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**Strategic management, budgetary and administrative questions: directives on policy and budgetary issues for the drug programme of the United Nations Office on Drugs and Crime**

### **Commission on Crime Prevention and Criminal Justice**

**Reconvened twenty-ninth session**

Vienna, 3 and 4 December 2020

Item 3 (b) of the provisional agenda\*

**Strategic management, budgetary and administrative questions: directives on policy and budgetary issues for the United Nations crime prevention and criminal justice programme**

## **Gender balance and geographical representation within the United Nations Office on Drugs and Crime**

### **Report of the Executive Director**

#### *Summary*

The present report is submitted pursuant to Commission on Narcotic Drugs resolution 62/9 and Commission on Crime Prevention and Criminal Justice resolution 28/4. It outlines the efforts and activities of the United Nations Office on Drugs and Crime towards achieving gender balance and ensuring the employment of staff on as wide a geographical basis as possible.

\* E/CN.15/2020/1/Add.1.



## I. Introduction

1. The present report has been prepared pursuant to Commission on Narcotic Drugs resolution 62/9, entitled “Budget for the biennium 2020–2021 for the Fund of the United Nations International Drug Control Programme” and Commission on Crime Prevention and Criminal Justice resolution 28/4, entitled “Budget for the biennium 2020–2021 for the United Nations Crime Prevention and Criminal Justice Fund”.

2. In those resolutions, the Commissions recalled General Assembly resolution 69/251, in which the Assembly had, *inter alia*, noted with disappointment the insufficient progress made with regard to achieving the goal of a 50/50 gender balance in the United Nations common system. The Commissions further upheld Article 101 of the Charter of the United Nations, which outlines that due regard shall be paid to the importance of recruiting staff on as wide a geographical basis as possible while securing the highest standards of efficiency, competence and integrity. The lack of diversity among the staff of the United Nations Office on Drugs and Crime (UNODC), in particular with regard to equitable geographical representation, was noted with concern. The Office was requested to take more effective measures to ensure the recruitment of a diverse pool of candidates, particularly within the Professional and higher categories.

3. The figures presented in the present report refer to UNODC staff members on fixed-term, continuing and permanent contracts unless otherwise specified, and positions funded from both regular and extra-budgetary sources.

4. UNODC reiterates that, as part of the United Nations Secretariat, it is committed to the goals of achieving a 50/50 gender balance and geographical diversity among its staff and to creating a diverse and inclusive environment of mutual respect.<sup>1</sup>

5. Upon her appointment in 2020, the Executive Director of UNODC became an International Gender Champion, joining a network of more than 250 active champions and alumni who are heads of international organizations, permanent missions and civil society organizations and who are determined to make gender equality a working reality in their spheres of influence. In 2020, the Executive Director made a commitment to systematically strengthening an inclusive and enabling organizational culture; to striving to improve the representation of women at the staff levels where parity has not yet been achieved; and to using every opportunity, on all country visits related to UNODC projects and programmes, to visit a programme that promotes gender equality.

6. In the context of the Global Programme on Gender Equality and the Empowerment of Women in the United Nations Office at Vienna and UNODC, established in May 2017 in the Office of the Director-General/Executive Director, several key initiatives were advanced during 2019 and 2020 to achieve gender equality in a coordinated and comprehensive way (see paras. 25–27 and 40). The United Nations Office at Vienna/UNODC Strategy for Gender Equality and the Empowerment of Women (2018–2021) and its related action plan continue to serve as key documents to assist UNODC in systematically and effectively mainstreaming gender and promoting gender equality and the empowerment of women in programmatic activities and organizational policies and practices.

7. The 2018–2021 human resources operational strategy, which was endorsed in April 2018 by the Executive Committee of the United Nations Office at Vienna/UNODC, continues to be closely monitored, thereby ensuring that the services of the Human Resources Management Service remain aligned with the operational needs of UNODC and continue to contribute towards the successful delivery of mandates. The strategy has contributed towards the building of capacity for change

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<sup>1</sup> As outlined in the Special Notice section in job openings, which was updated in the first half of 2020 by the Office of Human Resources, Department of Management Strategy, Policy and Compliance.

and engagement in the context of the Secretary-General's management and development reforms and towards ongoing societal changes. In order to stay abreast of and respond to current and future workforce needs, the Human Resources Management Service carried out its annual client survey and continued to monitor staff engagement through the 2019 Secretariat-wide Staff Engagement Survey and a coronavirus disease (COVID-19) remote work survey in May 2020.

8. The structure and organization of the United Nations Office at Vienna and UNODC are promulgated in bulletins of the Secretary-General ([ST/SGB/2004/5](#) and [ST/SGB/2004/6](#)). In accordance with those bulletins, the services that fall under the purview of UNODC are the Human Resources Management Service, the Financial Resources Management Service and the Information Technology Service. The services that fall under the purview of the United Nations Office at Vienna are the Conference Management Service, the General Support Section, the Procurement Section and the Security and Safety Service. With the exception of the data contained in tables 11 and 12 (see annex), the figures provided in the present report do not include data on staff members and positions in the Financial Resources Management Service, the Human Resources Management Service or the Information Technology Service.<sup>2,3</sup>

## II. Senior manager's compact assessment

9. To support the Secretary-General's efforts to foster a diverse workforce, specific performance indicators and targets regarding the percentage of female staff at each level in the Professional and higher categories for the levels where the Executive Director makes the selection decision (P-2 to D-1), as well as targets for the appointment of candidates from unrepresented or underrepresented Member States and for achieving more diverse regional representation, continue to be part of the Executive Director's annual senior manager's compact with the Secretary-General (see table 1).

10. The Secretariat's Geographical Diversity Strategy was launched in January 2020 (see para. 46) and sets out a focused approach to geographic diversity. The term "geographical diversity" encompasses both equitable geographical distribution and greater regional group diversity, reflecting the two geographical goals of the senior manager's compact. The purpose of the geographic representation indicator in the senior manager's compact is to ensure that heads of departments and offices contribute to reducing the number of unrepresented and underrepresented Member States in line with the system of desirable ranges. The target measures all initial appointments, reappointments, promotions, transfers and reassignments of personnel to a vacant "geographical post". As of 31 December 2019, geographical posts accounted for 22 per cent (87 positions) of UNODC positions in the Professional and higher categories funded by the regular budget. That figure excludes positions in the Human Resources Management Service, the Financial Resources Management Service and the Information Technology Service of the Division for Management. To further strengthen geographic diversity, a second geographical target in the senior manager compact requires that progress should be made, from one year to the next,

<sup>2</sup> Pursuant to the recommendation made by Member States at the November 2018 meeting of the standing open-ended intergovernmental working group on improving the governance and financial situation of the United Nations Office on Drugs and Crime, the present report includes an overview of the staff composition of the Division for Management (see annex, tables 11 and 12). Upon request, diversity figures relating to the Division for Management are also provided at the meetings of the standing open-ended intergovernmental working group.

