



# Economic and Social Council

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## **Commission on Narcotic Drugs Reconvened sixtieth session**

Vienna, 7 and 8 December 2017

Agenda item 3 (c)

**Policy directives to the drug programme of the United Nations Office on Drugs and Crime and strengthening the drug programme and the role of the Commission on Narcotic Drugs as its governing body, including administrative, budgetary and strategic management questions: staff composition of the United Nations Office on Drugs and Crime and other related matters**

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

**Reconvened twenty-sixth session**

Vienna, 7 and 8 December 2017

Agenda item 3 (d)

**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 resolution 59/9 and Commission on Crime Prevention and Criminal Justice resolution 25/4. 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.



## I. Introduction

1. The present report has been prepared pursuant to Commission on Narcotic Drugs resolution 59/9, entitled “Implementation of the budget for the biennium 2016-2017 for the Fund of the United Nations International Drug Control Programme”, and Commission on Crime Prevention and Criminal Justice resolution 25/4, entitled “Implementation of the budget for the biennium 2016-2017 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, especially in the Professional and higher categories, and requested the International Civil Service Commission to encourage the organizations of the common system to fully implement existing gender balance policies and measures. Also in resolutions 59/9 and 25/4, the Commissions requested the Executive Director of the United Nations Office on Drugs and Crime (UNODC) to intensify the efforts of the Office to achieve the goal of a 50/50 gender balance within the Professional and higher categories, including for field representatives, while upholding Article 101 of the Charter of the United Nations, by, inter alia, intensifying outreach efforts, and to report on the progress of such measures to the Commissions at their subsequent sessions.

3. At their reconvened fifty-ninth and twenty-fifth sessions, respectively, the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice expressed appreciation for the report on gender balance and geographical representation within UNODC ([E/CN.7/2016/18-E/CN.15/2016/15](#) and [E/CN.7/2016/18/Corr.1-E/CN.15/2016/15/Corr.1](#)) and for the efforts undertaken by the management of UNODC to improve gender balance and geographical representation.

4. UNODC reiterates that, as part of the United Nations, it is committed to the goals of gender and geographical balance and to the Organization’s core value of respect for diversity, which requires that men and women be treated equally and that no individual or group be discriminated against, as well as to including a gender perspective in substantive work.

5. In order to support the Secretary-General’s system-wide strategy on gender parity, as endorsed by the Senior Management Group on 23 August 2017 and shared with all staff on 13 September 2017, the Executive Director of UNODC continues to apply specific performance indicators, measures and targets with regard to the percentage of female staff in senior and non-senior posts in the Professional category, and sets targets for the appointment of candidates from unrepresented or underrepresented Member States or Member States at risk of becoming underrepresented. Those targets are documented in the senior manager’s compact signed annually by the Secretary-General and the Executive Director.

6. The purpose of the geographical representation indicator is to ensure that heads of departments and offices contribute to reducing the number of unrepresented and underrepresented Member States and Member States at risk of becoming underrepresented, in line with the system of desirable ranges. The target measures all initial appointment, reappointment, promotion, transfer and reassignment personnel actions regarding a vacant position.

7. In 2016, UNODC met the targets for the representation of women in non-senior (P-1 to P-4) and senior (P-5 to D-2) posts in the Professional category, as shown in the table below. The Office did not, however, meet the target for the appointment of candidates from unrepresented or underrepresented Member States or Member States at risk of becoming underrepresented for the 10 positions advertised in 2016 that were subject to the system of desirable ranges. As at 31 December 2016, 21 per cent (75) of UNODC staff members were from underrepresented Member States, 29 per cent (104) were from Member States within range and 50 per cent (176) were from

overrepresented Member States. With regard to selections made in 2016, 21 per cent of selected candidates (13) were from underrepresented Member States, 30 per cent (18) were from Member States within range and 49 per cent (30) were from overrepresented Member States.

### **Performance of the United Nations Office on Drugs and Crime in 2016, measured against the human resources management scorecard**

(Percentage)

<i>Performance measure</i>	<i>Target for 2016<sup>a</sup></i>	<i>Number achieved as at 31 December 2016</i>
Appointments of candidates from unrepresented or underrepresented Member States or Member States at risk of becoming underrepresented <sup>b</sup>	50	10
Female staff in senior posts in the Professional category (P-5, D-1, D-2 and equivalent)	39	39
Female staff in non-senior posts in the Professional category (P-1 to P-4 and equivalent)	45	45

<sup>a</sup> Targets for 2017 are currently under review.

