WIPO Coordination Committee

Seventy-First (46th Ordinary) Session
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GEOGRAPHICAL DISTRIBUTION IN WIPO

Information document prepared by the Secretariat

A. **Statutory Basis and Imperatives**

1. WIPO Convention

Article 9(7): "[…] The paramount consideration in the employment of the staff and in the determination of the conditions of service shall be the necessity of securing the highest standards of efficiency, competence, and integrity. Due regard shall be paid to the importance of recruiting the staff *on as wide a geographical basis as possible.*" (Italics supplied)

2. WIPO Staff Regulations and Rules

Regulation 4.1

General Principles

The paramount consideration in the recruitment and appointment of staff members shall be the need to secure the highest standards of efficiency, competence and integrity. Recruitment and appointment of staff members shall be made without distinction as to race, ethnicity, gender, sexual orientation, disability, religion, age, political affiliation, or social status.

Regulation 4.2

Geographical Distribution and Gender Balance

(a) Due regard shall be paid to the importance of recruiting staff members on *as wide a geographical basis as possible*, recognizing also the need to take into account considerations of gender balance.

(b) Recruitment on as wide a geographical basis as possible, in accordance with the requirements of

paragraph (a) above, shall not apply to staff members appointed to "language" positions (namely positions of translators, interpreters, editors and revisers) or to staff members appointed to positions in the General Service and National Professional Officer categories.
(Italics supplied)

B. Principles on Geographical Distribution agreed by WIPO Member States (1975)

In light of Article 9(7) of the WIPO Convention and the relevant provision of the Staff Regulations and Rules (SRR) at that time (which is the same in material respects as the present text of Staff Regulation 4.2 quoted above), the Member States approved in 1975 a long-term plan for filling vacancies in posts subject to geographical distribution based on the following principles (taken from document WO/CC/IX/2):

"(i)   One-quarter of the posts should be equally divided among the seven regions, namely, Africa, Latin America and the Caribbean, North America, Asia and the Pacific, Eastern Europe[1], Western Europe and the Middle East. […] This nomenclature and distribution is in conformity with the geographical grouping established by the General Assembly of the United Nations for purposes of geographical distribution […].

"(ii)   Three-quarters of the posts should be divided among the seven regions in the same proportion as that in which the total amount of the contributions payable by the States of a given region stands to the total amount of all the contributions payable by all the member States.

"(iii)   The desirable number of posts ('quota') for each region should be in terms of a range expressed by two numbers, the lower being 10% below, and the higher 10% above, the number of posts which would result from the application of (i) and (ii) above, provided that the range should in no case encompass less than three figures.

"(iv)   The number of posts constituting the quota of each region should be filled by nationals of States belonging to that region, provided that, where there are substantial social and/or economic differences among the States of that region, the filling of the said posts should be effected with due regard to the need to reflect equitably the main social and/or economic position of such States."

C. Current State in WIPO *vis-à-vis* the 1975 Principles on Geographical Distribution

Posts covered: As of June 2015, leaving aside the post of Director General[2], there are a total of 411 posts which are subject to geographical distribution, representing 39.1 per cent of all WIPO staff. Consistent with Staff Regulation 42(b), the count of 411 includes all regular-funded posts *with the exception of* (i) language – 102 posts, (ii) General Service – 521 posts, and (iii) National Professional Officer posts – 0 post. Also excluded are the 16 extra budgetary posts (Reserve funds and Funds-in-Trust) and the post of the Director General.[3]

According to the Joint Inspection Unit (JIU), most organizations only consider professional-level posts in the regular budget, excluding linguistic posts, as subject to geographical distribution and; the proportion of these posts to the overall number of posts varies. For example, in the International Atomic Energy Agency (IAEA), it is 50.7 per cent, in the United Nations Industrial Development Organization (UNIDO), 43.72 per cent and in the International Civil Aviation

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[1]   This group is now called Eastern and Central Europe and Central Asia.
[2]   This is in accordance with paragraph 15 of WO/CC/IX/2.
[3]   All these figures account for a total of 1,051 staff posts as of June 2015.

