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Strategic management, budgetary and administrative questions: staff composition of the United Nations Office on Drugs and Crime and other related matters

Commission on Crime Prevention and Criminal Justice

Reconvened thirty-first session

Vienna, 8 and 9 December 2022

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Strategic management, budgetary and administrative questions: staff composition of the United Nations Office on Drugs and Crime and other related matters

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 resolutions 62/9 and 64/7 and Commission on Crime Prevention and Criminal Justice resolutions 28/4 and 30/3. 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.



I. Introduction

1. The present report has been prepared pursuant to Commission on Narcotic Drugs resolutions 62/9 and 64/7 and Commission on Crime Prevention and Criminal Justice resolutions 28/4 and 30/3. In those resolutions, the Commissions reaffirmed the goal of equal representation of women and men in the staff composition of the United Nations Office on Drugs and Crime (UNODC) and recalled Article 101 of the Charter of the United Nations, which provides 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. Moreover, the lack of diversity among the staff of UNODC, in particular with regard to equitable geographical representation, was noted, and the Office was requested to take effective measures to ensure the recruitment of a diverse pool of candidates, in particular within the Professional and higher categories.
2. In line with the UNODC Strategy 2021–2025, the Office remains committed to the goals of achieving a 50/50 gender balance and geographical diversity among its staff through the continued implementation of its gender and geographical diversity plans.
3. Upon her appointment in 2020, the Executive Director of UNODC became an International Gender Champion, joining a network of more than 300 active and 300 former champions who are heads of international organizations, permanent missions and civil society organizations and who are determined to break down gender barriers. The Executive Director also supports the International Gender Champions panel parity pledge, under which she has committed to no longer take part in single-sex panels, and the International Gender Champions gender-based violence pledge, under which she has committed to shifting norms to make gender-based violence and sexist attitudes and behaviour unacceptable. In 2022, the Executive Director renewed her commitment to systematically strengthening an inclusive and enabling organizational culture and to improving the representation of women at the Professional staff levels for which parity has not yet been achieved.
4. An independent evaluation of the implementation of the United Nations Office at Vienna/UNODC Strategy for Gender Equality and the Empowerment of Women (2018–2021) was undertaken in 2021 and focused on the implementation at the institutional level of the Gender Strategy in relation to aspects such as staff capacity, gender parity, an enabling environment, decision-making mechanisms, resource allocation and other more subtle issues related to organizational culture. The findings of the evaluation were integrated into the second iteration of the Gender Strategy, the United Nations Office at Vienna/UNODC Strategy for Gender Equality and the Empowerment of Women (2022–2026), which was launched in June 2022. The Strategy and the related action plan continue to serve as key instruments 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.
5. The activities of the UNODC Human Resources Management Service are carried out in accordance with the UNODC Strategy 2021–2025 and the commitment to diversity and inclusion contained therein. In 2022, the Service has been developing its next five-year strategy, for the period 2022–2026, with a view to continuing to contribute to the successful delivery of mandates.
6. The figures provided in the present report refer to UNODC staff members in the Professional and higher categories on fixed-term, continuing and permanent contracts, unless otherwise specified, and positions funded from both regular and extrabudgetary sources. This population of 464 staff members accounted for 14 per cent of all 3,324 UNODC staff members and personnel as at 30 June 2022.
7. 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](#), respectively). 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 14 and 15 in the annex to the present document, 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.^{1,2}

II. Senior manager's compact assessment

8. To support the Secretary-General's efforts to foster a diverse workforce, specific performance indicators and targets regarding the percentage of female staff in the Professional and higher categories for the levels where the Executive Director makes the selection decision (P-1 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 the table below).

9. 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. As at 31 December 2020, UNODC had yet to meet the gender parity targets at the P-4 and P-5 levels, where women accounted for 43 per cent and 42 per cent of staff, respectively (see the table below). At the P-2 and P-3 levels, where the representation of women among staff members is 69 per cent and 57 per cent, respectively, UNODC is at the upper end of the parity margin, and at the D-1 level, parity has been achieved (see footnote b to the table below). While gender parity targets were not met for all levels, the progress made by UNODC from 2020 to 2021 towards achieving the goal of gender parity was rated as satisfactory in the 2021 senior manager's compact assessment. In recent years, the overall representation of women among UNODC staff has continuously increased, from 44 per cent in December 2016 to 49 per cent in December 2021, standing at 50 per cent as at 30 June 2022.

10. The Secretary-General's Geographical Diversity Strategy was launched in January 2020 and sets out a focused approach to strengthening geographical 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 geographical 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 includes all initial appointments, reappointments, promotions, transfers and reassignments of staff to vacant "geographical posts", and it requires that 50 per cent of such appointments be made from unrepresented or underrepresented Member States. As at 31 December 2021, geographical posts accounted for 21 per cent (87 positions) of UNODC positions in the Professional and higher categories funded by the regular budget. For

¹ 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 14 and 15). Upon request, diversity figures relating to the Division for Management are also provided at the meetings of the standing open-ended intergovernmental working group.

² The present report follows the structure set out in the senior manager's compact with the Secretary-General for 2020, in which the Executive Director confirmed her commitment to delivering reform, ensuring compliance with the Organization's legal framework and ethical standards, and ensuring accountability for adherence to United Nations standards of conduct. 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.

comparison, in 2019, geographical posts accounted for 22 per cent (87 positions) of UNODC positions in the Professional and higher categories funded by the regular budget, and in 2020, for 20 per cent (85 positions) of such positions.³ In order to further strengthen geographical diversity, a second geographical target in the senior manager's compact requires that progress be made, from one year to the next, towards achieving diversification in the regional groups of Member States represented at UNODC, by reducing the proportion of the most represented regional group and increasing the proportions of the less represented regional groups.

11. To complement the efforts to achieve geographical diversity, UNODC launched its own Geography Action Plan in November 2019 and published an enhanced and restructured version in August 2020, 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 Geographical Diversity Strategy and to include feedback received in the first phase of its implementation. Since the introduction of the Action Plan in 2019, notable progress has been observed with regard to reducing the proportion of staff from the most represented regional group (i.e. the Group of Western European and other States), which decreased from 62 per cent in December 2019 to 60 per cent in December 2020, and further, to 57 per cent, in June 2022.

12. A total of six candidates were appointed to positions subject to geographical distribution in 2021. One candidate was from an underrepresented Member State. Of the six candidates, five were serving staff members and one was a former staff member who returned to UNODC on an inter-agency transfer. Of the five selections of serving staff members, three resulted in a promotion and two in a lateral reassignment, of which one also involved a change of duty station from one with a non-family (category E) classification to one with a family (category H) classification. Those moves therefore contributed to the mobility and career progression of staff members. The selection of the external candidate (from Argentina) contributed to the regional diversification of UNODC, bringing the representation of UNODC staff members from States in the Group of Latin American and Caribbean States to its current level of 8.8 per cent). As at 31 December 2022, 16 per cent of UNODC staff members (73 persons) were from unrepresented and underrepresented Member States,⁴ 36 per cent (168 persons) were from Member States within range and 48 per cent (223 persons) were from overrepresented Member States.

