**

**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**

ADDENDUM 2

COMMENTS BY THE INTERNATIONAL STAFF ASSOCIATION OF UNESCO (ISAU)

OUTLINE

In accordance with Item 9.2.7 of the UNESCO Human Resources Manual, the International Staff Association of UNESCO (ISAU) comments on the report by the Director-General on the Staff Regulations and Staff Rules (document 40 C/INF.4).

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1.   Document 40 C/INF.4 states that the method used to calculate geographical quotas **has not been revised for more than 15 years**, even though the Organization has undergone significant changes, particularly with regard to funding type. The question of funding type is linked to that of project appointment (PA) for which recruitment is insufficiently supervised by the Bureau of Human Resources Management (ADM/HRM). ISAU has often recalled that recruitment for these posts should be subject to the principle of geographical distribution. In this connection, while it is to be welcomed that the "Secretariat plans to work on proposals, in close consultation with Member States", it should be stressed that such work must also be done in consultation with the staff associations.

2.   The document states that equitable geographical representation is a priority for the Director-General - it is also a priority for ISAU, which is committed to the principles that guide our Organization. From this point of view, her efforts to increase the geographical representativeness of under- or non-represented countries are essential and to be welcomed, particularly with regard to the Young Professionals Programme (YPP). However, we ask that further measures be taken to improve the current rate (52%), which is too high.

3.   However, the concept of geographical representation is not limited to that of individual representation of Member States. It must also be geocultural and therefore include representation by geographical groups. From this point of view, it is not surprising that there is a lack of information in the presentation of the data provided by the Secretariat, which gives details on the distribution of groups at the Director level and above and within the sectors, **but does not provide a table on the total distribution of geographical groups**, including posts funded through extrabudgetary means, and their distribution within the different levels.

4.   In the absence of such information from the Secretariat in the document, **ISAU has been forced to calculate the missing figures**. The latter reveal significant overweighting in Group I, which represents 44% of all staff. This overweighting is all the more significant as it **in excess** of the quotas calculated on the official basis of the Organization. The incompleteness of the information provided by the Secretariat is even more striking if it is also noted that in the document provided to Member States, **the Administration does not include staff members from the United States of America and Israel**, who alone account for 46 posts.

5.   It must be noted that it is inconsistent to exclude the representatives of these two countries from the calculation. These staff members remain fully-fledged officials pursuing their careers, which has an impact on the overall dynamics of posts, both in terms of hiring and promotion. It should not be overlooked that the Secretariat's singularly exceptional approach to producing a table in which these two countries are presented as not belonging to any group. Such an assertion could suggest that these staff members are simply not part of UNESCO's budget, when in reality they are indeed financed by all Member States, especially since their taxes paid by the Organization to the American tax authorities are not reimbursed, thus further increasing the debt of the United States of America.

6.   The exclusion of these two countries from their geographical group seems to us to be an inappropriate statistical process and even detrimental to the principle of transparency, which is well understood. Admittedly, it can be argued that the departure of these countries means that they are no longer included in the legally established, adopted and approved quotas. This complies with the letter of the texts. What about the spirit of the text, however, which aims to ensure optimal readability of the geographical distribution of the Secretariat? Even the most attentive reader may be led to misunderstand the very real fact that the corresponding officials did not leave along with their country. It is therefore surprising when the document states in paragraph 19 that, since January 2017, "with the exception of Group I, whose number of nationals has dropped by 15, mainly due to the withdrawal of the United States of America and Israel from UNESCO, there has been an increase in the nationals of the other groups: 11 for Group V(a), 7 for Group III and between 2 and 5 for Groups II, IV and V(b)".

7.   How can such arithmetic be considered valid, however, if it fails to specify that while Group I has reduced by 15 posts in absolute terms, it must be taken into account that the United States of America and Israel accounted for 22 geographical posts? The reduction of 15 posts masks the fact that the group has actually increased by seven posts, since the staff of these two countries are still Secretariat officials. Far from decreasing, the **actual number of Group I nationals has therefore increased since 2017**.

Distribution by regional group of all Secretariat staff posts (regular budget and extrabudgetary, Professionals, Directors and above) – July 2019

Group	DDG	ADG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total	%
Group I [including United States of America and Israel]	0	2	9	20	69	108	153	102	23	486	44%
Group II	0	1	0	3	9	18	23	18	5	77	7%
Group III	0	2	4	6	10	22	29	31	3	107	10%
Group IV	1	0	2	8	22	57	58	49	3	200	18%
Group V (a)	0	2	3	7	19	45	58	31	2	167	15%
Group V (b)	0	2	1	8	4	13	22	22	1	73	7%
Total number of staff	1	9	19	52	133	263	343	253	37	1110	100%

Distribution by regional group of professional staff posts– July 2019

Group	P-5	P-4	P-3	P-2	P-1	Total	%
Group I [including United States of America and Israel]	69	108	153	102	23	455	44%
Group II	9	18	23	18	5	73	7%
Group III	10	22	29	31	3	95	9%
Group IV	22	57	58	49	3	189	18%
Group V (a)	19	45	58	31	2	155	15%
Group V (b)	4	13	22	22	1	62	6%
Total number of staff	133	263	343	253	37	1029	100%

8.   The imbalances noted are cause for concern with regard to the principles of geographical distribution and must be taken into account by the Administration in its work on measures to ensure proper geographical balance within the Secretariat. Such measures can only take meaning and effect in the medium term, but it is important that they be implemented, otherwise a situation will be maintained in which the geocultural balance will be rendered meaningless in the everyday practice

of the Secretariat. It should also be stressed that the action in question concerns **not only new hires but also career advancements**.

9. Above all, **ISAU requires that the Administration undertake to provide comprehensive and transparent information**, without which Member States cannot take appropriate measures. The reputation of our Organization is at stake.

10. ISAU is keen to assure the Director-General and the Member States that it is fully prepared to contribute to the efforts required, given the significance of geographical distribution in terms of what our Organization must represent both internally and in the eyes of the world, which identifies UNESCO with the noble ideal of cultural diversity.

United Nations
Educational, Scientific and
Cultural Organization

Organisation
des Nations Unies
pour l'éducation,
la science et la culture

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Организация
Объединенных Наций по
вопросам образования,
науки и культуры

منظمة الأمم المتحدة
للتربية والعلم والثقافة

联合国教育、
科学及文化组织

INFORMATION REGARDING THE IMPLEMENTATION OF DECISIONS OF THE GOVERNING BODIES

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

OUTLINE

This document contains detailed information on the situation regarding the geographical distribution and gender balance of the staff of the Secretariat, following the implementation of the geographical distribution action plan and the gender parity action plan contained in the Human Resources Management Strategy (40 C/52).

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

INTRODUCTION

1.   This information document is presented as a complement to document 40 C/52 (report on the implementation of the Human Resources Management Strategy), and in particular the implementation of the action plans on geographical distribution on the one hand and gender parity on the other.

2.   At the General Conference in November 2017, the Director-General reported on geographical distribution and gender equality in information document 39 C/INF.4. The report covered developments between June 2015 and June 2017. Since then, the Director-General has reported on developments in geographical distribution and gender equality since January 2017 to the Executive Board at its 204th and 206th sessions, held in April 2018 and March 2019 respectively. A supplementary report on measures to improve geographical distribution was also prepared, at the request of the Executive Board, for consideration at its 207th session (207 EX/5.IV).

3.   This information document covers the **geographical distribution of staff (Part I)** and **gender balance (Part II)**, with an update on progress made in the period January 2017 to July 2019, including trends and statistical data as of July 2019.