Organization (ICAO), 39.2 percent. On the other hand, in the United Nations (UN), it is only 11.28 per cent since more than half of its posts are extrabudgetary. [4] In the Office for the Coordination of Humanitarian Affairs (OCHA) and the International Labour Organization (ILO), the proportion is also very low at 2.9 and 1.64 per cent, respectively. (Paras. 55 and 56 of JIU/NOTE/2012/3, which is further presented in Part G below.)

Applying the 1975 Principles specified in Part B above, the geographical distribution of the 411 posts should be, to the extent possible, as follows:

(i)   One-fourth or 102.75 posts should be equally distributed among the seven regions, resulting in 14.68 posts for each region:

Geographic Regions	Distribution of one-quarter of posts
Africa	14.68
Asia & the Pacific	14.68
Eastern and Central Europe & Central Asia	14.68
Latin America & the Caribbean	14.68
Middle East	14.68
North America	14.68
Western Europe	14.68
TOTAL	102.76

(ii)   The remaining three-quarters or 308.25 posts are then divided based on the total payable contributions from Member States in each region in proportion to the total payable contributions, as follows:

Geographic Regions	Percentage of contributions	Distribution of three-quarters of posts
Africa	2.75	8.47
Asia & the Pacific	16.71	51.51
Eastern and Central Europe & Central Asia	8.55	26.35
Latin America & the Caribbean	3.83	11.81
Middle East	2.04	6.29
North America	9.19	28.33
Western Europe	56.93	175.48
TOTAL	100.00	308.24

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[4]   In 2011, out of a total of 43,747 UN staff members, more than half are in field operations (23,491) which are extra-budgetary. Only 36 per cent or 15,745 posts are located in departments/offices mainly in the UN Headquarters in New York, Geneva, Vienna and Nairobi. The rest of the posts are located in Regional commissions (2,695) or Tribunals (1,816). See "Human Resources Management fact sheet at: http://www.un.org/en/hq/dm/pdfs/ohrm/HR%20Factsheet.pdf, accessed on September 16, 2015.

(iii)   The desirable range of distribution which results from adding (i) and (ii) above with the minimum range being 10 per cent below the sum and the maximum range being 10 per cent above the sum, is as follows:

Geographic Regions	Distribution of one-quarter of posts	Distribution of three-quarters of posts	Desirable Range
Africa	14.68	8.47	21-25
Asia & the Pacific	14.68	51.51	60-73
Eastern and Central Europe & Central Asia	14.68	26.35	37-45
Latin America & the Caribbean	14.68	11.81	24-29
Middle East	14.68	6.29	19-23
North America	14.68	28.33	39-47
Western Europe	14.68	175.48	171-209
TOTAL	102.76	308.24	(411)

(iv)   Substantial social and/or economic differences among States within the region should be reflected equitably in the distribution of the "quota" of posts within that region.

The application of criterion (iv) of the 1975 Principles can only be seen at the country-level per region. The actual number of posts subject to geographical distribution per Member State for each region, as of June 2015, is shown in Annex I. The represented and unrepresented countries in each region are also identified in Annex I. However, a determination on whether criterion (iv) is met in the geographic distribution of posts within each region requires an analysis of the social and economic position of the Members States in each region relative to each other, which is beyond the scope of the present document.

D.   Summary of Current Geographical Distribution of Posts per Region

The actual distribution of posts subject to geographical distribution per region compared to the desirable range per region is as follows:

Geographic Regions	Desirable Range	Actual no. of posts (June 2015)
Africa	21-25	48 ↗
Asia & the Pacific	60-73	68 ⇔
Eastern and Central Europe & Central Asia	37-45	30 ↘
Latin America & the Caribbean	24-29	35 ↗
Middle East	19-23	4 ↘
North America	39-47	38 ↘
Western Europe	171-209	188 ⇔
TOTAL	(411)	411

As shown on the table directly above -
- *two regions are **within** their desirable range of posts: Asia and the Pacific and Western Europe;*
- *two regions are **over** their desirable range of posts: Africa, by 23 posts, and Latin America and the Caribbean, by six posts; and*
- *three regions are **under** their desirable range of posts: the Middle East by 15 posts, Eastern and Central Europe and Central Asia by 7 posts, and North America by one post.*

In summary, the data on the table directly above show that the current distribution of posts among the seven regions, if benchmarked against the 1975 Principles, is consistent with those Principles for two regions, with two regions being over-represented to different degrees and three regions under their desirable range of posts also to different degrees (one by one post only).