13. The representation of staff members from the five regional groups of States Members of the United Nations⁵ changed at UNODC between 2020 and 2021 (see the table below). UNODC met the goal, set in the 2021 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 Group of Western European and other States, the most represented regional group, decreased from 59.9 per cent in December 2020 to 57.1 per cent in December 2021 and stood at 56.5 per cent in June 2022.

³ 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.

⁴ The figure includes the entire staff population of posts in the Professional and higher categories, including posts that are not subject to the system of desirable ranges.

⁵ The Group of African States, the Group of Asia-Pacific States, the Group of Eastern European States, the Group of Latin American and Caribbean States and the Group of Western European and other States.

Geographical representation and gender parity targets: performance of the United Nations Office on Drugs and Crime in 2021, as measured in terms of the senior manager's compact with the Secretary-General

(Percentage)

<i>Performance measure</i>	<i>Target for 2021</i>	<i>Percentage achieved as at 31 December 2021^a</i>	<i>Percentage achieved as at 31 December 2020^a</i>
Geographical appointments from unrepresented or underrepresented Member States	50	17	–
Progress is made, from one year to the next, towards achieving greater regional diversification	Greater regional diversification from 2020 to 2021	Group of Western European and other States 57.1 Group of Asia-Pacific States 15.2 Group of Eastern European States 9.1 Group of Latin American and Caribbean States 8.0 Group of African States 10.6	59.9 15.6 9.4 6.9 8.3
Female staff at the D-2 level	50	33 ^b	33 ^b
Female staff at the D-1 level	50	50	46 ^b
Female staff at the P-5 level	50	45	42
Female staff at the P-4 level	50	45	43
Female staff at the P-3 level	50	54	57
Female staff at the P-2 level	50	59	69

^a Data for 2020 and 2021 were provided by the Department of Management Strategy, Policy and Compliance for the report on the senior manager's compact.

^b 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 that range is reached. As there were, in total, three UNODC staff members at the D-2 level in 2020 and 2021, the percentage of female staff constituting 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

14. 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.7/2021/12-E/CN.15/2021/19](#)) in the areas of recruitment and retention, career development and organizational culture.

A. Outreach, recruitment and retention

15. UNODC continued and intensified its outreach efforts with a view to diversifying its pool of applicants. Between January 2021 and June 2022, UNODC representatives took part in a total of 25 outreach events and activities. Most of them were covered virtually, but more recently, three were also attended in person. Eight of those events were part of the recurring series of UNODC career webinars, which are widely advertised, and attracted a total of 1,694 participants. Other activities included presentations on the process of applying for UNODC vacancies and the completion of application profiles, delivered at career fairs organized by foreign ministries and universities, the training of applicants from among locally recruited

staff and personnel at UNODC field offices, lectures delivered to university students and the publication of an article on United Nations careers in a university newsletter. The target group included potential external candidates with different levels of seniority and occupational and geographical profiles different from those of staff and personnel already working for UNODC.

16. UNODC continued to distribute information and statistical updates regarding the recruitment process on a regular basis. 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. Job openings were also forwarded to the Talent Outreach Unit of the Office of Human Resources in New York and the UNODC Advocacy Section for advertisement through United Nations channels, including its social media accounts. Regular exchanges with the Talent Outreach Unit continued and UNODC was represented in the “One United Nations” working group of outreach focal points of United Nations agencies, funds and programmes in order to further exchange best practices on outreach and leverage synergies in joint events. In that context, UNODC participated in the career webinar series entitled “OneUN, Diverse Talents”, which is a series of joint events unifying the United Nations system under the “One United Nations” umbrella for outreach purposes, aimed at presenting to prospective candidates the range of career opportunities across the United Nations system, including at UNODC, in particular in the areas of statistics, economics and budgeting.

17. Quarterly statistical updates related to the gender and geographical composition of the workforce were shared with directors of divisions, providing details on efforts still needed within their divisions in comparison with UNODC overall. Statistical data on the gender and geographical representation of positions in the Professional and higher categories are generated on a monthly basis and made publicly available to all hiring managers. Additionally, these data are shared directly with hiring teams at UNODC during recruitment processes.

18. UNODC is taking measures to ensure fair selection processes and to increase their neutrality and objectivity. This includes ensuring that the evaluation criteria for job openings attract a wide and diverse pool of applicants and are well defined at the outset in order to help hiring managers to short-list a manageable number of suitable candidates. UNODC also uses online assessment tools to reduce unconscious bias during the written portion of the assessment process. In addition, the Focal Points for Women are invited to observe competency-based interviews for positions at the P-4 level and higher. The Focal Points for Women are knowledgeable about issues such as unconscious bias and bring a gender perspective to the process.

19. Each selection recommendation submitted for the consideration of the Executive Director includes information on the prevailing gender and geographical distribution of UNODC staff, the geographical and regional representation of the countries of nationality of the recommended candidates and the potential impact of the selection decision, thus enabling the Executive Director to make an informed selection decision. Of the 76 candidates selected for positions of one year or longer (irrespective of funding) in the Professional and higher categories at UNODC in 2021, 35 (46.1 per cent) were women (see annex, table 10). At the staff levels where gender parity has not yet stabilized at UNODC (i.e. P-4 and P-5), the percentage of female applicants selected was 62.5 per cent at the P-4 level and 33.3 per cent at the P-5 level. Between 1 January and 30 June 2022, 21 (45.7 per cent) of 46 candidates selected for positions in the Professional and higher categories were women. During the same period, five out of the nine candidates selected at the P-4 level were women (55.6 per cent), and at the P-5 level, where only two selections were made, one female candidate was selected. As at 30 June 2022, the representation of women at the P-4 level had reached 47 per cent. At the P-5 level, the representation of women stood at 48 per cent between January and May 2022. As at 1 June 2022, the representation of women at the P-5 level had dropped to 46 per cent. However, the selection of a female candidate to be implemented later in 2022 was expected to bring the P-5 level into the parity range again.

20. For the levels at which gender parity is still fluctuating in UNODC, the selection figures for 2021 show that 10 selections resulted in the promotion of serving staff members to the P-4 level. Of those 10 candidates, 7 (70 per cent) were women. At the P-5 level, one selection resulted in the promotion of a male serving staff member in 2021. During the period January–June 2022, five selections resulted in the promotion of serving staff members to the P-4 level. Of the five candidates selected, three (60 per cent) were women. In the same period, two selections resulted in the promotion of serving staff members to the P-5 level, one male and one female (50 per cent).