4.   While sustained efforts will be needed to reach the target of 85% of Member States represented in the Secretariat by the end of 2022, progress is already being made, in particular with regard to the total number of candidates from non- and under-represented countries recruited in the first half of 2019, which has increased significantly. The targeted measures implemented in 2019 have also had positive results on the number of candidates from non- and under-represented Member States applying for geographical posts, as indicated in the report to the Executive Board (207 EX/5.IV).

5.   With regard to gender balance, it may be noted that women represent the majority of Secretariat staff (55%). The Organization is among the United Nations agencies with the highest rates in this regard, particularly at the Director level.

PART I – GEOGRAPHICAL DISTRIBUTION OF THE STAFF

Methodology for the calculation of geographical quotas

6.   Geographical distribution applies to international Professional staff occupying geographical posts, i.e. established posts financed from UNESCO's regular programme. The method used to calculate geographical quotas, adopted by the General Conference in 2003[1], is reproduced in Annex I. This method has not been revised since 2003 (the base figure has not been revised since 1990). However, the number of posts funded under the regular programme has decreased; moreover, the integrated budget has implications for the very nature of posts, and for their geographical nature, linked to funding type. These changes make it necessary to update the methodology for calculating geographical quotas. The Secretariat plans to work on proposals, in close consultation with Member States, and to prepare a document for submission to the General Conference at its 41st session.

**Overall situation as of July 2019**

7.   As of July 2019, UNESCO has 193 Member States compared to 195 in January 2017, following the withdrawal of the United States of America and Israel from the Organization in January 2019. Of

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

these 193 Member States, 70 (36%) are normally represented[2], 23 (12%) are over-represented, 59 (31%) are under-represented and 41 (15%) are not represented (Table 1). Detailed information by Member States and by representation status is included in Annexes II, III and IV.

Table 1: Situation of geographical distribution (July 2019)

Under-represented
59
31%

Over-represented
23
12%

Total number of Member States represented
152 (79%)

Non-represented
41
21%

Normally represented
70
36%
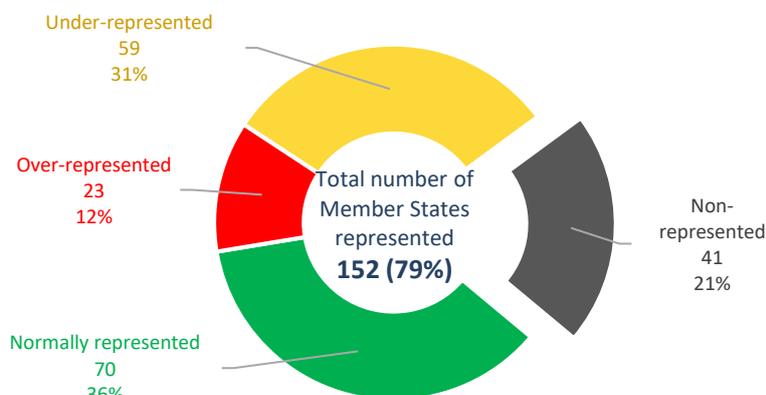
Progress against the 85% target of Member States represented – evolution between January 2017 and July 2019 (Annex IV).

8.   Equitable geographical representation is a priority for the Director-General, and every effort is being made to improve it. I, between January 2017 and July 2019, progress towards the 85% target was limited, with an eight-unit decline in the number of Member States represented compared to January 2017 (from 160 to 152) (Table 2). This decrease is mainly due to the departure of staff members between January 2017 and July 2019. The separations, most of which were unpredictable, resulted in the non-representation of six countries: Andorra, Dominican Republic, Luxembourg, Panama, Qatar and San Marino. Two other countries became non-represented following the internal appointment of staff who held geographical posts to posts not subject to geographical distribution (Bahamas and Barbados). Although these nationals are still Secretariat officials, their transfer to non-geographical posts has the effect of making these countries non-represented. It should also be recalled that the entry into force in January 2018 of 65 years as the age of the retirement for all staff members has resulted in a decrease in vacant available geographical posts.

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2   The imminent appointment of a Sudanese national as a Young Professional will bring the number of countries normally represented to 71 (37%).

**Table 2: Evolution of the geographical distribution situation
(January 2017 and July 2019)**

Status of representation	Number of Member States		Variation of the number of Member States January 2017- July 2019
	January 2017	July 2019	
Normally represented	72 (37%)	70 (36%)	-2
Over-represented	18 (9%)	23 (12%)	+5
Under-represented	70 (36%)	59 (31%)	-11
Total number of Member States represented	**160 (82%)**	**152 (79%)**	**-8**
Non-represented	**35 (18%)**	**41 (21%)**	**+ 6**
Total number of Member States	**195**	**193**	**-2**

Progress in 2019

10.   The Young Professionals recruitment campaign resulted in the recruitment of 12 new Young Professionals in 2019, including four from non-represented countries (Lesotho, Guatemala, Rwanda and Somalia) and eight from under-represented countries.

11.   Moreover, considering all Professional and Director posts, both geographical and non-geographical, the recruitment of candidates from non- and under-represented countries in 2019 increased significantly, from 6 (17%) in 2018 to 19 (61%) in 2019. Overall, since January 2018, 26 (37%) of the external appointments have been candidates from non- and under-represented countries, including the 12 Young Professionals recruited in 2018. In the first half of 2019, most of the candidates recruited to geographical and non-geographical posts were therefore from non- or under-represented countries, which is a very positive trend. Over the same period, the number of candidates appointed from over-represented countries fell from 19 (53%) in 2018 to 9 (29%) for the period January-June 2019.

Measures to improve geographical distribution

12.   The action plan for the improvement of geographical distribution was approved in 2017, as part of the Human Resources Strategy for 2017-2022 (Annex V). Several initiatives, including the Young Professionals Programme and the new outreach strategy, have been implemented over the reporting period; they are presented below.

13.   The Young Professionals Programme (YPP) is one of the most effective mechanisms for improving the geographical representation of Member States. The recruitment exercise was launched in April 2018 and closed in February 2019. A total of 12 geographical posts at P-1/P-2 level were reserved for the appointment of candidates from non-represented and under-represented

Member States. Following a call for applications to National Commissions for UNESCO and a selection process led by the Bureau of Human Resources Management (HRM) in conjunction with the receiving sectors/bureaux, 12 candidates were selected for the Programme, 4 of them from non-represented countries and 8 from under-represented countries. Of the 12 candidates, 10 are women and 2 men. Most of these Young Professionals have been assigned to the programme sectors. The recruitment of four Young Professionals from non-represented Member States has helped to slow the decline in the number of countries represented that has resulted from the separation of staff members. The Programme, however, is not enough to improve geographical distribution, and other measures, including active outreach, are needed to broaden the pool of qualified candidates from non- and under-represented States.

Recruitment policy

14.   New measures were introduced when the recruitment policy was updated in March 2019: consideration of candidates from non-represented and under-represented Member States was strengthened, with an increased role for the Bureau of Human Resources Management (HRM) in working with managers. At the pre-selection stage, managers must now include, as far as is possible, a candidate from a non-represented or under-represented State; HRM may return a recommendation which does not take into account such a qualified candidate. Similarly, the selection of a candidate from an over-represented country requires, in addition to thorough justification, the approval of the Assistant Director-General for Administration and Management (ADG/ADM).

Outreach strategy

15.   A new outreach strategy was launched and implemented in 2019. The strategy and the measures undertaken are described in document 207 EX/5.IV.B. In close cooperation with managers and Permanent Delegations, National Commissions, NGOs and the field office network, the strategy has aimed to develop networks and partners to attract applications from under- and non-represented countries. HRM has implemented joint missions with sectors and other United Nations agencies, as well as online campaigns targeting certain audiences in specific regions (Latin America, Africa) and under-represented countries (China, Sweden).[3] These campaigns have enabled contact to be made with more than 1,000 potential candidates in the target groups.

