



United Nations  
Educational, Scientific and  
Cultural Organization

# Executive Board

Two hundred and second session

# 202 EX/5

# Part IV (A) Add.2

PARIS, 9 October 2017  
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

#### **A. Use of non-staff contracts including consultants in 2016**

Pursuant to item 9.2.E.7 of the UNESCO Human Resources Manual, the International Staff Association of UNESCO (ISAU) submits its comments on the reports by the Director-General concerning human resources issues (document 202 EX/5 Part IV (A)).

1. With regard to the use of non-staff contracts, including consultants, ISAU notes a number of problems concerning:

- **lack of planning;**
- **lack of human resources management.**

These problems have persisted since at least 2011, which is very early on in the period covered in document 202 EX/5 Part IV (A).

2. The most striking symptom of these shortcomings is particularly evident in the fact that the Organization now employs 49% of non-staff members (in 2012 the percentage of non-staff members was 66%) and what is more, in the data provided by the Administration temporary staff and project



Job: 201702235

posts are included in the number of staff members. **We therefore request full information on the exact number of temporary staff and project posts.**

3. This development is of particular concern because it reflects the risk of a loss of the Secretariat's expertise. At this rate, the number of non-staff will exceed that of civil servants, thus reducing UNESCO to a "temping agency". It is stated in Human Resources Manual item 5.2, paragraph 58, that when posts are advertised externally, priority should be given to internal recruitment or to the regularization of staff with long-term temporary contracts or project posts, who are strangely regarded as external staff in the recruitment policy while they are otherwise counted as staff members.

**The lack of planning and management is particularly evident in the following cases:**

4. Although the number of consultants has decreased, it is not normal that they still account for 21% of UNESCO employees. It should be noted that the 11% decrease in the number of consultants, the 16% decline in the number of contracts and the 3% reduction in the total cost of consultants is **misleading, because the average amount paid per contract increased by 17% between 2015 and 2016 in spite of the measure to reduce by 20% the fee element of all new consultant contracts.**

5. Noting that in 2016, UNESCO signed 3,847 consultant contracts while the number of individual consultants totalled 2,671, we therefore request information on the frequency of renewal of these contracts. Indeed, it is a matter of concern that the tables provided show figures per annum rather than biennium, which prevents comparisons from being drawn on the reality of the situation. As stipulated in the Staff Regulations and Staff Rules, **consultants should only be hired on an ad hoc basis and only when the expertise required is not available within the UNESCO Secretariat.**

6. Some 66% of one-month to six-month contracts signed in 2016 were for field offices. We request that the Bureau of Human Resources Management (HRM) take appropriate measures to address this situation. It should also be noted that 61% of the service contracts are financed from extrabudgetary funds in the field offices. We note that 81% of service contracts are also in field offices, at a total cost of \$13,400,000 or 67% of spending on consultant contracts. Special efforts should be made in terms of planning in order to reduce these figures, which are far too high.

7. In 2016, non-staff members in the field offices accounted for 65% of total employees. This situation gives cause for concern, as this figure has been steadily increasing (up 10%) since 2012. **This raises the question of the lack of planning and human resources management since 2011.** The extensive recourse to this category of contract confirms a deficit in the creation of posts in field offices, which explains the high number of people employed on such contracts over several years. We request the Administration to remedy this situation, which is no longer sustainable.

8. Moreover, a year ago, ISAU criticized the **predominance of consultants from Group I** countries, which stood at 61%. We regret that this figure has increased further still to 67%. In addition, in all the field offices, not counting the quota of posts allocated to nationals, staff from Group I are also predominant.

9. ISAU regrets that a large proportion of expenditure is earmarked for Group I. Indeed, while their numeric proportion among consultants is 67%, they account for 72% of total expenditure.

10. ISAU highlights that the substantial funding from extrabudgetary sources is linked to the conditions required by donors, in particular owing to the implicit choice for their own national experts to carry out the projects. We also note that two programme sectors, Education and Culture, account for 43% of service contract spending at Headquarters, while at the field offices, 69% of service contract holders are hired for the Education and Culture sectors and the Division of Field Support and Coordination (FSC).

11. We welcome the reduction in the number of contracts awarded to retired staff members, but request that their number to be reduced further, hence the importance of setting up appropriate mechanisms and their strict implementation. The establishment by HRM of a handover policy is essential.

12. For the sake of transparency, ISAU recommends the involvement of HRM in the selection of consultants.



United Nations  
Educational, Scientific and  
Cultural Organization

# Executive Board

Two hundred and second session

# 202 EX/5 Part IV (A)

PARIS, 7 September 2017  
Original: English

Item 5 of the provisional agenda

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

### **PART IV**

### **HUMAN RESOURCES ISSUES**

#### **SUMMARY**

#### **A. Use of non-staff contracts including consultants in 2016**

Pursuant to 200 EX/Decision 5.IV.A, the Director-General submits the report on the use of non-staff contracts, including for consultants in 2016.

Action expected of the Executive Board: Proposed decision in paragraph 42.



## A Use of non-staff contracts including consultants in 2016

(Follow-up to 200 EX/Decision 5.IV.A)

---

### Introduction

1. The first part of this report covers contracts issued to individual consultants hired by UNESCO in advisory or consultative capacities or to provide the skills, knowledge and expertise necessary for a specific service or product at Headquarters and in field duty stations (excluding category 1 institutes).
2. The second part of the report provides, as requested by the Executive Board, information on other non-staff contracts, namely service contracts and short-term contracts.<sup>1</sup> The service contracts (SC) are used for tasks or services performed by locally recruited individuals and correspond to temporary activities or workloads that cannot be covered in the normal course of duty by regular staff members. The short-term contracts (STC) are issued to individuals performing short-term tasks of a support nature (such as physical operations and mechanical work; support work and some technical functions; specialized and comprehensive support) that require skills that are generally not available within the Secretariat and for which there is a short-term need. As for the consultants, the data covers Headquarters and field offices, excluding category 1 institutes.
3. The third part of this report presents an overall distribution and trends of the UNESCO workforce (including staff members' and non-staff population) at Headquarters and in the field.

### Summary

4. UNESCO's workforce is composed of individuals holding staff member appointments and "non-staff" contracts, which include individual consultant contracts, service contracts and short-term contracts. In 2016, the "non-staff" workforce represented about 49% of the Organization's total workforce in Full-Time Equivalent (FTE)<sup>2</sup>. Non-staff were a majority in field offices (65%) compared to Headquarters (35%).
5. Consultants represented 21% of UNESCO's total workforce<sup>3</sup>. The number of consultant contracts and the spending on this type of contract had slightly decreased in 2016 comparing to 2015, the first time since 2012. It shall be noted that while after the financial crisis, the number of consultants had drastically decreased in 2012; it has, since, increased to reach the pre-crisis level. The field accounts for 67% of spending on consultant contracts.
6. The service contracts accounted for 27% of the total UNESCO workforce in 2016 and STC contracts, including SSA, for about 1%<sup>4</sup>. The field accounted for 81% of service contract holders in 2016 and for 7% of STC/SSA contract holders.

