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Agenda item 4 (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 61/12 and Commission on Crime Prevention and Criminal Justice resolution 27/7. 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 61/12, entitled "Implementation of the budget for the biennium 2018–2019 for the Fund of the United Nations International Drug Control Programme" and Commission on Crime Prevention and Criminal Justice resolution 27/7, entitled "Implementation of the budget for the biennium 2018–2019 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 61/12 and 27/7, the Commissions requested the Executive Director of the United Nations Office on Drugs and Crime (UNODC) to continue to intensify efforts to achieve the goal of a 50/50 gender balance and to ensure the recruitment of staff on as wide a geographical basis as possible, in particular 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 efforts to the Commissions at their subsequent sessions.

3. At their reconvened sixty-first and twenty-seventh 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.7/2018/15-E/CN.15/2018/17) and for the efforts undertaken by the management of UNODC in improving gender balance and geographical representation.

4. The figures presented in this report refer to UNODC staff members on fixed-term, continuing and permanent contracts, unless otherwise specified, and positions funded from both regular and extrabudgetary sources.

5. UNODC reiterates that, as part of the United Nations Secretariat, it is committed to the goals of gender and geographical balance and to the Organization's core value of respect for diversity, that is, to treating men and women equally, not discriminating against any individual group and including a gender perspective in substantive work.[1]

6. In June 2017, the Executive Director of UNODC became an International Gender Champion, joining a network that now has more than 200 active champions and alumni who are heads of international organizations, permanent missions and civil society organizations and who are determined to make gender equality a working reality in their spheres of influence. The Executive Director updated his commitments in 2019, pledging the following: to use every opportunity, on all country visits related to UNODC projects and programmes, to monitor the implementation of programmes that promote gender equality and the empowerment of women; to integrate a gender perspective in his speaking engagements; and to encourage the increased use of flexible working arrangements within UNODC.

7. In the context of the Global Programme on Gender Equality and the Empowerment of Women in the United Nations Office at Vienna and UNODC, established in May 2017 in the Office of the Director-General/Executive Director, two key initiatives were advanced during 2018 and 2019 to achieve gender equality in a coordinated and comprehensive way, as detailed below.

8. In 2018, the Action Plan for the implementation of the United Nations Office at Vienna/UNODC Strategy for Gender Equality and the Empowerment of Women

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[1] As defined in the generic job profiles approved by the Assistant Secretary-General for Human Resources, Department of Management Strategy, Policy and Compliance.

(2018–2021)"[2] was endorsed by the Executive Committee of the United Nations Office at Vienna/UNODC. The Action Plan provides a robust framework for gender mainstreaming throughout UNODC activities and practices. It outlines key actions to be undertaken by each office, with assigned roles and timelines for implementation. The Action Plan includes accountability elements relating to monitoring and evaluating the implementation of the Strategy. It enables tangible and demonstrable reporting on how and to what extent UNODC is: (a) delivering global results on gender equality and the empowerment of women through its activities; and (b) contributing to the strengthening of institutional capacity and effectiveness to enhance delivery of results and to promote and achieve parity among UNODC staff at all levels.

9.   To that end, the Network of Gender Focal Points and Focal Points for Women, comprising staff at headquarters and in field offices, has been established. The Network is a central part of the institutional architecture for implementing the Strategy and the accompanying Action Plan. Focal points act as points of contact and resource persons on gender mainstreaming in their respective functional units and are to play an important role in ensuring institutional accountability for the implementation of the Strategy. Tools and guidelines to support the integration of gender aspects at all stages of the programme cycle, including the analysis, development, implementation, and monitoring and evaluation stages, are being developed. The Gender Team in the Office of the Director-General/Executive Director, in cooperation with the Human Resources Management Service of the United Nations Office at Vienna/UNODC is to provide capacity-building for gender focal points and staff and facilitate the dissemination of gender mainstreaming resources.

10.   The 2018–2021 human resources operational strategy, which was endorsed in April 2018 by the Executive Committee of the United Nations Office at Vienna/UNODC, continues to be closely monitored, thereby ensuring that the services of the Human Resources Management Service remain aligned with the operational needs of UNODC and continue to contribute towards the successful delivery of mandates. The strategy has also helped to hold the UNODC workforce accountable for promoting organizational values and establishing a culture of trust. In addition, the strategy has contributed towards the building of capacity for change and engagement in the context of the Secretary-General's management and development reforms, as exemplified in the formulation and execution of the United Nations Office at Vienna/UNODC staff engagement action plan. Under this action plan, various initiatives on innovation, performance management and organizational agility have been realized, including the identification of new training opportunities on the subject of change management and the organization of "food for thought" sessions on multilingualism.

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

12.   The structure and organization of the United Nations Office at Vienna and UNODC are promulgated in bulletins of the Secretary-General (ST/SGB/2004/5 and ST/SGB/2004/6). In accordance with those bulletins, the services that fall under the purview of UNODC are the Human Resources Management Service, the Financial Resources Management Service and the Information Technology Service. The services that fall under the purview of the United Nations Office at Vienna are the Conference Management Service, the General Support Section, the Procurement Section and the Security and Safety Service. The figures provided in the present report do not include data on staff members and positions in the Financial Resources

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[2] The Strategy is fully aligned with the priorities of the Secretary-General, the system-wide strategy on gender parity, and the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women.

Management Service, the Human Resources Management Service and the Information Technology Service (except in tables 11 and 12 in the annex).[3,4]

13. 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, in line with the system of desirable ranges. The indicator is used to measure all initial-appointment, reappointment, promotion, transfer and reassignment personnel actions issued to encumber vacant positions on the basis of geographical representation. As at 31 December 2018, such positions accounted for 26 per cent (98 persons) of UNODC positions in the Professional and higher categories funded by the regular budget. This figure excludes the positions in the Professional and higher categories in the Human Resources Management Service, the Financial Resources Management Service and the Information Technology Service. To increase the diversity of geographical representation, in addition to the system of desirable ranges, a new target has been introduced in the senior manager's compact which requires that progress should be made, from one year to the next, towards achieving diversification in the representation of regional groups in UNODC.[5]

14. UNODC did not meet the target for appointments of candidates from unrepresented or underrepresented Member States in the case of seven advertised geographical posts in 2018. As at 31 December 2018, 20 per cent (76 persons) of UNODC staff members were from unrepresented or underrepresented Member States, 28 per cent (104 persons) were from Member States represented within the desirable range and 52 per cent (193 persons) were from overrepresented Member States. Regarding selections made in 2018 (see annex, table 10), 22 per cent (16 persons) were from underrepresented Member States, 36 per cent (26 persons) were from Member States represented within the desirable range, and 42 per cent (31 persons) were from overrepresented Member States. It should be noted that, although UNODC did not meet the targets for geographical posts in 2018, there was an overall increase in selections of candidates from underrepresented Member States from 2017 (14 per cent) to 2018 (22 per cent).