<sup>3</sup> The present report follows the structure of the senior manager's compact, which is developed at Headquarters for all entities of the Secretariat. According to the compact, the Human Resources Management Service, the Financial Resources Management Service and the Information Technology Service of the United Nations Office at Vienna/UNODC fall under the purview of the United Nations Office at Vienna.

towards achieving diversification in the regional groups of the United Nations represented at UNODC.<sup>4</sup>

11. UNODC met the target for appointments of candidates from unrepresented or underrepresented Member States in the case of eight advertised geographical posts in the year 2019. As of 31 December 2019, 22 per cent (85 persons) of UNODC staff members were from unrepresented and underrepresented Member States, 24 per cent (93 persons) were from Member States within range and 54 per cent (216 persons) were from overrepresented Member States.

12. The representation of staff members from the five regional groups of States Members of the United Nations underwent slight changes between 2018 and 2019 (see table 1). UNODC met the goal, set in the 2019 senior manager's compact, of making progress from one year to the next towards achieving greater regional diversification, as the percentage of staff from the most represented regional group (the Group of Western European and other States) decreased from 64.1 per cent in 2018 to 62.1 per cent in 2019. That was in line with the evaluation criterion established in the senior manager's compact for achieving a satisfactory rating in terms of regional diversification, which may be summarized as follows:

13. To achieve a satisfactory rating, the percentage of staff members from the most represented region in 2019 must be less than that in 2018, or the percentage of staff from the second most represented region in 2018 must be within 10 percentage points of the percentage of staff members from the most represented region in 2018 and the sum of the percentages of staff members from the other regions must have increased from 2018 to 2019.

14. The Secretary-General's system-wide strategy on gender parity establishes that parity is achieved within the range of 47 and 53 per cent and that it is measured by staff level. According to the evaluation criterion for gender parity established in the senior manager's compact, in order to achieve a satisfactory rating, the number of staff levels in 2019 that are within the target range set in the system-wide strategy on gender parity or that approached the target range, as compared with 2018, must be greater than the number of levels in 2019 that retreated from the target range, as compared with 2018. Regarding the 2019 gender parity targets by staff level, UNODC met the target for the P-3 level, with 53 per cent of positions occupied by women. The representation of women at the P-2 level was 59 per cent and therefore outside the upper end of the parity margin. UNODC is yet to meet the 2019 gender parity targets for the P-4, P-5 and D-1 levels (see table 1). While gender parity targets were not met for each level, the progress made by UNODC from 2018 to 2019 towards achieving the goal of gender parity was rated as satisfactory in the 2019 senior manager's compact assessment. That was due to the fact that, in 2019, the number of staff levels that approached the gender parity target range was higher than the number that retreated from it, as compared with 2018. Over recent years, the overall representation of women among UNODC staff continuously increased from 44 per cent in December 2016 to 47 per cent in December 2019, standing at 49 per cent as at 30 June 2020.

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<sup>4</sup> African States, Asia-Pacific States, Eastern European States, Latin American and Caribbean States and Western European and other States.

Table 1  
**Geographical representation and gender parity targets: performance of the United Nations Office on Drugs and Crime in 2019, as measured in terms of the senior manager's compact with the Secretary-General**  
(Percentage)

<i>Performance measure</i>	<i>Target for 2019</i>	<i>Percentage achieved as at 31 December 2019</i>	<i>Percentage achieved as at 31 December 2018<sup>a</sup></i>
Geographical appointments from unrepresented or underrepresented Member States <sup>b</sup>	50	50	14
Progress is made, from one year to the next, towards achieving greater regional diversification	Greater regional diversification from 2018 to 2019	Group of Western European and other States 62.1 Group of Asia-Pacific States 15.0 Group of Eastern European States 8.9 Group of Latin American and Caribbean States 7.1 Group of African States 6.9	64.1 14.2 8.3 7.0 6.4
Female staff at the D-2 level <sup>c</sup>	Not applicable	33	33
Female staff at the D-1 level	50	43	33
Female staff at the P-5 level	50	39	40
Female staff at the P-4 level	50	44	42
Female staff at the P-3 level	50	53	54
Female staff at the P-2 level	50	59	45

<sup>a</sup> Data for 2018 and 2019 were provided by the Department of Management Strategy, Policy and Compliance for the report on the senior manager's compact.

<sup>b</sup> The desirable ranges status of each Member State is available at <https://hrinsight.un.org/analytics/> (access to this password-protected website is enabled for Member States).

<sup>c</sup> For mathematical reasons, certain entity/level combinations, namely, those involving 3, 5, 7, 9, 11, 13 or 15 staff members, cannot achieve the 47–53 per cent gender parity range. In such cases, the Office of Human Resources considers parity to have been achieved when the closest possible percentage to the range is reached. As there were, in total, three UNODC staff members at the D-2 level in 2019, the percentage of female staff constitution parity for that entity/level combination could be either 33 per cent or 67 per cent, as both percentages are equally close to the gender parity range.

### III. Update on the drivers of the system-wide strategy on gender parity

15. In addition to the efforts led by the Secretariat, UNODC continued to take various actions to achieve gender parity. The present report highlights progress made in that regard since the issuance of the previous report (E/CN.7/2019/15-E/CN.15/2019/17) in the areas of recruitment and retention, career development and organizational culture.

#### A. Outreach, recruitment and retention

16. UNODC continued to intensify its outreach efforts with a view to diversifying its pool of applicants. UNODC representatives took part in 16 in-person outreach events and conducted two outreach webinars in 2019. The events included presentations on the process of applying for UNODC vacancies and the filling out of personal history profile forms, career fairs, the training of applicants at field offices and lectures delivered to university students and other interested parties. The target group of the events included potential external candidates with different levels of seniority, occupational profiles and geographical profiles (such as students at university career fairs, senior professionals at targeted webinars and delegations from

underrepresented countries) to staff and personnel already working for UNODC (through recruitment missions at UNODC field offices where applicant training was provided). During the period from 1 January to 30 June 2020, UNODC delivered five in-person and six virtual outreach events, including four career webinars for external professionals (see para. 51).

17. UNODC continued to regularly distribute information and statistical updates regarding its employment application process. Senior-level vacancies were shared with permanent missions to the United Nations in Vienna and with the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) for further distribution. Vacancy announcements were also forwarded to the Talent Outreach Unit of the Office of Human Resources in New York and the UNODC Advocacy Section for dissemination through United Nations channels, including its social media accounts on Facebook, Twitter and LinkedIn. To ensure their further dissemination, selected vacancies were advertised on the online job platform DevEx, which has been available to hiring managers since August 2018. UNODC is also engaging with international recruitment communications companies to explore possibilities for launching new targeted outreach initiatives.

18. Each selection recommendation submitted for the consideration of the Executive Director provided information on the current gender and geographical distribution of UNODC staff, as well as the geographical representation of the countries of nationality of the recommended candidates, thus enabling the Executive Director to make an informed selection decision. Of the 75 candidates selected for positions of one year or longer (irrespective of funding) in the Professional and higher categories at UNODC in 2019 (see annex, table 9), 45 (60 per cent) were women. At the UNODC staff levels where gender parity has not yet been achieved, the percentage of selected female applicants was 45.5 per cent at the P-4 level, 50 per cent at the P-5 level and 100 per cent at the D-1 level. From 1 January to 30 June 2020, 33 (69 per cent) of 48 candidates selected for positions in the Professional and higher categories were women. Those figures represent a significant increase compared with previous years, female selections constituting 49.3 per cent in 2018 and 52.9 per cent from 1 January to 30 June 2019.

