

UNITED NATIONS OFFICE AT VIENNA | UNITED NATIONS OFFICE ON DRUGS AND CRIME

STRATEGY FOR  
**GENDER EQUALITY AND THE  
EMPOWERMENT OF WOMEN**  
(2018–2021)



UNITED NATIONS

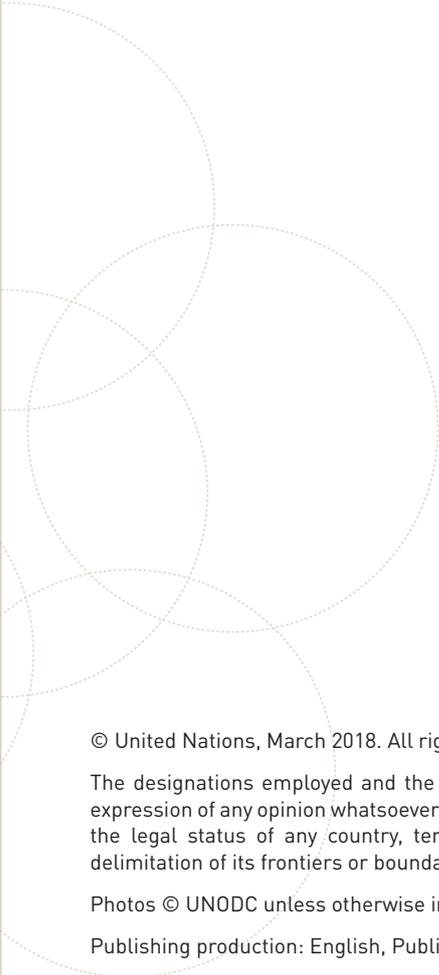


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AND THE EMPOWERMENT OF WOMEN  
(2018–2021)**



UNITED NATIONS  
Vienna, 2018



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## FOREWORD

**Gender equality and the empowerment of women lie at the heart of the Sustainable Development Goals, and they are vital to fully realizing the rights and potential of all persons.** These fundamental aims must also inform our work, as well as how we work, at the United Nations Office at Vienna/United Nations Office on Drugs and Crime (UNOV/UNODC).

In order to achieve progress towards systematically and effectively mainstreaming gender and promoting gender equality and the empowerment of women in our programmatic activities and organizational policies and practices, I am proud to present the UNOV/UNODC Strategy for Gender Equality and the Empowerment of Women (2018–2021).

The Strategy is the result of broad and inclusive consultations involving staff at headquarters and at our field offices.

It is in line with the new framework of the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP 2.0) and with the system-wide strategy on gender parity launched by the Secretary-General in September 2017. The Strategy also benefited from the guidance of our colleagues at the United Nations Entity for Gender Equality and the Empowerment of Women.

I fully stand behind the Secretary-General's commitment to leading by example and transforming our institutional culture. This includes building a modern organization and workforce capable of attracting, retaining and motivating top talent, and fostering an enabling, inclusive and diverse work environment.

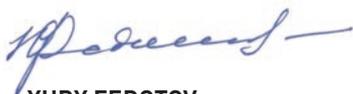
The UNOV/UNODC Gender Equality Strategy will guide our efforts to improve the representation of women at all levels in order to reach gender parity, and to promote gender equality and the empowerment of women in work across our mandates.

Further, it commits all staff to confronting and challenging gender-based discrimination, harassment and stereotyping, and to examining their own unconscious bias, with the aim of promoting an organizational culture where every one of us can contribute.

Achieving gender equality and the empowerment of women represents a collective, organizational and programmatic endeavour that all staff, across all levels, must share.

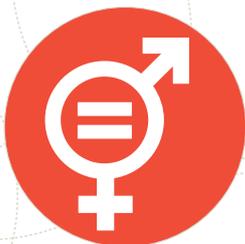
To ensure that we deliver on our pledges, the Strategy also includes a robust accountability mechanism. I have tasked senior management with regularly reviewing results, identifying challenges and agreeing solutions for further strengthening implementation.