21. As for General Service staff, who represented 8 per cent of all UNODC staff and personnel in June 2022, the overall representation of women amounted to 64 per cent, representing a decrease of 1 per cent compared with June 2021. The percentage of women among service contractors, who accounted for 42 per cent of all UNODC staff and personnel, increased from 49 per cent in June 2021 to 50 per cent in June 2022. Among National Professional Officers, who constituted 2 per cent of all UNODC staff and personnel, the share of women rose from 52 per cent to 53 per cent over the same period, while for United Nations Volunteers, who made up 7 per cent of UNODC staff and personnel, the figure increased from 55 per cent to 58 per cent (see annex, table 7, for the underlying figures).

22. Detailed statistics on the gender distribution of UNODC staff in the Professional and higher categories, staff and personnel⁶ 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

23. UNODC continued to support the career development of its workforce primarily through online training, as well as training in other formats, such as coaching, which remained a key activity in 2021 and 2022. During the period from 1 January 2021 to 30 June 2022, 173 individual coaching sessions were held, of which 106 sessions were held for women (61 per cent). During the same period, 90 individual career counselling sessions were delivered, most of which (98 per cent) were attended by women. UNODC supported 13 staff members, 6 of whom were women, in obtaining certification as leadership coaches. In addition, in 2021, 10 staff members were certified as systemic team coaches, who provide support to teams to facilitate team development and build collective leadership and ownership of the achievement of team goals and targets, and 30 staff members were certified as individual coaches,

⁶ For a better understanding of the different personnel categories, a brief explanation is provided in the following: the service contract is a modality for hiring individuals under a non-staff contract. It is a cost-effective and flexible decentralized contracting instrument offered by the United Nations Development Programme for use only by country offices and regional centres outside of Headquarters. Consultants are individuals who are recognized authorities or specialists in a specific field, engaged by the United Nations under temporary non-staff contracts in an advisory or consultative capacity to the Secretariat. A consultant must have special skills or knowledge not normally possessed by the regular staff of the Organization and for which there is no continuing need in the Secretariat. Individual contractors are individuals engaged by the Organization from time to time under temporary non-staff contracts to provide expertise, skills or knowledge for the performance of a specific task or piece of work, which would be short-term by nature, against the payment of an all-inclusive fee. Their work assignments may involve full-time or part-time functions similar to those of staff members. United Nations Volunteers serve under contracts with the United Nations Volunteers programme. They are engaged to provide operational and substantive support to United Nations entities in various fields and for specialized functions for which the required skills and expertise are not available in the Organization. United Nations Volunteers are not to be used as a substitute for staff or to perform any supervisory functions. National Professional Officers are locally recruited and perform functions at the professional level. National Professional Officers are nationals of the country in which they are serving, and their functions must relate to the national context, that is, the functions must require national experience or knowledge of the national language, culture, institutions and systems.

who provide client-centred support to develop new thinking and skills for individual growth and development.

24. UNODC also delivered a webinar on systemic team coaching for managers to 17 participants and another systemic coaching session for high-performance teams, which attracted 40 participants, 62 per cent of whom were women.

25. UNODC continued to integrate a gender perspective into its learning initiatives, which included training in competency-based interviewing and performance management. The training on competency-based interviewing was converted into a self-paced online course including segments on unconscious bias and gender parity in recruitment. At the start of the 2021/22 performance cycle, the performance management system was redesigned to make it more agile and responsive and to reflect the coaching culture that the Secretariat has adopted in its approach to managing performance. The new performance management approach promotes a culture of ongoing feedback that serves to strengthen the overall enabling work environment. In-house training on the new approach, including with regard to the work planning process, ongoing conversations and feedback, as well as the end-of-cycle evaluation stages, was developed and delivered to general audiences, as well as targeted groups of managers, throughout the 2021/22 performance cycle. In April 2021, to familiarize staff with the new performance management process and approach, four sessions on the new approach were held, attracting over 500 participants, and an additional four sessions on work planning were held, which also attracted approximately 500 participants. Towards the end of the 2021/22 performance cycle and during the transition towards the next cycle (2022/23), UNODC continued to offer targeted training sessions and awareness-raising initiatives. Two learning sessions on the end-of-cycle review, involving 174 participants, and four information sessions on work planning and the new performance management approach, involving over 200 participants, were held to guide staff members through the new process. For the first time at UNODC, the People Management Index, a tool used in the 360-degree feedback methodology, was also piloted at the D-1 and D-2 levels during the 2021/22 performance cycle. As in previous years, managers and staff were requested to include a gender and diversity-related goal in their workplans.

26. A comprehensive campaign to encourage the completion of mandatory training courses was launched in 2021 and was followed up with individual reminders to staff who remained non-compliant. As of June 2022, 89 per cent of UNODC staff had completed the “I Know Gender” mandatory course.

27. UNODC continued its awareness-raising efforts through targeted activities for both staff and Member States, to enhance understanding of how gender equality and women’s empowerment are relevant to the Office’s mandate. UNODC maintains a website dedicated to gender-related issues and publishes a regular newsletter to provide information about relevant gender-related developments and events at UNODC headquarters and field offices. The Gender Strategy focal point network has more than 100 members throughout UNODC headquarters and field offices and plays a key role in raising awareness and sharing best practices. In April 2022, the United Nations Office at Vienna/UNODC launched its first Gender Award to recognize projects, policies, programmes, strategies and practices carried out by either teams or individuals at UNODC headquarters and field offices that have a high impact on the promotion of gender equality and the empowerment of women.

28. During 2021 and 2022, the Office continued its efforts to build staff capacity in the areas of gender equality and the empowerment of women. A total of 17 webinars, tailored training sessions and workshops were held, and over 500 staff members, including senior managers, received training. In addition, new tools on gender mainstreaming in the Office’s mandated areas of work were developed and training in support of their implementation was provided. For instance, UNODC developed and launched an online module on gender aspects of organized crime, as well as the publication entitled *UNODC Handbook: Framework to Measure and Report on Gender-related SDG Results*, and offered workshops for all staff, as well as

tailor-made training sessions for managers and Gender Strategy focal points on gender-sensitive indicators and gender-responsive programming.