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

## **II. Update on the four key drivers of the 2030 Gender Equality Strategy**

8. In addition to the efforts led by the Secretariat, UNODC continues to act to achieve gender parity. The present report highlights progress made in that regard since the issuance of the previous report (E/CN.7/2016/18-E/CN.15/2016/15 and E/CN.7/2016/18/Corr.1-E/CN.15/2016/15/Corr.1) in the areas of recruitment and retention, career development, organizational culture and supporting architecture.

9. In May 2017, UNODC launched a global project on gender equality and the empowerment of women, which is managed by the Office of the Executive Director. The project is aimed at establishing the institutional framework to achieve gender equality by promoting it in a coordinated and comprehensive way. Under the project, both gender parity in staff and gender mainstreaming in all UNODC activities are addressed and a gender equality strategy and action plan are currently being developed, which will include activities, including those described below, aimed at achieving gender parity among staff.

### **Recruitment and retention**

10. UNODC continues to intensify its efforts with regard to outreach activities, the distribution of statistics, selection processes and collaboration with the focal points for women, as detailed in the previous report. UNODC attended seven outreach events in 2016 and six events in the period from January to October 2017, which were held in five countries (Austria, Finland, France, Germany and Slovakia), at the invitation of Member States and on the basis of available resources. The Human Resources Management Service of UNODC also continues to share senior-level vacancies with permanent missions to the United Nations in Vienna and forwards vacancy announcements to the Outreach Unit of the Office of Human Resources Management in New York for dissemination through the United Nations social media channels (Facebook, Twitter and LinkedIn). It also provides information on the current gender and geographical distribution of UNODC staff, with each selection recommendation submitted to the Executive Director for consideration.

11. In addition to the initiatives described in the previous report, UNODC has developed online information sessions on recruitment to inform staff about the new staff selection and managed mobility system policy. Those sessions are aimed at providing staff members with a clear understanding of current recruitment policies. In the fourth quarter of 2017, UNODC senior management discussed progress made towards gender parity and geographical balance at a meeting of the Executive Committee and confirmed support for continuing efforts in that regard.

12. Under the system-wide strategy on gender parity, parity is considered to be within the 47-53 per cent margin. As shown in table 1 in the annex to the present report, as at 31 December 2016, gender balance had been achieved at UNODC at the P-3 level, while women represented 55 per cent of staff at the P-2 level and only 39 per cent at the P-4 level. This was, however, an improvement of two percentage points compared with 2015. At the P-5 level, as in 2015, 44 per cent of staff were female. At the D-1 level, 38 per cent of staff were female, compared with 31 per cent in 2015, which was an increase of seven percentage points. There are currently no women at the D-2 level (at which there are currently two occupied posts and one vacancy) or at the Under-Secretary-General level (at which there is one post). As shown in table 2 of the annex, as at 31 December 2016, gender balance had been achieved at UNODC Headquarters at the P-4, P-5 and D-1 levels.

13. It is also worth noting that there has been a steady increase in applications from female candidates. In 2015, 31 per cent of the applicants for posts in the Professional and higher categories were women, compared with 33 per cent in 2016 and 35 per cent over the period from 1 January to 5 October 2017,<sup>1</sup> which represents approximately a two-percentage point increase per annum. It is also worth highlighting that, in 2016, the percentage of women who were selected was higher than the percentage of female applicants. For example, at the P-3 level, while 34.11 per cent of applicants were female, 56.25 per cent of them were selected. Detailed statistics on the gender distribution of UNODC staff in the Professional and higher categories and of 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.

## Career development

14. UNODC continues to support career coaching; workshops, online courses and other resources; career development activities; the review of learning and development programmes; and spousal employment assistance, as detailed in the previous report. For example, since the launch of the career coaching programme in 2014, coaches from the Human Resources Management Service have held more than 556 hours of individual coaching sessions, of which 70 per cent have been for women.

15. UNODC also seeks to further strengthen the career development of women and, for the first time, training sessions dedicated to unconscious bias were provided to senior management (Executive Committee members), UNODC field representatives, staff in general, including staff from field offices (by WebEx), and human resources practitioners.

16. In 2017, UNODC increased its internal capacity to facilitate the mandatory workshop on competency-based interviewing for panel members by certifying two new trainers, and a specific section on unconscious bias was added to that workshop.

17. Also in 2017, UNODC launched an event for “Take your daughter to work day”. On that occasion, daughters of staff members were able to learn more about UNODC programmes and careers. The event was attended by 38 daughters of staff members.

18. A mentorship programme will be launched in 2018 to match existing staff members at the P-2 to P-4 levels with staff holding senior posts in the Professional

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<sup>1</sup> 5 October 2017 is the cut-off date for the inclusion of data for 2017 in the present report.

category so that the former may receive career advice and mentoring. Particular attention will be given to matching women with mentors.