19. As part of its comprehensive application monitoring procedures, the Human Resources Management Service of the United Nations Office at Vienna/UNODC alerts hiring managers when vacancies at the P-3 level and higher do not elicit at least 30 per cent of their applications from women, initiating additional outreach efforts. Moreover, detailed, monthly information about gender and geographical representation targets and the current staff composition is shared regularly with hiring teams at UNODC. Furthermore, regular updates are provided about functionalities available in the Inspira recruitment tool for reviewing the applicant demographics of individual positions. During the first half of 2020, three information sessions were conducted to inform hiring teams about new Inspira tools, such as the possibility of viewing a one-page candidate summary showing key areas such as education or work experience without revealing the name, gender or nationality of the candidates in order to help avoid unconscious bias.

20. To further support UNODC hiring teams in applying a gender- and diversity-sensitive approach to outreach and recruitment, a “diversity corner” was launched on the Human Resources Management Service iSeek intranet page in June 2020. The page provides detailed information about the Office’s diversity targets with regard to gender and geographical balance and disability inclusion, monthly updated diversity figures and additional resources such as guidelines on gender-inclusive language. Information on the diversity figures that fall under the purview of the United Nations Office at Vienna (see para. 8 and footnotes 2 and 3) is also provided on the page.

21. With regard to the figures for staff and personnel not in the Professional and higher categories (see annex, table 5), overall gender parity was achieved with a total of 49 per cent women. The percentage of women among service contractors increased from 46 per cent in June 2019 to 48 per cent in June 2020. For National Professional

Officers, there was an increase from 46 per cent to 51 per cent in female representation over the same time period, while for United Nations Volunteers, the figure remained stable at 57 per cent female representation. For all staff categories, which were added to this year's report, the percentage of women was either within or outside the upper end of the gender parity range of 47 to 53 percent, with the exception of consultants and individual contractors.

22. In continuation of the 2018 trend, the number of applications received from female candidates remained at 35 per cent in 2019. Since then, female applicant numbers have slightly increased to 36.7 per cent in the first half of 2020 (see annex, table 8).

23. Detailed statistics on the gender distribution of UNODC staff in the Professional and higher categories, staff and personnel in the field offices and applicants for posts in those categories, as well as on the gender and country of nationality of candidates selected for posts at the various levels in UNODC, are provided in the annex to the present report.

## **B. Career development**

24. UNODC continued to support the career development of its workforce through in-person and online training and workshops and other formats, such as coaching, which was a key activity in 2019 and 2020. During the period from 1 January 2019 to 30 June 2020, more than 452 hours of individual coaching sessions, in which approximately 90 per cent of participants were women, were held. During that same time period, 35 interns, 31 (89 per cent) of whom were female, received individual coaching sessions.

25. UNODC continued to mainstream a gender perspective, with a focus on raising awareness of unconscious bias, into its learning initiatives and programmes, such as the training on competency-based interviewing and performance management. From January 2019 to June 2020, nine training sessions on competency-based interviewing were held, with a total of 132 staff trained in Vienna and the field offices. The training, carried out over two working days, included daily segments on unconscious bias and gender parity in recruitment. Trainers highlighted the need to be aware of gender-bias in recruitment, especially for some posts in the area of law enforcement.

26. UNODC continued to organize foundational training on gender mainstreaming and food-for-thought sessions to raise awareness of gender issues and build capacity among staff. In November 2019, UNODC organized a discussion on how the UNODC mandate related to the women and peace and security agenda, with a focus on women's access to justice and terrorism prevention. In February 2020, a food-for-thought session addressed the intersectionality of gender and disability, engaging staff in a discussion with the international winners of the Her Abilities Award 2019.

27. During 2019 and 2020, the Gender Team in the Office of the Director-General/Executive Director has focused on building staff capacity in the areas of gender equality and women's empowerment. New tools on gender mainstreaming in UNODC mandate areas have been disseminated to staff and made available online on the UNODC gender page. Furthermore, the UNODC Gender Team, with the support of the Human Resources Management Service of the United Nations Office at Vienna/UNODC, has developed a capacity-building programme and gender mainstreaming tools to enhance staff's theoretical knowledge of international and United Nations gender-related commitments. In-person training has been conducted for UNOV/UNODC Gender Strategy focal points at headquarters and UNODC staff in three field offices. A total of 12 virtual gender mainstreaming training webinars were held between March and June 2020, and approximately 35 per cent of UNOV and UNODC staff members – including senior managers – at headquarters and in field offices have been trained.

28. In the second half of 2020, the UNODC Gender Team and UN-Women Training Centre will develop a new module entitled “I Know Gender: Organized Crime and Gender Equality”, which will provide a summary of key gender issues relevant to UNODC mandate areas. Plans are also under way to hold a train-the-trainer workshop for UNOV/UNODC, with the aim of expanding the pool of in-house experts who can facilitate gender mainstreaming training.

29. UNODC continued to promote the topics of inclusion and well-being in its training. In January 2020, 35 staff members participated in two “UN for All” workshops. In February, 65 participants attended a learning session on disability inclusion (see para. 26). In March, 56 staff members participated in a week-long young leaders training course (see para. 50), which featured two sessions on diversity with workshops on the topics of gender parity, geographical diversity and disability and accessibility. To help staff cope with challenges relating to the COVID-19 pandemic, multiple webinars were organized throughout March and April, with an audience of 203 participants. During the second half of 2020, four “UN for All” webinars on disability inclusion are to be held; two for staff in field offices and two for staff at the United Nations Office at Vienna.

30. In June 2019, a learning session entitled “Working in UNODC field offices: experience and insights from female representatives” was held to encourage female staff members to apply for positions in field offices. The session, facilitated by female field office representatives, had 75 participants and was live-streamed to field offices.

31. A mentorship programme was launched in early 2019 to match interested staff members with staff holding more senior posts, as a way for the former to receive career advice. Particular attention was paid to matching junior women with mentors. Following the initial launch of the programme, a second round was launched in May 2019. A concerted effort was made to motivate senior staff members to serve as mentors for female staff at the P-4 and P-5 levels. As a result, 16 applications were received from senior staff at the P-5 and D-1 levels who were willing to serve as mentors at the United Nations Office at Vienna and in field offices.

32. The “Leadership, Women and the United Nations” workshop, developed by the United Nations System Staff College, was held in Vienna in June 2019<sup>5</sup> and is being delivered virtually in 2020 (1 September to 18 December). To accommodate the needs and preferences of participants in different time zones, there will be two cohorts that will run in parallel with each other.

33. At the start of the performance cycle for 2020/21, UNODC managers were required and other staff were encouraged to include a goal related to gender mainstreaming and parity in their workplans. Throughout 2019, 47 managers and supervisors received training in a series of three workshops (two in Vienna and one in a field office) on coaching as a performance tool for staff and managers.

## **C. Organizational culture**

34. In line with the system-wide strategy on gender parity, the United Nations Office at Vienna/UNODC Strategy for Gender Equality and the Empowerment of Women and the 2018–2021 human resources operational strategy, UNODC continued to support flexible working arrangements, part-time employment, family leave, maternity and paternity leave and breastfeeding policies, as detailed in previous years’ reports.