The Gender Equality Strategy represents a work in progress and work towards progress. I rely on every UNOV/UNODC staff member to do their part.



**YURY FEDOTOV**

**Director-General/Executive Director  
United Nations Office at Vienna/United Nations Office on Drugs and Crime**



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# CONTENTS

|  |            |
|--|------------|
| Foreword   | <i>iii</i> |
| Introduction and outline   | 1          |
| <b>1. VISION AND GOALS</b>   | <b>3</b>   |
| United Nations Office at Vienna/United Nations Office on Drugs and Crime vision and goals for gender equality and the empowerment of women   | 3          |
| Development process  | 4          |
| Conceptual framework   | 4          |
| <b>2. BACKGROUND AND RATIONALE</b>   | <b>7</b>   |
| International and United Nations-specific commitments to gender equality and the empowerment of women  | 7          |
| Enhancing the results of the activities of the United Nations Office at Vienna and the United Nations Office on Drugs and Crime through gender equality and the empowerment of women | 8          |
| <b>3. ACCOUNTABILITY</b>   | <b>10</b>  |
| Roles and responsibilities   | 10         |
| Institutional mechanism for implementation of the Strategy   | 10         |
| <b>4. GOALS AND STRATEGIC PERFORMANCE AREAS FOR THE ATTAINMENT OF GENDER EQUALITY</b>  | <b>14</b>  |
| <b>Goal A:</b> Strengthen delivery of global results on gender equality and the empowerment of women through the activities of UNOV/UNODC  | 18         |
| A.1 Commit to defining and supporting gender-related Sustainable Development Goal results in strategic planning  | 18         |
| A.2 Report on gender-related results   | 18         |
| A.3 Deliver programmatic results on gender equality and the empowerment of women   | 19         |
| A.4 Evaluate performance in a gender-responsive manner and evaluate gender equality-targeted performance in particular   | 20         |

|  |    |
|--|----|
| <b>Goal B:</b> Strengthen UNOV/UNODC institutional capacity and effectiveness to enhance delivery of results on gender equality and the empowerment of women | 21 |
| B.1 Develop and keep up to date the UNOV/UNODC Gender Equality Strategy and develop an action plan for gender equality and the empowerment of women          | 21 |
| B.2 Provide the leadership required to enable implementation of the UNOV/UNODC Gender Equality Strategy and action plan                                      | 21 |
| B.3 Deliver gender-responsive performance management   | 22 |
| B.4 Work towards the adoption of a financial resource tracking and allocation mechanism  | 22 |
| B.5 Establish a gender architecture  | 23 |
| B.6 Attain and sustain gender parity in UNOV/UNODC   | 23 |
| B.7 Take steps to ensure an enabling organizational culture  | 24 |
| B.8 Build staff capacity for gender equality and the empowerment of women  | 25 |
| B.9 Build and communicate knowledge of mandates and expertise with regard to gender equality and the empowerment of women                                    | 25 |
| B.10 Contribute to inter-agency coherence with regard to gender equality and the empowerment of women  | 26 |

## **5. RESOURCES** **27**

### **ANNEXES** **29**

|  |    |
|--|----|
| I. United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women 2.0 performance indicators             | 29 |
| II. Gender parity data   | 35 |
| III. Glossary of terms   | 37 |
| IV. United Nations Office at Vienna/United Nations Office on Drugs and Crime gender-related Sustainable Development Goal results | 40 |





## INTRODUCTION AND OUTLINE

The present Strategy for Gender Equality and the Empowerment of Women (2018–2021) establishes the first institutional framework on gender equality for the United Nations Office at Vienna/United Nations Office on Drugs and Crime (UNOV/UNODC). One of its aims is ensuring that United Nations standards to promote and achieve gender equality are met. It provides a systematic framework that sets institutional standards and defines commitments on gender equality and the empowerment of women for the period 2018–2021.