Progress

16.   The strategy has resulted in a 7% increase in the number of candidates from non-represented and under-represented Member States applying for geographical posts, from 27% in 2018 to 34% in 2019.

Table 3: Evolution of the number of applications to geographical posts, by the geographical distribution status of the candidate's nationality, not including the Young Professionals Programme (January 2018 to 1 July 2019)

	Status of representation at validation of the application					
	Non-represented	Under-represented	Non- and under-represented	Normally represented	Over-represented	Normally and over-represented
2018	3%	24%	27%	35%	38%	73%
January - July 2019	9%	25%	34%	26%	40%	66%
Difference (percentage points)	+6%	+1%	+7%	-9%	+2%	-7%

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[3]   Sweden became normally represented in May 2019.

17.   However, an effort still needs to be made to target candidates who meet the basic requirements of the advertised posts. Indeed, the percentage of applications from non- or under-represented countries meeting the requirements for a post in 2019 is 29%. These figures show that more needs to be done in targeting applications from non- and under-represented countries and in finding qualified candidates.

Geographical distribution by regional group

18.   The principle of individual quotas for each Member State is the sole official criterion of the Organization. It is customary for the report to also present the situation by regional group, for information only. The index for regional groups is calculated by adding the value of the minimum and maximum ranges for each Member State belonging to the regional group.

Evolution since January 2017

19.   As shown in Table 4, with the exception of Group I, whose number of nationals has dropped by 15, mainly due to the withdrawal[4] of the United States of America and Israel from UNESCO, there has been an increase in the nationals of the other groups: 11 for Group V(a), 7 for Group III and between 2 and 5 for Groups II, IV and V(b). The overall situation in relation to the index is evolving favourably, with Group V (b) now within the index. There are therefore three groups within the index (Groups I, V(a) and V(b)) and three groups below the index (Groups II, III and IV).

**Table 4: Evolution of the geographical distribution by regional group
(January 2017 - July 2019)**

Regional groups*	2019 index		Jan. 2017	Jul. 2019	Difference between January 2017 and July 2019	Status as of July 2019
	Min	**Max**				
Group I	136	228	226	211	-15	Within index
Group II	63	116	56	58	+2	Below minimum index
Group III	86	160	65	72	+7	Below minimum index
Group IV	179	318	119	123	+4	Below minimum index
Group V(a)	99	191	100	111	+11	Within index
Group V(b)	48	86	44	49	+5	Within index

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

20.   Table 5 shows that non- and under-represented countries are present in all regional groups, including those that are within the index. While Group IV has the highest percentage of non-represented and under-represented Member States (68%), Groups III, V(b) and II follow closely (55%, 53% and 52%, respectively). Group V(a) has 45% of non-represented or under-represented countries. Group I has the lowest percentage of non-represented and under-represented countries (32%).

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4   Following the withdrawal from UNESCO of the United States of America and Israel on 1 January 2019, staff members who are nationals of these countries assigned to geographical posts (19 and 3 respectively in July 2019) are no longer included in the calculation of geographical distribution.

**Table 5: Number of non- and under-represented Member States
within each regional group as at July 2019**

Regional groups*	Total number of Member States	Number and % of non-represented and under-represented Member States
Group I	25	8 (32%)
Group II	25	13 (52%)
Group III	33	18 (55%)
Group IV	44	30 (68%)
Group V(a)	47	21 (45%)
Group V(b)	19	10 (53%)
Total	**193**	**100 (52%)**

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

Representation at Director level and above by regional group

21. The number of staff at Director level and above on geographical posts increased from 59 to 66 (+7) between January 2017 and July 2019. During this period, Group V(b) has the highest increase (+6), following five internal appointments and one external appointment. Groups I and II increased by two units each and Group V(a) by one unit. Despite the appointment of three candidates from Group III and three candidates from Group IV, the number of Directors on geographical posts has fallen by one for Group III and by three for Group IV, mainly following separations. Similarly, the impact of the appointment of four candidates from Group V(a) was offset by the separations and a transfer to a non-geographical post.

22. The number of Director-level and higher category staff on non-geographical posts has also been included in this table for information purposes.

**Table 6. Geographical representation by regional group* of staff at Director level and above
Variation between January 2017 and July 2019**

	(i) Directors and higher category GEOGRAPHICAL posts:			Directors and higher category NON-GEOGRAPHICAL posts **
Regional groups	January -17	July 2019	Difference between January 2017 and July 2019	
Group I*	23 (39%)	25 (38%)	+2	6**
Group II	2 (3%)	4 (6%)	+2	-
Group III	9 (15%)	8 (12%)	-1	4
Group IV	11 (19%)	8 (12%)	-3	3
Group V(a)	9 (15%)	10 (15%)	+1	2
Group V(b)	5 (9 %)	11 (17%)	+ 6	-
Total	**59**	**66**	**+7**	**15**

* Includes two Directors who are nationals of the United States of America assigned to geographical posts and not included in the calculation of geographical distribution.
** Includes one Director on a Project Appointment (PA).

Geographical distribution of the regional groups in programme sectors

Information on the representation of regional groups by sector is provided for information purposes only.

23.   Overall, the representation by regional group in programme sectors reflects the geographical distribution of regional groups in UNESCO as a whole, with some variations across sectors. Group I has the largest representation in all sectors, except in the Education Sector, where Group IV is most represented.

Table 7
Geographical distribution by regional group (*) in programme sectors
(Headquarters and Field)

SECTEURS DE PROGRAMMES
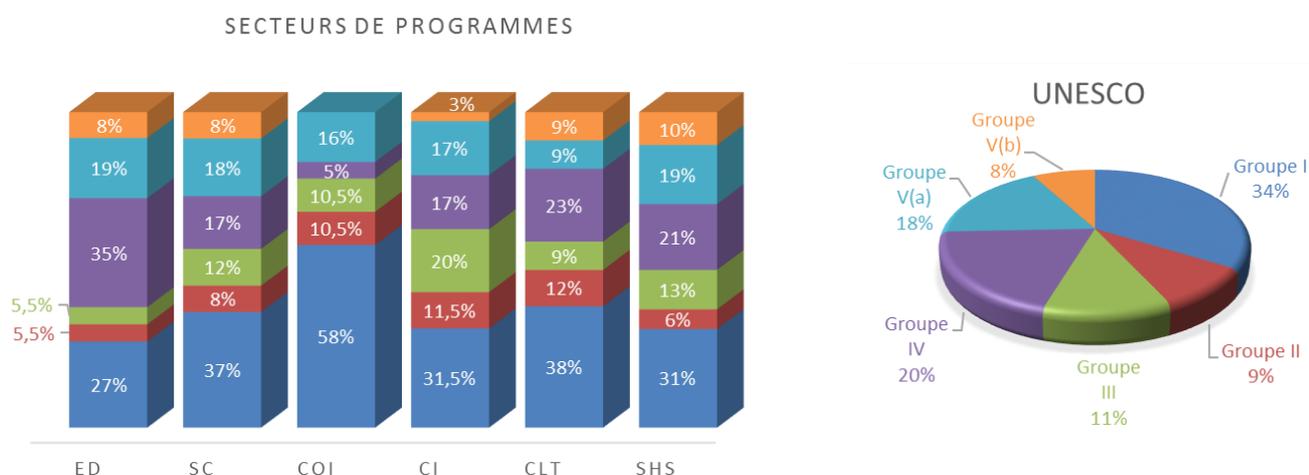
PART II – GENDER BALANCE OF STAFF

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

25.   The population covered by this part is larger than in the part on geographical distribution, since the gender data covers all staff on fixed-term contracts irrespective of the source of funding of their posts (geographical and non-geographical), while geographical distribution data is restricted to staff on geographical posts, as per the approved methodology.[5]

Progress report: Gender balance at Director level and above

26.   As of July 2019, 49% of the Organization's Directors are women (see Table 8), which represents an increase of two percentage points compared to January 2017 (from 47% to 49%).

