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Organización
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Организация
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منظمة الأمم المتحدة
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联合国教育、
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**REPORT BY THE DIRECTOR-GENERAL ON THE SITUATION
CONCERNING THE GEOGRAPHICAL DISTRIBUTION AND
GENDER BALANCE OF THE STAFF OF THE SECRETARIAT**

OUTLINE

Source: 34 C/Resolution 82.

Background: In accordance with this resolution the Director-General reports to the General Conference on the situation of the geographical distribution and gender balance of the staff of the Secretariat as at 1 May 2009.

Purpose: To inform the General Conference on trends in the geographical distribution and the gender balance of the staff of the Secretariat as of 1 May 2009. Detailed information is presented in document 35 C/INF.19.

Decision required: Paragraph 63.

INTRODUCTION

1. This document is submitted in pursuance of 34 C/Resolution 82 inviting the Director-General to report to its 35th session on the situation of the geographical distribution and gender balance of staff.
2. The report is divided in two parts:
 - **PART I: THE SITUATION OF THE GEOGRAPHICAL DISTRIBUTION OF STAFF**, which includes statistical information on the geographical distribution of professional staff and directors by regional group, and information on the geographical distribution of staff using a post-weighting approach. Statistical data on the external recruitment to posts in the Secretariat from January 2007 to May 2009, in relation to non- and under-represented Member States, is also included.
 - **PART II: THE SITUATION OF THE GENDER BALANCE OF STAFF**, which presents the situation of the gender balance of the staff of the Secretariat as of 1 May 2009, and a progress report on the implementation of the Secretariat's plan to achieve improved gender balance at senior management levels, which was presented to the Executive Board at its 179th session.
3. Annexes with detailed statistical information are presented in document 35 C/INF.19.

PART I: GEOGRAPHICAL DISTRIBUTION OF THE STAFF

A. CURRENT SITUATION AND OVERALL TRENDS

Situation as at 1 May 2009

4. As at 1 May 2009, the situation of the geographical distribution of the staff is as follows (Annexes I and II in document 35 C/INF.19 provide detailed information):
 - UNESCO has 193 Member States, of which 158 (82%) are represented within the Secretariat. The rate of representation of UNESCO is one of the best amongst the large United Nations specialized agencies (Table 1).

Table 1
Represented Member States in selected United Nations
specialized agencies using geographical quotas (as of May 2009)

United Nations agency	Total number of Member States	Member States represented	% of represented Member States
UNESCO	193	158	82 %
WHO ¹	195	157	81%
FAO ²	191	150	79 %
ILO	183	119	65 %

¹ WHO: data as at 31 December 2008.

² FAO: data as of 1 April 2009.

- As at 1 May 2009, 73 (38%) Member States are normally represented, 29 (15%) are over-represented, 56 (29%) are under-represented, and 35 (18%) are non-represented (Table 2).

Table 2
Situation of the geographical distribution in UNESCO as at 1 May 2009

Status of representation	Number of Member States	% of the total
Normally represented	73	38
Over-represented	29	15
Under-represented	56	29
Total number of Member States represented	158	82
Non-represented	35	18
Total number of Member States	193	100

5. The figure of 158 Member States represented does not include the 10 young professionals recruited in 2009 who will take up their duties in September 2009. Their inclusion would increase the number of represented countries from 158 (82%) to 160 (83%).

Evolution since the last General Conference

6. As shown in Table 3, the trends noted since June 2007 (data presented at the 34th session of the General Conference) show some slight movements in the categories as follows:

- a decrease in the total number of countries represented within the Secretariat (from 161 to 158). Over the same period, one new Member State joined the Organization (Singapore on 8 October 2007), bringing the total number of Member States to 193. With the 10 Young Professionals joining the Secretariat in September 2009, the number of countries represented in the Secretariat would increase to 160;
- a decrease in the number of normally represented countries (from 77 to 73); it should be noted that with the Young Professional intake, in September 2009, 3 countries would move from under-represented to normally represented;
- an increase in the number of over-represented countries (from 25 to 29);
- a decrease in the number of under-represented countries (from 59 to 56);
- an increase in the number of non-represented countries (from 31 to 35).

As described in Paragraph 36, retirements of staff had an impact on the number of countries represented in the Secretariat, and contributed to the increase of non-represented countries.

Table 3
Evolution of the Geographical Distribution since the last General Conference (June 2007)

Level of representation	1 June 2007	1 May 2009	Variation since 1 June 2007
Normally represented	77 (40%)	73 (38%)	- 4
Over-represented	25 (13%)	29 (15%)	+ 4
Under-represented	59 (31%)	56 (29%)	- 3
Total represented	161 (84%)	158 (82%)	- 3
Non-represented	31 (16%)	35 (18%)	+ 4
Total Member States	192 (100%)	193 (100%)	+ 1

7. A significant number of movements took place between categories from June 2007 to May 2009 as follows (Annex III in document 35 C/INF.19 provides detailed information).

Normally represented countries

8. The number of normally represented countries has decreased by four units (from 77 to 73) since 1 June 2007. Movements between categories were as follows:

- 12 countries entered this category: 9 were formerly under-represented, 2 were over-represented (Sri Lanka and Uruguay) and 1 non-represented (Jamaica);
- 16 countries left this category: 10 are now under-represented and 6 over-represented.

Over-represented countries

9. The number of over-represented countries has increased by four units since 1 June 2007. The following movements took place:

- 2 countries formerly over-represented are now normally represented (Sri Lanka and Uruguay) and 1 is now under-represented (Egypt);
- 6 normally represented countries and 1 under-represented country (Colombia) became over-represented during this period.

10. The majority of over-represented Member States (24 over 29, i.e. 83%) are over-represented by not more than four units: 7 by one unit and 17 by two to four units (Annex IV in document 35 C/INF.19 provides additional data).

Under-represented countries

11. The number of under-represented countries has decreased by 3 units since 1 June 2007. Movements concerned the following categories:

- 3 (Bahrain, Cape Verde and Guinea Bissau) non-represented, 10 normally represented and 1 over-represented (Egypt) countries entered this category;
- 17 countries left this category: 1 over-represented (Colombia), 9 are now normally represented and 7 became non-represented.

12. The majority of under-represented Member States (52 of 56, i.e. 93%) falls below the minimum range of normal representation by only one unit.