The Strategy will assist the Offices in:

*(a)* Complying with the new United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP 2.0) for the implementation of the United Nations System Chief Executives Board for Coordination Policy on Gender Equality and the Empowerment of Women, as well as the system-wide strategy on gender parity launched by the Secretary-General in September 2017;

*(b)* Providing structured support to Member States in implementing the United Nations commitments on gender mainstreaming into drug control and crime prevention activities, as set out in the Doha Declaration on Integrating Crime Prevention and Criminal Justice into the Wider United Nations Agenda to Address Social and Economic Challenges and to Promote the Rule of Law at the National and International Levels, and Public Participation, and the outcome document of the thirtieth special session of the General Assembly, entitled “Our joint commitment to effectively addressing and countering the world drug problem”;

*(c)* Systematically planning, as well as guiding, delivering and reporting on progress towards gender equality and the achievement of transformative gender-related Sustainable Development Goals results.

In terms of scope, the Strategy covers UNODC<sup>1</sup> and all organizational units of UNOV that are directly accountable to the Director-General, namely the Office for Outer Space Affairs of the Secretariat and the United Nations Information Service.<sup>2</sup>

Chapter 1 of the Strategy defines the vision and goals of UNOV/UNODC with regard to promoting gender equality and the empowerment of women. Chapter 2 provides the background to the development of the present document in terms of rationale, approach and conceptual framework. Chapter 3 contains the accountability framework for the implementation of the Strategy.

<sup>1</sup> In accordance with ST/SGB/2004/6, the Human Resources Management Service, the Financial Resources Management Service and the Information Technology Service come under UNODC. However, for the purposes of gender parity target setting, and in accordance with the targets established by the Office of Human Resources Management of the Secretariat, those services are included under UNOV.

<sup>2</sup> In accordance with ST/SGB/2004/5, the United Nations Information Service reports to both the Director-General of UNOV and the Under-Secretary-General for Global Communications. The United Nations Information Service is included under both the present Strategy and the strategy on gender equality and the empowerment of women for the period 2016–2019 of the Department of Public Information of the Secretariat.



Chapter 4 contains the goals and strategic performance areas for the attainment of results on gender equality and the empowerment of women and for institutional strengthening to enable the delivery of those results. Chapter 5 concerns the resourcing required for successful implementation of the Strategy.

The action plan for implementing the Strategy will be developed in 2018. For each strategic performance area, the action plan will provide a robust framework for gender mainstreaming across office-wide activities and practices. It will include key actions and activities to be undertaken by each Office, with assigned roles and timelines for implementation. The action plan will also include accountability elements relating to monitoring and evaluating implementation.



## 1. VISION AND GOALS

### UNITED NATIONS OFFICE AT VIENNA/UNITED NATIONS OFFICE ON DRUGS AND CRIME VISION AND GOALS FOR GENDER EQUALITY AND THE EMPOWERMENT OF WOMEN

The present Strategy defines the vision and goals of UNOV/UNODC with regard to ensuring that staff at all levels are aware of their responsibilities, as well as of the resources and capacity required to adequately implement each of the strategic performance areas for promoting gender equality and the empowerment of women. The goals are fully in line with the UN-SWAP 2.0 performance indicators (contained in annex I to the present document).



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► **VISION STATEMENT:** Gender equality and the empowerment of women are integral parts of all aspects of the work of UNOV/UNODC in making the world safer from drugs, crime and terrorism and in ensuring the peaceful uses of outer space.

► **PURPOSE:** By 2021, UNOV and UNODC are workplaces where gender equality and the empowerment of women are actively promoted by staff in all aspects of institutional processes, programmatic work and activities.

#### ► GOALS

**Goal A:** Strengthen delivery of global results on gender equality and the empowerment of women through the activities of UNOV/UNODC.

**Goal B:** Strengthen UNOV/UNODC institutional capacity and effectiveness to enhance delivery of results on gender equality and the empowerment of women.



## DEVELOPMENT PROCESS

The UNOV/UNODC Gender Equality Strategy was developed to ensure adherence to the commitments under UN-SWAP 2.0 that each United Nations entity must have a gender equality policy or equivalent.