Table 8: Staff gender balance by grade

Regular programme and extrabudgetary funds (January 2017- July 2019)

	Jan. 2017		Jul. 2019		Difference

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

	F	%F	M	%M	Total	F	%F	M	%M	Total	%F
DDG	-	-	1	100%	1	-	-	1	100%	1	-
ADG	2	25%	6	75%	8	3	33%	6	67%	9	+8%
D-2	11	73%	4	27%	15	9	47%	10	53%	19	-26%
D-1	20	43%	26	57%	46	28	54%	24	46%	52	+11%
Total D	**33**	47%	**37**	53%	**70**	**40**	49%	**41**	51%	**81**	**+2%**
P-5	46	34%	88	66%	134	40	31%	90	69%	130	-3%
P-4	108	47%	122	53%	230	121	48%	132	52%	253	+1%
P-3	166	52%	152	48%	318	169	52%	157	48%	326	0%
P-2/P-1	142	61%	89	39%	231	169	64%	96	36%	265	+3%
Total P	**462**	51%	**451**	49%	**913**	**499**	51%	**475**	49%	**974**	**0%**
Total D/P	**495**	50%	**488**	50%	**983**	**539**	51%	**516**	49%	**1,055**	**+1%**
Total NO	**74**	50%	**75**	50%	**149**	**97**	52%	**91**	48%	**188**	**+2%**
Total GS	**569**	60%	**379**	40%	**948**	**589**	60%	**388**	40%	**977**	**0%**
Total UNESCO	**1,138**	55%	**942**	45%	**2,080**	**1,225**	55%	**995**	45%	**2,220**	**0%**

Gender balance

27. As of 1 July 2019, women were a majority in the Secretariat (55%); in the General Service (GS) category, they represented 60% of the staff, 52% in the National Professional Officers (NO) category, 51% in the Professional category (P) and 49% at Directors level.

28. UNESCO is among the highest-ranking agencies in this respect, as the average representation of women in the Professional category and above in the United Nations system is 45%.[6] At the junior levels, with 64% at P-1/P-2 level and 52% at P-3 level, women are the majority among UNESCO staff. Gender parity is near achievement at P-4 level (48%).

29. However, more efforts need to be made at P-5 level, as the percentage of women is at 31%, down three percentage points since January 2017. This decrease is mainly due to the low number of appointments of women to the P-5 grade (5), compared to the number of men appointed to that grade (16) between 1 January 2017 and 1 July 2019. A sustained effort to recruit women to the P-5 grade is needed. We note that only 32% of candidates for P-5 posts between 1 January 2017 and 1 July 2019 were women. An increased targeting effort to increase the number of applications from qualified women is necessary and will be given particular attention in the implementation of the outreach strategy.

30. It should, however, be noted that the higher representation of women at the P-1/P-2 (64%) and P-3 (52%) levels may help to increase the pool of qualified women at a later career stage, and contribute to reducing the imbalance at the P-5 level in the future. To achieve such a result, appropriate support should be given to women whose careers might be affected by a 'motherhood tax' (career breaks and slower progression owing to maternity leave and parental responsibilities).

31. As at July 2019, women represented the majority of Professional and above staff in the programme sectors taken as a whole (53%). The Education Sector (ED) has the largest percentage of women on board (62%), followed by the Culture Sector (CLT) (57%) and the Social and Human

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

Sciences Sector (SHS) (54%). Progress has been made in the Intergovernmental Oceanographic Commission (IOC) (24%, which is a 10% increase), while the representation of women has fallen by three percentage points in the Natural Sciences Sector (SC) (41%) and by two percentage points in the Communication and Information Sector (CI) (39%). Efforts need to continue to reach gender parity in these sectors.

Table 9: Gender parity at Professional and Director level (P/D) in programme sectors*

Regular programme and extrabudgetary funds (January 2017– July 2019)
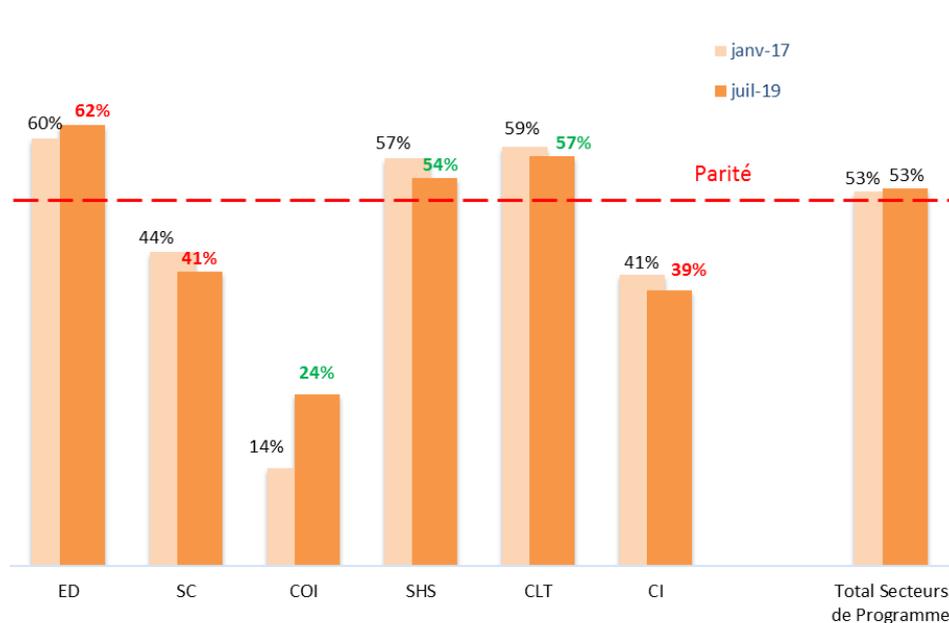
*Excluding category 1 institutes and centres

PART III – CONCLUSION

32.   As of July 2019, 152 Member States (79%) were represented in the UNESCO Secretariat. The 2018 Young Professionals Programme helped to maintain the level of representation, despite a high number of separations which have contributed to an increase in non-represented Member States. Overall, the trend in the first six months of 2019 was positive, with a majority of candidates recruited from non- and under-represented States.

33.   The Young Professionals Programme will be continued, and a new campaign targeting non- and under-represented countries will be launched in 2020. However, the Programme alone will not be enough to improve geographical distribution, and sustained efforts in cooperation with Member States and National Commissions will continue to be made over the next biennia to reach the 85% target of Member States represented. The outreach strategy, which has been launched to make progress on both geographical representation and gender parity, will be continue to be implemented with rigour. However, in order to be successful, it will need to rely on the support and assistance of Member States.

34.   As of July 2019, the UNESCO Secretariat had 55% women, including 49% at the Director and above levels, and 51% at the Professional level. Efforts will need to be pursued to ensure that gender parity is maintained at all levels, as well as to improve the percentage of P-5 women staff. 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.