## Part 1 – Individual consultant and other specialists' contracts

### Background

7. The current policy for individual consultants and other specialists was introduced in February 2012, which *inter alia* addressed various External Auditor recommendations<sup>5</sup> relating, in particular, to strengthened competitive selection processes and greater clarity on the use of waivers. The special measure approved by the Director-General in March 2013, under which sectors, bureaux

---

<sup>1</sup> Special Service Agreements (SSA) are being phased out, to be replaced by Short-Term Contracts (STC), and therefore reported on together with STC in this paper.

<sup>2</sup> The Full Time Equivalent is calculated based on a sum of number of days worked on each type of contract during the calendar year and divided by the number of days of that year.

<sup>3</sup> Calculated in Full Time Equivalent (FTE).

<sup>4</sup> Calculated in Full Time Equivalent (FTE).

<sup>5</sup> [182 EX/46](#): Report by the External Auditor on temporary contracts awarded by the Organization.

and field offices were instructed to reduce by 20% the fee element of all new consultant contracts, continues to apply. The rates are still expressed in ‘up to’ terms, providing managers with the flexibility to establish appropriate remuneration levels to secure the experience, expertise and service quality required through negotiation.

### Data and trends on consultant contracts

8. This section presents data on consultant contracts issued between 2011 and 2016 at Headquarters and in the field. Detailed tables and charts are shown in Annex I. As in previous years, data on contracts issued by Brasilia Office are presented separately (Annex II), to allow a clearer picture of the contracts issued by field offices as a whole.

9. The key facts and trends in consultant contracts are as follows:

- The number of contracts and the spending have decreased by 16% and 3% respectively in 2016 comparing to 2015;
- The majority of contracts (67%) are issued by the field offices;
- 69% of total spending on consultant contracts were financed by extrabudgetary sources;
- 82% of total spending was in support of programmes;
- Most of the contracts were issued for a duration of less than 3 months.

### Number of consultant contracts

10. The total number of consultant contracts in 2016 was 16% lower than 2015, 28% lower in Headquarters and 9% in the field (Table 1). The field accounted for 67% of contracts issued in 2016 (62% in 2015). A significant increase in number of consultant contracts in 2015 was due, as reported at the 200th session of the Executive Board<sup>6</sup>, to an increased number of projects managed by UNESCO with a reduced number of regular staff and a challenging global environment, in which natural and man-made disasters required UNESCO intervention and a rapid redeployment of experts.

**Table 1: Number of consultant contracts: 2011-2016**

	2011	2012	2013	2014	2015	2016	Evolution 2015- 2016
<b>HQ</b>	<b>1,084</b>	<b>840</b>	<b>1,111</b>	<b>1,368</b>	<b>1,752</b>	<b>1,253</b>	-28%
<b>% HQ</b>	<b>31%</b>	<b>33%</b>	<b>35%</b>	<b>41%</b>	<b>38%</b>	<b>33%</b>	
<b>Field*</b>	<b>2,417</b>	<b>1,741</b>	<b>2,109</b>	<b>2,005</b>	<b>2,855</b>	<b>2,594</b>	-9%
<b>% Field</b>	<b>69%</b>	<b>67%</b>	<b>65%</b>	<b>59%</b>	<b>62%</b>	<b>67%</b>	
<b>Total</b>	<b>3,501</b>	<b>2,581</b>	<b>3,220</b>	<b>3,373</b>	<b>4,607</b>	<b>3,847</b>	-16%

\*Excluding contracts awarded by Brasilia office and by Institutes

### Number of consultants

11. The total number of consultants hired by UNESCO in 2016 decreased by 11% comparing to 2015 (by 17% at Headquarters and by 9% in the field (Table 2). The field offices accounted for 73% of the individual consultants hired in 2015.

<sup>6</sup> [200 EX/5](#) Part IV (A), Use of consultants and other specialists' contracts 2015

**Table 2: Number of consultants: 2011-2016**

	2011	2012	2013	2014	2015	2016	Evolution 2015- 2016
HQ	699	549	750	755	863	713	-17%
<b>% HQ</b>	<b>26%</b>	<b>29%</b>	<b>32%</b>	<b>33%</b>	<b>29%</b>	<b>27%</b>	
Field*	1,981	1,349	1,626	1,549	2,147	1,958	-9%
<b>% Field</b>	<b>74%</b>	<b>71%</b>	<b>68%</b>	<b>67%</b>	<b>71%</b>	<b>73%</b>	
<b>Total</b>	<b>2,680</b>	<b>1,898</b>	<b>2,376</b>	<b>2,304</b>	<b>3,010</b>	<b>2,671</b>	<b>-11%</b>

\*Excluding contracts awarded by Brasilia office and by Institutes

12. After a sharp decrease in the number of consultants in 2012 due to the financial crisis, their number has increased between 2013-2015. In 2016, the number of consultants shows a decrease. To note that during General Conference years, the number of consultant contracts tend to be higher compared to the first year of the biennium.



\*Excluding contracts awarded by Brasilia office and by Institutes

### Spending on consultant contracts

13. Total spending on consultant contracts in 2016 was 3% less in 2016 (12% less at Headquarters and 2% higher in the field (Table 3); the field accounted for 67% of total spending on consultant contracts in 2016.

**Table 3: Spending on Consultant Contracts (\$ thousand): 2011-2016**

	2011	2012	2013	2014	2015	2016	Evolution 2015- 2016
HQ	8,743	6,765	8,011	8,900	9,726	8,551	-12%
<b>% HQ</b>	<b>36%</b>	<b>37%</b>	<b>39%</b>	<b>40%</b>	<b>36%</b>	<b>33%</b>	
Field*	15,747	11,575	12,486	13,499	17,348	17,640	2%
<b>% Field</b>	<b>64%</b>	<b>63%</b>	<b>61%</b>	<b>60%</b>	<b>64%</b>	<b>67%</b>	
<b>Total</b>	<b>24,490</b>	<b>18,340</b>	<b>20,497</b>	<b>22,399</b>	<b>27,074</b>	<b>26,191</b>	<b>-3%</b>

\* Excluding contracts awarded by Brasilia office and by Institutes

14. The spending on consultants, after falling by 25% in 2012 due to the financial crisis, and the cost containment measures, showed an increase since 2013. In 2016, however, spending decreased by 3%, with the highest reduction at Headquarters (- 12%).

### Source of funding of contracts

15. Total spending on consultant contracts financed by the regular programme (RP) decreased by 16% between 2015 and 2016 (by 20% at Headquarters and by 14% in the field), from US \$9.55m to \$7.99m. Spending on contracts financed from extrabudgetary sources (EXB) has increased slightly by 4% in 2016 (6% lower in Headquarters than in 2015; 9% higher in the field); and accounted for 69% of total spending on consultant contracts in 2016 (65% in 2015, 76% in 2014 and 82% in 2013). (Table 4).