15. The representation of staff members from the five regional groups of United Nations Member States underwent minor changes between 2017 to 2018 (see table 1). UNODC met the goal, set in the 2018 senior manager's compact, of making progress from one year to the next towards achieving greater regional diversification, as the percentage of staff from the most represented regional group (the Group of Western European and other States) decreased from 64.6 per cent in 2017 to 64.1 per cent in 2018. That was in line with the evaluation criterion established in the senior manager's compact for achieving a satisfactory rating in terms of regional diversification, which may be summarized as follows:

> To achieve a satisfactory rating, the percentage of staff members from the most represented region in 2018 must be less than that in 2017, or the percentage of staff from the second most represented region in 2017 must be within 10 percentage points of the percentage of staff members from the most represented region in 2017 and the sum of the percentages of staff members from the other regions must have increased from 2017 to 2018.

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[3] Pursuant to the recommendation made by Member States during the November 2018 meeting of the standing open-ended intergovernmental working group on improving the governance and financial situation of the United Nations Office on Drugs and Crime, the present report includes an overview of the staff composition of the Division for Management (see annex, tables 11 and 12).

[4] The present report follows the structure of the senior manager's compact, which is developed at Headquarters for all entities of the Secretariat. According to the compact, the Human Resources Management Service, the Financial Resources Management Service and the Information Technology Service of the United Nations Office at Vienna/UNODC fall under the purview of the United Nations Office at Vienna. The Executive Director of UNODC has informed Headquarters of this discrepancy and has asked that action be taken to redress it.

[5] The regional groups of United Nations Member States are the African States, the Asia-Pacific States, the Eastern European States, the Latin American and Caribbean States, and the Western European and other States.

16.   Regarding the 2018 gender parity targets by staff level, UNODC met the target for the D-2 level, with 33 per cent of positions represented by women, and exceeded the target for the P-3 level, with 54 per cent of positions represented by women.[6] Although UNODC is yet to meet the 2018 gender parity targets at the P-2, P-4, P-5 and D-1 levels, the percentage of female representation increased from 2017 to 2018 at almost all levels of the Professional and higher categories (see table 1 and para. 24). While the gender parity targets were not met for each level, the progress made by UNODC from 2017 to 2018 towards achieving the goal of gender parity was rated as satisfactory in the 2018 senior manager's compact assessment. That was due to the fact that, in 2018, the number of staff levels that approached the gender parity target range was higher than the number that retreated from it, as compared with 2017. According to the evaluation criterion for gender parity established in the senior manager's compact, to achieve a satisfactory rating, the number of staff levels in 2018 that are within the target range set in the system-wide strategy on gender parity (47–53 per cent) or that approached the target range, as compared with 2017, must be greater than the number of levels in 2018 that retreated from the target range, as compared with 2017.

Table 1
Geographical representation and gender parity targets: performance of the United Nations Office on Drugs and Crime in 2018, as measured in terms of the senior manager's compact with the Secretary-General

(Percentage)

Performance measure	Target for 2018		Percentage achieved as at 31 December 2018[a]	Percentage achieved as at 31 December 2017
Geographical appointments from unrepresented or underrepresented Member States[b]	50		14	13
Progress is made, from one year to the next, towards achieving greater regional diversification	Greater regional diversification from 2017 to 2018	Group of Western European and other States	64.1	64.6
		Group of Asia-Pacific States	14.2	13.5
		Group of Eastern European States	8.3	8.6
		Group of Latin American and Caribbean States	7.0	6.9
		Group of African States	6.4	6.3
Female staff at the D-2 level	not applicable		33	0
Female staff at the D-1 level	46		33	43
Female staff at the P-5 level	50		40	39
Female staff at the P-4 level	47		42	40
Female staff at the P-3 level	50		54	52
Female staff at the P-2 level	50		45	38

   [a] Data for 2017 and 2018 were provided by the Department of Management, Strategy, Policy and Compliance for the report on the senior manager's compact.
   [b] 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).
   [c] For mathematical reasons, certain entity/level combinations, namely, those involving 3, 5, 7, 9, 11, 13 or 15 staff members, cannot achieve the 47–53 per cent gender parity range. In such cases, the Office of Human Resources considers parity to have been achieved when the closest possible percentage to the range is reached. As there were, in total, three UNODC staff members at the D-2 level in 2018, the percentage of female staff constituting parity for that entity/level combination could be either 33 or 67 per cent, as both percentages are equally close to the gender parity range.

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   [6] 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 drivers of the system-wide strategy on gender parity

17. 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.7/2018/15-E/CN.15/2018/17) in the areas of recruitment and retention, career development and organizational culture.

A. Outreach, recruitment and retention

18. UNODC continued to intensify its outreach efforts with a view to diversifying its pool of applicants. UNODC representatives took part in 7 outreach events in 2018 and 10 such events in the period from 1 January to 30 June 2019. The events included presentations on the process of applying for UNODC vacancies and the filling out of personal history profile forms, career fairs, and lectures delivered to university students and other interested parties.

19. UNODC continued to regularly distribute information and statistical updates regarding its employment application process. Senior-level vacancies were shared with permanent missions to the United Nations in Vienna and vacancy announcements were forwarded to the Outreach Unit of the Office of Human Resources in New York for dissemination through United Nations channels, including UNODC social media channels on Facebook, Twitter and LinkedIn. To ensure their further dissemination, selected vacancies were advertised on the online job platform DevEx, which the Human Resources Management Service of the United Nations Office at Vienna/UNODC made available to hiring managers in August 2018 on a pilot basis. Each selection recommendation submitted for the consideration of the Executive Director provided information on the current gender and geographical distribution of UNODC staff, as well as the current geographical representation of the countries of nationality of the recommended candidates, thus enabling the Executive Director to make an informed selection decision. In 2018, the Executive Director approved 211 selection recommendations in the Professional category, 23 of which involved lateral reassignments. Out of the 211 candidates recommended for selection, 111 were women and 100 were men. Among the 111 female candidates, 75 were assigned to posts at headquarters and 36 were assigned to posts in the field; among the 100 male candidates, 57 were assigned to posts at headquarters and 43 to posts in the field.