29. UNODC continued to promote the topics of inclusion, well-being and an enabling work environment in its training activities in 2021 and 2022. Among the learning activities conducted were two sessions for all staff on well-being and work-life balance, involving 139 participants, 75 per cent of whom were women, and two tailor-made sessions for managers in April 2021 on ensuring employee well-being, involving 54 participants. A module on diversity and well-being was included in the induction series for 2021, attracting 60 participants. Additionally, two sessions on giving and receiving feedback to enhance an effective performance conversation were held in March 2022, attracting 80 participants. To continue strengthening an enabling working environment, additional sessions on staff well-being will continue to be offered in the second half of 2022. A Secretariat-wide mentoring programme for UNODC staff at headquarters and field offices entitled “Together”, launched in 2020, will continue to be promoted in 2022. A broader learning initiative for Vienna-based organizations on the topic of dignity and inclusion was launched in October 2021 and is planned to run throughout 2022. The initiative comprises nine modules covering different topics, such as prevention of sexual harassment and exploitation, substance use and the workplace, addressing racism, and disability inclusion awareness. In the context of this initiative, the United Nations Office at Vienna/UNODC facilitated two training sessions on disability inclusion awareness for 55 participants and two training sessions on addressing racism, which attracted over 100 participants. An additional tailor-made training session for managers was held and attracted 35 participants, 45 per cent of whom were women. Prior to that, other activities were held on the topics of addressing racism and disability inclusion. In collaboration with the Office of the United Nations Ombudsman and Mediation Services, a total of 76 anti-racism dialogue sessions were conducted from March to September 2021, involving 514 participants. Lastly, in the second half of 2021, two webinars on disability inclusion awareness, involving the participation of 80 people, and multiple learning sessions on disability inclusion, focusing on mainstreaming disability inclusion at the United Nations Office at Vienna/UNODC, as well as acquiring tools and resources for awareness-raising, were held.

30. UNODC participated in the first edition of the Resident Coordinator/Humanitarian Coordinator talent pipeline initiative, which is aimed at building a diverse pool of high-calibre candidates who demonstrate strong potential for the functions of a Resident Coordinator or a Resident and Humanitarian Coordinator and at developing them for those roles. In 2021, UNODC endorsed five senior managers, all of whom were women, as nominees for the Resident Coordinator/Humanitarian Coordinator talent pool, and two of them successfully passed the examination, which assessed the candidates against the competencies of the Resident Coordinator leadership profile through a set of exercises simulating situations that Resident Coordinators and Resident and Humanitarian Coordinators might be confronted with.

31. Targeted learning opportunities for women were offered in 2021 and continue to be offered in 2022. A Secretariat-wide programme organized by the United Nations System Staff College for women leaders at the P-4, P-5 and National Professional Officer (NO-D) levels will be offered in 2022. For women at the P-2, P-3, service contractor and National Professional Officer (NO-A, NO-B) levels, the United Nations Office at Vienna/UNODC launched an early-career initiative, which was offered from September to December 2021, attracting 46 early-career female participants, more than half (54 per cent) of whom were working in UNODC field offices. The initiative won the first United Nations Office at Vienna/UNODC Gender Award in April 2022 and, owing to its positive outcome and the high level of interest it has generated, will be offered again in the second half of 2022.

32. In the period November–December 2021, a series of seven expert-led dialogue sessions focused on addressing racism in the workplace were launched. Four sessions were division-specific and were co-facilitated by divisional directors, emphasizing

the importance of the presence and active participation of senior management for promoting a healthy, inclusive and enabling workplace culture for all at the United Nations Office at Vienna/UNODC. Furthermore, the United Nations Office at Vienna/UNODC is developing a survey on preventing prohibited conduct in the workplace, which is expected to be launched at the end of November 2022. The survey will serve both as a tool to check on the progress of the Organization's efforts to eradicate prohibited conduct and to remind staff of the contents of the Secretary-General's bulletin on addressing discrimination, harassment, including sexual harassment, and abuse of authority ([ST/SGB/2019/8](#)), which addresses prohibited conduct.

C. Organizational culture

33. 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 (2018–2021), the new United Nations Office at Vienna/UNODC Strategy for Gender Equality and the Empowerment of Women (2022–2026), the 2018–2021 human resources operational strategy and the 2022–2026 human resources strategy, UNODC continued to support flexible working arrangements, part-time employment, family leave, maternity and paternity leave and breastfeeding policies, as detailed in reports for previous years.

34. Through various initiatives promoting the Secretary-General's policy on flexible working arrangements ([ST/SGB/2019/3](#)), the overall number of staff members who utilized flexible working arrangements increased. For much of 2021 and until the end of April 2022, owing to the coronavirus disease (COVID-19) pandemic, staff members were working under alternate working arrangements, then gradually returned to the office in accordance with the maximum occupancy limits set by the Organization. In comparison with the pre-pandemic period, the number of staff members who have opted for telecommuting within the duty station (up to 3 days per week) has increased. While in February 2020, only 13 staff members (9 female, 4 male) had utilized that option (2 per cent of staff), 110 (81 female, 29 male) staff members (14 per cent of staff) did so in May 2022 and 106 (78 female, 28 male) did so in June 2022. Furthermore, staff members were allowed to temporarily telecommute outside the duty station to respond to emergency family situations. In that regard, not only were there no major challenges or negative impacts on productivity but a decrease in the utilization of sick leave was also observed.

35. Owing to varying working conditions across the offices and sections of UNODC, the extent of the taking up of flexible working arrangements, as well as the support needed to do so, varies. This is rooted partly in the differing nature of jobs (e.g. desk work versus non-desk work) and partly in the differing working cultures within the Office. Flexible working arrangements are not an entitlement; they are voluntary arrangements agreed upon between staff and managers. However, the Human Resources Management Service continues to be a well-established partner in mediating between supervisors and staff. The Service is actively involved in helping to find the best solution for supporting the well-being of staff members, also giving due consideration to the substantive offices' need to maintain their delivery output and ensure the fair treatment of all team members.

36. UNODC continues to promote the Enabling Environment Guidelines for the United Nations System, published by UN-Women in 2019. The publication *Make Parity a Reality: Field-specific Enabling Environment Guidelines for the United Nations System*, issued by UN-Women in early 2021, was promoted among stakeholders in the UNODC field offices through two webinars held jointly with UN-Women in September 2021. In addition, UNODC participated in the roll-out of a dignity and inclusion learning initiative launched jointly with the other Vienna-based organizations in October 2021.

37. The collaboration between the Gender Team in the Office of the Director-General/Executive Director, the Human Resources Management Service and the six Focal Points for Women at the United Nations Office at Vienna/UNODC continued to be close in 2021, focusing on initiatives such as the first United Nations Office at Vienna/UNODC Gender Award and the early-career initiative. With regard to the latter, two Focal Points for Women co-presented a session providing advice to early-career female colleagues in the United Nations Office at Vienna/UNODC on topics relating to work-life integration and important issues to consider with regard to taking parental leave. In the course of the strategic evaluation of the work of the United Nations Office at Vienna/UNODC to promote gender equality and the empowerment of women, the Gender Team and the Human Resources Management Service collaborated closely, working out a joint management response and follow-up plan. The Focal Points for Women also undertook an initiative to circulate a survey to staff at large, both at UNODC headquarters and field offices, to provide an opportunity for better understanding of the current concerns of women in relation to gender policies and an enabling work environment and to evaluate the role and expectations of the Focal Points for Women. The survey results provided valuable insights and will be consolidated and disseminated in the second half of 2022.