(Member States may wish to refer to Annex II of the Annual Report of Human Resources submitted to the WIPO Coordination Committee for consideration during its annual meeting in October at: http://www.wipo.int/edocs/mdocs/govbody/en/wo_cc_71/wo_cc_71_2_rev.pdf. Annex II shows in graph form the effect of the application of the 1975 Principles on the geographical distribution of posts per region.)

E.   Remarks on the 1975 Principles

As regards the desirable number of posts or "quotas"

The JIU's findings on geographical distribution show that generally, small organizations do not apply a quota system *due to the limited number of posts*. Rather, they have a geographical distribution system which (merely) takes into account geographical balance. (Para. 53 of JIU/NOTE/2012/3, which is further presented in Part G below.) The organizations cited by JIU are the International Maritime Organization (IMO), the International Telecommunication Union (ITU), the Joint United Nations Programme on HIV/Acquired Immune Deficiency Syndrome (UNAIDS), the United Nations Population Fund (UNFPA), the United Nations World Tourism Organization (UNWTO) and the Universal Postal Union (UPU)[5], some of which are comparable in size with WIPO (i.e., ITU and UNFPA). A system which takes geographical balance "into account" would be consistent with the provisions of the WIPO Convention and the WIPO Staff Regulations and Rules.

As regards contributions

In WIPO where the total Member States' contributions represents less than five per cent of the budget and where Member States enjoy parity in voting rights, using contributions as a (dominant) benchmark may be questionable.

As regards the geographical grouping

It should be noted that while the seven regions identified in the first criterion of the 1975 Principles were supposedly based on the geographical grouping established by the UN General Assembly for purposes of geographical distribution (at that time), according to the JIU, the UN has been measuring the geographical distribution of its staff on the basis of desirable ranges for *each* Member State (and not per geographical region) since 1948.[6] Whatever may be the relevant date as to when the system of desirable ranges was applied by the UN on a per-Member-State basis rather than on a per-region basis, in 2009 the UN General Assembly emphasized that "the system of geographical ranges was designed to apply to countries rather than to regions or groups".[7] In other words, the "source" for one of the key elements in the

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[5]   The total number of staff in these organizations in 2013 according to the statistics of the UN System Chief Executives Board for Coordination are as follows: International Maritime Organization (IMO) – 267, International Telecommunication Union (ITU) – 752, Joint United Nations Program on HIV/AIDS (UNAIDS) – 637, United Nations Population Fund (UNFPA) – 1,784, United Nations World Tourism Organization (UNWTO) – 96, and Universal Postal Union (UPU) – 103. (See http://www.unsceb.org/CEBPublicFiles/CEB_2014_HLCM_HR_21.pdf, Table 1A, Number of staff by category and organizational location as at December 31, 2013.)

[6]   Paragraph 45, JIU/NOTE/2012/3.

[7]   A/RES/63/250, 10 February 2009, page 10, para. 14.

formulation of the 1975 Principles, has either never used or has abandoned the use of regional grouping in its measurement of geographical distribution.

It is also relevant to note that the UN has far more posts subject to geographical distribution than WIPO. According to the UN "Human Resources Management fact sheet, as of June 30, 2011, "2,046 staff (were) recruited against posts subject to geographical distribution".[8] As of June 2015, WIPO had 411 posts subject to geographical distribution.