20. UNODC continued to provide interested parties with information and coaching on the application process through outreach webinars. Between 1 January and 30 June 2019, two webinars were advertised through social media channels (Facebook, Twitter and LinkedIn) and delivered using the Skype for Business application. Out of 441 registered participants, 85 persons took part in the webinars. Among those same 441 registered persons, 267 (60.54 per cent) identified themselves as female, 173 (39.23 per cent) as male and 1 (0.23 per cent) as "other". In terms of regional representation, the percentage of registered persons by regional group was as follows: Group of Western European and other States, 32 per cent; Group of Asia-Pacific States, 20 per cent; Group of African States, 18 per cent; Group of Eastern European States, 16 per cent; and Group of Latin American and Caribbean States, 14 per cent. These figures suggest the potential of the webinars to attract, in particular, female and geographically diverse applicants.

21. As part of its comprehensive application monitoring procedures, the Human Resources Management Service of the United Nations Office at Vienna/UNODC alerts hiring managers to vacancies at the P-3 level and higher that do not elicit at least 30 per cent of their applications from women, initiating additional outreach efforts where needed. Moreover, the Service shares detailed information with the hiring teams at UNODC about gender and geographical representation targets and about the functionalities available in the Inspira recruitment tool for reviewing the

applicant demographics of individual positions. In December 2018, the Human Resources Management Service informed the hiring teams about enhancements made to the functionality of Inspira, which included the sending of automatic reminders relating to geographical balance and gender parity goals to hiring teams both during and after the advertisement period for a vacancy, as well as the provision of updated information on the vacancy landing page relating to the geographical representation status, regional group, nationality and gender of each applicant. Under the current practice, after the system-generated reminder is sent, the Service sends an additional customized message to hiring teams containing information, by hiring entity and updated on a monthly basis, about the percentage of female staff at each level, the demographics of UNODC staff in terms of regional groups, and a summary list of desirable ranges for geographical posts by country. These activities are designed to help hiring teams make informed and diversity-oriented selection recommendations.

22. To further support UNODC hiring teams in applying a gender- and diversity-sensitive outreach and recruitment approach, the Human Resources Management Service published guidelines on gender-inclusive language in March 2019 in its monthly newsletter, *HR Vienna Current Affairs*. To that same end, the lists of women's associations maintained for the purposes of outreach efforts are refined and expanded on an ongoing basis. For example, in April 2019, a list of women's associations concerned with anti-money-laundering and countering the financing of terrorism was created.

23. To support the full understanding of and compliance with policies and guidelines regarding gender parity, relevant information and additional clarification is regularly circulated within UNODC. Examples of this practice include the circulation of an inter-office memorandum by the Secretary-General on the implementation of ST/AI/1999/9: special measures for the achievement of gender equality and an inter-office memorandum by the Under-Secretary-General for Management Strategy, Policy and Compliance on improving gender parity through job openings.

24. According to the Secretary-General's system-wide strategy on gender parity, parity is considered to be within the range of 47 to 53 per cent. As shown in table 1 in the annex to the present report,[7] as at 31 December 2018, a gender balance of 54 per cent had been achieved within UNODC at the P-3 level. However, women only represented between 33 and 45 per cent of UNODC staff at the P-2, P-4, P-5 and D-1 levels. It should be noted that, from 31 December 2017 to 31 December 2018, the overall representation of female staff members increased at every reported staff level (from 38 to 45 per cent at the P-2 level, from 52 to 54 per cent at the P-3 level, from 40 to 42 per cent at the P-4 level and from 39 to 40 per cent at the P-5 level), except at the D-1 level, where the percentage of female staff members decreased from 43 to 33 per cent. At the D-2 level, the percentage of female staff members increased from nil as at 31 December 2017 to 33 per cent as at 31 December 2018. As at 31 December 2018, an overall gender balance had been achieved at UNODC headquarters for positions in the Professional and higher categories, with women accounting for 52 per cent of staff, a 2 per cent increase since 31 December 2017 (see annex, table 2).

25. Gender parity was achieved among staff and personnel in UNODC field offices, with women representing 47 per cent of staff and personnel (723 out of 1,538 persons) (see annex, table 5). Among National Professional Officers and service contractors, the percentage of staff and personnel that were women was 46 per cent (31 out of 68 National Professional Officers and 642 out of 1,383 service contractors), and among United Nations Volunteers, 57 per cent (50 out of 87 Volunteers) were women. As these data have been included for the first time in the present report, no historical comparison can yet be drawn.

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[7] Owing to page limitations, the annex to the present report has not been translated from English into the other official languages of the United Nations.

26.   The steady increase in the percentage of applications from female candidates, from 31 per cent in 2015 to 36 per cent in 2017, has stagnated. In 2018, 35 per cent of applicants for posts in the Professional and higher categories were women. Between 1 January and 30 June 2019, the percentage of female applicants stood at 34 per cent, signalling a decreasing trend of 1 to 2 per cent per year. The strengthened monitoring and outreach efforts of the Human Resources Management Service are expected to help address this decreasing trend.

27.   Regarding selections for the year 2018 and the first half of 2019, the selections of female applicants for positions in the Professional and higher categories were within the 47–53 per cent gender parity range, with women representing 49.3 per cent of selected candidates in 2018 and 52.9 per cent of selected candidates between 1 January and 30 June 2019. These data demonstrate an increase in selections of female candidates in comparison with 2017, when the percentage of such selections stood at 46.43 per cent.

28.   Continuing the trend from 2017, the percentage of women selected in 2018 was higher than the percentage of applications received from women. For example, while women constituted 36.5 per cent of applicants for UNODC positions at the P-3 level in 2018, of those, 55.6 per cent were selected. At the P-4 level, 27.6 per cent of applicants were female, and 48.4 per cent of those female applicants were selected. Detailed statistics on the gender distribution of UNODC staff in the Professional and higher categories, staff and personnel in the field offices and applicants for posts in those categories, as well as on the gender and country of nationality of candidates selected for posts at the various levels in UNODC, are provided in the annex to the present report.

B.   Career development

29.   UNODC continued to support career development through workshops, online courses and other resources; career coaching activities; the review of learning and development programmes; and spousal employment assistance, as detailed in the previous report of the Executive Director. For example, during the period from 1 January 2018 to 30 June 2019, coaches from the Human Resources Management Service of the United Nations Office at Vienna/UNODC held more than 330 hours of individual coaching sessions, in which approximately 90 per cent of participants were women.