ANNEX I

GEOGRAPHICAL DISTRIBUTION OF THE STAFF

Note on the methodology for the calculation of the geographical quotas in UNESCO

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

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

The base figure

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

The factors

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

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

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

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

The method for calculating the quota is illustrated below:
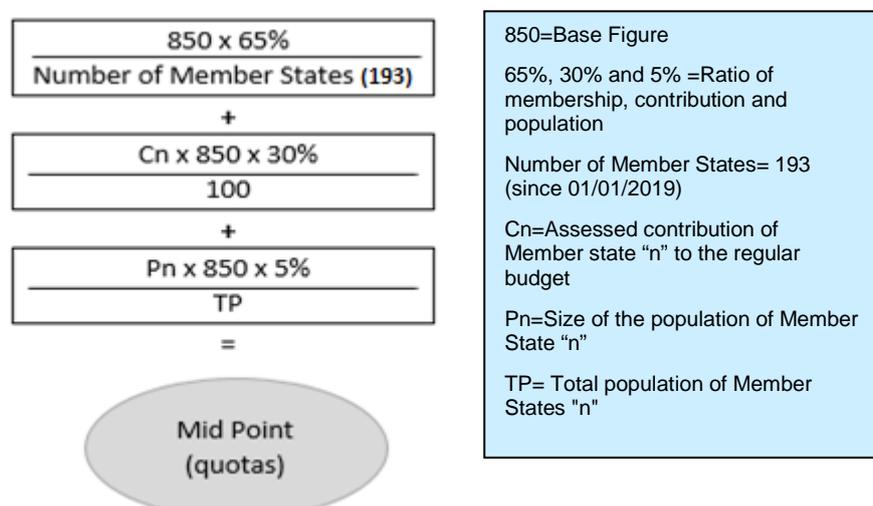
ANNEX II

GEOGRAPHICAL DISTRIBUTION BY MEMBER STATE AND BY GRADE

SITUATION AS OF JULY 2019

☐ : Under- and non-represented Member States

Member States	Code	Group	DDG	ADG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total	Max	Min	Status
Afghanistan	AFG	Group IV						1	1			2	4	2	=
Albania	ALB	Group II				1		1				2	4	2	=
Algeria	DZA	Group V(b)				1				4		5	4	3	+
Andorra	AND	Group I											4	2	O
Angola	AGO	Group V(a)											4	2	O
Antigua and Barbuda	ATG	Group III								1		1	4	2	-
Argentina	ARG	Group III				1		3	2	2	2	10	8	5	+
Armenia	ARM	Group II											4	2	O
Australia	AUS	Group IV					1	1	2	1	1	6	13	8	-
Austria	AUT	Group I						1	2	1		4	6	4	=
Azerbaijan	AZE	Group II							1	2		3	4	2	=
Bahamas	BHS	Group III											4	2	O
Bahrain	BHR	Group V(b)											4	2	O
Bangladesh	BGD	Group IV							2	1		3	5	3	=
Barbados	BRB	Group III											4	2	O
Belarus	BLR	Group II						1				1	4	2	-
Belgium	BEL	Group I			1			4	3	3		11	7	4	+
Belize	BLZ	Group III								1		1	4	2	-
Benin	BEN	Group V(a)						2	1	3		6	4	2	+
Bhutan	BTN	Group IV								1		1	4	2	-
Bolivia (Plurinational State of)	BOL	Group III							2			2	4	2	=
Bosnia and Herzegovina	BIH	Group II								1		1	4	2	-
Botswana	BWA	Group V(a)							1			1	4	2	-
Brazil	RBA	Group III					2		1	2	2	7	17	10	-
Brunei Darussalam	BRN	Group IV											4	2	O
Bulgaria	BGR	Group II					2	2	1	2		7	4	2	+
Burkina Faso	BFA	Group V(a)					1	1	1	2		5	4	2	+
Burundi	BDI	Group V(a)							3		1	4	4	2	=
Cabo Verde	CPV	Group V(a)											4	2	O
Cambodia	KHM	Group IV					1			1		2	4	2	=
Cameroon	CMR	Group V(a)					1	1	3	3	1	9	4	2	+
Canada	NAC	Group I					2	4	6	1	3	16	15	9	+
Central African Republic	CIF	Group V(a)											4	2	O

Member States	Code	Group	DDG	ADG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total	Max	Min	Status
Chad	TCD	Group V(a)											4	2	O
Chile	CHL	Group III		1				2		1		4	5	3	=
China	NHC	Group IV	1			1	2	3	2	3		12	63	38	-
Colombia	COL	Group III			1			2	2			5	5	3	=
Comoros	COM	Group V(a)					1					1	4	2	-
Congo	COG	Group V(a)		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	VIC	Group V(a)						2	1			3	4	2	=
Croatia	HRV	Group II						2				2	4	2	=
Cuba	CUB	Group III					1	2		1		4	4	2	=
Cyprus	CYP	Group I							2			2	4	2	=
Czechia	CZE	Group II					1		2			3	5	3	=
Democratic People's Republic of Korea	PRK	Group IV					1	1				2	4	2	=
Democratic Republic of the Congo	COD	Group V(a)					1		1	1		3	4	3	=
Denmark	DNK	Group I				2	3	2				7	6	4	+
Djibouti	DJI	Group V(a)					1	1				2	4	2	=
Dominica	DMA	Group III								1		1	4	2	-
Dominican Republic	DOM	Group III											4	2	O
Ecuador	ICE	Group III					1		1	1		3	4	2	=
Egypt	EGY	Group V(b)				1		1				2	5	3	-
El Salvador	SLV	Group III											4	2	O
Equatorial Guinea	GNQ	Group V(a)											4	2	O
Eritrea	IFS	Group V(a)							1			1	4	2	-
Estonia	EST	Group II				1						1	4	2	-
Eswatini	SWZ	Group V(a)						1				1	4	2	-
Ethiopia	ETH	Group V(a)						1	2	2		5	4	3	+
Fiji	FJI	Group IV						1				1	4	2	-
Finland	NIF	Group I					1	4				5	5	3	=
France	FRA	Group I			3	1	8	14	15	8		49	22	13	+
Gabon	ATM	Group V(a)							1			1	4	2	-
Gambia	GMB	Group V(a)			1		2		1	1		5	4	2	+
Georgia	GEO	Group II							1			1	4	2	-
Germany	DEU	Group I			2	1	4	5	8	2		22	29	18	=
Ghana	GHA	Group V(a)				1			1			2	4	2	=
Greece	GRC	Group I					1	4	2			7	5	3	+
Grenada	GRD	Group III						1				1	4	2	-
Guatemala	GTM	Group III								1		1	4	2	-
Guinea	GIN	Group V(a)					1	1		1		3	4	2	=
Guinea-Bissau	GNB	Group V(a)						1				1	4	2	-

Member States	Code	Group	DDG	ADG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total	Max	Min	Status
Guyana	GUY	Group III											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			2	4	3	-
Iceland	ISL	Group I											4	2	O
India	DNA	Group IV			2	4	2			1		9	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 V(b)							1			1	4	3	-
Ireland	IRL	Group I					1		2			3	5	3	=
Italy	ITA	Group I		1		3	8	7	5	2		26	18	11	+
Jamaica	JAM	Group III							1	1		2	4	2	=
Japan	JPN	Group IV			1		4	12	15	1		33	40	24	=
Jordan	JOR	Group V(b)		1		1		1		1		4	4	2	=
Kazakhstan	KAZ	Group IV							1			1	4	3	-
Kenya	KEN	Group V(a)						1	1			2	4	2	=
Kiribati	KIR	Group IV											4	2	O
Kuwait	KWT	Group V(b)											5	3	O
Kyrgyzstan	KGZ	Group IV							1			1	4	2	-
Lao People's Democratic Republic	LAO	Group IV						2				2	4	2	=
Latvia	LVA	Group II							2			2	4	2	=
Lebanon	LBN	Group V(b)				1	1	2	2	1		7	4	2	+
Lesotho	LSO	Group V(a)								1		1	4	2	-
Liberia	LBR	Group V(a)								1		1	4	2	-
Libya	LBY	Group V(b)								2		2	4	2	=
Lithuania	LTU	Group II						2	1			3	4	2	=
Luxembourg	LUX	Group I											4	2	O
Madagascar	MDG	Group V(a)					1		1			2	4	2	=
Malaysia	MYS	Group IV						2	2			4	5	3	=
Malawi	MWI	Group V(a)					1					1	4	2	-
Maldives	MDV	Group IV								1		1	4	2	-
Mali	MLI	Group V(a)						1	1			2	4	2	=
Malta	MLT	Group I											4	2	O
Marshall Islands	MHL	Group IV											4	2	O
Mauritius	MUS	Group V(a)						1	1			2	4	2	=
Mauritania	TDM	Group V(b)											4	2	O
Mexico	MEX	Group III					2	2	5	3		12	10	6	+
Micronesia (Federated States of)	FSM	Group IV											4	2	O
Monaco	MCO	Group I											4	2	O
Mongolia	MNG	Group IV							1	1		2	4	2	=
Montenegro	DEM	Group II								1		1	4	2	-