**Table 4: Spending on consultant contracts by source of funding: 2015 and 2016 (\$ thousand)**

	2015					2016					Evolution 2015-2016		
	RP	%RP	EXB	%EXB	Total	RP	%RP	EXB	%EXB	Total	RP	EXB	
HQ	4,126	42%	5,600	58%	<b>9,726</b>	HQ	3,310	39%	5,241	61%	<b>8,551</b>	-20%	-6%
Field*	5,424	31%	11,924	69%	<b>17,348</b>	Field*	4,681	27%	12,959	73%	<b>17,640</b>	-14%	9%
<b>Total</b>	<b>9,550</b>	<b>35%</b>	<b>17,524</b>	<b>65%</b>	<b>27,074</b>	<b>Total</b>	<b>7,991</b>	<b>31%</b>	<b>18,200</b>	<b>69%</b>	<b>26,191</b>	<b>-16%</b>	<b>4%</b>

\* Excluding contracts awarded by Brasilia office and by Institutes

### Contracts by amount

16. Most consultant contracts at Headquarters and the field continue to be under \$10,000: 78% and 81% respectively in 2016 compared to 81% and 82%, respectively, in 2015. Thirty-five contracts over \$50,000 were issued in 2016 (1% of the total), compared to 27 in 2015; eight of these were at Headquarters and 27 in the field (see Table 5, Annex I).

17. The average amount spent per consultant contract increased by 23% (to \$6,824) between 2015 and 2016 at Headquarters, and by 12% (to US \$6800) in the field (excluding Brasilia Office) during the same period (see Table 6, Annex I). This increase corresponds to a slight increase in the average duration of the consultant contracts in 2016.

### Duration of contracts

18. Most consultant contracts are for short periods, typically under three months. Table 7 below (see also Annex I) shows that 68% of contracts issued at Headquarters and in the field in 2016 were for less than three months compared with 79% and 76% respectively in 2015. Twenty-two percent of contracts at Headquarters and in the field were issued for periods between three and six months and 10% of contracts were for over six months.

**Table 7: Number of consultant contracts by duration of contract: 2015 and 2016**

	HQ				Field*			
	2015	%	2016	%	2015	%	2016	%
<b>Under 1 month</b>	<b>945</b>	<b>54%</b>	<b>494</b>	<b>39%</b>	<b>933</b>	<b>33%</b>	<b>674</b>	<b>26%</b>
<b>1 to 3 months</b>	<b>440</b>	<b>25%</b>	<b>364</b>	<b>29%</b>	<b>1,238</b>	<b>43%</b>	<b>1,088</b>	<b>42%</b>
<b>3 to 6 months</b>	<b>274</b>	<b>16%</b>	<b>270</b>	<b>22%</b>	<b>453</b>	<b>16%</b>	<b>576</b>	<b>22%</b>
<b>Over 6 months</b>	<b>93</b>	<b>5%</b>	<b>125</b>	<b>10%</b>	<b>231</b>	<b>8%</b>	<b>256</b>	<b>10%</b>
<b>Total</b>	<b>1,752</b>	<b>100%</b>	<b>1,253</b>	<b>100%</b>	<b>2,855</b>	<b>100%</b>	<b>2,594</b>	<b>100%</b>

\*Excluding contracts awarded by Brasilia office and by Institutes

## **Contracts by Sector/Bureau at Headquarters and the field**

19. Most spending on consultants at Headquarters continues to support UNESCO's programme directly (see Table 8, Annex I). Education, Science, Communication and Information, Culture and Social and Human Sciences accounted for about 82% of overall spending in Headquarters in 2016 (the same as in 2015), with three sectors – Culture, Education and Science – being responsible for 49% of the contracts issued in 2016, and for 64% of the total spending.

20. In the field offices in 2016, 97% of overall spending on consultant contracts in the field related to activities in the programme sectors, with the Education Sector being responsible for 51% of spending comparing to 55% in 2015.

## **Gender and nationality**

21. The Consultants policy requires managers to give consideration to gender and geographical balance where there is equal competence among candidates. Managers are encouraged to seek local expertise for local projects, wherever possible. Moreover, the approval of the ADG, Director of Bureau/Field Office is required if the contract is to be awarded to a former UNESCO staff member.

22. At Headquarters and field combined, 27% of the consultants in 2016 were from Group I countries (29% in 2015); 20% from Group III; 18% from Group V (Afr); 16% Group IV; 14% Group V (Arab) and 4% from Group II (see Table 9, Annex I).

23. At Headquarters, 67% of the consultants were from Group I countries (61% in 2015) accounting for 72% of total spending (64% in 2015). In the field, 13% of consultants in 2016 were from Group I (17% in 2015); they accounted for 21% of total spending (25% in 2015). 25% of consultants in 2016 were from Group III; 23% from Group V (Afr), 16% from Group V (Arab), 20% from Group IV, and 4% from Group II.

24. Table 10, Annex I shows the nationality of consultants hired in 2016 by the Regional Group in which the issuing office is located; and confirms and reinforces the practice of local recruiting for local projects. Sixty-six percent of the consultants hired by offices in Group I countries were nationals of Group I. In other regions, the percentages range from 76% to 91%: for example, 82% of consultants hired in Africa were nationals of Group V (Afr) countries, while 87% of the consultants hired in Central and Latin America were nationals of Group III countries.

25. Some 49% of consultants hired in Headquarters in 2016 were women (50% in 2015). In field offices women represented 39% of hired consultants (41% in 2015). Overall, 42% of consultants hired in 2016 were women, against 43% in 2015. (Table 11, Annex I).

## **Retired staff**

26. The number of retired UNESCO staff members hired as consultants decreased in 2016, from 50 in 2015 to 29 in 2016, 20 at Headquarters (total cost of \$55,000) and nine in the field (\$18,000). Overall, at Headquarters and the field, retired staff represented 1% of all consultants hired in 2016 (comparing to 2% in 2015) and 0,3% of overall spending (comparing to 1% in 2015). (See Table 12, Annex I). Since June 2017<sup>7</sup>, an instruction has been issued to further limit the hiring of retired staff. Henceforth any contracts to be issued to retired staff require the clearance of Director HRM and their duration is limited to six months per calendar year.

## **One-dollar consultant contracts**

27. One-dollar contracts are granted to individuals hired for special representational duties or to former staff to ensure a smooth transition of expertise and institutional memory. All such one-dollar

<sup>7</sup> Administrative Circular AC/HR/57 "Hiring of retired staff members"

contracts must have the prior approval of the Office of the Director-General. Eight individuals were granted such a contract in 2016.

## **Part 2 – Service contracts and short-term contracts (including special service agreements)**

### **Background**

28. UNESCO workforce at Headquarters and in the field includes individuals hired on other non-staff contracts, namely service contracts and short-term contracts<sup>8</sup>. As mentioned in paragraph 2 of this report, these contracts are used for tasks or services performed by locally recruited individuals and correspond to temporary activities or workloads that cannot be covered in the normal course of duty by regular staff members. The minimum duration of a service contract (SC) is one month and the maximum is 12 months; service contracts are renewable, subject to an overall duration of 24 months in 36 months (at Headquarters). A short-term contract (STC) may be issued for a minimum duration of half a day and for a maximum duration of 180 days in a calendar year. The STC contracts are typically issued for very short periods generally to provide half a day or one-day assistance related to the organization and holding of events such as statutory meetings, conferences, performances and exhibitions.