Non-represented countries

13. The number of non-represented countries has increased by 4 units since 1 June 2007. The following movements took place:

- 3 countries formerly non-represented are now under-represented (Bahrain, Cape Verde and Guinea Bissau) and one is now normally represented (Jamaica);
- 7 under-represented countries became non-represented;
- One new Member State joined the Organization (Singapore on 8 October 2007).

Global trends since 1 May 2000

14. As shown in Table 4, the trends over the last nine years (May 2000-May 2009) show a steady, positive move towards an improvement in the geographical representation:

- 5 new Member States joined UNESCO over this period, bringing the total of Member States to 193: Timor-Leste and United States of America (2003), Brunei Darussalam (2005), Montenegro and Singapore (2007);
- the global representation level of Member States shows an improvement with 14 additional Member States represented in the Secretariat, a total of 158, e.g. 82% of Member States represented within the Secretariat;
- at the same time, the number of non-represented countries has significantly decreased from 44 to 35;
- the number of normally represented countries has increased from 68 to 73;
- over-representation has decreased from 31 to 29;
- the number of under-represented countries has increased from 45 to 56 which is explained by the decrease in the number of non-represented countries.

Table 4
Evolution of the geographical distribution from May 2000 to May 2009

Level of representation	1 May 2000	1 May 2009	Variation since 1 May 2000
Normally represented	68 (36.5%)	73 (38%)	+ 5
Over-represented	31 (16.5%)	29 (15%)	- 2
Under-represented	45 (24%)	56 (29%)	+ 11
Total represented	144 (77%)	158 (82%)	+ 14
Non-represented	44 (23%)	35 (16%)	- 9
Total Member States	188 (100%)	193 (100%)	+ 5

B. GEOGRAPHICAL DISTRIBUTION BY REGIONAL GROUP

15. With the exception of Group III (GRULAC) and Group IV (ASPAC) which are below their minimum quotas, all regional groups are normally represented.

Evolution since the last General Conference

16. As shown in Table 5, Group III is 12 units below its minimum quota. The situation in Group IV has improved as it is now 10 units below its minimum quota.

Table 5
Evolution of the geographical distribution by regional group

Regional groups*	Quotas		1 June 2007	1 May 2009	Variation since 1 May 2007	Status
	Mini	Maxi				
Group I	185	312	291 (39%)	270 (37%)	- 21	Normally represented
Group II	60	115	64 (9%)	65 (9%)	+ 1	Normally represented
Group III	78	145	66 (9%)	66 (9%)	nil	Under-represented
Group IV	155	271	143 (19%)	145 (20%)	+ 2	Under-represented
Group V(a)	97	190	117 (16%)	124(17%)	+ 7	Normally represented
Group V(b)	39	71	58 (8%)	55 (8%)	- 3	Normally represented

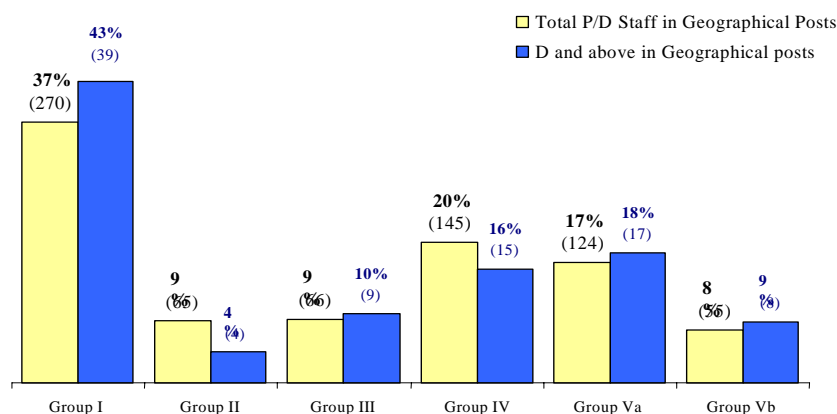
* Electoral groups: Group I; Group II; Group III: GRULAC; Group IV: ASPAC; Group V(a): Africa; Group V(b): Arab States.

Geographical distribution of the regional groups at Director level and above

17. As shown in Table 6 below, Group I has the largest representation at Director level (43%), while Groups II, V(b) and III have the lowest representation (4%, 9% and 10% respectively). The regional groups V(a) and IV have a comparable number of Directors and above (18% and 16% respectively).

18. Group I has a higher representation at Director level (43%), than the total of all Professional and above staff (37%); while Group II and Group IV have a lower representation at Director level (4%-16%) than for all Professional and above staff (9%-20%). The level of representation at Director level of Groups III, V(a) and V(b) (10%, 18%, 9%) is comparable to their level of representation, for all Professional and above staff (9%,17%, 8%).

Table 6
Geographical distribution by regional group of staff at Director level and above compared to the geographical distribution by regional group of P/D staff



Geographical distribution of the regional groups at Headquarters compared to the field³

19. In 32 C/Resolution 71, the General Conference invited the Director-General to work "... to the extent possible, towards an equitable geographical balance in sectors/bureaux and field offices".

20. The distribution of regional groups at Headquarters globally reflects the situation of the overall geographical distribution in the Secretariat, with Group I showing the largest representation (42%), followed by the other groups represented in a range between 7% (Group V(b)) and 18% (Group IV) (Table 7).

21. In field offices, the distribution of regional groups is more balanced, with three regional groups represented between 23% and 28% (Group I, IV and Va) (Table 8). Group I is the largest group in the field but is less predominant than at Headquarters (28% in the field compared to 42% at Headquarters). Group IV and Group V(a) are the second largest groups in the field with 23% and 24%. The comparison of data at Headquarters and field offices shows the following trends (Annex V in document 35 C/INF.19 provides detailed information) (Table 9):

- Groups I and II are more represented in Headquarters than in the field;
- Group V(b) has a similar level of representation both at field and at Headquarters;
- Groups III, IV and V(a) show a higher representation in the field than at Headquarters.