35. Through various initiatives promoting the Secretary-General’s policy on flexible working arrangements (ST/SGB/2019/3), the number of staff members who utilized flexible working arrangements increased. In 2019, eight staff members availed themselves of the option to work 50 per cent or 80 per cent of the scheduled workweek. Of those staff members, seven were women and one was a man. Four

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<sup>5</sup> See [E/CN.7/2019/15-E/CN.15/2019/17](#), para. 35.



opted for the 50 per cent arrangement and four opted for the 80 per cent arrangement. A total of 176 staff members, of whom 111 (63 per cent) were women, availed themselves of the option to telecommute. This represented an increase of more than double that of 2018, when 80 staff members telecommuted. The option to work on a compressed work schedule was taken by a total of 13 staff members, of whom six were women and seven were men.

36. As flexible working arrangements are not an entitlement for staff, prior approval from the staff member's supervisor is required. Supervisors who reject a request for flexible working arrangements are required to send a written justification to the Chief of the Human Resources Management Service of the United Nations Office at Vienna/UNODC. Organizational practice has, however, shown that staff members rarely submit an official request for flexible working arrangements without their supervisor's consent. In cases of disagreement about the application of flexible working arrangements between a staff member and the supervisor, the Human Resources Management Service took a proactive and mediating role, working with the parties involved to help them understand the applicability of suitable flexible working arrangements, while at the same time balancing substantive organizational requirements with the staff member's individual needs.

37. The extended telecommuting arrangement whereby staff members not taking annual leave between 24 December and 31 December are allowed to telecommute outside of their duty station, following prior arrangement with their supervisor, was again well received in 2019. It is envisaged that similar arrangements will be offered in 2020.

38. During the alternative working arrangements put in place as a result of the COVID-19 pandemic, supervisors were encouraged to continue demonstrating flexibility in granting flexible working arrangements. This guidance was reiterated in the office instruction on organization of work and safe return to the offices at UNOV/UNODC during pandemic, issued by the Executive Director on 30 June 2020. To accommodate clients' needs during the pandemic, a guide with frequently asked questions was developed with related information in a consolidated manner. Additionally, the public United Nations Office at Vienna/UNODC Microsoft Teams channel was used to distribute important information to staff, including detailed explanations of how to record "Telecommuting COVID-19" in Umoja. In May 2020, all staff and personnel were invited to participate in a questionnaire on remote working experiences in order to gain a better understanding of the challenges and opportunities that could be used to modernize and adjust flexible working arrangements at the United Nations Office at Vienna/UNODC. Analysis of the questionnaire revealed that 90 per cent of the 819 respondents viewed the remote working arrangements put in place during the COVID-19 lockdown positively and wished to continue working flexibility in the future.

39. UNODC continues to follow the Enabling Environment Guidelines for the United Nations System and the Supplementary Guidance published by UN-Women in 2019 and launched at UNODC through a joint event with other Vienna-based international organizations. The continued close collaboration between the entities to promote an enabling work environment manifested itself in the joint execution of a survey to evaluate nursing parents' usage of and satisfaction with the nursing room at the Vienna International Centre. The Human Resources Management Service and the Focal Points for Women took the lead in developing and analysing the questionnaire at the end of 2019 and beginning of 2020. From 19 to 23 October 2020, UNODC will co-organize Enabling Environment Week for the Vienna-based organizations. The event was due to take place in July 2020 but was rescheduled owing to the COVID-19 pandemic. The UNODC Gender Team, the designated Focal Points for Women and the Human Resources Management Service collaborate closely and coordinate their activities through regular UNODC gender meetings.

40. A comprehensive campaign to encourage completion of mandatory training courses was launched in 2020. As a result, the average completion rate for all

mandatory courses by UNODC staff is 80 per cent, which is 17 per cent higher than that for the Secretariat staff as a whole. The completion rate for the course entitled “I know gender” is 84 per cent.

41. In the area of gender mainstreaming, several actions were undertaken to ensure that programmatic planning documents included transformative results on gender equality and the empowerment of women, which would contribute to the achievement of the Sustainable Development Goals, in particular, Goal 5 targets. For that purpose, the project approval process was updated and a process is currently under way to review UNODC strategic objectives and related outcomes, in order to determine gender-relevant indicators that would enable the Office to monitor the support it provides to Member States in achieving Sustainable Development Goal 5 and the 2030 Agenda for Sustainable Development. The Gender Team developed a gender mainstreaming checklist, which was made mandatory and is evaluated as part of programme approval processes. An institutional approach to gender mainstreaming throughout the technical assistance process is thereby ensured.

42. UNODC actively participates in the task force on addressing sexual harassment within the organizations of the United Nations system of the United Nations System Chief Executives Board for Coordination. From January 2019 to June 2020, UNODC adapted and implemented the various initiatives and products developed through the task force in the areas of policy (model policy on sexual harassment and its alignment in the Secretary-General’s bulletin promulgated in September 2019 ([ST/SGB/2019/8](#))), accountability (implementation of “clear check”, a centralized job candidate screening application that captures information on sexual harassment offenders and alleged offenders provided by the entities of the United Nations system) and support and outreach (dissemination of a guide for managers adapted for the United Nations Office at Vienna/UNODC, representation on a speak-up helpline for the Secretariat, an investigator’s training course to strengthen the Organization’s capacity to investigate reports of prohibited conduct and misconduct, a support campaign for the UN-Women initiative #HearMeToo, a two-day train-the-trainer programme to build in-house capacity for promoting cultural change to end sexual harassment, community, civility and communication training in cooperation with the Office of the United Nations Ombudsman and Mediation Services at Vienna and the launch and implementation of the code of conduct to prevent harassment, including sexual harassment at United Nations system events).

#### **IV. Update on the drivers of geographical diversity**

43. UNODC implements the policies and initiatives of the Secretariat aimed at promoting and achieving equitable geographical distribution and greater regional diversity, as outlined in the Secretary-General’s Geographical Diversity Strategy, published in January 2020 by the Office of Human Resources. The present section highlights key frameworks, as well as activities undertaken and progress made by UNODC in that regard.

44. Upon taking office, the Secretary-General made a pledge to increase geographical diversity as one of the reform priorities. The term “geographical diversity” encompasses the goals of both equitable geographical distribution and greater regional group diversity. Equitable geographical distribution refers to the system of desirable ranges established by the General Assembly as the measure for assessing the appropriate geographical representation level of each Member State in the staff of the United Nations. The system takes into account a subset of the international staff population, namely, those who encumber geographical posts or who have been recruited through the Young Professionals Programme since its inception in 2011. Greater regional group diversity refers to the requirement for greater balance between the five groups of Member and observer States by geographical region, with figures at the end of 2017 used as a baseline, as outlined in the Secretary-General’s global human resources strategy 2019–2021. In order to make progress towards

geographical diversity, the Secretary-General has included two geographical targets in the senior managers' compact (see paras. 13–15).

45. Both geographical goals are complementary, as reflected in guidance provided by the Chef de Cabinet on making progress towards achieving a diverse workforce that reflects the international character of the organization. Geographical posts should be ring-fenced from the rest of the staffing table and entities are requested to make every effort to select candidates from unrepresented and underrepresented countries for such posts. In order to enhance diversity in positions other than geographical posts and Young Professionals Programme positions, "senior managers should endeavour to recruit more staff from regions that have fewer international staff within the respective entities." Guidance is further provided that "no single rule dictates the appropriate representation level of the regional groups: the ideal representation level may be contextualized, especially for entities which have regional and country specific mandates or require proficiency in specific language for effective mandate delivery."