### **Service contracts**

29. The overall number of service contract holders in 2016 was 1,080. The majority are serving in the field (81%). The number of contracts issued was 2,316 in 2016, with 1,726 (75%) in the field and 590 at Headquarters (25%), (see Table 13, Annex I).

30. Some 54% of the SC holders in 2016 were hired by programme sectors. The highest number being in ED (24%), followed by CLT (15%) and Science (8%) (see Table 16b, Annex I). In the field offices, an important number of SC holders report to BFM (15% of SC holders working in the field) and to FSC (32% of SC holders in the field).

31. The total spending on SC in 2016 was 18,706 (US \$ thousand), of which 72% in the field. The costs include the remuneration of the SC holders plus the social security contributions paid by the Organization. The pay rates are based on prevailing local salary rates for similar functions (for example, for comparable work in the national civil service or in the local employment market), whenever possible the rates established by UNDP for Service Contracts are applied. With regard to social security, where available, and where SC contract-holders are eligible to participate, the local social security scheme is used to cover SC personnel for medical and pension benefits. If there is no suitable local scheme, or if an individual is not eligible to be registered in the local scheme, up to 10% is added to the SC holder's remuneration each pay cycle to represent UNESCO's contribution for pension and up to 5% to represent UNESCO's contribution to medical insurance upon proof of registration in an appropriate pension and/or medical private scheme.

32. The majority of SC are financed by extrabudgetary sources (61%), with a total spending of 11,317 (US \$ thousand). SC financed by the Regular Programme (RP) amounted to 7,389 (US \$ thousand) i.e. 39% of total spending on SC in 2016 (see Table 15, Annex I).

33. Most spending on service contracts at Headquarters and in the field are in support of UNESCO's programme directly (see Table 16, Annex I). Education, Science, Communication and Information, Culture and Social and Human Sciences accounted for about 62% of overall spending in Headquarters in 2016 and 61% in the field.

---

<sup>8</sup> Special Service Agreements (SSA), to be replaced by Short-Term Contracts (STC), are being phased out and therefore reported on together with STC in this paper.

### Short-term contracts (STC) including special service agreements (SSA)

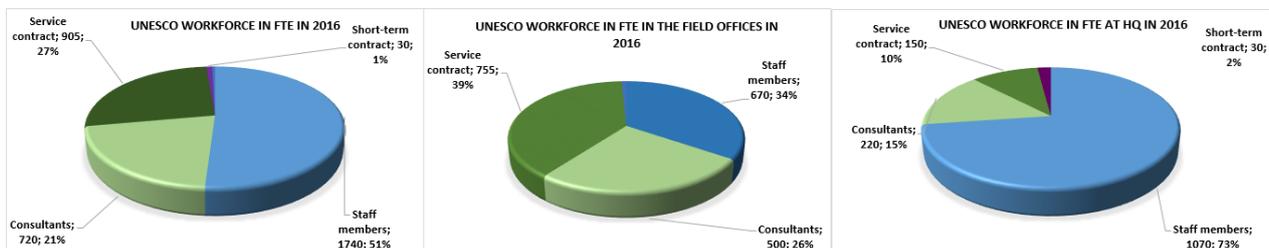
34. The number of STC holders was 451 at Headquarters, while 33 SSA holders were hired in the field offices. The number of Short Term Contracts amounted to 5,970 at Headquarters (35 SSA contracts were issued in the field), see Table 14, Annex I. The high volume of STC is explained by its short-term nature (generally half day or one day) and by number of events (conferences, exhibitions, performances, etc) organized at Headquarters for which additional personnel is hired on STC.

35. The total spending on STC contracts was 1,165 (US \$ thousand) at Headquarters only. The costs include the remuneration and the social security contributions. The total spending on SSA represented 0,058 (US \$ thousand). The STC contracts in 2016 were mainly financed by regular budget, 71% of the total spending; on the other hand, 72% of SSA were financed from extrabudgetary sources (see Table 14 Annex I).

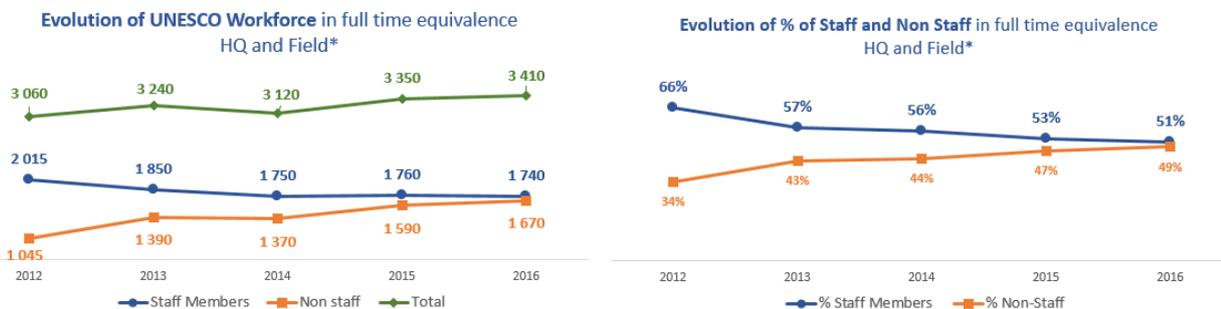
36. The STC contracts were mainly issued by Central Services (MSS and ERI accounted for 87% of the total spending on STC contracts, due to the Bureaux involvement in organizing conferences and events). SSA contracts were mainly issued for basic support functions in the field offices.

### Part 3 Overall distribution of UNESCO workforce (Headquarters and field)<sup>9</sup>

37. Non-staff personnel represented in 2016 in full-time equivalent<sup>10</sup> (FTE) about 49% of the overall UNESCO workforce. Non-staff are predominant in the field (65% of the workforce) while at Headquarters non-staff represent 35%. SC holders represent 27% of the total workforce and consultants 21% (see also Table 17, Annex I)



38. The evolution of the workforce distribution shown in the chart below reflects the continuous need for complementary and additional human resources, in a context of budgetary constraints, to maintain the same level of support to programme delivery while the number of staff hired on regular fixed-term contracts is decreasing.



\*Excluding contracts awarded by Brasilia office and by Institutes

<sup>9</sup> Excluding category 1 institutes and UBO

<sup>10</sup> The Full Time Equivalent is calculated based on a sum of number of full normal working-hour days worked on each type of contract during the calendar year and divided by number of days of that year.