Table 7
Geographical distribution by regional group at Headquarters

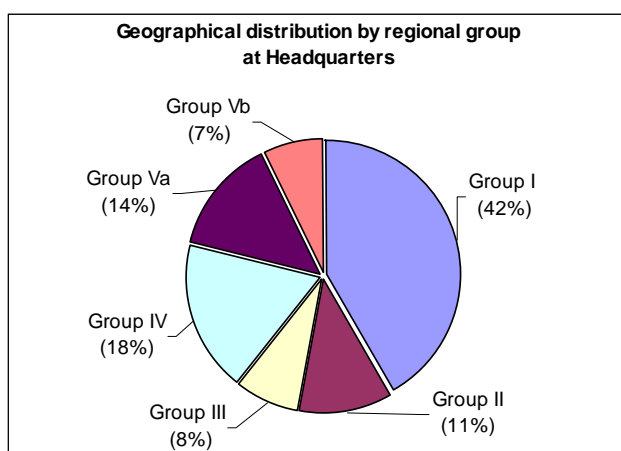
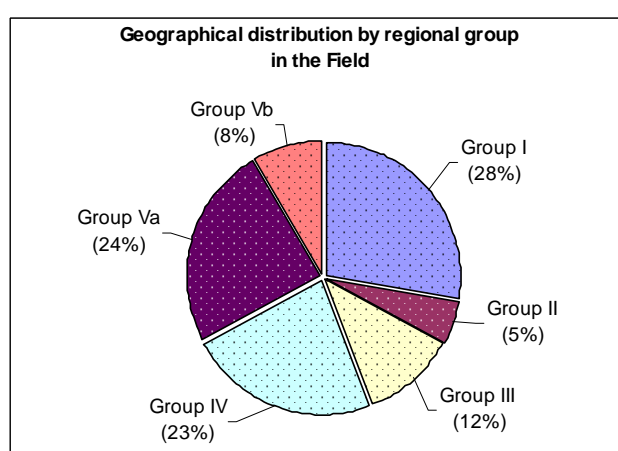


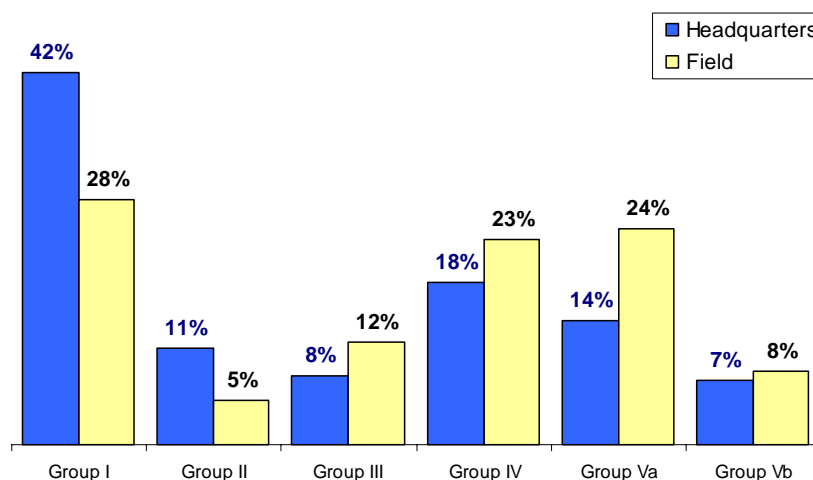
Table 8
Geographical distribution by regional group in the Field



³

This includes all field offices and the two Liaison Offices (New York and Geneva).

Table 9
Geographical distribution by regional group:
Headquarters compared to Field

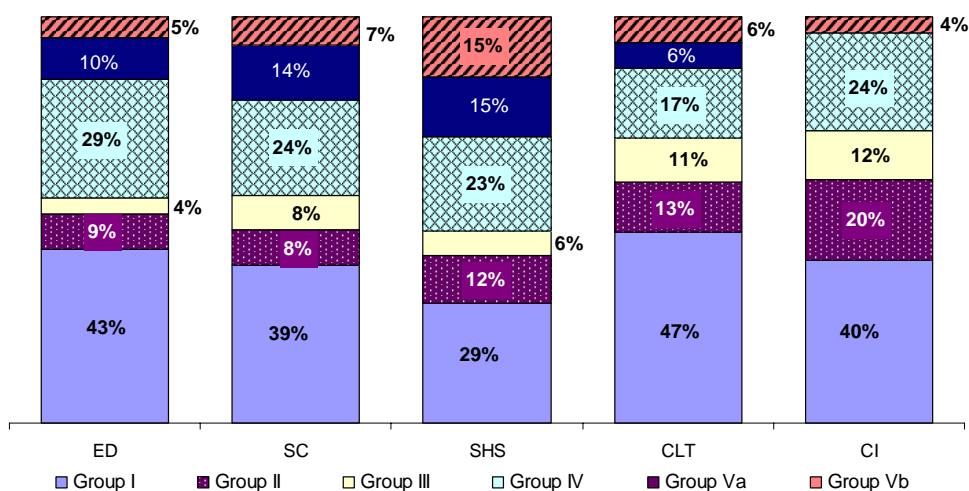


Geographical distribution of the regional groups within programme sectors and Central/Support services at Headquarters

22. As shown in Table 10, the geographical distribution in the programme sectors at Headquarters is as follows (Annex VI(a) in document 35 C/INF.19 provides detailed data):

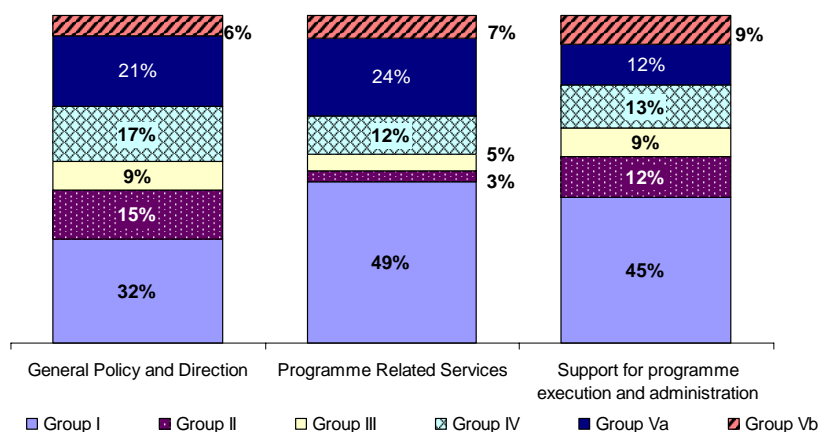
- Group I has the largest representation in the programme sectors; its representation, however, varies from one sector to the other, being more predominant in CLT (47%) than in SHS (29%), for instance;
- Group IV is the second largest regional group in all programme sectors, with a representation between 17% and 29%; its highest representation is in the Education Sector (29%), and it is less represented in CLT (17%);
- the representation of Group II shows some variations from one sector to another, with its lowest rate in SC (8%) and its highest in CI (20%);
- Group III and Group V(a) are represented by 15% or less in all programme sectors;
- except in the CI Sector, where it is not represented, Group V(b) is represented by 15% or less in all the other Programme Sectors.