Member States	Code	Group	DDG	ADG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total	Max	Min	Status
Morocco	MAR	Group V(b)				1		3	1	2		7	4	2	+
Mozambique	MOZ	Group V(a)				3	1					4	4	2	=
Myanmar	MMR	Group IV						1				1	4	2	-
Namibia	NAM	Group V(a)							1	1		2	4	2	=
Nauru	NRU	Group IV											4	2	O
Nepal	NPL	Group IV						3	2	1		6	4	2	+
Netherlands	NLD	Group I				3	1		3			7	9	6	=
New Zealand	NZL	Group IV					1		1	1		3	5	3	=
Nicaragua	NIC	Group III				1			1			2	4	2	=
Niger	NER	Group V(a)					2		1	1		4	4	2	=
Nigeria	AGS	Group V(a)						1	1			2	6	4	-
Niue	NIU	Group IV											4	2	O
North Macedonia	MKD	Group II					1	1				2	4	2	=
Norway	NOR	Group I					1	2	1			4	7	4	=
Oman	OMN	Group V(b)			1					1		2	4	2	=
Pakistan	PAK	Group IV					1	1	1	1		4	6	3	=
Palau	PLW	Group IV											4	2	O
Palestine	PSE	Group V(b)							2			2	4	2	=
Panama	PAN	Group III											4	2	O
Papua New Guinea	NGP	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 V(b)											5	3	O
Republic of Korea	KOR	Group IV			1	1	1	1	5	1		10	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 V(a)								1		1	4	2	-
Saint Kitts and Nevis	KNA	Group III						1	1			2	4	2	=
San Marino	SMR	Group I											4	2	O
Saint Vincent and the Grenadines	FfW	Group III											4	2	O
Saint Lucia	LCA	Group III								2		2	4	2	=
Samoa	WSM	Group IV											4	2	O
Sao Tome and Principe	STD	Group V(a)							1			1	4	2	-
Saudi Arabia	SAU	Group V(b)				1				1		2	9	5	-
Senegal	SEN	Group V(a)					1	3	2	1		7	4	2	+
Serbia	SRB	Group II								1		1	4	2	-

Member States	Code	Group	DDG	ADG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total	Max	Min	Status
Seychelles	SYC	Group V(a)						1	1			2	4	2	=
Sierra Leone	SLE	Group V(a)						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											4	2	O
Somalia	SOM	Group V(a)								1		1	4	2	-
South Africa	ZAF	Group V(a)		1	1		1	2	1	1		7	5	3	+
South Sudan	SOSS	Group V(a)											4	2	O
Spain	PSE	Group I					6	3	4	3		16	13	8	+
Sri Lanka	LKA	Group IV											4	2	O
Sudan	SDN	Group V(b)					1					1	4	2	-
Suriname	SUR	Group III											4	2	O
Sweden	SWE	Group I				1		2		1		4	7	4	=
Switzerland	CHE	Group I					1		2			3	8	5	-
Syrian Arab Republic	SYR	Group V(b)					2		1			3	4	2	=
Tajikistan	TJK	Group II											4	2	O
Thailand	THA	Group IV								1		1	5	3	-
Timor-Leste	TLS	Group IV											4	2	O
Togo	TGO	Group V(a)					1	1				2	4	2	=
Tonga	TON	Group IV											4	2	O
Trinidad and Tobago	TTO	Group III						1		1		2	4	2	=
Tunisia	TUN	Group V(b)		1		2		2	4	1		10	4	2	+
Turkmenistan	TKM	Group IV							1			1	4	2	-
Turkey	TUR	Group I			1			1		1		3	10	6	-
Tuvalu	TUV	Group IV											4	2	O
Uganda	UGA	Group V(a)							4			4	4	2	=
Ukraine	UKR	Group II							3	1		4	4	2	=
United Arab Emirates	ARE	Group V(b)											6	4	O
United Kingdom of Great Britain and Northern Ireland	GBR	Group I		1	1		7	3	4	3		19	23	14	=
United Republic of Tanzania	TZA	Group V(a)							1			1	4	2	-
Uruguay	URY	Group III							1			1	4	2	-
Uzbekistan	UZB	Group II						1	1			2	4	2	=
Vanuatu	VUT	Group IV											4	2	O
Venezuela (Bolivarian Republic of)	VEN	Group III				1						1	7	4	-
Viet Nam	VNM	Group IV						1	2			3	5	3	=
Yemen	YEM	Group V(b)							1			1	4	2	-
Zambia	ZMB	Group V(a)						1		1		2	4	2	=
Zimbabwe	ZWE	Group V(a)							2			2	4	2	=

Member States	Code	Group	DDG	ADG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total	Max	Min	Status
Total			**1**	**8**	**15**	**40**	**103**	**165**	**179**	**113**		**624**			

Non-Member States

Member States	Code	Group	DDG	ADG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total	Max	Min	Status
United States of America	USA						2	5	6	5	1		19			
Israel	ISR								2	1			3			

ANNEX III

GEOGRAPHICAL DISTRIBUTION BY MEMBER STATES (JULY 2019)

NORMALLY REPRESENTED MEMBER STATES (70)			
Afghanistan	Democratic Republic of the Congo	Malaysia	Republic of Korea
Albania	Djibouti	Mali	Republic of Moldova
Austria	Ecuador	Mauritius	Saint Kitts and Nevis
Azerbaijan	Finland	Mongolia	Saint Lucia
Bangladesh	Germany	Mozambique	Seychelles
Bolivia	Ghana	Namibia	Sweden
Burundi	Guinea	Netherlands	Syrian Arab Republic
Cambodia	Honduras	New Zealand	Togo
Chile	Ireland	Nicaragua	Trinidad and Tobago
Colombia	Jamaica	Niger	Uganda
Congo	Japan	North Macedonia	Ukraine
Costa Rica	Jordan	Norway	United Kingdom of Great Britain and Northern Ireland
Côte d'Ivoire	Kenya	Oman	Uzbekistan
Croatia	Lao People's Democratic Republic	Pakistan	Viet Nam
Cuba	Latvia	Palestine	Zambia
Cyprus	Libya	Paraguay	Zimbabwe
Czechia	Lithuania	Philippines	
Democratic People's Republic of Korea	Madagascar	Portugal	

OVER-REPRESENTED MEMBER STATES (23)			
Algeria	Cameroon	Greece	Romania
Argentina	Canada	Italy	Senegal
Belgium	Denmark	Lebanon	South Africa
Benin	Ethiopia	Mexico	Spain
Bulgaria	France	Morocco	Tunisia
Burkina Faso	Gambia	Nepal	