39. According to the 2014 Joint Inspection Unit Report (JIU) <sup>11</sup> on the use of non-staff personnel and related contractual modalities, about 45% of the total workforce of United Nations system organizations is working under non-staff contracts. In this report, the JIU recommended that the organizations undertake an analysis on the use of non-staff personnel and prepare a plan (short- to medium-term) to address this practice. The External Auditor also recommended “acting on the recommendations of the Joint Inspection Unit (JIU) of the United Nations system regarding “non-staff members, focusing in particular on reducing inequalities in health insurance, taking into account the associated costs.”<sup>12</sup>

40. In line with the JIU and External Auditors reports, HRM together with BFM/FOS had started a comprehensive review of the use of Service Contracts in all duty stations, with a particular emphasis on the social security coverage. This exercise is expected to be completed by the end of 2018 considering the number of offices (53) to be covered. In support of this review, since January 2015, the management of all contracts is integrated in UNESCO global ERP. This has enabled HRM to monitor closely the remuneration and the social security contributions paid by UNESCO offices in respect of the SC and the STC holders.

### **Financial and administrative implications**

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

### **Proposed decision**

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

The Executive Board,

1. Recalling 200 EX/Decision 5.IV.A,
2. Having examined document 202 EX/5 Part IV (A),
3. Takes note of the data, analyses and qualitative information presented in this document;
4. Encourages the Secretariat to continue its efforts to improve wider geographical distribution and a better gender balance in the hiring of consultants where qualifications are equal;
5. Invites the Director-General to report to it every two years on the on the use of non- staff contracts, including for consultants.

---

<sup>11</sup> JIU/REP/2014/8.

<sup>12</sup> [201 EX/21](#) Part V, Recommendation 13.

## ANNEX I

### STATISTICS ON NON-STAFF CONTRACTS INCLUDING CONSULTANT ISSUED AT HEADQUARTERS AND THE FIELD (excluding Brasilia Office and Institutes)

#### Part 1: Individual Consultants and other specialists

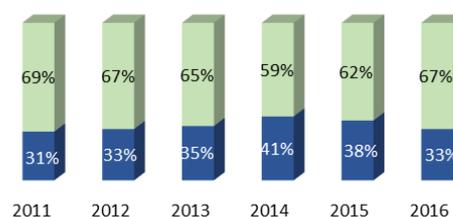
1. Table 1 and chart show the number of individual consultant contracts issued at Headquarters and in the field for each year between 2011 and 2016.

**Table 1: Number of individual consultant contracts: 2011-2016**

	2011	2012	2013	2014	2015	2016	Evolution 2015-2016
<b>HQ</b>	<b>1084</b>	<b>840</b>	<b>1111</b>	<b>1368</b>	<b>1752</b>	<b>1253</b>	-28%
% HQ	31%	33%	35%	41%	38%	33%	
<b>Field*</b>	<b>2417</b>	<b>1741</b>	<b>2109</b>	<b>2005</b>	<b>2855</b>	<b>2594</b>	-9%
% Field	69%	67%	65%	59%	62%	67%	
<b>Total</b>	<b>3501</b>	<b>2581</b>	<b>3220</b>	<b>3373</b>	<b>4607</b>	<b>3847</b>	-16%

\* Excluding contracts awarded by Brasilia office and by Institutes.

Individual Consultant Contracts, by Year and Location



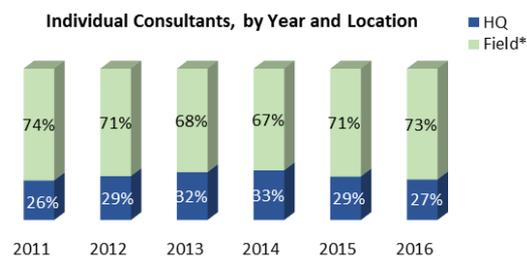
2. Table 2 and chart show the number of individual consultants awarded contracts at Headquarters and in the field for each year between 2011 and 2016.

**Table 2: Number of individual consultants: 2011-2016**

	2011	2012	2013	2014	2015	2016	Evolution 2015-2016
<b>HQ</b>	<b>699</b>	<b>549</b>	<b>750</b>	<b>755</b>	<b>863</b>	<b>713</b>	-17%
% HQ	26%	29%	32%	33%	29%	27%	
<b>Field*</b>	<b>1981</b>	<b>1349</b>	<b>1626</b>	<b>1549</b>	<b>2147</b>	<b>1958</b>	-9%
% Field	74%	71%	68%	67%	71%	73%	
<b>Total</b>	<b>2680</b>	<b>1898</b>	<b>2376</b>	<b>2304</b>	<b>3010</b>	<b>2671</b>	-11%

\* Excluding contracts awarded by Brasilia office and by Institutes.

Individual Consultants, by Year and Location



3. Table 3 and chart show overall spending on individual consultant contracts awarded at Headquarters and in the field for each year between 2011 and 2016.

	2011	2012	2013	2014	2015	2016	Evolution 2015-2016
<b>HQ</b>	<b>8,743</b>	<b>6,765</b>	<b>8,011</b>	<b>8,900</b>	<b>9,726</b>	<b>8,551</b>	-12%
% HQ	36%	37%	39%	40%	36%	33%	
<b>Field*</b>	<b>15,747</b>	<b>11,575</b>	<b>12,486</b>	<b>13,499</b>	<b>17,348</b>	<b>17,640</b>	+2%
% Field	64%	63%	61%	60%	64%	67%	
<b>Total</b>	<b>24,490</b>	<b>18,340</b>	<b>20,497</b>	<b>22,399</b>	<b>27,074</b>	<b>26,191</b>	-3%

\* Excluding contracts awarded by Brasilia office and by Institutes.

Spending on Individual Consultant Contracts  
(in \$thousand), by Year and Location



4. Table 4 shows the overall spending on individual consultant contracts awarded at Headquarters and in the field in 2015 and 2016 by source of funding.

**Table 4: Spending on consultant contracts by source of funding: 2015 and 2016 (\$ thousand)**

	2015					2016					Evolution 2015-2016		
	RP	%RP	EXB	%EXB	Total	RP	%RP	EXB	%EXB	Total	RP	EXB	
HQ	4,126	42%	5,600	58%	<b>9,726</b>	HQ	3,310	39%	5,241	61%	<b>8,551</b>	-20%	-6%
Field*	5,424	31%	11,924	69%	<b>17,348</b>	Field*	4,681	27%	12,959	73%	<b>17,640</b>	-14%	9%
<b>Total</b>	<b>9,550</b>	<b>35%</b>	<b>17,524</b>	<b>65%</b>	<b>27,074</b>	<b>Total</b>	<b>7,991</b>	<b>31%</b>	<b>18,200</b>	<b>69%</b>	<b>26,191</b>	<b>-16%</b>	<b>4%</b>