Table 10
Geographical distribution by regional group in Programme sectors at Headquarters



23. In the Central and Support services,⁴ Group I is also predominant, but with a higher representation in the Programme-Related Services (49%), than in the General Policy and Direction (32%). Group V(a) is the second largest group, represented by 24% in the Programme-Related Services and 21% in the General Policy and Direction. The representation of the other Regional Groups ranges between 3% and 17% across these services. Annex VI(b) in document 35 C/INF.19 provides detailed data.

Table 11
Geographical distribution by regional group in Central and Support services



Geographical distribution of the regional groups within field offices

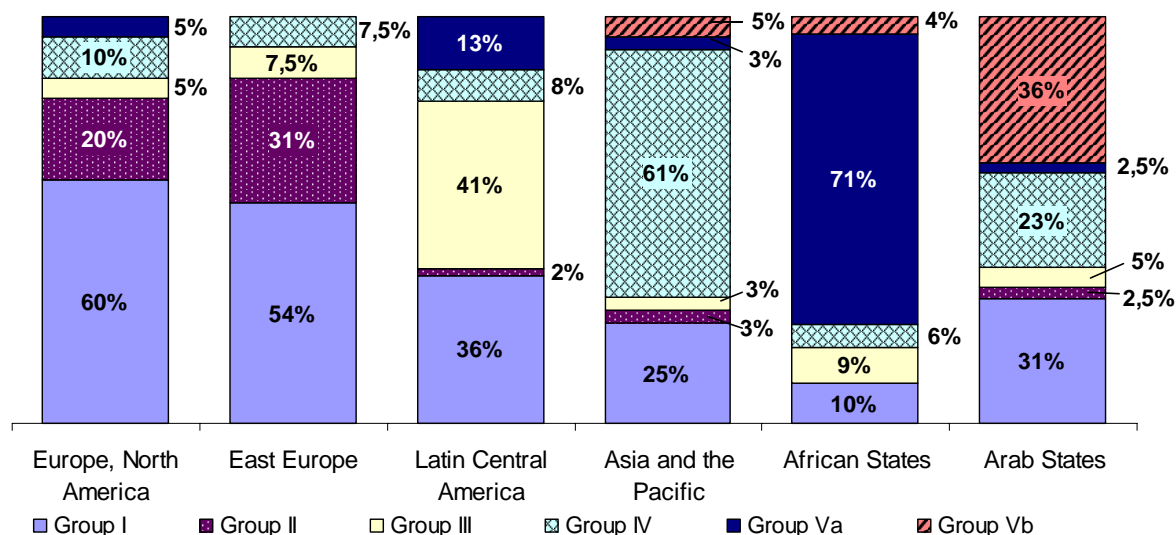
24. As shown in Table 12, regional groups have the largest representation in the field offices located in their own geographical regions, except in East Europe where Group I has the largest representation.

25. In all regions, two Groups are dominant: the regional group corresponding to its own region (from 31% in Eastern Europe and 71% in Africa), followed by Group I. The predominance of regional groups in their own region is highest in Africa, Asia and the Pacific and Europe and North

⁴ In accordance with document 34 C/5, the categories are as follows: General Policy and Direction: GC, EXB, ODG, IOS, LA, Ethics. Programme-Related Services: AFR, FEL, BPI, BSP, BB, FOR. Support for Programme Execution and Administration: BFC at Headquarters, ERC, HRM, BOC, ADM.

America (60% to 71%). It is lower in Eastern Europe (31%), the Arab States (36%) and Central and Latin America (41%).

Table 12
Geographical distribution by regional group in field offices



26. Annex VI(c) in document 35 C/INF.19 provides detailed data on staff members in geographical posts in the field as at 1 May 2009, by nationality and grade. Annex VII in document 35 C/INF.19 contains additional information on the representation of regional groups within field offices, by geographical region.

C. GEOGRAPHICAL DISTRIBUTION USING A POST-WEIGHTING APPROACH

27. In 32 C/Resolution 71, the General Conference requested the Director-General to report on the geographical distribution of the staff in the Secretariat by grade for each Member State, using a post-weighting approach.

28. To implement the post-weighting approach, the base figure of 850 posts was converted into points calculated on the basis of the regular budget posts approved in document 34 C/5 and using the parameters described in document 167 EX/35 as follows: P-1 to P-3 posts are attributed one point each, P-4 to P-5: two points, D-1 to D-2: three points and ADG/DDG posts: four points. As a result, a base figure of 1,433 points has been set. The application of the three factors (65% for the membership, 30% for the contribution and 5% for the population) to the base figure of 1,433 points results in a minimum and a maximum quota also expressed in points.

29. As shown in Table 13, the application of the post-weighting approach to the geographical distribution as at 1 May 2009 results in:

- a considerable reduction in the number of normally represented Member States (from 73 to 41);
- a considerable increase in the number of under-represented countries (from 56 to 82);
- an increase in the number of over-represented countries (from 29 to 35); Annexes VIII and IX in document 35 C/INF.19 provide detailed information.

30. An analysis of the data shows the following trends:

- none of the 26 countries which became under-represented as a result of the application of the post-weighting approach have a representation at Director-level posts;
- the majority of countries which became over-represented have a small geographical quota and have nationals at Director level. This is the case for Mauritius, Mozambique, Sierra Leone, Sri Lanka and Uruguay;
- except 3 countries (Chile, Hungary and Romania), all Member States which were already under- or over-represented under the current formula did not change category by the introduction of a post-weighting system.

Table 13
Geographical distribution on 1 May 2009 using a post-weighting approach

Current formula/ post-weighting formula	Over- represented Member States	Normally represented Member States	Under- represented Member States	Non- represented Member States
UNESCO formula (65% membership, 30% contribution and 5% population)	29	73	56	35
UNESCO formula using the post- weighting approach	35	41	82	35

Evolution of geographical distribution using a post-weighting approach

31. As shown in Table 14, the trends over the past seven years (June 2000-May 2009) show a clear, positive move towards an improvement in the geographical representation using a post-weighting approach:

- the number of normally and under-represented countries has increased (from 38 to 41 and from 62 to 82 respectively);
- the number of over-represented countries has decreased (from 44 in 2000 to 35 in 2009);
- the number of non-represented has significantly decreased (from 44 in 2000 to 35 in 2009).