38. To improve the quality of monitoring and reporting on the promotion of gender equality and women's empowerment in programme-cycle management, in 2021, UNODC moved to the integrated planning, management and reporting solution in Umoja Extension 2. This enables the tagging of the Office's contributions to cross-cutting Sustainable Development Goals and their targets, including Goal 5, as well as the use of a specific gender marker. To support its implementation, the Strategic Planning and Inter-Agency Affairs Unit, together with the Gender Team, developed a project management guide. Furthermore, the Gender Team, in collaboration with the Unit and the Gender Strategy focal point network, launched the publication entitled *UNODC Handbook: Framework to Measure and Report on Gender-related SDG Results* in February 2022 to further improve reporting on gender-related results. Starting in 2022, annual programme and project progress reports will be derived directly from the integrated planning, management and reporting system. Throughout the approval process, Gender Strategy focal points are consulted before submitting the mandatory UNODC gender mainstreaming checklist for review and approval by the Gender Team.

39. UNODC actively participates in the Chief Executives Board for Coordination Task Force on Addressing Sexual Harassment within the Organizations of the United Nations System. UNODC continued to implement the various initiatives of the Task Force, in particular with regard to the policy promulgated in the Secretary-General's bulletin on addressing discrimination, harassment, including sexual harassment, and abuse of authority ([ST/SGB/2019/8](#)) and with a view to advancing a common understanding of a victim-centred approach to addressing sexual harassment by developing clear guidelines for senior management on advancing such an understanding; the guidelines are expected to be distributed in the last quarter of 2022.

40. UNODC has expanded its support and outreach activities for preventing and eliminating sexual harassment, including online harassment, by promoting a coaching culture and an enabling work environment. The Office participates in the "United against racism" and "United to respect" initiatives. Stemming from the "I wish you knew" initiative of 2021, the United Nations Office at Vienna/UNODC is actively engaging all staff and personnel at all levels by collecting ideas on actionable commitments for positive culture change, garnering a plethora of good management practices, as well as transformative ideas, that are expected to be implemented eventually. Additionally, the United Nations Office at Vienna/UNODC will launch the first Leadership Award to recognize outstanding leaders at the Offices who strive to create a respectful and enabling work environment by promoting policies of zero tolerance towards prohibited conduct, which is understood as any form of harassment, including sexual harassment, discrimination, abuse of authority, or sexual exploitation or abuse, and workplace flexibility, as well as family-friendly policies,

and who hold themselves and others to the highest standards of conduct. Finally, the Vienna-based organizations are in the final stages in preparation for officially launching a web page for all Vienna-based organizations on the Code of Conduct, on which all attendees of events of Vienna-based organizations will be directed to the proper channels for raising a complaint if they experience or witness conduct that does not meet the highest ethical and professional expectations for United Nations-sponsored events. This joint initiative is complementary to all United Nations Office at Vienna/UNODC efforts to foster a speak-up culture, including the various outreach efforts, as well as the educational information that is readily available on public Human Resources Management Service channels.

IV. Update on geographical diversity

41. UNODC continues to implement the policies and initiatives of the Secretariat aimed at promoting and achieving equitable geographical distribution and greater regional diversity, as outlined in the Geographical Diversity Strategy, published in January 2020 by the Office of Human Resources. The term “geographical diversity” encompasses the goals of both equitable geographical distribution and greater regional group diversity. Both geographical goals are complementary, as reflected in the guidance provided by the Chef de Cabinet of the Executive Office of the Secretary-General on making progress towards achieving a diverse workforce that reflects the international character of the Organization. The present section highlights key frameworks, as well as activities undertaken and progress made by UNODC in this regard.

42. Based on the Geographical Diversity Strategy developed by the Office of Human Resources, as well as on Commission on Narcotic Drugs resolution 61/12 and Commission on Crime Prevention and Criminal Justice resolution 27/7, the Geography Action Plan developed by UNODC involves and encourages the engagement of a range of actors, including the Human Resources Management Service, senior leadership, hiring managers and their teams, UNODC field offices, UNODC staff, Member States and other United Nations actors. After the initial roll-out in December 2019, the Action Plan was further reviewed and enhanced in August 2020, establishing a variety of new action points.

43. With regard to raising awareness among staff about the importance of strengthening geographical diversity, 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 2021 and 2022, UNODC continued to provide detailed information about the geographical representation status and regional group membership of applicants to the hiring teams during the posting period for job openings, and to the Executive Director when a selection recommendation was submitted. Additionally, regular updates are made centrally available to hiring teams through a dedicated platform for hiring managers in Microsoft Teams.

44. During 2021 and the first half of 2022, seven webinars for hiring managers on the three diversity pillars (gender parity, geographical diversity and disability inclusion) were delivered, one at UNODC headquarters and six for field offices. The webinars were designed to give hiring teams a better understanding of current policies and diversity concepts, and provided an opportunity to collect feedback and discuss additional approaches towards strengthening geographical diversity. The webinars are aimed not only at senior managers, but also at staff involved in the recruitment process, to further emphasize diversity concepts throughout UNODC.

45. In addition, the senior management team of UNODC was regularly kept informed about progress with regard to attaining geographical diversity at the meetings of the Executives Committee of the United Nations Office at Vienna and UNODC held in January, July and in September 2021. Detailed figures were presented

and goals were reiterated in order to enhance understanding and trends and reinforce the importance of achieving geographical balance.

46. To attract geographically diverse talent with renewed focus, UNODC continued to engage in widespread outreach. During 2021 and 2022, the Office conducted eight career webinars for interested external parties. The webinars were broadly promoted through field office representatives, UN-Women, and UNODC social media channels. The webinars were attended by a total of 1,694 participants.

47. In 2021, eight staff members joined UNODC who are nationals of countries that were not represented among UNODC staff in the Professional and higher categories in 2020 (Cambodia, Eritrea, Honduras, Iraq, Nigeria, Philippines, Sri Lanka and Uruguay). As one staff member from Latvia separated from the Organization in 2021, that country was no longer represented among UNODC staff in the Professional and higher categories. The overall number of nationalities represented among UNODC staff in those categories thus increased from 97 at the end of 2020 to 104 at the end of 2021.

48. UNODC has increased outreach efforts for job openings in the Professional and higher categories. Every job opening for a regular position is sent to the Advocacy Section for advertisement through UNODC social media channels and to UN-Women for publication on its website. Hiring teams are actively encouraged to undertake additional outreach efforts through their professional networks when a new job opening is posted.

49. Furthermore, UNODC has joined a “One United Nations” working group comprised of outreach focal points from United Nations common system entities that meets bi-monthly to exchange outreach ideas, streamline outreach activities and organize joint outreach events to promote the various fields of work in the United Nations system. UNODC, together with other United Nations entities, participated in an event focusing on finance, economics, and statistics and data science, hosted by Development Aid, that was attended by 992 individuals.