30.   UNODC continued to mainstream a gender perspective, with a focus on raising awareness of unconscious bias, into its learning initiatives and programmes. For example, a module on unconscious bias was included in the training programme on competency-based interviewing, and a gender component was included in the training sessions on performance management held by the Human Resources Management Service in the spring of 2019. Between 1 January and 30 June 2019, a total of six training sessions on performance management for staff were held, in which 107 staff members participated.

31.   Within the framework of the Global Programme on Gender Equality and the Empowerment of Women, UNODC continued to organize foundational training on gender mainstreaming, and food-for-thought sessions. The sessions were aimed at raising awareness about gender issues and building capacity among staff. For example, in December 2018, a food-for-thought session on gender and terrorism was held and, in June 2019, a learning session facilitated by female field office representatives was held to encourage female staff members to apply for positions in field offices. All of the sessions were live-streamed to field offices.

32.   In 2018, UNODC launched a workshop series in Vienna entitled "UN for All", a learning initiative that promotes workplace diversity and inclusion for all United Nations staff members and their families regardless of their gender, sexual orientation, mental health and disability status. In the same year, more than 70 staff members participated in either the "UN for All" workshops or the training-of-trainers

workshop organized by the United Nations system-wide workplace programme entitled "UN Cares". The next "UN for All" workshop is planned to be held during the last quarter of 2019.

33.   Each year since 2017, UNODC has held the "Take your daughter to work day". On that occasion, daughters of staff members have an opportunity to learn more about UNODC programmes and careers. In April 2019, 20 daughters of staff members participated in the third "Take your daughter to work day", which was organized by the Human Resources Management Service in collaboration with the focal points for women.

34.   A mentorship programme was launched in 2018 to match existing staff members at the P-2 to P-4 levels with staff holding senior posts in the Professional and higher categories, as a way for the former to receive career advice and mentoring. Particular attention was given to matching junior women with mentors. A second round of the mentoring initiative was launched in May 2019. A concerted effort was made to motivate senior staff members to serve as mentors for female staff at the P-4 and P-5 levels to support them in their career development.

35.   The "Leadership, Women and the United Nations" workshop, developed by the United Nations System Staff College, was held in Vienna in June 2019. Nineteen UNODC female staff members at the P-4 and higher levels participated, further refining their leadership skills, networking with other female colleagues and forging important interconnections.

36.   At the start of the performance cycle 2019/2020, the Human Resources Management Service introduced a new requirement for UNODC staff members and units to include a goal related to gender mainstreaming and parity into their workplans. Enquiries from units regarding the formulation and implementation of this goal were addressed by staff of the Human Resources Management Service on an ad hoc basis; for example, the Diversity Coordinator of the Human Resources Management Service organized a workshop on the goal for a unit that had requested clarification. In the December 2018 issue of the monthly newsletter of the Human Resources Management Service, members of hiring panels were instructed to include a gender-related question in the competency-based interviews. In the first half of 2019, 44 managers and supervisors received training in a series of four workshops on coaching as a performance tool for staff and managers.

C. Organizational culture

37.   In line with the system-wide strategy on gender parity, the United Nations Office at Vienna/UNODC Strategy for Gender Equality and the Empowerment of Women, and the 2018–2021 human resources operational strategy, and with the additional commitment of the Executive Director, as an International Gender Champion, to further promote an inclusive organizational culture, UNODC continued to support flexible working arrangements, part-time employment, family leave, maternity and paternity leave and breastfeeding policies.

38.   In 2018, seven staff members availed themselves of the option to work 50 per cent or 80 per cent of the scheduled workweek. All seven were women; three opted for the 50 per cent arrangement and four opted for the 80 per cent arrangement. A total of 80 staff members availed themselves of the option to telecommute,[8] which represented an increase of more than double compared with 2017, when 35 staff members did so. A total of 59 per cent of the staff members who telecommuted in 2018 were women. The statistics on part-time work and telecommuting show that such flexible working arrangements were – despite the welcomed increase in their

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[8] In accordance with the Secretary-General's bulletin ST/SGB/2019/3, staff members who avail themselves of the telecommuting option may work up to three days per week from an alternative worksite. The data reflect the total number of telecommuting agreements as well as the records of staff members who reported in Umoja as having telecommuted for five or more days per year.

utilization – utilized differently by men and women. The option to work on a compressed work schedule was taken by a total of eight staff members, of whom 50 per cent (four persons) were women. Overall, according to the annual statistics provided by the Office of Human Resources,[9] the United Nations Office at Vienna and UNODC continued to demonstrate the highest use of flexible working arrangements in the United Nations Secretariat.

39. As flexible working arrangements are not an entitlement for staff, prior approval from the staff member's supervisor is required. Supervisors who reject a request for flexible working arrangements are required to send a written justification to the Chief of the Human Resources Management Service of the United Nations Office at Vienna/UNODC. Organizational practice has, however, shown that staff members rarely submit an official request for flexible working arrangements without their supervisor's consent. In several cases of disagreement about the application of flexible working arrangements between a staff member and the supervisor in 2018 and 2019, the Human Resources Management Service took a proactive and mediating role, working with the parties involved to help them understand the applicability of suitable flexible working arrangements, while at the same time balancing substantive organizational requirements with the staff member's individual needs.

40. Since its introduction in late 2018, the "Welcome back" package, an information package to support the reintegration of staff returning to work after maternity or paternity leave or other forms of extended leave of absence, has been distributed to seven female staff members in preparation for going on parental leave and to one staff member after returning from extended sick leave. As at 30 June 2019, the feedback about the package had been positive, but more experience needs to be gained as to how the package influences the reintegration process after staff members return to work. To that end, experiences with the package and suggestions for improvement are being collected by the Diversity Coordinator of the Human Resources Management Service on an ongoing basis.

41. UNODC continued to regularly monitor and support the completion of mandatory training courses for staff and non-staff both at headquarters and in field offices, including the course entitled "I know gender". The guidelines issued to help staff overcome technical difficulties encountered in using Inspira have strengthened overall compliance.

42. To cultivate an enabling and continuous learning-oriented work culture, multiple initiatives were realized in 2018 and 2019 in the framework of the staff engagement action plan to enhance innovation, performance management and agility at UNODC. Actions included, for example, the establishment of a cross-functional innovation team led by the Senior Business Transformation and Change Management Coordinator in the Division for Management, the integration of creativity as a competency in the 2019/2020 performance cycle, and the holding of a learning session in support of multilingualism in March 2019.