46. In order to support the Secretary-General's commitment to achieving equitable geographical distribution and greater regional group diversity, the Office of Human Resources of the Department of Management Strategy, Policy and Compliance developed the Geographical Diversity Strategy, which provides a focused approach to geographical diversity for the first time. The Strategy is aimed at improving the representation status of unrepresented and underrepresented Member States within the Secretariat workforce, providing a road map and key resources to business partners and executive and human resources officers. In so doing, it builds upon three streams of action: (a) strengthening internal direction, awareness and knowledge about geographical diversity; (b) attracting new talent with renewed focus; and (c) leveraging partnerships and networks to seek and extend assistance in outreach efforts and explore new ideas on how to attract qualified talent.

47. On the basis of an external review of the UNODC recruitment process,<sup>6</sup> as requested by Member States in Commission on Narcotic Drugs resolution 61/12 and Commission on Crime Prevention and Criminal Justice resolution 27/7, UNODC developed a geography action plan with the goal of strengthening the representation of staff members from unrepresented and underrepresented countries according to a system of desirable ranges, as well as increasing regional group diversity. It was endorsed by the Executive Director of UNODC and senior management in November 2019. The UNODC geography action plan involves and encourages the engagement of a range of actors, including the Human Resources Management Service, senior leadership, hiring managers and their teams, local field offices, UNODC staff, Member States and other United Nations actors. The action plan is in the process of being reviewed and enhanced – as requested in Commission on Narcotic Drugs resolution 62/9 and Commission on Crime Prevention and Criminal Justice resolution 28/4 – to further strengthen its alignment with the structure and content of the Secretary-General's Geographical Diversity Strategy and to include feedback received in phase one of its implementation. The implementation of the action plan has been a key priority of the Office since its promulgation. The following paragraphs outline the multiple actions implemented by the Office in that regard.

48. Within the area of internal direction and awareness-raising, UNODC has continued and further intensified extensive information-sharing with various stakeholders on the geographical diversity goals of the Office, its geography action plan and the geographical composition of its workforce. In 2019 and 2020, UNODC continued to provide detailed information about the geographical representation status and regional group membership of applicants with the hiring teams and the Executive Director when a selection recommendation was submitted (see para. 18). The focus on geographical diversity in the message provided to hiring teams was strengthened and a justification is now required when no candidate from an

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<sup>6</sup> Key results of the survey were presented in the previous report of the Executive Director (E/CN.7/2019/15-E/CN.15/2019/17).

unrepresented or underrepresented country is recommended for selection in the case of openings for geographical posts (see para. 44).

49. The senior leadership of UNODC was informed about the key findings of the 2019 recruitment review at an Executive Committee meeting in November 2019. Senior managers received further information on the Secretary-General's Geographical Diversity Strategy and on detailed recruitment figures at a senior management team meeting in July 2020, where the importance of geographical diversity was strongly emphasized by the Executive Director. In July 2020, a webinar series was initiated to update hiring teams on the Geographical Diversity Strategy and the UNODC geography action plan. The first session was attended by 22 senior hiring managers, seven of whom were from UNODC field offices. The webinar also provided the possibility for field office representatives and senior managers to give feedback on the geography action plan and discuss additional promising approaches to strengthening geographical diversity. The next webinar session for senior managers is scheduled for September 2020. It was also planned to provide UNODC directors with a quarterly update, as of summer 2020, on the figures relating to the geographical diversity of the staff in their respective divisions.

50. At a young leadership training session in March 2020, at which 36 per cent (20 out of 55) of the participants were from UNODC field offices, targeted training sessions on the UNODC diversity objectives and the recruitment process were offered. The goal was to raise awareness among the young professionals of geographical diversity and the geography action plan, as well as the key role that field offices play in strengthening geographical diversity. Extensive information about geographical diversity and the Secretary-General's new strategy was further shared with staff through the March, April, June and July 2020 editions of the Human Resources Management Service newsletter and the newly launched diversity page on the iSeek intranet (see para. 20).

51. With a view to attracting new talent with renewed focus, UNODC engaged in widespread additional outreach, particularly during the first half of 2020. In May 2020, UNODC conducted four career webinars for external interested parties. The webinars were broadly promoted through field office representatives, UN-Women and UNODC social media channels and a special message sent to permanent missions. The webinars attracted great interest. In total, 963 participants registered, 21.5 per cent of whom belonged to the Group of African States, 13.2 per cent to the Group of Asia-Pacific States, 5.7 per cent to the Group of Eastern European States, 14 per cent to the Group of Latin American and Caribbean States and 46 per cent to the Group of Western European and other States. A total of 65 per cent of the registered participants were women.

52. Furthermore, UNODC updated its external employment homepage to include an explicit invitation to candidates from less well represented Member States to apply for positions within UNODC. The special notice section in job openings was also updated, in line Secretariat requirements, to include a strengthened commitment to geographical diversity. In June 2020, a video in the "UNODC explains" series on employment opportunities was launched through UNODC social media channels. In the video, senior managers explained what candidate profiles UNODC is looking for, emphasizing that the Office is looking for candidates from regions less represented in the workforce, in particular, Africa, Asia and Latin America.

53. In addition to reaching out to external candidates, UNODC also engaged in targeted outreach sessions with its field office in Nigeria in May 2020, offering career webinars to local personnel so as to strengthen their profile when applying for international positions. Webinars were also held on performance appraisal and career development in March and April 2020, targeting field offices in particular. The targeted outreach to field offices is carried out on the basis of the key insight that local staff and personnel are a valuable source of candidates for professional positions. Between 2018 and 2019, an increase of 100 per cent was observed in the

appointment of former locally recruited staff and personnel to international positions, from 12 appointments of that type in 2018 to 24 in 2019.

54. In the area of leveraging partnerships and networks, UNODC has, inter alia, developed an outreach package that can be accessed by staff and personnel via the newly launched diversity intranet site (see para. 20). The outreach package can be adapted by UNODC staff for use during missions or for reaching out virtually to partners to inform interested candidates from different geographical backgrounds about the possibility of working for UNODC. The package includes an outreach presentation with talking points, flyers with information on career possibilities and a video on employment opportunities (see para. 52).

55. UNODC is also in the process of reaching out to staff members from underrepresented Member States to incorporate their ideas and feedback as to how geographical diversity can be further enhanced. In addition to those entity-wide efforts, UNODC is in regular contact with the Office of Human Resources of the Department of Management Strategy, Policy and Compliance regarding joint outreach efforts and further actionable measures to enhance geographical diversity.

## **V. Recommendations**

56. The Commission may wish to note the efforts of UNODC to achieve gender balance and ensure the recruitment of staff on as wide a geographical basis as possible.

57. The Commission may wish to recommend that Member States continue to support UNODC in its efforts to attract and retain staff with the highest standards of efficiency, competence and integrity, while paying due regard to the importance of a wide geographical basis and gender balance.