50. In March 2021, UNODC launched a survey among all staff from underrepresented Member States and less represented regional groups in order to gather input on how the Office can effectively promote job openings in those States. The Office received responses covering 30 countries and is including the resulting outreach channels in the promotion of future job openings. UNODC also conducted an analysis, gathering university, alumnae/alumni, professional and occupational networks relevant to its mandates in less represented regional groups, in order to further expand its outreach and attract qualified candidates. The analysis resulted in more than 50 additional organizations where UNODC can conduct outreach activities, depending on the thematic area relevant to the job opening, thus further strengthening its geographically diverse outreach activities.

51. In addition, UNODC continues to make an outreach package available to staff and personnel on the intranet site devoted to diversity. The package can be adapted by UNODC staff for use during missions or for reaching out to partners online with a view to informing 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.

52. In addition to these entity-specific efforts, UNODC is in regular contact with the Office of Human Resources regarding joint outreach efforts and further actionable measures to enhance geographical diversity.

V. Recommendations

53. 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.

54. 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.

55. 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 female candidates 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^{*,}****Table 1**
Staff in the Professional and higher categories at the United Nations Office on Drugs and Crime as at 31 December 2021, 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	1	100	1	33	7	50	22	45	89	45	90	54	19	59	229	49
Male	–	–	2	67	7	50	27	55	109	55	77	46	13	41	235	51
Total	1	100	3	100	14	100	49	100	198	100	167	100	32	100	464	100

Table 2
Staff in the Professional and higher categories at United Nations Office on Drugs and Crime headquarters as at 31 December 2021, 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	1	100	1	33	5	56	15	52	54	53	53	58	14	64	144	56
Male	–	–	2	67	4	44	16	48	47	47	39	42	8	36	115	44
Total	1	100	3	100	9	100	31	100	101	100	92	100	22	100	259	100

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 2021, 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	2	40	6	33	35	36	37	49	5	50	85	41
Male	3	60	12	67	62	64	38	51	5	50	120	59
Total	5	100	18	100	97	100	75	100	10	100	205	100

Table 4
Staff in the Professional and higher categories at the United Nations Office on Drugs and Crime as at 31 December 2021, by division and gender

<i>Division</i>	<i>Female</i>		<i>Male</i>		<i>Total number</i>
	<i>Number</i>	<i>Percentage</i>	<i>Number</i>	<i>Percentage</i>	
Division for Operations	112	44	141	56	253
Division for Policy Analysis and Public Affairs	34	54	29	46	63

* All figures are derived from Umoja and information in human resources management systems.

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

Division	Female		Male		Total number
	Number	Percentage	Number	Percentage	
Division for Treaty Affairs	74	56	58	44	132
Office of the Executive Director	9	56	7	44	16
Total	229	49	235	51	464

Table 5
Staff in the Professional and higher categories at the United Nations Office on
Drugs and Crime as at 31 December 2021, by country of nationality and level

Country of nationality	Under-Secretary-General	D-2	D-1	P-5	P-4	P-3	P-2	Total
Afghanistan					1			1
Albania						1		1
Algeria					1	2		3
Argentina					1	4		5
Australia				1	4	3		8
Austria					6	7	3	16
Azerbaijan				1				1
Barbados							1	1
Belarus					1	2		3
Belgium		1	1		4	1		7
Bolivia (Plurinational State of)					1	1		2
Bosnia and Herzegovina							1	1
Botswana					1			1
Brazil					4	4		8
Bulgaria					2			2
Cambodia					1			1
Cameroon						1		1
Canada			1	3	14	7		25
Chad						1		1
Chile						1		1
China				1		6		7
Colombia					1	3	1	5
Côte d'Ivoire						1		1
Czechia						1	1	2
Denmark			1	1	2	2		6
Ecuador					1			1
Egypt	1			2	1	3	3	10
Eritrea							1	1
Fiji						1		1
Finland					4			4
France			2	5	10	10		27
Georgia					1			1
Germany			3	3	13	9		28
Ghana				1				1
Greece				1	2	1		4
Guatemala					1			1

<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>
Honduras						1		1
Hungary						2		2
India				3	3			6
Indonesia					1	2		3
Iran (Islamic Republic of)				2		1		3
Iraq							1	1
Ireland				1	2	1		4
Israel						1		1
Italy			2	10	18	8	2	40
Japan		1			5	8	1	15
Kazakhstan				1	2			3
Kenya					1	2		3
Kyrgyzstan						1		1
Lebanon					4	1	1	6
Liechtenstein					1			1
Lithuania					1			1
Malawi					1		1	2
Malaysia						1		1
Malta					1			1
Mauritius					1	1		2
Mexico					3	2	1	6
Montenegro							1	1
Morocco						1		1
Myanmar						1		1
Namibia			1					1
Nepal						1		1
Netherlands				1	3	2	1	7
New Zealand					3	1		4
Niger						1		1
Nigeria					1			1
Norway				2		3		5
Pakistan					3			3
Panama							1	1
Peru				1				1
Philippines						1		1
Poland						1		1
Portugal					2	1		3
Republic of Korea						5		5
Republic of Moldova					1			1
Romania					2	1		3
Russian Federation				1	5	4	2	12
Saudi Arabia						1		1
Senegal					1	2		3
Serbia					1	2		3
Slovakia						3	1	4
South Africa			1		3	2		6

<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>
Spain			1	1	5	6	3	16
Sri Lanka							1	1
Sudan				1				1
Sweden					4			4
Switzerland						1		1
Syrian Arab Republic						1		1
Tajikistan					1			1
Togo					1			1
Tunisia								2
Türkiye					1			1
Turkmenistan					1			1
Uganda						1		1
Ukraine					2			2
United Kingdom of Great Britain and Northern Ireland				3	16	2		21
United Republic of Tanzania						1		1
United States of America		1	1	3	16	7	4	32
Uruguay					1			1
Uzbekistan					2	5		7
Venezuela (Bolivarian Republic of)					2			2
Viet Nam						1		1
Zambia						1		1
Zimbabwe						2		2
Total (104 countries)	1	3	14	49	198	167	32	464

Table 6
Staff in the Professional and higher categories at the United Nations Office on Drugs and Crime as at 31 December 2021, by office and gender