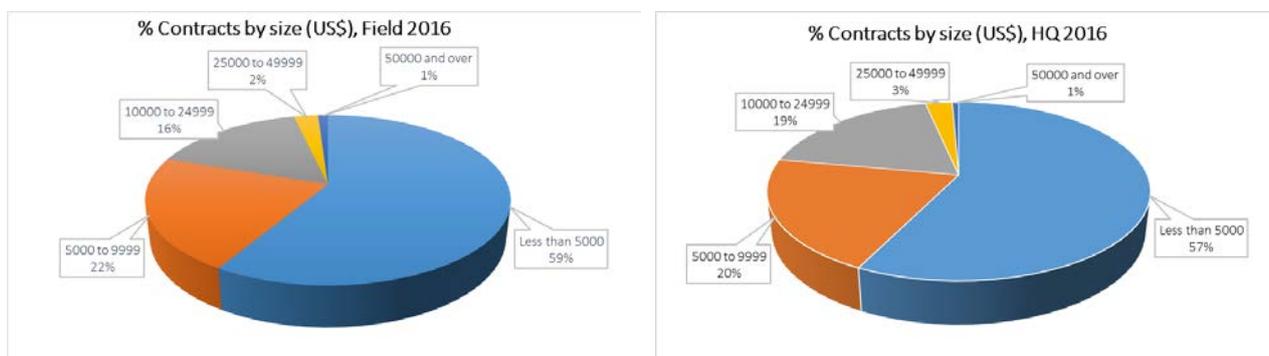
\*Excluding contracts awarded by Brasilia office and by Institutes

5. Table 5 and the pie-charts show total spending on consultant contracts awarded at Headquarters and the field in 2014 and 2015, by size of contract.

**Table 5: Number of consultant contracts by size of contract: 2015 and 2016 (US dollar)**

	HQ				Field*				Total 2015		Total 2016	
	2015	%	2016	%	2015	%	2016	%		%		%
Less than 5000	1200	68%	718	57%	1812	64%	1519	59%	3012	65%	2237	58%
5000 to 9999	229	13%	258	21%	546	19%	563	22%	775	17%	821	21%
10000 to 24999	265	15%	235	19%	416	15%	419	16%	681	15%	654	17%
25000 to 49999	49	3%	34	3%	63	2%	66	3%	112	2%	100	3%
50000 and over	9	1%	8	1%	18	1%	27	1%	27	1%	35	1%
<b>Total</b>	<b>1752</b>	<b>100%</b>	<b>1253</b>	<b>100%</b>	<b>2855</b>	<b>100%</b>	<b>2594</b>	<b>100%</b>	<b>4607</b>	<b>100%</b>	<b>3847</b>	<b>100%</b>

\*Excluding contracts awarded by Brasilia office and by Institutes



6. Table 6 shows the average amount spent on individual consultant contracts awarded at Headquarters and in field offices for each year between 2011 and 2016.

**Table 6: Average amount of consultant contracts: 2011-2016**

	2 0 1 1	2 0 1 2	2 0 1 3	2 0 1 4	2 0 1 5	2 0 1 6	Evolution 2015-2016
HQ	8 066	8 054	7 211	6 506	5 551	6 824	23%
Field	6 515	6 649	5 920	6 733	6 076	6 800	12%
<b>Total</b>	<b>6995</b>	<b>7106</b>	<b>6366</b>	<b>6641</b>	<b>5814</b>	<b>6808</b>	<b>17%</b>

7. Table 7 show total spending on consultant contracts awarded at Headquarters and in the field in 2015 and 2016, by duration of contract.

**Table 7: Number of consultant contracts by duration of contract: 2015 and 2016**

	HQ				Field*			
	2015	%	2016	%	2015	%	2016	%
Under 1 month	945	54%	494	39%	933	33%	674	26%
1 to 3 months	440	25%	364	29%	1238	43%	1088	42%
3 to 6 months	274	16%	270	22%	453	16%	576	22%
Over 6 months	93	5%	125	10%	231	8%	256	10%
<b>Total</b>	<b>1,752</b>	<b>100%</b>	<b>1,253</b>	<b>100%</b>	<b>2,855</b>	<b>100%</b>	<b>2,594</b>	<b>100%</b>

\*Excluding contracts awarded by Brasilia office and by Institutes

8. Table 8 shows the number and spending on consultant contracts in 2015 and 2016 in Headquarters, by sector/bureau. Table 8b shows similar data for field offices, by sector/bureau.

**Table 8: Number and spending on consultant contracts by sector/bureau: 2015-2016 (HQ)**

2015				
	Number	%	Amount (\$thousand)	%
ED	249	14%	1,838	19%
SC	279	16%	2,737	28%
SHS	66	4%	0,577	6%
CLT	262	15%	2,043	21%
CI	100	6%	0,735	8%
ERI	274	16%	0,529	5%
AFR	8	0%	0,097	1%
MSS	185	11%	0,137	1%
CENT(1)	329	19%	1,033	11%
<b>Total</b>	<b>1,752</b>	<b>100%</b>	<b>9,726</b>	<b>100%</b>

(1) ODG, HRM, BFM, BSP, CRP, ETH, IOS, KMI, GEN, LA

2016				
	Number	%	Amount (\$thousand)	%
ED	237	19%	1,756	21%
SC	156	12%	1,964	23%
SHS	77	6%	0,646	8%
CLT	227	18%	1,791	21%
CI	99	8%	0,873	10%
ERI	168	13%	0,538	6%
AFR	30	2%	0,146	2%
MSS	69	6%	0,095	1%
CENT(1)	190	15%	0,742	9%
<b>Total</b>	<b>1,253</b>	<b>100%</b>	<b>8,551</b>	<b>100%</b>

(1) ODG, HRM, BFM, BSP, CRP, ETH, IOS, KMI, GEN, FSC, GBS

**Table 8b: Number and spending on consultant contracts by sector/bureau: 2015-2016 (Field\*)**

2015				
	Number	%	Amount (\$thousand)	%
ED	1,513	53%	9,601	55%
SC	317	11%	1,937	11%
SHS	114	4%	0,465	3%
CLT	516	18%	3,04	18%
CI	251	9%	1,416	8%
BFM/FSC	137	5%	0,875	5%
ERI	5	0%	0,014	0%
<b>Total</b>	<b>2,855</b>	<b>100%</b>	<b>17,348</b>	<b>100%</b>

\* Excluding data for Brasilia Office and Institutes

2016				
	Number	%	Amount (\$thousand)	%
ED	1,314	51%	9,631	55%
SC	225	9%	1,682	11%
SHS	107	4%	0,581	3%
CLT	582	22%	3,832	18%
CI	277	11%	1,325	8%
BFM/FSC	89	3%	0,589	5%
<b>Total</b>	<b>2,594</b>	<b>100%</b>	<b>17,640</b>	<b>100%</b>

9. Table 9 shows the number and spending on consultant contracts awarded at Headquarters and the field for 2015 and 2016, by regional group of the individual consultant.