Table 14
Evolution of geographical distribution using a post-weighting
approach over the past seven years

Status of representation	1 June 2000	1 May 2009	Variation since 1 June 2000
Normally represented	38 (20%)	41 (21%)	+ 3
Over-represented	44 (24%)	35 (18%)	- 9
Under-represented	62 (33%)	82 (43%)	+ 20
Total number of States represented	144 (77%)	158 (82%)	+ 14
Non-represented	44 (23%)	35 (18%)	- 9
Total number of Member States	188 (100%)	193 (100%)	+ 5

Geographical distribution using a post-weighting approach for staff at Director level and above by regional group

32. To implement the post-weighting approach at the Director level, by regional group, the following method was used:

- Points were attributed to each Director and above post, as mentioned above: D-1 to D-2: three points and ADG/DDG: four points. The total number of points obtained (313, rounded off to 300), based on the number of D and above geographical posts of the regular programme approved in document 34 C/5 (91 D-1/D-2, 10 ADG and one DDG), were distributed equally among each regional group to obtain an “ideal number of points” corresponding to a normal representation.
- A “current number of points” is also established for each regional group on the basis of the current situation of occupied posts in each group, as at 1 May 2009.

33. The findings are as follows (Table 15):

- Group I is largely above the “ideal number of points”;
- Group V(a) and Group IV are three points above and four points below the ideal number, respectively;
- Groups II, III and V(b) are far below the “ideal number of points”.

Table 15
Ideal number of points and current situation by regional group

Regional groups	Ideal number of points	Current situation (as at 1 May 2009)	Comparison to the average
Group I	50	121	+ 71
Group II	50	12	- 38
Group III	50	29	- 21
Group IV	50	46	- 4
Group V(a)	50	53	+ 3
Group V(b)	50	26	- 24
Total	300	287	- 13

D. EXTERNAL RECRUITMENT IN RELATION TO GEOGRAPHICAL DISTRIBUTION

34. In 32 C/Resolution 71, in November 2003, the General Conference invited the Director-General to fill a minimum of 50% of the posts open for external recruitment with candidates from non- or under-represented Member States. Over the past three biennia (from January 2004 to May 2009), this target of 50% has been met, with a total of the 91 candidates from under- or non-represented countries appointed to geographical posts, out of a total of 182 appointments (Table 16).

35. From January 2008 to May 2009, 37 external candidates were appointed to geographical posts advertised externally. From these 37 external candidates, 13 were nationals from under-represented countries, representing 35% of the external candidates appointed during this period. These figures do not yet include the Young Professionals intake for 2009, which includes 10 recruits from non- (2) and under-represented (8) countries who will join the Secretariat in

September 2009. Their inclusion would increase the number of external recruits from non- and under-represented countries from 13 to 23 (estimate of 49%).

Table 16
External candidates from under- and non-represented countries appointed to geographical posts

	January 2004 – May 2009	January 2008- May 2009	January 2008- May 2009 (including 10 Young Professionals)*
Number of external candidates appointed to geographical posts	182	37	47*
Number of external candidates from under- and non-represented countries	91 (50%)	13 (35%)	23 (49 %)
- candidates from under-represented countries	76	13	21
- candidates from non-represented countries	15	-	2

* 10 Young Professionals recruited in May 2009 will join the Organization in September 2009, 8 from under-represented countries and 2 from non- represented countries.

E. IMPACT OF RETIREMENTS ON THE GEOGRAPHICAL DISTRIBUTION

36. Since January 2007, 131 staff members in geographical posts have retired. The impact on the geographical distribution has been significant as 14 countries have become under-represented, and 8 non-represented. Three over-represented countries have become normally represented.

37. Over the next five years, 172 staff members in geographical posts will retire, representing 24% of the total number of staff in geographical posts (Table 17). In the Director and above category, 51 staff members out of 92 (55 %) will retire over the same period. As shown in Table 18, a total of 88 staff members due to retire over the next five years are nationals from over-represented Member States, 56 come from normally represented countries and 28 from under-represented countries. Annexes X and XI in document 35 C/INF.19 provide detailed information.

Table 17
Retirement of Professional and above staff members
over the next five years (from May 2009 to May 2014)

	DDG and ADG	D2	D1	P5	P4	P3	P1/P2	Total
Total staff on geographical posts	11	22	59	131	169	198	135	725
Total number of retirements over the next five years	9	14	28	54	34	18	15	172
% Retirements	82%	64%	47%	41%	20%	9%	11%	24%

Table 18

**Professional and above staff members due to retire over the next five years
(from May 2009 to May 2014)
by category of geographical distribution**

	Over-represented	Normally represented	Under-represented	Total
Total number of occupied geographical posts	302	305	118	725
Total number of retirements over the next five years	88	56	28	172
Percentage of retirements for each category	29%	18%	24%	24%

38. The high turnover of the coming years will provide an opportunity to improve further the geographical distribution. Retirements will have an impact in all categories but mostly on over- and under-represented countries. The impact of retirements on the geographical distribution is monitored and integrated into the recruitment strategies. Over the next biennium (until December 2011), due to forthcoming retirements, 9 countries are at risk of becoming under-represented and 8 non-represented. On the other hand, 7 countries would move from over-represented to normally represented.

F. PROGRESS REPORT ON THE IMPLEMENTATION OF MEASURES AIMED AT IMPROVING THE GEOGRAPHICAL DISTRIBUTION OF STAFF

39. The General Conference invited the Director-General to work, as a matter of priority, with Member States to increase the number of qualified candidates from non- or under-represented Member States for posts in the Secretariat. From January 2007 to May 2009, the Secretariat undertook the following initiatives.

40. Recruitment workshops: The Bureau of Human Resources Management participated in several job fairs in 2008 and 2009, with other United Nations agencies. These events have allowed interested candidates to explore the employment opportunities with UNESCO, to gain information on the Organization's mandate and activities and on the recruitment process. UNESCO participated in the following job/career events:

- A recruitment forum was organized by the Chinese National Commission in March 2008. The Director of the Bureau of Human Resources Management made a series of presentations to potential candidates in three universities in Beijing and Xian. Meetings took place also with the Chinese National Commission and government officials to identify potentially qualified candidates for future vacancies. This mission resulted in an increase in the number of candidates applying for posts to UNESCO.
- The International Organizations Day was organized by Columbia University, New York in November 2008, with the participation of some United Nations agencies. Other universities were invited: Harvard University, University of Pennsylvania, Princeton University, Rutgers, The State University of New Jersey, New York University, Massachusetts Institute of Technology, Cornell University, and Yale. This event consisted of a day of individual institutional presentation for each organization and informal career-fair exchange opportunities. An increase in the number of candidates applying for posts in UNESCO was noted after the mission.