<i>UNODC office</i>	<i>Female</i>		<i>Male</i>		<i>Total number</i>
	<i>Number</i>	<i>Percentage</i>	<i>Number</i>	<i>Percentage</i>	
Country Office in Afghanistan	1	14	6	86	7
Country Office in the Plurinational State of Bolivia		0	1	100	1
Country Office in Colombia		0	2	100	2
Country Office in the Islamic Republic of Iran		0	1	100	1
Country Office in Nigeria	2	29	5	71	7
Country Office in Pakistan	1	17	5	83	6
Country Office in Peru	1	25	3	75	4
Brussels Liaison Office	4	100		0	4
New York Liaison Office	4	80	1	20	5
Programme Office in Portugal	1	100		0	1
Liaison and Partnership Office in Brazil	1	50	1	50	2
Liaison and Partnership Office in Mexico	2	50	2	50	4
Programme Office in Ukraine	2	100		0	2
Regional Office for Central Asia	4	33	8	67	12
Regional Office for Eastern Africa	13	59	9	41	22

UNODC office	Female		Male		Total number
	Number	Percentage	Number	Percentage	
Regional Office for the Middle East and North Africa	14	44	18	56	32
Regional Office for Central America and the Caribbean in Panama	5	38	8	62	13
Regional Office for South Asia	3	43	4	57	7
Regional Office for Southern Africa	4	67	2	33	6
Regional Office for South-East Asia and the Pacific	14	34	27	66	41
Regional Office for South-Eastern Europe		0	1	100	1
Regional Office for West and Central Africa	8	33	16	67	24
Programme Office in Switzerland	1	100		0	1
UNODC headquarters, Vienna	144	56	115	44	259
Total	229	49	235	51	464

Table 7
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 2022, 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	172	64	187	41	50	63	119	41	37	53	691	50	131	58	1 387	50
Male	96	36	270	59	29	37	167	58	33	47	689	50	96	42	1 380	50
Other							2	1			1	0			3	0
Total	268	100	457	100	79	100	288	100	70	100	1 381	100	227	100	2 770	100

Table 8
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 2022, 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	6				1	24	2	35
Albania	1	1				1		3
Algeria		1	1			2	1	5
Angola							2	2
Argentina		8	1		1	3	1	14
Armenia	1							1
Australia	1	19	2	4			1	27
Austria	42	21	4				5	72
Azerbaijan						1		1
Bangladesh	1	2				6	3	12
Belarus		5				1		6
Belgium	1	4	1				1	7
Benin		2						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>
Bhutan						3		3
Bolivia (Plurinational State of)	1	1	2			31		35
Bosnia and Herzegovina	4	2		6		4		16
Brazil	2	5	2	5	2	65	8	89
Brunei Darussalam							1	1
Bulgaria	3		1				1	5
Burkina Faso						2	12	14
Burundi							1	1
Cabo Verde		1				4		5
Cambodia				1		4	1	6
Cameroon		2			1		2	5
Canada	3	22	1				4	30
Central African Republic				1		1		2
Chad				1			6	7
Chile	3	1						4
China	2	3	5				1	11
Colombia	7	5		2	7	434	5	460
Congo				1				1
Costa Rica		1				1	1	3
Côte d'Ivoire		1				2	1	4
Croatia	1	1		1			2	5
Czechia		1	1				1	3
Denmark		4					1	5
Dominica		1				1	1	3
Ecuador				2		4	2	8
Egypt	11	5	1		2	38	1	58
El Salvador				9		13	2	24
Ethiopia	5	4	2		4		1	16
Fiji						2		2
Finland	1	1						2
France	6	34	10	1		4	18	73
Gabon				1		2		3
Gambia					1	1		2
Georgia						1		1
Germany	2	12	5				3	22
Ghana		1	1	1	1	2	1	7
Greece		1					1	2
Grenada		1						1
Guatemala		1	1	2		3		7
Guinea						3		3
Honduras			1			4		5
Hungary	2	4						6
India	6	7	1	11	3	14	6	48
Indonesia	1	2		15		24		42
Iran (Islamic Republic of)	5		1	4	2	6		18
Iraq						7		7

<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>
Ireland	2	4					1	7
Israel			1			1		2
Italy	2	18	7			1	13	41
Jamaica		1						1
Japan		5					1	6
Jordan		3			2	3	1	9
Kazakhstan	1			3		17		21
Kenya	27	33	3		8		9	80
Kyrgyzstan				6		19		25
Lao People's Democratic Republic	3			3	1	15	2	24
Lebanon		1	2		1	5	3	12
Liberia		1						1
Libya	1					8		9
Madagascar		2						2
Malawi		2		1		3		6
Malaysia				1		7	1	9
Maldives		1		2		2		5
Mali	1					1		2
Mauritania	1			1			16	18
Mexico	7	2	3	17	4	160	5	198
Mongolia		1					1	2
Montenegro				5				5
Morocco						4	1	5
Mozambique						3		3
Myanmar				34	1	56	1	92
Namibia							1	1
Nepal		1		1		2		4
Netherlands		5		1			2	8
New Zealand		2						2
Niger	2	7		8	3	34	8	62
Nigeria							1	1
North Macedonia	1			10		6		17
Norway		2						2
Pakistan	2	2		40	5	58		107
Panama	1			1		25	1	28
Paraguay						1		1
Peru	2	1	1	2		17	4	27
Philippines	3	2		2		20	1	28
Poland	2	2						4
Portugal		6					1	7
Republic of Korea		1		1	1		3	6
Republic of Moldova						3	1	4
Romania	4	4	2				2	12
Russian Federation	5	5	1	2			2	15
Saudi Arabia		2	1					3

<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>
Senegal	20	2	1		9	11	2	45
Serbia	4	2		9		10	1	26
Sierra Leone						1		1
Singapore		2						2
Slovakia	4	3					3	10
Slovenia	1	3						4
Somalia	4	10			1	4		19
South Africa	5	12	1			11	1	30
South Sudan							1	1
Spain	6	10	1	2		2	6	27
Sri Lanka	6	2		1		6	1	16
State of Palestine						3		3
Sudan						3		3
Swaziland		1						1
Sweden	2	7		1			2	12
Switzerland		4						4
Tajikistan	1					15		16
Thailand	8	1	1	1	1	47	2	61
Togo							2	2
Trinidad and Tobago							1	1
Tunisia	1	1				5	1	8
Türkiye		1					1	2
Turkmenistan					1	7		8
Uganda	1	3			1			5
Ukraine	1	1				2		4
United Kingdom of Great Britain and Northern Ireland	6	47	1	3		1	11	69
United Republic of Tanzania							1	1
United States of America	2	39	5	6		1	2	55
Uruguay		1	1				1	3
Uzbekistan	7			24	3	48		82
Venezuela (Bolivarian Republic of)			1	1		2	1	5
Viet Nam	2	1	1	30	1	10	2	47
Yemen		1					2	3
Zambia	1					2		3
Zimbabwe	1		1			2	1	5
Total (139 countries)	268	457	79	288	70	1 381	227	2 770

Table 9
All staff and personnel at the United Nations Office on Drugs and Crime as at
30 June 2022, by regional group