**Table 9: Number of consultants and spending on contracts, by consultant region: 2015 and 2016**

	Number Consultants at HQ				Amounts (\$thousand)			
	2015	%	2016	%	2015	%	2016	%
Group I	529	61%	477	67%	6,268	64%	6,149	72%
Group II	49	6%	31	4%	0,524	5%	0,269	3%
Group III	77	9%	38	5%	0,945	10%	0,469	5%
Group IV	77	9%	48	7%	0,796	8%	0,532	6%
Group V(afr)	72	8%	45	6%	0,533	5%	0,356	4%
Group V(arab)	59	7%	74	10%	0,660	7%	0,776	9%
<b>Total</b>	<b>863</b>	<b>100%</b>	<b>713</b>	<b>100%</b>	<b>9,726</b>	<b>100%</b>	<b>8,551</b>	<b>100%</b>

	Number of consultants in the Field*				Amounts (\$thousand)			
	2015	%	2016	%	2015	%	2016	%
Group I	358	17%	251	13%	4,378	25%	3,773	21%
Group II	89	4%	71	4%	0,233	1%	0,141	1%
Group III	634	30%	499	25%	4,323	25%	3,669	21%
Group IV	311	14%	383	20%	2,879	17%	3,85	22%
Group V(afr)	463	22%	445	23%	3,074	18%	3,043	17%
Group V(arab)	292	14%	309	16%	2,461	14%	3,164	18%
<b>Total</b>	<b>2147</b>	<b>100%</b>	<b>1958</b>	<b>100%</b>	<b>17,348</b>	<b>100%</b>	<b>17,640</b>	<b>100%</b>

\*Excluding contracts awarded by Brasilia office and by Institutes

	Number of consultants at HQ and Field*				Amounts (\$ thousand)			
	2015	%	2016	%	2015	%	2016	%
Group I	887	29%	728	27%	10,646	39%	9,922	38%
Group II	138	5%	102	4%	0,757	3%	0,411	2%
Group III	711	24%	537	20%	5,268	19%	4,137	16%
Group IV	388	13%	431	16%	3,675	14%	4,382	17%
Group V(afr)	535	18%	490	18%	3,607	13%	3,399	13%
Group V(arab)	351	12%	383	14%	3,121	12%	3,94	15%
<b>Total</b>	<b>3,010</b>	<b>100%</b>	<b>2,671</b>		<b>27,074</b>	<b>100%</b>	<b>26,191</b>	<b>100%</b>

\*Excluding contracts awarded by Brasilia office and by Institutes

10. Table 10 shows the percentage of consultant contracts (based on number) issued in 2015 by the regional group of the individual consultant and awarding office (Headquarters and field combined, excluding contracts awarded by Brasilia office and by Institutes).

**Table 10: Nationality of consultants hired in 2015 by regional group of awarding office**

Regional group of Consultant	Regional group in which office is located					
	I	II	III	IV	V(afr)	Total
I	66%	5%	7%	14%	10%	27%
II	6%	91%	0%	1%	0%	4%
III	5%	0%	87%	0%	0%	20%
IV	7%	0%	0%	81%	1%	16%
V(afr)	6%	0%	0%	1%	82%	18%
V(arab)	10%	4%	5%	4%	6%	14%
<b>Total</b>	100%	100%	100%	100%	100%	100%

11. Table 11 shows the number of individual consultants hired in 2015 and 2016 at Headquarters and field, by gender.

**Table 11: Number of consultants hired in 2015 and 2016: by gender**

	HQ		Field*		HQ and Field	
	2015	2016	2015	2016	2015	2016
<b>M</b>	430	363	1,275	1,190	1,705	1,553
<b>%M</b>	50%	51%	59%	61%	75%	58%
<b>F</b>	433	350	872	768	1,305	1,118
<b>%F</b>	50%	49%	41%	39%	43%	42%
<b>Total</b>	<b>863</b>	<b>713</b>	<b>2,147</b>	<b>1,958</b>	<b>3,010</b>	<b>2,671</b>

\*Excluding data for Brasilia office and Institutes

12. Table 12 shows the number and spending on consultant contracts issued at Headquarters and the field in 2015 and 2016 to former UNESCO staff members.

**Table 12: Number and spending on contracts awarded to former staff: 2015 and 2016**

		Number of individual consultants	Retired Staff	%	Spending retired staff (\$thousand)	%
	HQ	863	32	4%	0,125	1%
<b>2015</b>	Field*	2,147	18	1%	0,054	0%
	<b>Total</b>	<b>3,010</b>	<b>50</b>	<b>2%</b>	<b>0,179</b>	<b>0.7%</b>
	HQ	713	20	2.8%	0,055	0.6%
<b>2016</b>	Field	1,958	9	0.5%	0,018	0.1%
	<b>Total</b>	<b>2,671</b>	<b>29</b>	<b>1.1%</b>	<b>0,073</b>	<b>0.3%</b>

\*Excluding data for Brasilia office and Institutes

## Part 2: Other non-staff contracts: Service Contracts and Short-Term Contracts

**Table 13 – Service Contracts**

	Nr of SC holders	Nr of SC Contracts	Spending on SC contracts
HQ	202	590	5,306
<b>% HQ</b>	<b>19%</b>	<b>25%</b>	<b>33%</b>
Field*	878	1,726	13,4
<b>% Field</b>	<b>81%</b>	<b>75%</b>	<b>67%</b>
<b>Total</b>	<b>1,080</b>	<b>2,316</b>	<b>18,706</b>

\*Excluding contracts awarded by Brasilia office and by Institutes.

**Table 14 – Short-Term Contracts**

	Nr of STC holders	Nr of STC Contracts	Spending on STC contracts (\$thousand)
HQ	451	5,970	1,463
	<b>93%</b>	<b>99%</b>	<b>100%</b>
Field (SSA)*	33	35	0,058
	<b>7%</b>	<b>1%</b>	<b>0%</b>
<b>Total</b>	<b>484</b>	<b>6,005</b>	<b>1,463</b>

\*Excluding contracts awarded by Brasilia office and by Institutes.

**Table 15 - Spending on Service Contracts by source of funding in 2016 (\$ thousand)**

Service Contracts					
	RP	%RP	EXB	%EXB	Total
<b>HQ</b>	3,697	70%	1,609	30%	5,306
<b>Field</b>	3,691	28%	9,709	72%	13,4
<b>Total</b>	7,39	39%	11,318	61%	18,707
Short-Term Contracts					
	RP	%RP	EXB	%EXB	Total
<b>HQ</b>	1,011	71%	1,609	29%	5,307
<b>Field (SSA)</b>	0,016	72%	9,709	28%	13,4
<b>Total</b>	1,01	39%	11,318	61%	18,707

Excluding contracts awarded by Brasilia office and by Institutes.

**Table 16 – Spending on Service Contracts by Sector/Bureau**

Excluding contracts awarded by Brasilia office and by Institutes.