19. The training course entitled “Leadership, Women and the United Nations”, developed by the United Nations System Staff College, will also be held in Vienna in 2018. Staff members at the P-4 and P-5 levels will be encouraged to participate in order to further refine their leadership skills. In 2017, two female staff members from UNODC attended the course in Geneva.

### **Organizational culture**

20. UNODC continues to make efforts to support flexible working arrangements, part-time employment, family leave, maternity and paternity leave and breastfeeding policies, as detailed in the previous report. In 2016, 11 staff members availed themselves of the option to work 50 or 80 per cent, 11 to telecommute,<sup>2</sup> 8 to work on a compressed work schedule and 1 to participate in the sabbatical leave programme.

21. As a reminder, flexible working arrangements are not an entitlement for staff and not all types of work lend themselves to such arrangements. Prior approval from the staff member’s supervisor is therefore required.

22. In addition to those efforts, UNODC is developing a reintegration package for staff after, for example, parental leave. This “Welcome back” package will be introduced by the end of 2017 and will be made available to staff who return to the office after an extended leave of absence, including parental leave. The package will be aimed at facilitating reintegration into the workplace after a long period of absence.

### **Supporting architecture**

23. All UNODC human resources plans and activities are based on the Charter and the Staff Regulations and Rules of the United Nations, as established by the General Assembly and the Secretary-General, and follow the relevant policies, practices and guidance emanating from United Nations Headquarters.

## **III. Recommendations**

24. 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.

25. 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.

26. Finally, without prejudice to career development opportunities for serving staff, the Commission may want 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.

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<sup>2</sup> Telecommuting allows a staff member to work up to two days a week from an alternative work site. The percentage reflects recorded telecommuting agreements and not ad hoc telecommuting.

## Annex

### 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 2016, 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	0	0	5	38	23	44	57	39	61	50	11	55	157	44
Male	1	100	3	100	8	62	29	56	88	61	60	50	9	45	198	56
<b>Total</b>	<b>1</b>	<b>100</b>	<b>3</b>	<b>100</b>	<b>13</b>	<b>100</b>	<b>52</b>	<b>100</b>	<b>145</b>	<b>100</b>	<b>121</b>	<b>100</b>	<b>20</b>	<b>100</b>	<b>355</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 2016, 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>%</i>	<i>%</i>	<i>No.</i>	<i>%</i>	<i>No.</i>	<i>%</i>
Female	0	0	0	0	4	50	18	51	40	49	39	58	11	55	112	52
Male	1	100	2	100	4	50	17	49	42	51	28	42	9	45	103	48
<b>Total</b>	<b>1</b>	<b>100</b>	<b>2</b>	<b>100</b>	<b>8</b>	<b>100</b>	<b>35</b>	<b>100</b>	<b>82</b>	<b>100</b>	<b>67</b>	<b>100</b>	<b>20</b>	<b>100</b>	<b>215</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 2016, by gender and level

	<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>
Female	0	0	1	20	5	29	17	27	22	41	0	0	45	32
Male	1	100	4	80	12	71	46	73	32	59	0	0	95	68
<b>Total</b>	<b>1</b>	<b>100</b>	<b>5</b>	<b>100</b>	<b>17</b>	<b>100</b>	<b>63</b>	<b>100</b>	<b>54</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>140</b>	<b>100</b>

Table 4  
Staff in the Professional and higher categories at the United Nations Office on Drugs and Crime as at 31 December 2016, 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
Algeria					1			1
Argentina					2	1		3
Australia				1	2	5		8

\* Sources: <https://umoja.un.org> and <https://hrinsight.un.org> (access to the latter website is password-protected but enabled for Member States).

\*\* Figures exclude the Human Resources Management Service, the Financial Resources Management Service and the Information Technology Service.