58. Finally, without prejudice to career development opportunities for serving staff, the Commission may wish to request UNODC to continue to intensify its outreach activities and encourage Member States to support the Office in those efforts, with a view to increasing the number of applications from suitable and qualified women and those from unrepresented or underrepresented Member States, as well as Member States with lower regional representation.

## Annex

[English only]

### Statistics on staff of the United Nations Office on Drugs and Crime<sup>\*,\*\*</sup>

Table 1

**Staff in the Professional and higher categories at the United Nations Office on Drugs and Crime as at 31 December 2019, by gender and level**

	<i>Under-Secretary-General</i>		<i>D-2</i>		<i>D-1</i>		<i>P-5</i>		<i>P-4</i>		<i>P-3</i>		<i>P-2</i>		<i>Total</i>	
	<i>No.</i>	<i>%</i>	<i>No.</i>	<i>%</i>	<i>No.</i>	<i>%</i>	<i>No.</i>	<i>%</i>	<i>No.</i>	<i>%</i>	<i>No.</i>	<i>%</i>	<i>No.</i>	<i>%</i>	<i>No.</i>	<i>%</i>
Female	0	0	1	33	6	43	19	39	82	44	63	53	13	59	184	47
Male	1	100	2	67	8	57	30	61	105	56	55	47	9	41	210	53
<b>Total</b>	<b>1</b>	<b>100</b>	<b>3</b>	<b>100</b>	<b>14</b>	<b>100</b>	<b>49</b>	<b>100</b>	<b>187</b>	<b>100</b>	<b>118</b>	<b>100</b>	<b>22</b>	<b>100</b>	<b>394</b>	<b>100</b>

Table 2

**Staff in the Professional and higher categories at United Nations Office on Drugs and Crime headquarters as at 31 December 2019, by gender and level**

	<i>Under-Secretary-General</i>		<i>D-2</i>		<i>D-1</i>		<i>P-5</i>		<i>P-4</i>		<i>P-3</i>		<i>P-2</i>		<i>Total</i>	
	<i>No.</i>	<i>%</i>	<i>No.</i>	<i>%</i>	<i>No.</i>	<i>%</i>	<i>No.</i>	<i>%</i>	<i>No.</i>	<i>%</i>	<i>No.</i>	<i>%</i>	<i>No.</i>	<i>%</i>	<i>No.</i>	<i>%</i>
Female	0	0	1	33	5	50	14	48	45	47	47	58	12	63	124	52
Male	1	100	2	67	5	50	15	52	51	53	34	42	7	37	115	48
<b>Total</b>	<b>1</b>	<b>100</b>	<b>3</b>	<b>100</b>	<b>10</b>	<b>100</b>	<b>29</b>	<b>100</b>	<b>96</b>	<b>100</b>	<b>81</b>	<b>100</b>	<b>19</b>	<b>100</b>	<b>239</b>	<b>100</b>

Table 3

**Staff in the Professional and higher categories at field offices of the United Nations Office on Drugs and Crime as at 31 December 2019, by gender and level**

	<i>D-1</i>		<i>P-5</i>		<i>P-4</i>		<i>P-3</i>		<i>P-2</i>		<i>Total</i>	
	<i>No.</i>	<i>%</i>	<i>No.</i>	<i>%</i>	<i>No.</i>	<i>%</i>	<i>No.</i>	<i>%</i>	<i>No.</i>	<i>%</i>	<i>No.</i>	<i>%</i>
Female	1	25	5	25	37	41	16	43	1	33	60	39
Male	3	75	15	75	54	59	21	57	2	67	95	61
<b>Total</b>	<b>4</b>	<b>100</b>	<b>20</b>	<b>100</b>	<b>91</b>	<b>100</b>	<b>37</b>	<b>100</b>	<b>3</b>	<b>100</b>	<b>155</b>	<b>100</b>

\* *Sources:* Figures are derived from the United Nations Umoja and HR Insight information management systems.

\*\* Except where noted, figures exclude the Human Resources Management Service, the Financial Resources Management Service and the Information Technology Service.

Table 4  
**Staff in the Professional and higher categories at the United Nations Office on  
 Drugs and Crime as at 31 December 2019, by country of nationality and level**

<i>Country of nationality</i>	<i>Under-Secretary-General</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>Total</i>
Afghanistan						1		1
Albania						1		1
Algeria					1	1		2
Argentina					1	1		2
Australia				1	3	2		6
Austria					6	8	3	17
Azerbaijan				1				1
Bangladesh				1				1
Barbados							1	1
Belarus						1		1
Belgium		1	1		3		1	6
Bolivia (Plurinational State of)					3			3
Bosnia and Herzegovina							1	1
Botswana					1			1
Brazil					4	2	1	7
Bulgaria				1	1	1		3
Cambodia					1			1
Cameroon						1		1
Canada			1	3	14	3	1	22
Chile							1	1
China				1		4	1	6
Colombia					2	1		3
Democratic People's Republic of Korea						2		2
Denmark			1	1	1	1		4
Ecuador					1			1
Egypt				2	1	2		5
Finland				1	4			5
France			1	5	9	10		25
Georgia					1			1
Germany			3	2	12	9		26
Ghana				1				1
Greece				1	3	1		5
Guatemala					1			1
Hungary						2		2
India				3	2	1		6
Iran (Islamic Republic of)				2		1		3
Ireland				1	1	1		3
Israel						1		1
Italy			3	8	20	5	1	37
Japan		1			5	5	1	12
Jordan					1			1
Kazakhstan				1	2			3
Kenya					1	1		2
Kyrgyzstan						1	1	2

<i>Country of nationality</i>	<i>Under-Secretary-General</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>Total</i>
Latvia					1			1
Lebanon					3	1		4
Liechtenstein					1			1
Malaysia						1		1
Malta						1		1
Mauritius					1			1
Mexico					2	1	1	4
Mongolia					1			1
Myanmar						1		1
Namibia			1					1
Netherlands					4			4
New Zealand					3	2		5
Norway				1	1	4		6
Pakistan					3			3
Panama							1	1
Peru				2				2
Poland						1		1
Portugal					1	1		2
Republic of Moldova					1			1
Romania					3	1		4
Russia	1			2	3	3	1	10
Saudi Arabia						1		1
Senegal					1			1
Serbia					1	1		2
Slovakia						3	1	4
South Africa			1		3	1		5
Spain				2	5	4	1	12
Sudan					1			1
Sweden					5			5
Switzerland					1			1
Syrian Arab Republic						1		1
Tajikistan					1			1
Togo					1			1
Tunisia						2		2
Turkey						2		2
Turkmenistan					1			1
Uganda						1		1
Ukraine					1	2		3
United Kingdom of Great Britain and Northern Ireland			1	3	15	2		21
United Republic of Tanzania						1		1
United States of America		1	1	3	14	6	4	29
Uzbekistan					2	3		5
Venezuela (Bolivarian Republic of)					2			2
Zimbabwe						1		1
<b>Total (88 countries)</b>	<b>1</b>	<b>3</b>	<b>14</b>	<b>49</b>	<b>187</b>	<b>118</b>	<b>22</b>	<b>394</b>



Table 5  
**General Service staff, international consultants, interns, local consultants and individual contractors, National Professional Officers, service contractors and United Nations Volunteers at the United Nations Office on Drugs and Crime as at 30 June 2020, by gender**