As regards other criteria on geographical distribution

For organizations which implement a system of "desirable ranges" of posts for a given country or grouping, the following criteria are used and given different weight in the calculations, according to the JIU (please refer further to Part G below):

- UN, Food and Agriculture Organization (FAO), United Nations Environment Programme (UNEP), UNIDO, United Nations Educational, Scientific and Cultural Organization (UNESCO) and World Health Organization (WHO) – membership, population of a Member State, financial contributions;
- ILO – only uses assessed budgetary contribution of each Member State to calculate the desirable range;
- ICAO uses membership and assessment to calculate a desirable level for Member States;
- United Nations Development Programme (UNDP), United Nations International Children's Emergency Fund (UNICEF) and World Food Programme (WFP) – geographical distribution is viewed in terms of a balance between donor/industrialized countries and programme/developing countries (with UNICEF and WFP stating that this different approach is consistent with the voluntary nature of their financing as opposed to assessed contributions); and
- United Nations High Commissioner for Refugees (UNHCR) and United Nations Relief and Works Agency (UNRWA) – geographical distribution is seen in terms of a balance between North and South.

F. **WIPO Activities and Initiatives to Recruit on as Wide a Geographical Basis as Possible**

WIPO has taken a comprehensive approach in monitoring geographical representation of all Member States. Data are produced at the country and regional levels and cover not only posts subject to geographical distribution but extend to the entire staff population. Statistics on geographical distribution are regularly reported in the HR Annual Report submitted to the WIPO Coordination Committee at its annual meeting in September or October.

The activities and initiatives in WIPO to recruit on as wide a geographical basis as possible are identified and elaborated in Annex II of this document.

G. **JIU Review of other UN-system Organizations on Geographical Distribution**

The JIU has conducted studies and surveys of organizations in the UN system relating to geographical distribution. Relevant excerpts of some of the JIU reports on geographical distribution are reproduced below.

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[8] See at: http://www.un.org/en/hq/dm/pdfs/ohrm/HR%20Factsheet.pdf, accessed on September 16, 2015.

1.   <u>JIU Note "Staff recruitment in United Nations system organizations: a comparative analysis and benchmarking framework [on] Gender balance and geographical distribution" (JIU/NOTE/2012/3)</u>

In this Note, the JIU states: "The concept of equitable geographical distribution allows for a range of interpretations and requires specification if it is to be implemented and taken into account in the recruitment process." (Para. 45)

The JIU's findings concerning other UN-system organizations are as follows (paras.45 to 53 of the Note):

Some organizations comparable in size to WIPO

"IMO, ITU, UNAIDS, UNFPA, UNWTO and UPU ***do not apply a quota system***, but indicated that geographical balance is taken into account. ***It is recognized that it might be difficult in small organizations to introduce quotas due to the limited number of posts***." (Para. 53; italics and highlighting supplied)

UN Secretariat

"[…] the system of "desirable ranges" was introduced in the United Nations Secretariat in 1948 calculating for each Member State a range of posts within which it would be considered adequately represented. Up to 1962, the calculations of these desirable ranges were based solely on the financial contributions of Member States. In resolution 1852 (XVII), it was decided that two further factors should be taken into account: membership in the United Nations (ascribing each Member State an equal number of posts) and the population of a Member State (distributing posts proportionally to a Member State's population). These three factors differ in the weight they are accorded in the calculation." (Para. 45)

FAO, UNESCO, WHO, UNIDO

"Among the organizations reviewed, the United Nations Secretariat was found to have the most sophisticated calculation of geographical distribution, together with FAO, ILO, UNESCO, WHO and UNIDO which apply similar systems of desirable ranges. Whereas FAO, UNEP and UNIDO make their calculations on the same basis as the Secretariat, UNESCO and WHO attribute different weight to each of the three factors." (Para. 48)

ILO and ICAO

"ILO only uses the assessed budgetary contribution of each Member State as a basis to calculate the desirable range. Similarly, ICAO calculates a desirable level for States on the basis of membership and assessment." (Para. 49)

Other organizations

"Some organizations (UNDP, UNICEF and WFP) see equitable geographical distribution in terms of a balance between donor/industrialized countries and programme/developing countries, or between North and South (UNHCR and UNRWA). The reason given by UNICEF and WFP for this different approach was that they are financed by voluntary as opposed to assessed contributions." (Para. 51)