- A job expo was set up in Seoul, organized by the Ministry of Foreign Affairs and Trade of Korea in April 2009, to which the Director of HRM took part with other United Nations agencies.
- Career days in Barcelona (June 2008), Lausanne (March 2009) and Paris (Assas and IEP-Paris, May and June 2009).

41. Some proactive measures were undertaken during 2008-2009 by the Bureau of Human Resource Management in order to improve geographical representation in the Secretariat, in particular Regional Groups III and IV. The Director of the Bureau of Human Resources Management met the National Commissions of GRULAC seeking their suggestions on how to improve geographical distribution in their countries and agree on joint activities. Four pilot GRULAC non-represented countries were chosen to work on a one-to-one basis with HRM with a view to developing specific strategies to improve their representation in UNESCO – Paraguay, St Vincent and the Grenadines, Venezuela and the Dominican Republic.

42. The Secretariat continues to implement other specific proactive measures such as the inclusion of at least one candidate from non- or under-represented countries in the shortlist for appointment to Professional posts.

Young Professionals Programme

43. The Young Professionals Programme remains an important mechanism for the improvement of the geographical distribution of staff. For the 2009 intake, the Director-General has appointed 10 new Young Professionals who will take up their duties in September 2009. Two are from non-represented countries and 8 are from under-represented countries.

44. From these 10 Young Professionals, six will be assigned to programme sectors as follows: two in the Education Sector, one in the Sciences, Social Sciences, Culture and Communication Sectors respectively. Four of these Young Professionals will be assigned to the following Programme Support/Central Services: ERC, IOS, BOC and HRM.

PART II: GENDER BALANCE OF STAFF

45. The second part of the document presents the situation of the gender balance of the staff as at 1 May 2009, the evolution since June 2000, information on the gender breakdown by grade and the evolution of gender balance at Director level since May 2008.

Gender balance of the staff as of 1 May 2009

46. As of 1 May 2009, the Gender Balance of the International Professional staff is as follows (Table 19):

- overall, women represent 48% of the Professional staff (P/D) in the Secretariat;
- parity has been achieved at P-1 to P-5 levels with 51% of women. UNESCO has the highest women's representation (together with UNFPA) at Professional level amongst the large United Nations agencies;⁵
- a significant imbalance remains at senior management levels (D and above), with 23% of Directors being women.

⁵ CEB statistics as at 31 December 2008.

Table 19
Situation of the gender balance as at 1 May 2009*

Gender / Grade	F	% F	M	% M	Total
D+	24	23%	81	77%	105
P	415	51%	393	49%	808
TOTAL	439	48%	474	52%	913

* Staff with fixed-term and indeterminate contracts on posts funded by regular budget and extrabudgetary funds.

Global trends since June 2000

47. As shown in Table 20, except at Senior Management levels, UNESCO has achieved a noticeable improvement in the situation of gender balance since June 2000:

- the proportion of women – globally – in the Secretariat has increased significantly since 2000 (from 42% to 48%);
- the proportion of women at Professional level (P) has also increased significantly (from 46% to 51%);
- the number of women at senior management levels (D and above) has slightly increased since 2000 (from 22% to 23%); however, over the same period, the number of Director-level staff has decreased by more than one third (-53 since June 2000), with the number of Director men/women reducing in similar proportions.

Table 20
Evolution of the gender balance from 1 June 2000 and 1 May 2009*

Gender/ Grade	June 2000					May 2009					Difference %F
	F	% F	M	%M	Total	F	% F	M	%M	Total	
D+	34	22 %	124	78 %	158	24	23 %	81	77 %	105	+ 1 %
P	400	46 %	464	54 %	864	415	51 %	393	49 %	808	+ 4 %
TOTAL	434	42 %	588	58 %	1022	439	48 %	474	52 %	913	+ 6 %

* Staff with fixed-term and indeterminate contracts on posts funded by regular budget and extrabudgetary funds.

Gender balance by grade

48. The gender breakdown by grade shows the following trends (Table 21):

- women are more represented than men at P-1/P-2 and P-3 levels with 65% and 56% respectively.
- at P-4 and P-5 levels, women represent 41% of the staff of the Secretariat (42% and 39% respectively). This number is expected to increase progressively with the career development of the junior staff (P-1 to P-3).

Table 21
Gender balance by grade as of 1 May 2009*

	Grade	F	%F	M	%M	Total
D +	DDG	0	0%	1	100%	1
	ADG	1	10%	9	90%	10
	D2	8	29%	20	71%	28
	D1	15	23%	51	77%	66
Total D and above		24	23%	81	77%	105
P	P5	61	39%	96	61%	157
	P4	87	42%	121	58%	208
	P3	135	56%	106	44%	241
	P1/P2	132	65%	70	35%	202
Total P and above		415	51%	393	49%	808
TOTAL		439	48%	474	52%	913

* Staff with fixed-term and indeterminate contracts on posts funded by regular budget and extrabudgetary funds.

The Gender Action Plan

49. As requested by the General Conference in Resolution 34 C/82, the Director-General has adopted, in May 2008, a Gender Action Plan for achieving 50% representation of women at senior management levels (D-1 and above) by 2015. This Action Plan, which was submitted to the Executive Board at its 179th session (179 EX/5 VI), is built around three axes: Recruitment, Training and Mentoring, and Work-Life balance. The objective of gender parity is to be achieved within the framework of Article IV of UNESCO's Constitution which prescribes that the paramount consideration in staff appointments is to secure the highest standards of integrity, efficiency and technical competence; subject to this paramount consideration, appointments shall be on as wide a geographical basis as possible.

50. A detailed progress report of measures implemented and results achieved from May 2008 to May 2009 are set out in Annex I. These measures relate to recruitment, training and development, work-life balance, exit questionnaire, network information and gender parity in panels. More action needs to be undertaken, however, to effectively raise the hiring ratios and meet the recruitment targets for P-5 and D posts.

Recruitment targets

51. The Plan provided that, to attain gender parity at the Director level by 2015, three Director posts out of five should be filled by women, i.e. women should represent 60% of the appointments to Director posts. Also, the pool of P-5 women should be increased and 50% of the P-5 posts should be filled by women.