43. The introduction of an extended telecommuting arrangement whereby staff members not taking annual leave between 24 December and 31 December were allowed to telecommute outside of their duty station, following prior arrangement with their supervisor, was well received overall. Lessons learned in the first year, for example, the need for more timely notification of the option, have been applied and plans are in place to continue to offer similar arrangements in 2019.

44. To support the implementation of the new policy on flexible working arrangements promulgated in the Secretary-General's bulletin ST/SGB/2019/3, effective 18 April 2019, various initiatives were undertaken to communicate the policy changes to staff members. In the May 2019 issue of *HR Vienna Current Affairs*, staff members were given guidance on the policy and how to avail themselves of the new options for compressed working hours and telecommuting. An information

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[9] For further information, see https://hr.un.org/page/flexible-working-arrangements/reports-and-statistics.

session, including a question and answer session, was also held in June 2019 to provide an overview of what had changed. Ad hoc requests for briefings to individual organizational units were fulfilled, and it is expected that those efforts will increase the number of staff members who utilize flexible working arrangements.

45. To embed considerations of workplace parity in the broader workplace culture, the Enabling Environment Guidelines for the United Nations System and the Supplementary Guidance were published by UN-Women at the beginning of 2019. To support their dissemination, the Human Resources Management Service of the United Nations Office at Vienna/UNODC announced the publication of the Guidelines in its newsletter, *HR Vienna Current Affairs*, in March 2019 and held a launch event for the Guidelines in Vienna in April 2019, in collaboration with the Gender Team in the Office of the Director-General/Executive Director, as well as representatives of UN-Women and the United Nations Industrial Development Organization. To promote the Guidelines among UNODC field offices, the Service held an interactive lunchtime session during the field representatives meeting in June 2019 dedicated to discussing the challenges and opportunities presented to field offices in enhancing an enabling work environment. The results of the session are being compiled into a compendium of good practices for an enabling work environment that is to be published in the second half of 2019.

46. In an effort to improve the integration of interns, of whom 75 per cent (76 out of 102 persons) were women as at 31 July 2019, UNODC provided interns with free coaching to support their learning and development. In the first half of 2019, the Human Resources Management Service held 18 coaching sessions for interns.

47. The Human Resources Management Service of the United Nations Office at Vienna/UNODC pioneered the Community, Civility and Communication initiative of the Office of the United Nations Ombudsman and Mediation Services at Vienna by piloting a new workshop series at the end of May 2018. The initiative is built on the principle that diversity is critical to the success of the Organization both in terms of its mandate and its internal administration. The workshop was aimed at illustrating a new dynamic in workplace interactions, providing participants with language to describe that dynamic, shifting mindsets towards civility and providing participants with a concrete set of tools and methodologies for doing so. After successfully piloting the workshop series in May 2019, the Service held a second round of pilot workshops in Vienna at the end of August 2019, in advance of the global launch of the Secretary-General's civility campaign.

III. Update on the drivers of geographical diversity

48. This present section has been included in the report in fulfilment of requests for enhanced reporting on geographical distribution, and the reporting scheme has been expanded to include tables on the regional and geographical distribution of UNODC staff both in Vienna and in the field offices (see annex).

49. UNODC implements the policies and initiatives of the Secretariat aimed at promoting and achieving equitable geographical representation as outlined in the Secretary-General's global human resources strategy 2019–2021: building a more effective, transparent and accountable United Nations (A/73/372). The present section of this report highlights key frameworks, as well as activities undertaken and progress made by UNODC, in this regard.

50. The global human resources strategy 2019–2021, published in September 2018, announced the design of new initiatives to drive progress in reporting on and achieving geographical diversity. The strategy promotes not only initiatives to enhance the application by and selection of candidates from unrepresented and underrepresented countries, in line with the existing system of desirable ranges, but also renewed efforts to increase the diversity of staff in terms of regional representation.

51.   The enhanced focus on regional diversity is further detailed in the inter-office memorandum of 29 May 2019 by the Chef de Cabinet on making progress towards achieving a diverse workforce that reflects the international character of the organization. The memorandum clarifies that geographical representation and regional diversification complement each other, and calls on Secretariat entities to create entity-specific action plans that pursue these two diversity factors in order to make immediate and tangible progress towards more equitable geographical representation. Concrete measures proposed in the memorandum include the ring-fencing of geographical posts from the rest of the staffing table and requiring that every effort be made to select candidates from unrepresented and underrepresented countries for such posts. Among the suitable candidates from unrepresented and underrepresented countries for geographical posts, Secretariat entities should further make every effort to select those from the regions with the least representation within the respective entity. For positions in the Professional and higher categories, senior managers should endeavour to recruit more staff from regions with less representation within their respective entities. For regional representation, as no specific targets are established in the senior manager's compact, the ideal level of representation must be determined on the basis of a review of the entities' staff composition.

52.   Corresponding to the Secretariat-wide promotion of geographical diversity, the Commission on Narcotic Drugs, in its resolution 61/12, and the Commission on Crime Prevention and Criminal Justice, in its resolution 27/7, requested UNODC to review its recruitment policies and practices with a view to effectively increasing equitable geographical representation among its staff, in line with Article 101 of the Charter of the United Nations.

53.   In response to those requests, in June and July 2019, UNODC carried out a review of its recruitment policies and practices and its staff composition in terms of geographical diversity. A consultant engaged by the Human Resources Management Service of the United Nations Office at Vienna/UNODC reviewed data on UNODC staff demographics and conducted interviews and focus groups with Member States, the Office of the Director-General/Executive Director, senior managers, hiring managers at the P-5 and D-1 levels and staff of the Human Resources Management Service, as well as focus groups using Skype involving staff members from 10 different field offices, including field representatives.

54.   The results of that review were used to develop an action plan for geographical diversity, which was presented at the October 2019 meeting of the standing open-ended intergovernmental working group on improving the governance and financial situation of UNODC. The review highlighted that the staff and personnel in UNODC field offices were predominantly from countries in Latin America and the Caribbean. Moreover, out of a total of 1,919 UNODC staff and personnel at headquarters in Vienna and in the field (including staff in the Professional and higher categories, National Professional Officers, service contractors and United Nations Volunteers), 46 per cent were from Latin American and Caribbean States, 23 per cent were from Asia-Pacific States, 15 per cent were from Western European and other States, 13 per cent were from African States and 3 per cent were from Eastern European States (see annex, table 7). The review further highlighted and investigated the predominance of staff members from Western European and other States in the Professional and higher categories, who, including staff on temporary appointments, accounted for 63 per cent of the total as at 31 May 2019. For example, it found that the eight countries with the highest representation of staff members in the Professional and higher categories were in the Group of Western European and other States, together accounting for 48 per cent (200 persons) of the total. This means that almost half of the UNODC staff members in the Professional and higher categories were from eight countries (in ranking order: Italy, France, Germany, the United States, Canada, the United Kingdom, Austria and Spain), all of which are in the Group of Western European and other States. At the Secretariat level, the Group

of Western European and other States accounted for 26.8 per cent of staff in all categories (37,505 persons as at 31 December 2018).