UNDER-REPRESENTED MEMBER STATES (59)			
Antigua and Barbuda	Eswatini	Lesotho	Sierra Leone
Australia	Fiji	Liberia	Singapore
Belarus	Gabon	Malawi	Slovakia
Belize	Georgia	Maldives	Slovenia
Bhutan	Grenada	Montenegro	Somalia
Bosnia and Herzegovina	Guatemala	Myanmar	Sudan
Botswana	Guinea-Bissau	Nigeria	Switzerland

Brazil	Haiti	Papua New Guinea	Thailand
China	Hungary	Peru	Turkey
Comoros	India	Poland	Turkmenistan
Cook Islands	Indonesia	Russian Federation	United Republic of Tanzania
Dominica	Iran (Islamic Republic of)	Rwanda	Uruguay
Egypt	Iraq	Sao Tome and Principe	Venezuela (Bolivarian Republic of)
Eritrea	Kazakhstan	Saudi Arabia	Yemen
Estonia	Kyrgyzstan	Serbia	

NON-REPRESENTED MEMBER STATES (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 IV

**LIST OF MEMBER STATES WHICH CHANGED REPRESENTATION STATUS
BETWEEN JANUARY 2017 AND JULY 2019**

Member States **over-represented** in January 2017

Ireland **(2)**
Netherlands

Member States **normally represented** in July 2019

Member States **under-represented** in January 2017

Azerbaijan **(9)**
Chile
Ghana
Guinea
Kenya
Libya
Palestine
Paraguay

Andorra **(8)**
Bahamas
Barbados
Dominican Republic
Luxembourg
Panama
Qatar
San Marino

Member States **non-represented** in July 2019

Member States **normally represented** in January 2017

Algeria **(7)**
Argentina
Benin
Greece
Mexico
South Africa
Senegal

Member States **over-represented** in July 2019

Australia **(5)**
Bosnia and Herzegovina
Hungary
India

Member States **under-represented** in July 2019

Member States **non-represented** in January 2017

Haiti **(2)**
Lesotho

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

ANNEX V

UNESCO GEOGRAPHICAL DISTRIBUTION ACTION PLAN FOR 2017-2022

	OBJECTIVE 1: Increase the number of represented and normally represented countries to achieve a more balanced geographical distribution						

Expected Results	Initiatives	Performance Indicators	Timeframe	Responsible			Progress Update
				HRM	Managers	Staff	
1. 85% represented countries by 2022 2. 40% normally represented countries by 2022	(a) Recruit Young Professionals each biennium from non- (NR) and under-represented (UR) countries, and ensure that at least 70% of the P1/P2 posts be retained for the Young Professional Programme. (b) Create a roster for pre-selected YPP candidates in the e-recruit system to enable managers to identify qualified candidates for project assignment or other posts. (c) Use new technology, such as webinars, to outreach qualified candidates from UR/NR countries. (d) Keep traditional direct contact with candidates from UR/NR countries, through missions, job fairs, etc. (e) Organize meetings with regional groups, especially ASPAC, GRULAC and Africa, and individual meetings with targeted UR/NR countries. (f) Contact Heads of field offices of UNESCO to contribute to engaging UR/NR countries. (g) Implement the requirement that short-lists for all levels include at list one candidate from NR/UR countries. (h) Attract more candidates from NR/UR countries through UNV or other similar programmes.	Number of represented countries Number of normally represented countries	**2017-2022**	✓	✓		

	OBJECTIVE 2: Achieve a better balance among regional groups at senior level (Director and above)						

Expected Results	Initiatives	Key Performance Indicators (KPI)	Time-frame	Responsible			Progress Update
				HRM	Managers 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 VI

UNESCO GENDER PARITY ACTION PLAN FOR 2017-2022

OBJECTIVE 1: Achieve Gender Parity at all levels, including at Senior Level[7]								
Expected Results	Initiatives	Performance Indicators	Time-frame	Responsible				Progress Update
				HRM	Managers	CAB/GE	Staff	
1. Gender balance achieved at all levels, including at senior level (P-5 and above).	1.1 Establish gender targets at senior level by Sector/Bureau based on an assessment of the situation and monitor on regular basis. 1.2 Set up outreach activities to increase the number of candidates from the under-represented gender: Contact professional associations and networks, and advertise P-5 and above posts through them. Outreach toward potential candidates through missions, webinars. Create roster for candidates in the e-recruitment system. Work with other United Nations agencies to identify qualified candidates of the under-represented gender at senior level positions 1.3 Take measures at selection stage to increase the number of the under-represented gender. 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	Gender Parity (50%) is achieved at Director and P-5 level. Number of qualified applicants from the under-represented gender increased.	**2017-2020**	✔	✔	✔		

OBJECTIVE 2: Enhance women's professional development through dedicated training initiatives								
Expected Results	Initiatives	Performance Indicators	Time-frame	Responsible				Progress Update
				HRM	Managers	CAB/GE	Staff	
2. Increased number of women ready to take on new roles including leadership roles, and equipped with the required competencies and skills	2.1 Launch mentoring programme for P-3/P-4 women staff. 2.2 Organize training workshops for women staff such as on networking and succeeding in interviews. 2.3 Develop "Women in Leadership" modules for women staff at P-4 and above levels.	% of women participating in development activities. % of women appointed to senior posts where there is no parity Effectiveness rate with the learning and development activities	**2017-2022**	✔	✔	✔	✔	

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[7]   Rev. December 2017.

OBJECTIVE 3: A gender equality conscious workplace								
Expected Results	**Initiatives**	**Performance Indicators**	**Time-frame**	**Responsible**				**Progress Update**
				HRM	**Managers**	**CAB/ GE**	**Staff**	
3. Enhanced awareness of gender equality and gender unconscious bias	3.1 Include a module on Gender Equality in training programmes, such as induction and leadership 3.2 Monitor the implementation of the mandatory Gender Equality training for all staff. 3.3 Ensure Gender Equality is included in the interview process. Add interview questions on gender equality to assess candidates' competencies on gender equality matters; ensure that awareness of gender unconscious bias is included in competency-based interview training for hiring managers 3.4 Develop and implement actions to reduce gender unconscious bias.	Effectiveness of training programmes % of staff attending the Gender Equality training	**2017-2022**	✔	✔	✔	✔	
4. Gender conscious performance appraisal	4.1 Include Gender Equality indicators in the performance appraisal of managers.		**2018**	✔		✔	✔	

OBJECTIVE 4: A gender friendly workplace contributing to professional growth								
Expected Results	**Initiatives**	**Performance Indicators**	**Time-frame**	**Responsible**				**Progress Update**
				HRM	**Managers**	**CAB/ GE**	**Staff**	
5. Exit interview for departing P/D staff	5.1 Conduct exit interviews with Professional and above staff who leave UNESCO	Number of exit interviews conducted	**2017-2022**	✔			✔	
6. Work-life balance working arrangements	6.1 Telework policy and other flexible work modalities	Number of staff taking up telework and their satisfaction rate, as well as the effectiveness of these arrangements within a team. Other flexible work modalities as required	**2017-2022**	✔				
7. Enhanced role of Gender Focal Points	7.1 Include Gender Focal points duties and responsibilities in the respective job descriptions.	Job descriptions reflecting gender focal points responsibilities	**2018**	✔		✔		
8. Setup informal gender networks	8.1 Support the setup of informal networks of HR staff/managers working on gender.	Output/outcome of the meetings within the gender networks	**2017-2022**	✔				

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INFORMATION REGARDING THE IMPLEMENTATION
OF DECISIONS OF THE GOVERNING BODIES

ADDENDUM

OUTLINE

This document is intended to present information regarding the implementation and follow-up of the following resolutions and decisions adopted, respectively, by the General Conference and the Executive Board at previous sessions.