"WFP reported that, although there is no quota, an informal formula is applied whereby 60 per cent of international posts are allocated to the major donor countries. Although this ratio refers to regional groups, WFP indicated that their recruitment branch is monitoring the number of applications received from both underrepresented donor and developing countries. The Inspectors consider it important to have an additional system in place which allows calculation of underrepresentation on a country basis." (Para. 51)

The JIU considered as best practice the reporting of geographical distribution on a country, rather than a regional basis, stating: "In accordance with the decision by the United Nations General Assembly that the system of desirable ranges has been designed to apply to countries instead of regions or groups, most organizations calculate the geographical ranges or quota for each member State. By contrast, the WIPO approach is based on seven regions, among which one quarter of the posts is distributed equally and the remaining three quarters in proportion to their contribution." (para. 50)

2. JIU Report "Staff recruitment in United Nations system organizations: a comparative analysis and benchmarking framework Overview" (JIU/REP/2012/4)

Recommendation 1[9]

The legislative bodies of United Nations system organizations should direct executive heads to be guided by the 15 recruitment benchmarks[*] proposed in this review when hiring external candidates to fixed-term positions of one year or more.

*The 15 recruitment benchmarks proposed by the JIU are enumerated in the same JIU report JIU/REP/2012/4. Benchmark 15, which refers to geographical distribution, is reproduced directly below.

Benchmark 15

The principle of equitable geographical distribution is embedded in the organizational culture, staff regulations and recruitment strategies, policies, guidelines, procedures and practices, bearing in mind that the paramount consideration in the employment of the staff and in the determination of the conditions of service shall be the necessity of securing the highest standards of efficiency, competence and integrity.

This entails that:

(a) The principle of equitable geographical distribution is laid down in the staff regulations and recruitment strategies, policies, guidelines and procedures;

(b) The determination of equitable geographical distribution is not solely based on the criterion of member States' contributions;

(c) All posts at the professional level and above established for one year or more are subject to equitable geographical distribution;

(d) Targets/indicators are set to improve the proportion of staff from unrepresented and underrepresented countries;

(e) Information on unrepresented, underrepresented and overrepresented countries is made available to hiring managers at the time of selection decision and taken into account in the decision-making process. The representation status of the country of each recommended candidate is indicated. Exception reports are required to hire candidates from overrepresented countries. Review bodies check compliance with this requirement of the benchmark;

(f) Every effort is made to attract and recruit highly competent candidates from all countries of the world, including through special recruitment campaigns;

(g) Compliance with equitable geographical distribution targets is monitored and hiring managers are made accountable for results, including as part of their annual performance appraisal; and

(h) Compliance reports are submitted regularly to legislative bodies and the public at large through the website of the organizations.

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3.   JIU Report "Review of Management and Administration in the World Intellectual Property Organization" (JIU/REP/2014/2)

Recommendation 6[10]
The Coordination Committee should revisit the present principles concerning geographical distribution in order to ensure broader geographical diversity within the WIPO professional workforce.

Recommendation 7[11]
Based on guidance provided by the Coordination Committee, the Director General should establish, by the end of 2015, a Plan of Action with specific measures and targets to broaden the geographical diversity within the professional workforce and report annually on its implementation.

4.   JIU Report "Comparison of Methods of Calculating Equitable Geographical Distribution within the United Nations Common System" (JIU/REP/96/7)

This report describes the different systems of geographical distribution in various organizations – the UN Secretariat, ILO, FAO, UNESCO, ICAO, WHO, UPU, ITU, WMO, IMO, IAEA, UNIDO and WIPO.