Gender	General Service staff		International consultants		Interns		Local consultants and individual contractors		National Professional Officers		Service contractors		United Nations Volunteers		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Female	168	64	175	46	34	79	168	39	33	51	598	48	67	57	1,243	48.96
Male	93	36	203	54	9	21	254	59	32	49	648	52	50	43	1,289	50.77
Other	0	0					7	2							7	0.28
<b>Total</b>	<b>261</b>	<b>100</b>	<b>378</b>	<b>100</b>	<b>43</b>	<b>100</b>	<b>429</b>	<b>100</b>	<b>65</b>	<b>100</b>	<b>1,246</b>	<b>100</b>	<b>117</b>	<b>100</b>	<b>2,539</b>	<b>100</b>

Table 6  
**General Service staff, international consultants, interns, local consultants and individual contractors, National Professional Officers, service contractors and United Nations Volunteers at the United Nations Office on Drugs and Crime as at 30 June 2020, by country of nationality**

Country	General Service staff	International consultants	Interns	Local consultants and individual contractors	National Professional Officers	Service contractors	United Nations Volunteers	Total
Afghanistan		10			1	2	45	58
Albania		1	2		1	1		6
Angola		0					1	1
Argentina		1	3		3	1	3	11
Armenia		1						1
Australia		1	5	1	6		1	14
Austria		43	34	6			2	86
Azerbaijan		0			1		1	2
Bangladesh		1				5		6
Belarus		0	3		4			7
Belgium		3	7	1			3	14
Benin		0			1			1
Bhutan		0			1	3		4
Bolivia (Plurinational State of)		2		2	1	1	43	52
Bosnia and Herzegovina		3	1		9	2		15
Brazil		2	3	2	10	1	38	57
Brunei Darussalam		0	1					1
Bulgaria		3	5				2	10
Cabo Verde		0			1	3		4
Cambodia		0			2	1		3
Cameroon		0	1					1
Canada		3	13	1	2		6	25
Chad		0				1		1
Chile		2	3		1			6

<i>Country</i>	<i>General Service staff</i>	<i>International consultants</i>	<i>Interns</i>	<i>Local consultants and individual contractors</i>	<i>National Professional Officers</i>	<i>Service contractors</i>	<i>United Nations Volunteers</i>	<i>Total</i>
China	1	3	2				1	7
Colombia	5	9		5	7	403	3	432
Côte d'Ivoire	0			2		2		4
Croatia	1			2				3
Czechia	0	1						1
Democratic People's Republic of Korea	2	1		1			1	5
Denmark	0	3		1				4
Dominica	0			2				2
Ecuador	0	1		3	1	1	4	10
Egypt	10	2	2	4	1	21	3	43
El Salvador	0			10		10		20
Eritrea	0						1	1
Ethiopia	3	2			1			6
Fiji	0					1		1
Finland	1	1	1					3
France	5	16	4	6		4	17	52
Gabon	0					2		2
Gambia	0			1		2		3
Georgia	0					2		2
Germany	3	10	4	1				18
Ghana	2	1		1	1	1		6
Greece	0	3					1	4
Guatemala	0			7		2		9
Guinea	0			2		2		4
Haiti	0						1	1
Honduras	1						1	2
Hungary	1	2						3
Iceland	0						1	1
India	9	4	1	15	3	13	3	48
Indonesia	1			16		19	1	37
Iran	1							1
Iran (Islamic Republic of)	4			23	2	10		39
Iraq	0					2		2
Ireland	3	3	1					7
Israel	1	1				1		3
Italy	3	16	7	3		3	3	35
Japan	0	1		1				2
Jordan	0	1				4		5
Kazakhstan	1	2	2	3		13		21
Kenya	25	22			8		3	58
Kyrgyzstan	0			22		26	1	49
Lao People's Democratic Republic	3			3	1	11		18
Lebanon	0	1			1	8	1	11
Liberia	0					3		3
Libya	0					2		2
Lithuania	0	1					1	2

<i>Country</i>	<i>General Service staff</i>	<i>International consultants</i>	<i>Interns</i>	<i>Local consultants and individual contractors</i>	<i>National Professional Officers</i>	<i>Service contractors</i>	<i>United Nations Volunteers</i>	<i>Total</i>
Malawi	0			1		5		6
Malaysia	0	2		2				4
Maldives	0			1		2		3
Mali	0					2	1	3
Mauritania	0	1						1
Mauritius	0					1		1
Mexico	7	1		23	7	146	4	188
Mongolia	0	2						2
Montenegro	0	1		4				5
Morocco	0			1		5	1	7
Mozambique	0	2		2		2		6
Myanmar	1			10	1	64		76
Namibia	0					1		1
Nepal	0			1		3	2	6
Netherlands	1	4					2	7
New Zealand	0	6						6
Niger	0	2				2	12	16
Nigeria	1			3	3	29	4	40
North Macedonia	4			9		3		16
Norway	0	3						3
Pakistan	2			60	5	54		121
Palestine	0					3		3
Panama	1			4		28		33
Peru	2	1		5		9	1	18
Philippines	1	3		1		7		12
Poland	2	2						4
Portugal	0	8	1					9
Republic of Moldova	0			2				2
Romania	3	4		1				8
Russia	5	5						10
Russian Federation	1			4			2	7
Rwanda	0					1	2	3
Senegal	18			8	8	15	2	51
Serbia	3	1		10		8		22
Sierra Leone	0					2		2
Slovakia	3	6	1					10
Slovenia	0	6						6
Somalia	1	6		1	4	5		17
South Africa	5	8		1		15	2	31
Spain	3	9		4		3	1	20
Sri Lanka	6			1		2	2	11
Sudan	0					2	1	3
Sweden	2	14						16
Syrian Arab Republic	0	1						1
Tajikistan	1			7		16		24
Thailand	8			13	1	31		53

Country	General Service staff	International consultants	Interns	Local consultants and individual contractors	National Professional Officers	Service contractors	United Nations Volunteers	Total
Togo	0						1	1
Tunisia	0					8		8
Turkey	0	3						3
Turkmenistan	0			2		5		7
Uganda	0	1						1
Ukraine	4	2		8		1		15
United Arab Emirates	0			1				1
United Kingdom of Great Britain and Northern Ireland	4	47	2	4			4	61
United States of America	0	36	2	5			3	46
Uruguay	0						1	1
Uzbekistan	7			27	2	38		74
Venezuela (Bolivarian Republic of)	1							1
Viet Nam	2			25	1	10		38
Yemen	0	1						1
Zambia	0				1	3		4
Zimbabwe	0	2				3		5
<b>Total</b>	<b>261</b>	<b>378</b>	<b>43</b>	<b>429</b>	<b>65</b>	<b>1246</b>	<b>117</b>	<b>2,539</b>

Table 7  
**All staff and personnel at the United Nations Office on Drugs and Crime as at  
30 June 2020, by regional group**