<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>
Austria					5	5	3	13
Azerbaijan				1				1
Bangladesh				1		1		2
Belarus				1		1		2
Belgium		1	1	1	3			6
Bolivia (Plurinational State of)					2			2
Botswana						1		1
Brazil					4	2		6
Bulgaria				1	1	1		3
Cambodia					1			1
Canada				4	7	7		18
Chile						1		1
China				1		2	1	4
Colombia						2		2
Comoros							1	1
Czechia						1		1
Denmark			1		2	1		4
Ecuador					1			1
Egypt				2	1			3
Finland				1	3	3		7
France			1	4	8	11	1	25
Gambia				1				1
Georgia					1			1
Germany				6	10	7	1	24
Ghana				1				1
Greece			1	1	2	2		6
Guatemala						1		1
Hungary						1		1
India				2	3	1		6
Indonesia					1			1
Iran (Islamic Republic of)				1	2	1		4
Ireland				1		2		3
Israel						1		1
Italy			3	7	17	3	2	32
Japan					4			4
Kazakhstan				1	1	1	1	4
Kenya					2	1		3
Kyrgyzstan						1		1
Latvia					1			1
Lebanon					2	1		3
Lichtenstein					1			1
Malawi							1	1
Malaysia						1		1
Malta						1		1
Mauritius					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>
Mexico					1	1	3	5
Mongolia					1			1
Myanmar						1		1
Namibia			1					1
Netherlands					2	3		5
New Zealand					4			4
Norway				1	1	2	1	5
Pakistan					3	1		4
Panama							1	1
Peru				1				1
Portugal					2	1		3
Republic of Korea						1		1
Republic of Moldova					1			1
Romania					2			2
Russian Federation	1	1		2	2	3	1	10
Saudi Arabia						1		1
Senegal					1			1
Serbia					1	1		2
Singapore						1		1
Slovakia						2		2
South Africa				1	2	1		4
Spain				2	4	4	1	11
Sudan					1			1
Sweden					1	2		3
Switzerland					1			1
Tajikistan						2		2
Togo					1			1
Turkey					1	1	1	3
Turkmenistan						1		1
Uganda						1		1
Ukraine					1	1		2
United Kingdom of Great Britain and Northern Ireland			2	3	12	4		21
United States of America		1	2	3	7	8	1	22
Uruguay			1			1		2
Uzbekistan					1	3		4
Venezuela (Bolivarian Republic of)					1	1		2
Zimbabwe						2		2
<b>Total (86 countries)</b>	<b>1</b>	<b>3</b>	<b>13</b>	<b>52</b>	<b>145</b>	<b>121</b>	<b>20</b>	<b>355</b>

Table 5  
Gender distribution of applicants for posts at the United Nations Office on Drugs and Crime in 2016, by level

<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	1 736	1 813	48.92	51.08	3 549
P-3	3 229	6 238	34.11	65.89	9 467
P-4	1 664	5 022	24.89	75.11	6 686
P-5	154	640	19.40	80.60	794
D-1	44	233	15.88	84.12	277
<b>Total</b>	<b>6 827</b>	<b>13 946</b>	<b>32.86</b>	<b>67.14</b>	<b>20 773</b>

Table 6  
Gender distribution of candidates selected for posts at the United Nations Office on Drugs and Crime from 1 January 2016 to 5 October 2017, by level

<i>Level</i>	<i>Gender</i>	<i>1 January-31 December 2016</i>		<i>1 January-5 October 2017</i>	
		<i>Percentage</i>		<i>Percentage</i>	
P-2	Female	2	50	0	0
	Male	2	50	2	100
P-3	Female	18	56.25	8	61.54
	Male	14	43.75	5	38.46
P-4	Female	9	45	8	42.10
	Male	11	55	11	57.90
P-5	Female	1	25	1	16.66
	Male	3	75	5	83.34
D-1	Female	1	100	1	100
	Male	0	0	0	0
<b>Subtotal</b>	<b>Female</b>	<b>31</b>	<b>50.82</b>	<b>18</b>	<b>43.90</b>
<b>Subtotal</b>	<b>Male</b>	<b>30</b>	<b>49.18</b>	<b>23</b>	<b>56.10</b>
<b>Total</b>	<b>Total</b>	<b>61</b>	<b>100</b>	<b>41</b>	<b>100.00</b>

Table 7  
Country of nationality of candidates selected for posts at the United Nations Office on Drugs and Crime from 1 January to 5 October 2017

	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>Total</i>
Austria			1	3		4
Bulgaria				1		1
Cameroon				1		1
Canada		1	2	2		5
Colombia			1			1
Denmark		1				1
France			2			2
Germany	1		1	1		3
Hungary				1		1
India		1				1

	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>Total</i>
Iran (Islamic Republic of)		1				1
Ireland			1			1
Italy		2	2		1	5
Mexico				2		2
Morocco					1	1
Netherlands			1			1
New Zealand			1			1
Romania				1		1
Serbia			1			1
Spain			1			1
Sweden			1			1
Switzerland			1			1
Turkmenistan			1			1
United Kingdom			1			1
United States			1			1
Uzbekistan				1		1
<b>Total</b>	<b>1</b>	<b>6</b>	<b>19</b>	<b>13</b>	<b>2</b>	<b>41</b>