The Strategy is the result of an inclusive consultative process involving staff from all divisions and relevant units at UNOV/UNODC headquarters and in the field, as well as support from the United Nations System Coordination Division of the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women). The development process included a baseline assessment of gender equality at UNOV/UNODC in 2017. Working sessions with senior managers and with all divisions and relevant units were conducted, and a “food-for-thought” session, open to all staff, was held to discuss the importance and implications of creating an institutional framework to promote gender equality and the empowerment of women. In addition, a survey was conducted to provide all staff with the opportunity to give feedback on an advance draft of the document.

## CONCEPTUAL FRAMEWORK

The conceptual basis for the Gender Equality Strategy is that of both gender mainstreaming and gender equality-targeted approaches.<sup>3</sup> This dual approach is set out in the Beijing Declaration and Platform for Action and is also taken in the 2030 Agenda for Sustainable Development, in which gender is mainstreamed throughout all the Sustainable Development Goals, in addition to being included in targeted measures through Goal 5, on achieving gender equality and empowering all women and girls.

In line with the definition provided by the Economic and Social Council in its agreed conclusions 1997/2,<sup>4</sup> gender mainstreaming is the process of assessing the implications for women, men, girls and boys of any planned action in all institutional practices, policies, programmes and other activities. This assessment process is the responsibility of all staff, whatever their function and whatever their grade. In this context, gender mainstreaming plays an essential role in securing the commitment, funding, skills and programmes needed to initiate, support and, where appropriate, adapt or scale up processes of change towards the realization of gender equality.

<sup>3</sup> For an explanation of gender-related terminology, see the glossary contained in annex III.

<sup>4</sup> *Official Records of the General Assembly, Fifty-second Session, Supplement No. 3 (A/52/3/Rev.1, chap. IV, sect. A, para. 4).*

## Definitions of gender and Sustainable Development Goal mainstreaming

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Governments and other actors should promote an active and visible policy of mainstreaming a gender perspective in all policies and programmes so that, before decisions are taken, an analysis may be made of their effects on women and men.

Beijing Declaration and Platform for Action, adopted at the Fourth World Conference on Women, Beijing, 15 September 1995

Mainstreaming a gender perspective is the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels. It is a strategy for making women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetrated.

The ultimate goal is to achieve gender equality.

Economic and Social Council agreed conclusions 1997/2

Mainstreaming means grounding the 2030 Agenda for Sustainable Development at the national and local levels, and integrating it into national, sub-national, and local plans for development; and subsequently into budget allocations.

United Nations Development Group, Mainstreaming the 2030 Agenda for Sustainable Development: Reference Guide to UN Country Teams (2017 ed.)



Parallel to gender mainstreaming, it is necessary to develop targeted actions to address areas of gender inequality, where a need for them is identified. This includes internal actions, such as measures to attain gender parity in staffing, and external actions, such as ensuring that the benefits of space technology are equally accessible to women and men or developing a gender-responsive criminal justice system. Under UN-SWAP 2.0, there is a requirement for an emphasis on transformative gender equality results. This means that targeted actions will move beyond individual self-improvement among women and/or men and towards transforming unequal gender relations through contributing to changes in social norms, cultural values, power structures and the root causes of gender inequality and discrimination.



UN Photo/Kim Haughton



## 2. BACKGROUND AND RATIONALE

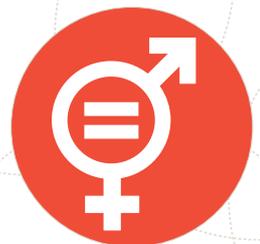
### INTERNATIONAL AND UNITED NATIONS-SPECIFIC COMMITMENTS TO GENDER EQUALITY AND THE EMPOWERMENT OF WOMEN