[Annexes follow]

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[10]   This JIU recommendation was last reported to the PBC under document WO/PBC/24/7 dated July 27, 2015. It status is "under consideration", with the following comment: "A letter was sent on May 30, 2014, from the Director General of WIPO to the Chair of the WIPO General Assembly, drawing the Chair's attention to this recommendation. The Director General sent a follow-up letter to the Chair on July 30, 2015, reminding the Chair of this recommendation. Governance was discussed during the 22nd session of the PBC in September 2014, as well as at the Assemblies meeting of the same year. The decision of the Member States was to place this item on the agenda of the 23rd session of the PBC. The PBC, following its discussions on this agenda item, decided to continue its deliberations at its 24th session."

[11]   This JIU recommendation was last reported on to the PBC under document WO/PBC/23/4 dated May 11, 2015. Its status is "accepted" and "in progress", with the following comment: "A program of action will be established in consultation with Member States with a view to broadening the geographic diversity within the professional workforce. Outreach campaigns and increased interaction with Member States were initiated in October 2013 and will continue throughout 2014-2015 to increase the Organization's geographical diversity. HRMD reports progress on WIPO's geographical diversity biannually to all Member States and annually to the WIPO Coordination Committee through its Annual Report on Human Resources."

**Posts subject to Geographical distribution per country for all seven geographic regions
(as of June 2015)**

Represented countries for Africa		Represented countries for Asia and the Pacific	
Total number of countries	52	Total number of countries	34
Represented countries	24	Represented countries	17
Unrepresented countries	28	Unrepresented countries	17
Algeria	5	Afghanistan	1
Angola		Australia	8
Benin	1	Bangladesh	3
Botswana		Bhutan	
Burkina Faso	1	Brunei Darussalam	
Burundi		Cambodia	3
Cabo Verde		China	11
Cameroon	4	Democratic People's Republic of Korea	
Central African Republic		Fiji	
Chad		India	6
Comoros		Indonesia	2
Congo		Japan	12
Cote D'Ivoire	1	Kiribati	
Democratic Republic of the Congo	1	Lao People's Democratic Republic	
Djibouti		Malaysia	2
Egypt	5	Maldives	
Equatorial Guinea		Mongolia	1
Eritrea		Myanmar	1
Ethiopia	3	Nepal	1
Gabon		New Zealand	2
Gambia		Niue	
Ghana	4	Pakistan	3
Guinea		Papua New Guinea	
Guinea-Bissau	1	Philippines	4
Kenya	1	Republic of Korea	5
Lesotho	1	Samoa	
Liberia		Seychelles	
Libya	1	Singapore	
Madagascar	1	Sri Lanka	3
Malawi	1	Thailand	
Mali		Tonga	
Mauritania		Tuvalu	
Mauritius		Vanuatu	
Morocco	3	Viet Nam	
Mozambique		**Total Staff**	**68**
Namibia			
Niger			
Nigeria	1		
Rwanda	1		
Sao Tome and Principe			
Senegal	1		
Sierra Leone			
Somalia			
South Africa	2		
Sudan			
Swaziland			
Togo			
Tunisia	4		
Uganda	2		
United Republic of Tanzania	2		
Zambia			
Zimbabwe	1		
Total Staff	**48**		

**Posts subject to Geographical distribution per country for all seven geographic regions
(as of June 2015)**

Represented countries for Eastern and Central Europe and Central Asia	
Total number of countries	28
Represented countries	17
Unrepresented countries	11
Albania	
Armenia	
Azerbaijan	1
Belarus	2
Bosnia and Herzegovina	
Bulgaria	3
Croatia	1
Czech Republic	1
Estonia	
Georgia	
Hungary	2
Kazakhstan	1
Kyrgyzstan	1
Latvia	1
Lithuania	
Montenegro	
Poland	2
Republic of Moldova	1
Romania	2
Russian Federation	5
Serbia	2
Slovakia	2
Slovenia	
Tajikistan	
the former Yugoslav Republic of Macedonia	2
Turkmenistan	
Ukraine	1
Uzbekistan	
Total Staff	30