55.   The review of the recruitment processes and staff composition at UNODC in terms of geographical diversity provided a solid foundation for enhanced understanding and action. A comprehensive action plan to promote geographical diversity, establishing clear responsibilities and timelines, is being developed. In the meantime, priority areas for strengthening geographical representation and regional diversity during the second half of 2019 and in 2020 have been identified. They include intensified communication and awareness-raising about the geographical diversity targets and the current staff statistics in terms of geographical representation and regional groups, intensified monitoring of employment applications with regard to geographical diversity, strengthened outreach to Member States (e.g., the setting up of job alerts to permanent missions of Member States) and other United Nations entities, and additional support to local talent pools in the UNODC field offices through online and in-person training. In addition, the existing activities described below are to be continued.

56.   To enhance geographical and gender diversity in the recruitment process, UNODC engages in intensive outreach efforts (see paras. 18–21). With regard to geographical representation in particular, UNODC increased the number of information events held in Vienna for international parties, such as university students and representatives of ministries of Member States, to enhance the geographical scope of its outreach efforts where resources for travel are limited. From 1 January to 30 June 2019, four such events were held.

57.   During the application process, detailed information about the geographical origin of the applicant and the geographical representation targets are shared with the hiring teams and the Executive Director when a selection recommendation is submitted. All UNODC job openings for geographical posts include a special notice encouraging applicants who are nationals of unrepresented or underrepresented countries to apply. These activities are in line with the inter-office memorandum of 29 May 2019 on making progress towards achieving a diverse workforce that reflects the international character of the organization (see para. 50).

58.   Outreach webinars have proven to attract a geographically diverse pool of applicants. The participants registered for the UNODC webinars in 2019, for example, were nationals of 106 different countries. Of those, 14 per cent were from Latin American and Caribbean States, 16 per cent were from Eastern European States, 18 per cent were from African States, 20 per cent were from Asia-Pacific States, and 32 per cent were from Western European and other States. UNODC has recognized the outreach potential of such webinars and is therefore planning to develop the programme further by offering targeted webinars in collaboration with Member States and field offices, as part of the action plan for enhanced geographical diversity that is currently under development.

59.   Between 1 January 2018 and 30 June 2019, staff members of the Human Resources Management Service in Vienna made three visits to field offices to provide information and training to local personnel about the recruitment process for international positions. An internal assessment of the appointment of locally recruited UNODC staff and personnel to international positions highlighted the potential of such movement to enhance geographical diversity among internationally recruited UNODC staff. As shown in table 2, the distribution of regional representation among the 11 field office staff members appointed to regular or temporary international positions at UNODC in 2018 represented a more diverse regional representation overall in comparison with that of UNODC staff in the professional and higher categories at headquarters (see annex, table 7). The trend towards appointing locally recruited staff and personnel to international positions is growing, as the figures for 2019 indicate (see table 2).

Table 2
**Field office staff and personnel appointed to international positions
at the United Nations Office on Drugs and Crime between 1 January
and 31 December 2018**

Regional group	National Professional Officers	Service contractors	United Nations Volunteers	Total number of staff	Percentage
Group of African States		2	1	3	27.3
Group of Asia-Pacific States			2	2	18.2
Group of Eastern European States		1		1	9.1
Group of Latin American and Caribbean States	1	1		2	18.2
Group of Western European and other States			3	3	27.3
Total	**1**	**4**	**6**	**11**	**100**

Field office staff and personnel appointed to international positions at the United Nations Office on Drugs and Crime between 1 January to 30 June 2019

Regional group	National Professional Officers	Service contractors	United Nations Volunteers	Total number of staff	Percentage
Group of African States	1	1		2	15
Group of Asia-Pacific States	1			1	8
Group of Eastern European States					0
Group of Latin American and Caribbean States	2	2	2	6	46
Group of Western European and other States		1	3	4	31
Total	**4**	**4**	**5**	**13**	**100**

IV.   Recommendations

60.   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.

61.   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.

62.   Finally, without prejudice to career development opportunities for serving staff, the Commission may wish to request UNODC to continue to intensify its outreach activities and encourage Member States to support the Office in those efforts, with a view to increasing the number of applications from suitable and qualified women and those from applicants 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 2018, by gender and level

	Under-Secretary-General		D-2		D-1		P-5		P-4		P-3		P-2		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Female	0	0	1	33	5	33	20	40	70	42	64	54	9	45	169	45
Male	1	100	2	67	10	67	30	60	96	58	54	46	11	55	204	55
Total	**1**	**100**	**3**	**100**	**15**	**100**	**50**	**100**	**166**	**100**	**118**	**100**	**20**	**100**	**373**	**100**

Table 2
Staff in the Professional and higher categories at United Nations Office on Drugs and Crime headquarters as at 31 December 2018, by gender and level

	Under-Secretary-General		D-2		D-1		P-5		P-4		P-3		P-2		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%	%	%	No.	%	No.	%
Female	0	0	1	33	3	37.5	16	50	44	48	50	60	9	53	123	52
Male	1	100	2	67	5	62.5	16	50	48	52	33	40	8	47	113	48
Total	**1**	**100**	**3**	**100**	**8**	**100**	**32**	**100**	**92**	**100**	**83**	**100**	**17**	**100**	**236**	**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 2018, by gender and level

	D-1		P-5		P-4		P-3		P-2		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Female	2	29	4	22	26	35	14	40	0	0	46	34
Male	5	71	14	78	48	65	21	60	2	100	91	66
Total	**7**	**100**	**18**	**100**	**74**	**100**	**35**	**100**	**2**	**100**	**137**	**100**

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

** Except where noted, figures exclude the Human Resources Management Service, the Financial Resources Management Service and the Information Technology Service of the United Nations Office at Vienna/United Nations Office on Drugs and Crime.