Headquarters			Field		
	Amount (\$thousand)	%		Amount (\$thousand)	%
ED	0,941	18%	ED	3,956	30%
SC	0,348	7%	SC	1,4173	11%
SHS	0,427	8%	SHS	0,1743	1%
CLT	1,328	25%	CLT	1,928	14%
CI	0,231	4%	CI	0,7	5%
ERI	0,59	11%	ERI	0,006	0%
AFR	0,043	1%	FSC	3,358	25%
MSS	0,445	8%	BFM	1,86	14%
CENT(1)	0,953	18%			
<b>Total</b>	<b>5,306</b>	<b>100%</b>	<b>Total</b>	<b>13,4</b>	

(1) ODG, HRM, BFM, BSP, CRP, ETH, IOS, KMI, GEN, LA

**Table 16b – Number of Service Contract holders by Sector/Bureau**

Excluding contracts awarded by Brasilia office and by Institutes

Headquarters			Field		
	Nr of SC holders	%		Nr of SC holders	%
ED	43	21%	ED	218	25%
SC	16	8%	SC	72	8%
SHS	13	6%	SHS	15	2%
CLT	47	23%	CLT	111	13%
CI	6	3%	CI	42	5%
ERI	26	13%	ERI	1	0%
AFR	2	1%	FSC	283	32%
MSS	10	5%	BFM	136	15%
CENT(1)	39	19%			
<b>Total</b>	<b>202</b>	<b>100%</b>	<b>Total</b>	<b>878</b>	<b>100%</b>

(1) ODG, HRM, BFM, BSP, CRP, ETH, IOS, KMI, GEN, LA

### Part 3: UNESCO overall workforce estimated in Full Time equivalent

**Table 17 - UNESCO overall workforce in 2016 estimated in Full Time equivalent**

Excluding contracts awarded by Brasilia office and by Institutes.

		HQ	%	Field	%	Total	%
<b>Staff Members (including FT, JPO, PA, Secondments, Temp App)</b>		<b>1070</b>	<b>61%</b>	<b>670</b>	<b>39%</b>	<b>1740</b>	<b>51%</b>
<b>Non Staff</b>	Consultants	220	31%	500	69%	720	21%
	Service contract	150	21%	755	83%	905	27%
	Short-term contract	30	4%	0	0%	30	1%
	SSA	0	0%	15	100%	15	0%
	<b>Total</b>	<b>400</b>	<b>24%</b>	<b>1270</b>	<b>76%</b>	<b>1670</b>	<b>49%</b>
<b>Total</b>		<b>1470</b>	<b>43%</b>	<b>1940</b>	<b>57%</b>	<b>3410</b>	<b>100%</b>

**Table 18- Evolution of UNESCO workforce estimated in Full Time equivalent**

Excluding Brasilia office and the institutes Category 1

#### EVOLUTION OF UNESCO WORKFORCE BETWEEN 2012 - 2016

**Table 1 : HEADQUARTERS**

	2012	2013	2014	2015	2016
Staff Members	1 350	1 240	1 150	1 080	1 070
<i>% Staff Members</i>	86%	81%	80%	74%	73%
Non staff	220	300	280	370	400
<i>% Non-Staff</i>	14%	19%	20%	26%	27%
<b>Total</b>	<b>1 570</b>	<b>1 540</b>	<b>1 430</b>	<b>1 450</b>	<b>1 470</b>

**Table 2 : FIELD**

	2012	2013	2014	2015	2016
Staff Members	665	610	600	680	670
<i>% Staff Members</i>	45%	36%	36%	36%	35%
Non staff	825	1 090	1 090	1 220	1 270
<i>% Non-Staff</i>	55%	64%	64%	64%	65%
<b>Total</b>	<b>1 490</b>	<b>1 700</b>	<b>1 690</b>	<b>1 900</b>	<b>1 940</b>

**Table 3 : HEADQUARTERS AND FIELD**

	2012	2013	2014	2015	2016
Staff Members	2 015	1 850	1 750	1 760	1 740
<i>% Staff Members</i>	66%	57%	56%	53%	51%
Non staff	1 045	1 390	1 370	1 590	1 670
<i>% Non-Staff</i>	34%	43%	44%	47%	49%
<b>Total</b>	<b>3 060</b>	<b>3 240</b>	<b>3 120</b>	<b>3 350</b>	<b>3 410</b>

**ANNEX II****UNESCO BRASILIA OFFICE****Consultant Contracts****Number and amount**

1. Table A shows that 502 consultant contracts were awarded by Brasilia Office in 2016, 32% less than in 2015. Overall spending (calculated in USD) in 2016 was 13% less than in 2015, at \$10.555 million.

**Table A**  
**Number and Amount of Consultant Contracts**  
**Brasilia Office 2010-2016**

	Individual Contracts			
	Number		\$ thousand	
<b>2010</b>	1,165	1,954	28,306	50,003
<b>2011</b>	789		21,697	
<b>2012</b>	803	1,804	22,984	51,929
<b>2013</b>	1,001		28,945	
<b>2014</b>	879	1,616	21,680	33,790
<b>2015</b>	737		12,110	
<b>2016</b>	502		10,555	

2. 476 individual consultants were hired during 2016. Four hundred and seventy (99%) were nationals of countries in Group III, while 54% were female.

**Source of funds**

3. Table B shows that in 2016, 100% of overall spending on consultant contracts was financed from extrabudgetary sources

**Table B**  
**Spending on Consultant Contracts by source of funding**  
**Brasilia Office 2010-2016**

	Amount (\$thousand)					
	RP		ExB		Total	
<b>2010</b>	2,526	2,591	25,780	47,412	28,306	50,003
<b>2011</b>	0,065		21,632		21,697	
<b>2012</b>	0,000	0,055	22,984	51,874	22,984	51,929
<b>2013</b>	0,055		28,890		28,945	
<b>2014</b>	0,004	0,014	21,676	33,774	21,680	33,790
<b>2015</b>	0,012		12,098		12,110	
<b>2016</b>			10,555		10,555	

### Contracts by amount

4. Table C shows that 66% of consultant contracts awarded in 2016 were less than \$25,000 compared to 87% in 2015; 2% of the contracts were for over \$50,000 (1% in 2015).

**Table C**  
**Number of Consultant Contracts by amount**  
**Brasilia Office 2015 and 2016**

Individual Contracts				
Amount (US\$)	2014	%	2015	%
Less than 5,000	75	10%	36	7%
5,000 to 9,999	142	19%	84	17%
10,000 to 24,999	426	58%	209	42%
25,000 to 49,999	89	12%	165	33%
50,000 and over	5	1%	8	2%
<b>Total</b>	<b>737</b>	<b>100%</b>	<b>502</b>	<b>100%</b>

### Duration of contracts

5. Table D shows that 13% of consultant contracts awarded in 2016 were for less than three months, compared with 17% in 2015; 56% were for over six months (61% in 2015).

**Table D**  
**Number of Consultant Contracts by duration**  
**Brasilia Office 2015 and 2016**

Individual Contracts				
	2015	%	2016	%
Less than 1 month	25	3,4%	11	2,2%
1 to 3 months	101	13,7%	54	10,8%
3 to 6 months	162	22%	158	31%
Over 6 months	449	61%	279	56%
<b>Total</b>	<b>737</b>	<b>100,0%</b>	<b>502</b>	<b>100,0%</b>

### Service Contracts

6. Some 77 Service contracts were awarded by the Brasilia Office in 2016 to 56 individual Service contract holders with an overall spending (calculated in USD) in 2016 of \$1.717 million all financed from extrabudgetary sources. Ninety-six percent of individuals hired on Service contracts were nationals of countries in Group III, while 64% were female. The majority of contracts issued were for more than six months.

7. No Special Service Agreements (SSA) were issued by the Brasilia Office.