Represented countries for Latin America and the Caribbean	
Total number of countries	33
Represented countries	17
Unrepresented countries	16
Antigua and Barbuda	
Argentina	3
Bahamas	
Barbados	
Belize	
Bolivia (Plurinational State of)	
Brazil	5
Chile	2
Colombia	2
Costa Rica	1
Cuba	2
Dominica	
Dominican Republic	
Ecuador	2
El Salvador	
Grenada	1
Guatemala	1
Guyana	
Haiti	1
Honduras	
Jamaica	2
Mexico	4
Nicaragua	1
Panama	
Paraguay	
Peru	3
Saint Kitts and Nevis	
Saint Lucia	
Saint Vincent and the Grenadines	
Suriname	
Trinidad and Tobago	1
Uruguay	2
Venezuela (Bolivarian Republic of)	2
Total Staff	35

**Posts subject to Geographical distribution per country for all seven geographic regions
(as of June 2015)**

Represented countries for Middle East	
Total number of countries	15
Represented countries	3
Unrepresented countries	12
Bahrain	
Cyprus	
Iran (Islamic Republic of)	
Iraq	
Israel	
Jordan	1
Kuwait	
Lebanon	2
Oman	
Qatar	
Saudi Arabia	
Syrian Arab Republic	
Turkey	1
United Arab Emirates	
Yemen	
Total Staff	4

Represented countries for North America	
Total number of countries	2
Represented countries	2
Unrepresented countries	0
Canada	12
United States of America	26
Total Staff	38

Represented countries for Western Europe	
Total number of countries	24
Represented countries	17
Unrepresented countries	7
Andorra	
Austria	3
Belgium	6
Denmark	1
Finland	3
France	71
Germany	23
Greece	4
Holy See	
Iceland	1
Ireland	3
Italy	12
Liechtenstein	
Luxembourg	
Malta	
Monaco	
Netherlands	5
Norway	2
Portugal	4
San Marino	
Spain	8
Sweden	3
Switzerland	13
United Kingdom	26
Total Staff	188

[Annex II follows]

WIPO Initiatives to Improve Geographical Diversity

WIPO has undertaken a number of initiatives to increase geographical diversity in its staff component. The challenges are multiple and start even before recruitment begins. Having a diverse pool of candidates is already a step in the right direction, but having a diverse pool of *qualified* candidates is crucial. Towards this end, WIPO's partnership with concerned Member States is indispensable. Within the Organization, while the business case for diversity is clear – there is still a need to build and increase awareness among managers, appointment boards and staff in general about the value and benefits of geographical diversity. Awareness will lead to a common understanding and acceptance of measures to promote and improve diversity. In this regard, WIPO is using various means to communicate and report relevant information to various stakeholders in a transparent manner.

The initiatives listed below have been under implementation throughout the 2014-2015 biennium and will continue in the 2016-2017 biennium. They will be updated and adapted as experience yields lessons learned and best practice emerges.

A. Initiatives to enhance the geographical diversity of applicants for WIPO vacancies

1. Ensure that WIPO vacancies are distributed to a wider and more diverse public

    (a) Conducting outreach campaigns in poorly represented regions – campaigns took place in 2013 and 2014
    (b) Using a mix of print and web-based job announcements, informational sessions and social media best suited for global and regional audiences

2. Increase a diverse pool of suitable candidates

    (a) Using social media such as LinkedIn to target suitable profiles from targeted regions / Member States for specific vacancies
    (b) Addressing national IP offices to request their assistance in reaching competent candidates in their country
    (c) Organizing an informational event for unrepresented Member States during the Assemblies of the WIPO Member States (this was done in September 2014) to raise awareness on the need to increase diversity in recruitment and promote joint actions
    (d) Enabling instant alert on new WIPO vacancies to interested Member State delegates and other parties
    (e) Setting up job category-specific mailing lists of potential candidates from unrepresented or poorly represented Member States who meet academic and experience requirements for WIPO vacancies, so that they automatically receive information on vacancies advertised in the corresponding category; more than 200 applicants from unrepresented Member States are already included in this mailing list and the list is expected to grow over the coming period.
    (f) Providing feedback to unsuccessful candidates from targeted regions and Member States that were identified as good potential by Appointment Boards on strengthening their application to WIPO vacancies