<i>Regional group</i>	<i>Professional and higher categories^a</i>	<i>Professional and higher categories (temporary)</i>	<i>General Service staff</i>	<i>National Professional Officers</i>	<i>International consultants and individual contractors</i>	<i>Local consultants and individual contractors</i>	<i>Service contractors</i>	<i>United Nations Volunteers</i>	<i>Interns</i>	<i>Total</i>	
	<i>Number</i>	<i>Number</i>	<i>Number</i>	<i>Number</i>	<i>Number</i>	<i>Number</i>	<i>Number</i>	<i>Number</i>	<i>Number</i>	<i>Number</i>	<i>Percentage</i>
Group of African States	52	9	81	31	91	15	148	73	11	511	15.37
Group of Asia-Pacific States	74	11	54	24	40	181	428	35	12	859	25.84
Group of Eastern European States	41	4	34	1	34	33	28	13	5	193	5.81
Group of Latin American and Caribbean States	43	8	23	14	29	41	764	33	13	968	29.12
Group of Western European and other States	284	28	76		263	18	10	73	38	790	23.77
State of Palestine							3			3	0.09
Total	494	60	268	70	457	288	1 381	227	79	3 324	100

^a Including 23 Junior Professional Officers.

Table 10
Gender distribution of internal and external candidates selected for posts in the
Professional and higher categories at the United Nations Office on Drugs and
Crime from 1 January 2021 to 30 June 2022, by level

<i>Level</i>	<i>Gender</i>	<i>1 January–31 December 2021</i>		<i>1 January–30 June 2022</i>	
		<i>Number</i>	<i>Percentage</i>	<i>Number</i>	<i>Percentage</i>
P-1	Female	–	–	–	0.0
	Male	–	–	1	100.0
P-2	Female	3	37.5	4	66.7
	Male	5	62.5	2	33.3
P-3	Female	16	41.0	11	39.3
	Male	23	59.0	17	60.7
P-4	Female	15	62.5	5	55.6
	Male	9	37.5	4	44.4
P-5	Female	1	33.3	1	50.0
	Male	2	66.7	1	50.0
D-1	Female	0	0.0	–	–
	Male	2	100.0	–	–
Subtotal	Female	35	46.1	21	45.7
Subtotal	Male	41	54.0	25	54.3
Total		76	100	46	100

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

Table 11
Country of nationality of internal and external candidates selected for posts in the Professional and higher categories at the United Nations Office on Drugs and Crime from 1 January 2021 to 30 June 2022

	<i>P-1</i>	<i>P-2</i>	<i>P-3</i>	<i>P-4</i>	<i>P-5</i>	<i>D-1</i>	<i>Total</i>
Afghanistan	1			1			2
Algeria			1				1
Argentina			3				3
Australia			2	2			4
Austria		2	1	2			5
Belarus			1	1			2
Belgium		1					1
Bolivia (Plurinational State of)			2				2
Brazil			3	1			4
Bulgaria				1			1
Cameroon			1				1
Canada			4	1	1		6
Colombia		1	1				2
Côte d'Ivoire			2				2
Ecuador		1	1				2
Egypt		1	2	1			4
Finland			1				1
France			5	2			7
Germany			3	2			5
Honduras			1				1
India			1				1
Iraq		1					1
Ireland				1			1
Italy		1	4	1	1	1	8
Japan			2				2
Kenya		1			1		2
Lebanon		1	1	1			3
Lithuania		1					1
Malawi				2			2
Mauritius			1				1
Mexico			1				1
Netherlands			2	1			3
Pakistan			1				1
Philippines			1				1
Poland			1				1
Portugal			2	2			4
Republic of Korea			1				1
Russian Federation		1	1				2
Saudi Arabia				1			1
Senegal			2		1		3
Serbia			2				2
Spain			2	1			3

	<i>P-1</i>	<i>P-2</i>	<i>P-3</i>	<i>P-4</i>	<i>P-5</i>	<i>D-1</i>	<i>Total</i>
Sri Lanka		1					1
Sweden			1				1
Switzerland			1				1
Türkiye				1			1
Ukraine			1				1
United Kingdom of Great Britain and Northern Ireland			2	2	1	1	6
United States of America		1	1	3			5
Uruguay				1			1
Uzbekistan			1	1			2
Zimbabwe			1	1			2
Total (52 countries)	1	14	67	33	5	2	122

Table 12

Regional distribution of internal and external candidates selected for posts in the Professional and higher categories at the United Nations Office on Drugs and Crime from 1 January 2021 to 30 June 2022, by level

	<i>P-1</i>	<i>P-2</i>	<i>P-3</i>	<i>P-4</i>	<i>P-5</i>	<i>D-1</i>	<i>Total</i>
Group of African States		2	10	4	2		18
External		2	9	3	1		15
Internal			1	1	1		3
Group of Asia-Pacific States	1	3	8	4			16
External	1	3	8	1			13
Internal				3			3
Group of Eastern European States		2	5	2			9
External		2	5	1			8
Internal				1			1
Group of Latin American and Caribbean States		2	12	2			16
External		2	11	2			15
Internal			1				1
Group of Western European and other States		5	32	21	3	2	63
External		4	28	9			41
Internal		1	4	12	3	2	22
Total	1	14	67	33	5	2	122

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

Table 13
Gender distribution of candidates selected for posts in the Professional and higher categories at the United Nations Office on Drugs and Crime from 1 January 2021 to 30 June 2022, by duty station

	Number		Percentage		Total number
	Female	Male	Female	Male	
Field offices	34	39	46.6	53.4	73
Vienna	22	27	44.9	55.1	49
Total	56	66	45.9	54.1	122

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

Table 14
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 2021, 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	—	—	2	67	4	80	5	56	10	56	1	17	22	52
Male	1	100	1	33	1	20	4	44	8	44	5	83	20	48
Total	1	100	3	100	5	100	9	100	18	100	6	100	42	100

Note: Division for Management figures include staff members in the Financial Resources Management Service, the Human Resources Management Service and the Information Technology Service.

Table 15
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 2021, 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
Austria			2		2	2	6
Bahamas				1			1
Belarus					1	1	2
Cambodia					1		1
China			1		2		3
Ethiopia					1		1
France					1	1	2
Germany			1	1	3	2	7
Greece					1		1
India					1		1
Kenya				1			1
Lebanon				1			1
Netherlands				1			1
Panama			1				1
Peru		1			1		2
Philippines					1		1
Republic of Korea					1		1

<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>
Spain		1					1
Thailand	1						1
Türkiye					1		1
Uganda				1			1
United Kingdom of Great Britain and Northern Ireland				1			1
United States of America		1		1	1		3
Total (24 countries)	1	3	5	9	18	6	42

Note: Division for Management figures include staff members in the Financial Resources Management Service, the Human Resources Management Service and the Information Technology Service.