52. Recruitment targets were set in the Action Plan, for each biennium until 2015 taking into consideration the number of vacancies at D level resulting from retirements between 2009 and 2015 (Table 22).

Table 22
Gender targets at D level by biennium

	Dec. 2009	Dec. 2011	Dec. 2013	Dec. 2015
F	30%	37%	44%	50%
M	70%	63%	56%	50%

53. From May 2008 until May 2009, 8 out of the 22 appointments/promotions to D posts were women. Women therefore represented 36% of the appointments to Director posts, below the 60% recruitment target. The 22 appointments to the Director category included 5 external recruitments (2 women), 13 internal appointments (4 women), 2 promotions by reclassification (2 women) and 2 merit-based promotions (2 men).

54. From May 2008 until May 2009, 8 out of the 23 appointments/promotions to P-5 posts were women, i.e. 35%, below the 50% recruitment target. These included 10 external recruitments (4 women), 3 internal appointments (1 woman), 5 promotions by reclassification (2 women) and 5 merit-based promotions (1 woman).

Evolution of the gender representation at senior management level since May 2008

55. Since May 2008, the number of women at Director level and above has remained at 23%. The representation of women at P-5 level has also remained stable at 39% (Table 23). These results are explained by the hiring ratios of women for P-5 and Director posts which remain insufficient to increase the percentage of women at these levels.

56. The gender targets of 30% by end 2009 (Table 22) may, however, still be attained, if 60% of the recruitments at D level are women. It should also be noted that recruitment measures should be implemented “without detriment to the principle of geographical distribution of staff” (34 C/Resolution 82.4). The challenge therefore is to search for and attract senior women staff from non- or under-represented Member States, so as to meet the two objectives of geographical distribution and gender balance.

Table 23
Situation of the gender balance at P-5 and D level
from May 2008 (start of the Gender Action Plan) to May 2009*

Gender/ Grade	May 2008					May 2009					Difference %F
	F	% F	M	%M	Total	F	% F	M	%M	Total	
D+	23	23 %	77	77 %	100	24	23 %	81	77 %	105	NIL
P – 5	67	39 %	106	61 %	173	61	39 %	96	61%	157	NIL

* Staff with fixed-term and indeterminate contracts on posts funded by Regular Budget and extrabudgetary funds.

57. Table 24 shows that women candidates to Director posts represent less than 30% of the total number of candidates.

Table 24
Number of candidates to P-5/D posts since January 2008

		F	%F	M	%M	Total
D posts	ADG	34	24%	110	76%	144
	D2	233	24%	720	76%	953
	D1	679	30%	1596	70%	2275
	Total	946	28%	2426	72%	3372
P-5 posts		1131	29%	2830	71%	3961

CONCLUSION

58. The paramount consideration in staff appointments is to secure the highest standards of integrity, efficiency and technical competence, as prescribed by Article IV of UNESCO's Constitution. Subject to this paramount consideration, appointments shall be on as wide a geographical basis as possible. The improvement of gender balance is to be achieved within the framework of Article IV of UNESCO's Constitution and without detriment to the principle of geographical distribution of staff.

59. In terms of geographical representation, the trends since May 2000 show a clear, positive move towards a balanced geographical distribution of staff. Five Member States have joined UNESCO, bringing the total number of Member States to 193. Fourteen additional Member States are now represented in the Secretariat, bringing it to a total of 82% of Member States represented. UNESCO ranks the highest amongst comparable United Nations specialized agencies. Moreover, the number of normally represented countries has continued to increase, while the level of over-representation has moderately decreased, which confirms the overall positive trends. UNESCO has also succeeded in achieving the target set by the General Conference of 50% hires from non- and under-represented countries on geographical posts since January 2004 to May 2009.

60. A balanced geographical distribution will take time to achieve. In the short and medium term, renewed attention and efforts will be required to secure a continuous improvement of the geographical representation in the Secretariat and to address, in particular, the likely impact of retirements on the number of represented countries in the Secretariat. With the measures that the Secretariat has put in place, and with the continued mobilization of all key partners (Member States, National Commissions), the Secretariat is confident that the situation will continue to improve steadily towards an equitable geographical balance.

61. As of May 2009, gender balance has been achieved in the Secretariat (48% are women) and gender parity (51%) in the Professional category (P-1 to P-5). UNESCO is one of the highest-ranking agencies in this respect. There remains, however, an imbalance at the D and above levels where women represent 23%.

62. UNESCO will have a turnover of approximately 20% of its staff due to retirement over the next five years, and 56% of its Director staff and above. This will provide a major opportunity for improving the gender balance, in particular at senior levels. Moreover, the career advancement of junior women staff (who represent 60% of the P-1 to P-3 staff) will progressively result in an increase in women filling posts at senior management level. The Secretariat will continue and step up its efforts to ensure that more women are recruited at all levels of the Organization, particularly to senior managerial posts, in order to achieve parity at the senior levels by 2015.

Draft resolution

63. The General Conference may wish, in the light of the considerations set out in this document, to adopt a resolution along the following lines:

The General Conference,

Recalling 34 C/Resolution 82 and 177 EX/Decision 50,

Having examined documents 35 C/35 and 35 C/INF.19,

1. Recalling that the highest standards of integrity, efficiency and technical competence remain the paramount criteria for recruitment,
2. Takes note of the information provided by the Director-General regarding the situation of the geographical distribution and the gender balance of the staff as at 1 May 2009;
3. Welcomes the overall positive trends in the geographical representation and gender balance of the staff of the Secretariat since June 2000;
4. Further takes note of the implementation of specific measures aimed at improving geographical distribution, in particular for non- and under-represented Member States;
5. Notes the implementation of specific measures aimed at improving gender balance at senior management levels in the Secretariat;
6. Invites the Director General to provide to the Executive Board at its 185th session an information note on the situation of the geographical distribution and a progress report on the achievement of gender balance at senior levels, and to submit to the Executive Board a full report at its 187th session;
7. Invites the Director-General to submit to it at its 36th session a report on the situation of the geographical distribution and gender balance of the staff of the Secretariat.