3.   Making WIPO's recruitment processes more favorable to promoting geographical diversity

   (a)   Adding flexibility in the language requirements in vacancy announcements to the extent possible based on the requirement for the job, e.g., making one UN language "essential" and the second "desirable", rather than having two languages as essential

   (b)   Ensuring that diverse applicants are assessed with extra care and that any consideration given to such applicants is separately recorded in recruitment reports

   (c)   Amending the Staff Regulations and Rules to encourage Appointment Boards to recommend a list of candidates to the Director General (without ranking or preference) to allow greater latitude in considering geographical diversity during the final selection of candidate

   (d)   Stressing the importance of geographical diversity when recruiting staff members on a temporary appointment, as there are more opportunities to increase diversity in the short-term due to the higher turnover in the temporary staff population, and taking into account the fact that temporary staff members have a higher chance of eventually winning a competition for a fixed-term position

   (e)   Using other types of non-staff employment (fellowships and internships) to create opportunities for candidates from targeted geographical origin to gain experience with WIPO which will help in identifying suitable candidates for future recruitment

B.   Initiatives to engage Member States to foster geographical diversity

1.   Highlighting recruitment-related information (e.g., an information booth was set up during the 2014 Assemblies) to explain WIPO's recruitment processes to Member States

2.   Sharing information with Member States on the jobs that are most frequently advertised at WIPO and the requirements for these roles to support identification of suitable candidates in their countries

3.   Following up with participants from Member States who were invited to identify national platforms to advertise WIPO's jobs and to enable WIPO to design local outreach activities

4.   Undertaking outreach missions to countries which engaged with WIPO to support outreach in their countries (e.g., in early 2015 a mission to Asia to three unrepresented Member States was undertaken), engaging with the IP offices and making presentations at key universities

5.   Briefing university graduates and interested parties and providing them with guidance on how to apply for WIPO vacancies and to present themselves

6.   Better leveraging of staff members on mission to be WIPO's "ambassadors" and support more outreach on geographical diversity during their mission

7.   Introducing a more user-friendly recruitment tool, which offers full life cycle recruitment solutions; the new recruitment tool will contribute to significant enhancements in WIPO's reporting, notably on geographical diversity and on engagement of Member States

C. Initiatives to raise awareness within WIPO to promote diversity and inclusion

1. Discussing geographical diversity, as a regular feature in Senior Management Team meetings
2. Including geographical diversity issues in the mandatory induction training program for new WIPO personnel
3. Conducting mandatory ethics workshop to all staff, which includes key elements of diversity and inclusion
4. Providing specific geographical distribution information and data to raise awareness of hiring managers and promote diversity in WIPO

D. Initiatives to enhance reporting and monitor progress on geographical diversity

1. Reporting to Member States on geographical diversity every six months
2. Reporting on geographical diversity in the HR Annual Report to the WIPO Coordination Committee
3. Letters from the DG to the Chair of the WIPO Coordination Committee on the JIU recommendation on geographical diversity (May 30, 2014 and July 30, 2015)
4. Reporting on geographical diversity initiatives by the HR Director in the Program and Budget Committee, as requested
5. Monthly monitoring of geographical diversity of all staff in the Professional and above categories by contractual type (regular and temporary)
6. Monitoring and reporting on the geographical diversity of applications received for WIPO vacancies by country and region
7. Monitoring the geographical diversity of candidates shortlisted, interviewed, recommended and selected

E. Other initiatives

These are activities which are currently under pilot implementation and will be reported more fully in due course or if the pilot results are positive:

1. Establishment of recruitment focal points in National IP Offices and/or universities in targeted countries to work in partnership with WIPO's Human Resources Management Department.
2. Pursuing possibilities for Junior Professional Officer (JPO) agreements with governments of unrepresented countries (and are new donors in the UNJPO program, e.g., the Gulf States) which may be willing to participate in the program
3. Video testimonials of staff members on working in WIPO are currently under development with the Communications Division to promote WIPO as an employer of choice and to demonstrate diversity of staff already on board

[End of Annex II and of document]