	Professional and above staff	Professional and above staff (temps)	General Service staff	National Programme Officers	International CICs	Local CIC	Service Contractors	UN Volunteers	Interns	Total	
Regional group	Number	Number	Number	Number	Number	Number	Number	Number	Number	Number	Percentage
Group of African States	31	3	65	27	50	29	140	34	2	<b>381</b>	<b>12.72</b>
Group of Asia- Pacific States	62	8	61	19	26	239	393	12	5	<b>825</b>	<b>27.55</b>
Group of Eastern European States	37	3	35	1	42	55	18	5	1	<b>197</b>	<b>6.58</b>
Group of Latin American and Caribbean States	27	12	24	18	21	74	680	22	4	<b>882</b>	<b>29.45</b>
Group of Western European and Other States	250	23	76		239	32	12	44	31	<b>707</b>	<b>23.61</b>
State of Palestine							3			<b>3</b>	<b>0.1</b>
<b>Total staff</b>	<b>407</b>	<b>49</b>	<b>261</b>	<b>65</b>	<b>378</b>	<b>429</b>	<b>1 246</b>	<b>117</b>	<b>43</b>	<b>2 995</b>	<b>100</b>

Table 8

**Gender distribution of applicants for posts at the United Nations Office on Drugs and Crime, by level, 2019 and 1 January to 30 June 2020****2019**

<i>Level</i>	<i>Number of female applicants</i>	<i>Number of male applicants</i>	<i>Percentage of female applicants</i>	<i>Percentage of male applicants</i>	<i>Total</i>
P-2	2 300	2 832	44.8	55.2	5 132
P-3	5 787	10 619	35.3	64.7	16 406
P-4	1 722	4 316	28.5	71.5	6 038
P-5	333	775	30.1	69.9	1 108
D-1	196	543	26.5	73.5	739
<b>Total</b>	<b>10 338</b>	<b>19 085</b>	<b>35.1</b>	<b>64.9</b>	<b>29 423</b>

**2020 (1 January–30 June)**

<i>Level</i>	<i>Number of female applicants</i>	<i>Number of male applicants</i>	<i>Percentage of female applicants</i>	<i>Percentage of male applicants</i>	<i>Total</i>
P-2	726	735	49.7	50.3	1 461
P-3	1 529	2 633	36.7	63.3	4 162
P-4	661	1 607	29.1	70.9	2 268
P-5	43	139	23.6	76.4	182
D-1	0	0	0	0	0
<b>Total</b>	<b>2 959</b>	<b>5 114</b>	<b>36.7</b>	<b>63.3</b>	<b>8 073</b>

Table 9

**Gender distribution of internal and external candidates selected for posts at the United Nations Office on Drugs and Crime from 1 January 2019–30 June 2020, by level\***

<i>Level</i>	<i>Gender</i>	<i>1 January–31 December 2019</i>		<i>1 January–30 June 2020</i>	
		<i>Percentage</i>		<i>Percentage</i>	
P-2	Female	5	62.5	2	66.7
	Male	3	37.5	1	33.3
P-3	Female	22	73.4	19	73.1
	Male	8	26.7	7	29.9
P-4	Female	15	45.5	9	64.4
	Male	18	54.5	5	35.7
P-5	Female	1	50.0	3	60.0
	Male	1	50.0	2	40.0
D-1	Female	2	100	0	0
	Male	0	0	0	0
<b>Subtotal</b>	<b>Female</b>	<b>45</b>	<b>60.0</b>	<b>33</b>	<b>68.8</b>
<b>Subtotal</b>	<b>Male</b>	<b>30</b>	<b>40.0</b>	<b>15</b>	<b>31.3</b>
<b>Total</b>	<b>Total</b>	<b>75</b>	<b>100.0</b>	<b>48</b>	<b>100.0</b>

\* The figures include selected candidates who declined a position. They exclude lateral reassignments and selections for temporary job openings.

Table 10

**Country of nationality of internal and external candidates selected for posts at the United Nations Office on Drugs and Crime from 1 January 2019 to 30 June 2020**

	<i>P-2</i>	<i>P-3</i>	<i>P-4</i>	<i>P-5</i>	<i>D-1</i>	<i>Total</i>
Albania		1				1
Algeria		1				1
Australia		3	2			5
Austria	1	3				4
Barbados	1					1
Belarus		1				1
Belgium		1	1			2
Bolivia (Plurinational State of)			1			1
Bosnia and Herzegovina	1					1
Botswana			1			1
Canada		2	5		1	8
China		1				1
Democratic People's Republic of Korea		2				2
Denmark			1			1
Fiji		2				2
Finland		1	2			3
France	1	2	2	1		6
Germany	2	4	2		1	9
Greece		1	2			3
India		1	1			2
Ireland		2				2
Italy		6	5			11
Japan	1	3				4
Jordan			1			1
Kenya		1				1
Malta			1			1
Mexico		2	2			4
Morocco		2				2
Netherlands				1		1
New Zealand		2				2
Norway				1		1
Peru				1		1
Portugal		1		2		3
Russian Federation	1	2	3			6
South Africa		1	1			2
Spain	2	1	1			4
Sudan				1		1
Sweden			1			1
Tunisia		2				2
Turkey			1			1
Ukraine		1	1			2
United Kingdom of Great Britain and Northern Ireland			5			5
United States of America	1	2	3			6

	P-2	P-3	P-4	P-5	D-1	Total
Uzbekistan			1			1
Venezuela (Bolivarian Republic of)			1			1
Zambia		2				2
<b>Total</b>	<b>11</b>	<b>56</b>	<b>47</b>	<b>7</b>	<b>2</b>	<b>123</b>

Table 11

**Staff in the Professional and higher categories in the Division for Management of the United Nations Office on Drugs and Crime as at 31 December 2019, by gender and level\***

	D-2		D-1		P-5		P-4		P-3		P-2		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Female	0	0	1	50	4	80	6	55	13	59	3	38	27	55
Male	1	100	1	50	1	20	5	45	9	41	5	63	22	45
<b>Total</b>	<b>1</b>	<b>100</b>	<b>1</b>	<b>100</b>	<b>5</b>	<b>100</b>	<b>11</b>	<b>100</b>	<b>22</b>	<b>100</b>	<b>8</b>	<b>100</b>	<b>49</b>	<b>100</b>

\* Division of Management figures include staff members in the Financial Resources Management Service, the Human Resources Management Service and the Information Technology Service.

Table 12

**Staff in the Professional and higher categories in the Division of Management of the United Nations Office on Drugs and Crime as at 31 December 2019, by country of nationality and level**

Country of nationality	D-2	D-1	P-5	P-4	P-3	P-2	Total
Australia				1	1		2
Austria			2		1	2	5
Bahamas				1			1
Belarus					1	1	2
Cambodia					1		1
Cameroon				1			1
China					2		2
Democratic People's Republic of Korea					1		1
Ethiopia					1		1
France				1	1	1	3
Germany			1	1	3	2	7
Greece					1		1
India					1		1
Italy					1		1
Kenya				1			1
Lebanon					1		1
Malaysia					1		1
Netherlands				1			1
Panama			1		1		2
Philippines					1		1
South Africa				1			1
Thailand		1					1
Turkey					1		1
Uganda				1			1

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<i>Country of nationality</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>Total</i>
United Kingdom of Great Britain and Northern Ireland				1			1
United States of America		2	1	1	2	2	8
<b>Total</b>	<b>1</b>	<b>2</b>	<b>5</b>	<b>11</b>	<b>22</b>	<b>8</b>	<b>49</b>

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