ANNEX

GENDER ACTION PLAN⁶

1. <u>RECRUITMENT</u>		
Expected Results	Measures to implement the strategy	Results achieved (May 2009)
A 50% rate is achieved at Director level by 2015	Assessment of the situation	
	<ul style="list-style-type: none"> ▪ Assess situation in each Sector/Bureau based on data/profiles ▪ Set objectives with each Sector/Bureau based on expected vacancy rate 	Recruitment objectives for the period 2008-2015 have been established with the following Sectors/Bureaux: ED, CLT, CI, SC, SHS, ERC and BFC. The Sector's/Bureau's performance against objectives are being monitored by HRM on a quarterly basis.
	<ul style="list-style-type: none"> ▪ Set up monitoring and reporting mechanisms 	Since June 2008 HRM has been preparing a monthly report of the gender parity situation, including: Staff gender breakdown by grade, evolution of the number of women by category, percentage of women by category. It also reports monthly on progress against recruitment objectives for Director and P-5 levels.
	Increase the number of women candidates	
	Measure 1 <ul style="list-style-type: none"> ▪ Establish list of women's professional associations ▪ Validate lists of associations and networks with Sectors/Bureaux ▪ Contact relevant women's professional associations/networks ▪ Advertise Director and above posts through networks 	<p>Lists of professional associations and networks have been established and validated by the programme sectors.</p> <p>HRM has contacted professional associations in order to get their support to publish vacancy notices for senior posts on their respective websites.</p> <p>.</p>
	Measure 2 <ul style="list-style-type: none"> ▪ Modify the statement in vacancy notices encouraging qualified women to apply for advertised posts. 	The statement in UNESCO external vacancy notices was modified to read as follows: <i>"UNESCO is committed to gender equality in its programming and to gender parity within the Secretariat. Therefore, women candidates are strongly encouraged to apply, as well as nationals from non- and under-represented Member States"</i> .
	Measure 3 <ul style="list-style-type: none"> • Increase the number of female P-5 staff by applying a hiring ratio of 1 to 1 appointments. 	<p>Sectors/Bureaux have been instructed that to achieve gender parity by 2015 at P-5 level in the Organization, one out of every two P-5 posts will need to be filled by a woman. Objectives have been set in line with different sectors' staffing situations.</p> <p>Since May 2008, 8 appointments/promotions to P-5 posts out of 23 were women, representing a hiring ratio of 35%, below the target of 50%. HRM monitors progress against targets on a regular basis.</p>
	Increasing the number of women selected for Director posts	
	Measure 4 <ul style="list-style-type: none"> ▪ Apply a hiring ratio of 3 women: 2 men for Director posts 	<p>Sectors/Bureaux have been instructed that to achieve gender parity at D-1 and above levels in the Organization by 2015, three out of 5 posts need to be filled by a woman. Objectives have been set in line with different sectors' staffing situations.</p> <p>Since May 2008, out of 22 appointments/promotions to Director posts, 8 were women, representing a ratio of 36% below the 60% target. HRM monitors progress against targets on a regular basis.</p>

6

The Gender Action Plan was presented at the 179th session of the Executive Board (April 2008). The full text is available in 179 EX/5 Part I (VI).

	<p>Measure 5</p> <ul style="list-style-type: none"> Achieve gender-balanced selection panels (for P-5, Directors and above posts) 	HRM has instructed recruiting managers that evaluation panels for P-5 posts and Director and above posts have to be gender-balanced. Gender parity has been consistently achieved in these panels since the HRM representative participating in all evaluation panels for senior posts has been monitoring this.
	<p>Measure 6</p> <ul style="list-style-type: none"> Implement requirement that shortlists for Director and above posts include at least two qualified women candidates 	Sectors/Bureaux have been instructed to include at least two qualified women candidates on shortlists for Director and above posts. This is being monitored by HRM on a regular basis.
2. TRAINING AND MENTORING		
Expected Results	Measures to implement the strategy	Results achieved (May 2009)
Women's career development enhanced through dedicated learning initiatives	<p>Measure 7</p> <ul style="list-style-type: none"> Develop and implement a Management Programme for P-4/P-5 women staff, including a coaching programme 	<p>A survey was carried out in December 2008 to identify the learning needs of all P-3 to P-5 women, with a view to better designing relevant training.</p> <p>The survey results are being used to develop the training programme. The programme, which aims at enhancing managerial and leadership skills of P-4/P-5 women staff, will consist of 13 modules. Most of the modules will have skills assessment tools. Each participant will develop an action plan and will receive coaching for one year after the training. A five-day pilot programme will be held in November 2009, with a group of women at P-4/P-5 level selected from a cross-section of sectors/bureaux and field offices.</p>
	<p>Measure 8</p> <ul style="list-style-type: none"> Support the setting up of informal networks of senior women staff; Setting up of horizontal (mutual support) and vertical (mentoring) networks 	Informal network of senior women staff will be developed following the training programme.
	Mainstreaming gender issues in training	
	<p>Measure 9</p> <p>Raise gender awareness in induction training courses; Inclusion of gender in institutional training module.</p>	The Institutional training has been revised and the element of gender has been introduced.
	<p>Measure 10</p> <p>Include gender awareness in the LCMP (Leadership and Change Management Programme)</p>	Gender awareness will be taken into account in the elaboration of the new Leadership Programme (due for end 2009).
	3. RETENTION AND WORK-LIFE BALANCE	
Expected Results	Measures to implement the strategy	Results achieved (May 2009)
Work/life balance measures in place to facilitate professional growth and development	<p>Measure 11</p> <ul style="list-style-type: none"> Support United Nations-wide initiatives on <u>spouse employment</u>, by participating in the LESA (Local Employment Spouse Association) France, set up by OECD/ESA; Create LESA France website; and Contribute financially to the spouse employment programmes including those in the field. 	<p>HRM is currently working with OECD/ESA to establish a LESA in Paris.</p> <p>The LESA website content has been created and is operational.</p> <p>UNESCO has contributed to the spouse employment programmes on a cost-sharing basis.</p>

	<p>Measure 12</p> <p>Conduct exit interviews with P-5 and above women staff who leave UNESCO</p>	<p>An exit interview questionnaire was developed and will be implemented for all staff leaving the Organization (other than retirement) as of July 2009.</p>
4. <u>OTHER MEASURES</u>		
Expected Results	Measures to implement the strategy	Results achieved (May 2009)
Gender balance in joint staff management committees with personnel matters	<p>Measure 13</p> <ul style="list-style-type: none"> ▪ Ensure gender parity in the members designated by the Director-General for committees dealing with personnel matters (such as ACPP, PABs). 	<p>HRM has reviewed the composition of committees dealing with personnel matters and since June 2008, gender balance has been ensured in membership of such committees.</p>