*** Circulated in the language of submission only.

Table 4
Staff in the Professional and higher categories at the United Nations Office on Drugs and Crime as at 31 December 2018, 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
Algeria					1			1
Argentina					2	1		3
Australia				1	3	3		7
Austria					6	8	3	17
Azerbaijan				1				1
Bangladesh				1		1		2
Belgium		1	1		4		1	7
Bolivia (Plurinational State of)					2			2
Botswana						1		1
Brazil					4	2	1	7
Bulgaria				1	1	1		3
Burkina Faso						1		1
Cambodia					1			1
Cameroon						1		1
Canada				4	11	3	1	19
China				1		3	1	5
Colombia					2	1		3
Comoros							1	1
Czechia						1		1
Denmark			1	1	1	1		4
Ecuador					1			1
Egypt				2	1	1		4
Finland				1	3	1		5
France			1	5	8	11		25
Georgia					1			1
Germany			2	4	12	10		28
Ghana				1				1
Greece			1	1	1	2		5
Guatemala					1			1
Hungary						2		2
India				3	2			5
Indonesia					1			1
Iran (Islamic Republic of)				2		1		3
Ireland				1	1	1		3
Israel						1		1
Italy			3	7	17	5	2	34
Japan		1			5	3		9
Kazakhstan				1	2			3
Kenya					1			1
Kyrgyzstan						1	1	2
Latvia					1			1
Lebanon					3	1		4
Liechtenstein					1			1
Malaysia						1		1
Malta						1		1
Mauritius					1			1
Mexico						3	1	4
Mongolia				1				1
Myanmar						1		1
Namibia			1					1

Country of nationality	Under-Secretary-General	D-2	D-1	P-5	P-4	P-3	P-2	Total
Netherlands					4	2		6
New Zealand					2	1	1	4
Norway				1	1	3		5
Pakistan					3			3
Panama							1	1
Peru				1				1
Portugal					2			2
Republic of Korea						1	1	2
Republic of Moldova					1			1
Romania					3	1		4
Russian Federation	1			2	3	3	1	10
Saudi Arabia						1		1
Senegal					1	1		2
Serbia					1	1		2
Slovakia						3		3
South Africa			1		3			4
Spain				2	5	5	1	13
Sudan					1			1
Sweden					4	1		5
Switzerland					1			1
Syrian Arab Republic						1		1
Tajikistan					1			1
Togo					1			1
Turkey						2		2
Turkmenistan					1			1
Uganda						1		1
Ukraine					1	1		2
United Kingdom of Great Britain and Northern Ireland			1	3	12	3		19
United Republic of Tanzania						1		1
United States of America		1	2	2	12	5	3	25
Uruguay			1					1
Uzbekistan						1	4	5
Venezuela (Bolivarian Republic of)						1	1	2
Zimbabwe						1		1
Total (85 countries)	**1**	**3**	**15**	**50**	**166**	**118**	**20**	**373**

Table 5

National Professional Officers, service contractors and United Nations Volunteers at the United Nations Office on Drugs and Crime as at 30 June 2019, by gender

Gender	Number of National Professional Officers	Percentage	Number of service contractors	Percentage	Number of United Nations Volunteers	Percentage	Total number	Percentage
Female	31	46	642	46	50	57	723	47
Male	37	54	741	54	37	43	815	53
Total	**68**	**100**	**1 383**	**100**	**87**	**100**	**1 538**	**100**

Table 6
National Professional Officers, service contractors and United Nations Volunteers at the United Nations Office on Drugs and Crime as at 30 June 2019, by country of nationality

Country	Number of National Professional Officers	Number of service contractors	Number of United Nations Volunteers	Total
Afghanistan	4	44	1	49
Albania	1			1
Algeria			1	1
Angola			1	1
Argentina	1		2	3
Australia			1	1
Austria		1	3	4
Azerbaijan		1		1
Bahamas		1		1
Bangladesh		4		4
Barbados		1		1
Belgium			1	1
Bhutan		2		2
Bolivia (Plurinational State of)	2	41	2	45
Bosnia and Herzegovina		3		3
Brazil	1	35	1	37
Bulgaria			1	1
Burkina Faso		1		1
Cabo Verde		3	1	4
Canada			1	1
Central African Republic		4		4
Chad		1		1
Chile		1		1
Colombia	4	575	3	582
Costa Rica		1		1
Côte d'Ivoire		3		3
Democratic People's Republic of Korea			2	2
Ecuador		2	2	4
Egypt	2	21	3	26
El Salvador		11		11
Ethiopia	1		1	2
Finland			1	1
France		5	13	18
Gabon		2		2
Gambia		2		2
Georgia		2		2
Germany			1	1
Ghana	1	2		3
Guatemala		2		2
Guinea-Bissau		1		1
Haiti			1	1
Iceland			1	1
India	3	12	2	17
Indonesia		21		21
Iran (Islamic Republic of)	2	10		12
Iraq			1	1
Italy		3	1	4
Japan			1	1
Jordan		4		4
Kazakhstan		15		15

Country	Number of National Professional Officers	Number of service contractors	Number of United Nations Volunteers	Total
Kenya	8		4	12
Kyrgyzstan		21		21
Lao People's Democratic Republic	1	13		14
Lebanon	1	7	1	9
Liberia		2	1	3
Libya		4		4
Lithuania			1	1
Malawi		5		5
Maldives		1		1
Mali		3	1	4
Mauritania			1	1
Mexico	5	129	2	136
Morocco	1	4	2	7
Mozambique		1		1
Myanmar	1	58		59
Namibia		1		1
Nepal		3		3
Niger		2	13	15
Nigeria	4	31	1	36
North Macedonia		2		2
Pakistan	5	52		57
Panama		27		27
Paraguay		2		2
Peru		8		8
Philippines		2		2
Russian Federation			2	2
Rwanda		1		1
Saudi Arabia			1	1
Senegal	9	21	1	31
Serbia		7		7
Sierra Leone		2		2
Somalia	4	5		9
South Africa		13	1	14
Spain		5		5
Sri Lanka		2		2
State of Palestine		2		2
Sudan		2	2	4
Switzerland			1	1
Tajikistan		16		16
Thailand	1	22	1	24
Tunisia		5		5
Turkmenistan		6		6
Ukraine	2	1		3
United Kingdom of Great Britain and Northern Ireland			1	1
United States of America			1	1
Uzbekistan	2	41		43
Venezuela (Bolivarian Republic of)		2		2
Viet Nam	1	8		9
Zambia	1	3		4
Zimbabwe		4		4
Total	**68**	**1 383**	**87**	**1 538**

Table 7
Staff in the Professional and higher categories, National Professional Officers, service contractors and United Nations Volunteers at the United Nations Office on Drugs and Crime as at 30 June 2019, by regional group

Regional group	Staff in the Professional and higher categories		National Professional Officers		Service contractors		United Nations Volunteers		Total staff	
	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
Group of African States	28	7	31	46	149	11	34	39	242	13
Group of Asia-Pacific States	54	14	21	31	364	26	10	11	449	23
Group of Eastern European States	31	8	3	4	16	1	4	5	54	3
Group of Latin American and Caribbean States	26	7	13	19	838	61	13	15	890	46
Group of Western European and other States	242	64		0	14	1	26	30	282	15
State of Palestine[a]			0	2	0		0		2	0
Total	**381**	**100**	**68**	**100**	**1 383**	**100**	**87**	**100**	**1 919**	**100**

[a] The State of Palestine, a non-member observer State, does not belong to a United Nations regional group.