Status of press freedom and safety of journalists
(Follow-up to 36 C/Resolution 53)

By 36 C/Resolution 53, subparagraph 1 (b) (iii), the General Conference requested UNESCO to "monitor […] the status of press freedom and safety of journalists […] and to report on the developments in these fields to the General Conference". This document accordingly reports on the findings of three "In Focus" reports in UNESCO's series *World Trends in Freedom of Expression and Media Development*, which were prepared in the framework of UNESCO's Approved Programme and Budget 39 C/5. The full *World Trends in Freedom of Expression and Media Development* report will be released in 2021. This document summarizes three In Focus reports covering trends in access to information, media and elections, and journalists' safety, with attention to gender equality in and through media.

Introduction

1.   This document presents the findings of three UNESCO "In Focus" reports on access to information (ATI), media and elections and the safety of journalists. These In Focus reports serve as a stepping stone towards the next full *World Trends in Freedom of Expression and Media Development* edition to be published in 2021, which will analyse trends in media freedom, pluralism, independence, and the safety of journalists. Key findings of the In Focus reports include:

Access to Information: A New Promise for Sustainable Development

2.   Access to information is emerging as a new norm in sustainable development that can help countries to respect, protect and fulfil the human rights of every person, achieve the Sustainable Development Goals (SDGs) and ensure that no one is left behind.

3.   The surge of ATI laws, with more than 30 Member States adopting ATI laws since 2013, reflects that information has become one of the most important areas which impacts human rights, development, democracy and the private life of the citizen. The 2030 Agenda for Sustainable Development has recognized this, and has been part of the momentum in promoting legal codification of ATI, and improved implementation of access to information laws.

4.   Access to information not only advances the right to freedom of expression, but also is important for improving health, enhancing gender equality, building efficient and accountable institutions, and countering corruption. Governments that recognize the crosscutting significance of ATI have increasingly strengthened protection of the right to ATI in legal frameworks and their implementation.

5.   Better design and implementation of ATI legislation requires investment in providing legal advice, promotion, monitoring, and capacity-building assistance, particularly in developing countries.

6.   Trends related to ATI laws include a focus on improving mechanisms of implementation, the introduction of proactive disclosure requirements, provisions for special support for persons with disabilities, use of novel digital solutions to improve record management and accessibility, as well as complementing ATI laws with protection of whistle-blowers. Oversight and appeal bodies make essential contributions to solving implementation problems related to ATI laws, which is why UNESCO has led research in this area to identify good practice and pave the way forward.

7.   The recommendations of the Human Rights Council's Universal Periodic Review show strong interrelationship between enhancing ATI and ensuring women's rights.

8.   New challenges have emerged related to adopting and implementing ATI laws in the digital era. In the future, there may be increased tension between the right to access information and the right to privacy. Governments, official specialized regulatory bodies, academia and civil society have already started to map these issues and propose solutions. UNESCO, the Human Rights Council and its Universal Periodic Review process, the Open Government Partnership and the SDG monitoring process are natural platforms for such activities. While the adoption and implementation of laws to protect ATI are moving with the grain of history, and can be expected to make its contribution to sustainable development on a global level, the opportunities afforded by advanced digital technologies for need to be combined with understanding and responses to new complexities.

9.   SDGs offer a new opportunity for advancing ATI, and an increasing number of States are recognizing this. This points to a likelihood of continuing positive trends in the future, even though much remains to be done to make ATI a more effective reality.

Elections and Media in Digital Times

10.   New developments in an evolving digital climate highlight an increasing need to safeguard the integrity and credibility of electoral processes, as well as the critical role of the media during elections.

11.   Elections face increasing disruption. Debate in a common public space is being replaced by fragmentation, and reinforced by social media and social messaging. Regulations that govern news media reporting during election periods do not always extend adequately enough to cover social media and messaging. The use of micro-targeting for political advertising is on the rise, while online campaign finance rules lag behind actual practices. Censorship and access restrictions on the Internet are curbing legitimate electoral communications by news media and others, leaving electorates uninformed and unable to address rumours or expose abuses.

12.   The growing threats and violence that journalists and other media actors continue to face are often aggravated in relation to elections. Killings of journalists and impunity related to these persist. Increased intimidation and harassment of journalists during election periods has been observed. Rhetorical assaults, legal curbs and digital attacks on journalists too, are on the rise, with particular relevance to elections. Awareness is growing of the urgency of gender-related threats and violence.

13.   There has been a politicization of the term "fake news", linked to its misuse to dismiss critical journalism; but there has also been a push-back, with alternative concepts such as "disinformation" and "misinformation" being preferred. Disinformation has escalated, encompassing fraudulent facts, hoaxes, propaganda, conspiracy theories and historical revisionism, among other types of expression. Much of it is planned and orchestrated – to plant false information in peoples' minds or divert them from genuine information – and is often combined with extreme opinions and incitement to hatred, violence and discrimination. Although social media and social messaging are its main vectors, news media outlets sometimes carry disinformation as well.

Trends in the Safety of Journalists

14.   As Member States continue to work towards the advancement of the United Nations Plan of Action on the Safety of Journalists and the Issue of Impunity, there has been a continued trend of impunity for attacks against journalists; increased prevalence of digital threats and harassment online, including those targeting women journalists; new reporting and monitoring initiatives on the safety of journalists, notably within the framework of SDG indicator 16.10.1; and new initiatives reported by Member States to enhance efforts to prevent, protect against and prosecute crimes against journalists.

15.   Between 2014 and 2018, UNESCO recorded the killings of 495 journalists across the globe, averaging nearly two deaths per week. While the largest number of journalist killings in any region during the five-year period occurred in the Arab States, in 2017 and 2018, Latin America and the Caribbean and the Asia and the Pacific regions surpassed the Arab region as being the most dangerous for journalists. As seen in previous years, the vast majority of killings targeted local journalists. A growing proportion of journalist killings are occurring outside conflict regions, illustrating a shift in the nature of violence against journalists. Impunity for these crimes continues to remain the norm, with only 12% of cases resolved worldwide.

16.   Beyond fatal attacks, journalists endured a range of other threats such as abduction, enforced disappearance, imprisonment and torture. There is a growing trend of online harassment of journalists and media workers, which has been shown to disproportionately target women journalists. The use of bot networks and troll armies in cyber-attacks against journalists is increasingly prevalent across regions. A number of recent initiatives by governments, NGOs, and news organizations to teach journalists about digital security and counter gender-based threats, both online and offline.

17.   Member States have varied in their responsiveness in monitoring and reporting on journalist killings, using SDG indicator 16.10.1 in their Voluntary National Reviews (VNRs) and through other mechanisms. In 2019, there was a significant decrease in the number of Member States that responded to the UNESCO Director-General's request to provide information on legal investigations into journalist killings, in comparison with the last two years. However many Member States included in their responses information on concrete actions taken to improve the safety of journalists and combat impunity.

Conclusion

18.   With a focus on access to information, media and elections, and the safety of journalists, these three In Focus reports show that the media landscape faces fast-changing opportunities and challenges that go to the heart of freedom of expression and media development. Continued monitoring is needed to help protect press freedom and the safety of journalists in order for media to play an independent role in promoting peaceful, just and inclusive societies. UNESCO's mandate as a custodian of SDG 16.10.2 (access to information) and its role in monitoring 16.10.1 (safety of journalists) is crucial to carry out the task.

19.   The In Focus reports will be published on 18 November 2019 at: http://en.unesco.org/world-media-trends-2019