Table 8
Gender distribution of applicants for posts at the United Nations Office on Drugs and Crime, by level, 2018 and 1 January to 30 June 2019

2018

Level	Number of posts advertised	Number of female applicants	Number of male applicants	Percentage of female applicants	Percentage of male applicants	Total
P-2	21	2 298	2 801	45.1	54.9	5 099
P-3	72	4 853	8 443	36.5	63.5	13 296
P-4	54	2 422	6 368	27.6	72.4	8 790
P-5	7	124	270	31.5	68.5	394
D-1	4	184	651	22.0	78.0	835
Total	**158**	**9 881**	**18 533**	**34.8**	**65.2**	**28 414**

2019 (1 January–30 June)

Level	Number of posts advertised	Number of female applicants	Number of male applicants	Percentage of female applicants	Percentage of male applicants	Total
P-2	11	1 119	1 357	45.2	54.8	2 476
P-3	43	3 034	5 779	34.4	65.6	8 813
P-4	31	969	2 546	27.6	72.4	3 515
P-5	4	196	378	34.1	65.9	574
D-1	3	135	417	24.5	75.5	552
Total	**92**	**5 453**	**10 477**	**34.23**	**65.77**	**15 930**

Table 9

Gender distribution of internal and external candidates selected for posts at the United Nations Office on Drugs and Crime from 1 January 2018 to 30 June 2019, by level[a]

Level	Gender	1 January–31 December 2018		1 January–30 June 2019	
		Number	Percentage	Number	Percentage
P-2	Female	0	0	4	80.0
	Male	1	100.0	1	20.0
P-3	Female	20	55.6	4	40.0
	Male	16	44.4	6	60.0
P-4	Female	15	48.4	8	47.1
	Male	16	51.6	9	52.9
P-5	Female	1	50.0	0	0.0
	Male	1	50.0	0	0.0
D-1	Female	0	0.0	2	100.0
	Male	3	100.0	0	0.0
Subtotal, female		**36**	**49.3**	**18**	**52.9**
Subtotal, male		**37**	**50.7**	**16**	**47.1**
Total		**73**	**100.0**	**34**	**100.0**

[a] The figures include selected candidates who declined a position.

Table 10

Country of nationality of internal and external candidates selected for posts at the United Nations Office on Drugs and Crime from 1 January 2018 to 30 June 2019

Country of nationality	Level					Total number of candidates
	D-1	P-5	P-4	P-3	P-2	
Algeria				1		1
Australia			2	1		3
Austria				2		2
Barbados					1	1
Belarus				1		1
Belgium			2			2
Bolivia			1			1
Bosnia and Herzegovina					1	1
Botswana			1			1
Burkina Faso				1		1
Canada	1		4	1		6
Chile					1	1
China				2		2
Colombia			1	1		2
Croatia			1			1
Denmark				1		1
Egypt				2		2
Finland			2			2
France			1	2	1	4

Country of nationality	Level					Total number of candidates
	D-1	*P-5*	*P-4*	*P-3*	*P-2*	
Germany	2		2	4		8
Greece			1	1		2
Hungary				1		1
India		1		1		2
Italy		1	3	3		7
Japan				2		2
Kazakhstan			1			1
Kyrgyzstan				1		1
Lebanon			1			1
Mexico			1	1		2
Netherlands			2	1		3
New Zealand			1	2		3
Norway				2		2
Poland				1		1
Portugal			1	1		2
Romania			1			1
Russian Federation			2	1	1	4
Senegal				1		1
Slovakia				1		1
South Africa	1		1			2
Spain			1			1
Sweden			3			3
Syrian Arab Republic				2		2
Tajikistan			1			1
Tunisia				2		2
Turkey				1		1
United Kingdom of Great Britain and Northern Ireland			4			4
United Republic of Tanzania				1		1
United States of America	1		5		1	7
Uzbekistan			1			1
Venezuela (Bolivarian Republic of)			1			1
Zimbabwe				1		1
Total	**5**	**2**	**48**	**46**	**6**	**107**

Table 11

Staff in the Professional and higher categories in the Division for Management of the United Nations Office on Drugs and Crime as at 31 December 2018, by gender and level[a]

	D-2		D-1		P-5		P-4		P-3		P-2		Total	
	No.	*%*	*No.*	*%*	*No.*	*%*	*No.*	*%*	*No.*	*%*	*No.*	*%*	*No.*	*%*
Female	0	0	1	33	3	100	4	44	8	53	2	29	18	47
Male	1	100	2	67	0	0	5	56	7	47	5	71	20	53
Total	**1**	**100**	**3**	**100**	**3**	**100**	**9**	**100**	**15**	**100**	**7**	**100**	**38**	**100**

[a] Division for Management figures include staff members in the Financial Resources Management Service, the Human Resources Management Service and the Information Technology Service.

Table 12

Staff in the Professional and higher categories in the Division for Management at the United Nations Office on Drugs and Crime as at 31 December 2018, by country of nationality and level[a]

	Level						
Country of nationality	P-2	P-3	P-4	P-5	D-1	D-2	Total
Antigua and Barbuda		1					1
Austria	2	1		1			4
Bahamas			1				1
Belarus	1	1					2
Cameroon			1				1
China		1					1
Cyprus					1		1
Democratic People's Republic of Korea	1						1
Ethiopia		1					1
France	1	1	1				3
Germany	2	2	2	1			7
India		1					1
Indonesia	1						1
Kenya			1				1
Lebanon		1					1
Netherlands			1				1
Panama		1		1			2
Philippines		1					1
Thailand						1	1
Turkey		1					1
United Kingdom of Great Britain and Northern Ireland	1						1
United States of America		1	1		2		4
Total	**7**	**15**	**9**	**3**	**3**	**1**	**38**

[a] Division for Management figures include staff members in the Financial Resources Management Service, the Human Resources Management Service and the Information Technology Service.

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