In 1948, it was affirmed in the Universal Declaration of Human Rights that there are basic inalienable rights and fundamental freedoms that apply to every human being. Since then, Member States have consistently renewed and reaffirmed their commitments to gender equality and the empowerment of women in international agreements. The Convention on the Elimination of All Forms of Discrimination against Women and the Beijing Declaration and Platform for Action contain strong foundations for action. The 2030 Agenda for Sustainable Development has provided additional momentum and clear targets and, in it, Member States recognized that gender equality and the empowerment of women and girls would make a crucial contribution to progress across all the Sustainable Development Goals and that the systematic mainstreaming of a gender perspective into the implementation of the Agenda was crucial for success. In 2016, at its sixtieth session, the Commission on the Status of Women focused on the links between the empowerment of women and sustainable development. It stressed the urgency of systematic mainstreaming of gender perspectives into the implementation of the entire 2030 Agenda, of all Sustainable Development Goals and targets and in respect of all government policies and programmes at all levels.

A series of international instruments and resolutions call upon Member States to mainstream a gender equality perspective into their legislation and policies and to adopt special measures to promote gender equality and the empowerment of women. Those instruments and resolutions also provide guidance to the work of UNOV/UNODC.<sup>5</sup>

One of the many initiatives of the United Nations was the adoption of the United Nations system-wide policy on gender equality and the empowerment of women. The policy was endorsed by the Chief Executives Board for Coordination in October 2006 and was

<sup>5</sup> Those instruments include the Protocol to Prevent, Suppress and Punish Trafficking in Persons, Especially Women and Children, supplementing the United Nations Convention against Transnational Organized Crime; the International Covenant on Civil and Political Rights; the Convention on the Elimination of All Forms of Discrimination against Women; the Declaration on the Elimination of Violence against Women; the Convention on the Rights of the Child; the outcome document of the thirtieth special session of the General Assembly; General Assembly resolution 71/211, entitled "International cooperation to address and counter the world drug problem"; General Assembly resolution 70/182, entitled "International cooperation against the world drug problem"; General Assembly resolution 68/191, entitled "Taking action against gender-related killing of women and girls"; General Assembly resolution 65/228, entitled "Strengthening crime prevention and criminal justice responses to violence against women"; the United Nations Rules for the Treatment of Women Prisoners and Non-custodial Measures for Women Offenders (the Bangkok Rules); Commission on Crime Prevention and Criminal Justice resolution 26/3, entitled "Mainstreaming a gender perspective into crime prevention and criminal justice policies and programmes and into efforts to prevent and combat transnational organized crime"; Commission on Narcotic Drugs resolution 59/5, entitled "Mainstreaming a gender perspective in drug-related policies and programmes"; Commission on Narcotic Drugs resolution 55/5, entitled "Promoting strategies and measures addressing specific needs of women in the context of comprehensive and integrated drug demand reduction programmes and strategies"; and Commission on Narcotic Drugs resolution 52/1, entitled "Promoting international cooperation in addressing the involvement of women and girls in drug trafficking, especially as couriers".



aimed at increasing attention to gender equality and the empowerment of women in the policies and programmes of the United Nations system, and at implementing Economic and Social Council agreed conclusions 1997/2.

The policy was followed in 2012 by UN-SWAP; UN-SWAP 2.0 will be launched in 2018. The system-wide strategy on gender parity was launched by the Secretary-General in 2017.

UN-SWAP reporting has demonstrated that policies and strategies on gender equality and the empowerment of women are key drivers of accountability and improved entity results on gender equality and the empowerment of women; the development of such policies and strategies was a requirement under the first phase of UN-SWAP. A specific gender equality strategy for UNOV/UNODC is therefore required in order to accelerate progress towards the achievement of gender equality and the empowerment of women.

## **ENHANCING THE RESULTS OF THE ACTIVITIES OF THE UNITED NATIONS OFFICE AT VIENNA AND THE UNITED NATIONS OFFICE ON DRUGS AND CRIME THROUGH GENDER EQUALITY AND THE EMPOWERMENT OF WOMEN**

Understanding the relationship between mandate areas and gender is vital to the overall effectiveness of any response.<sup>6</sup> UNODC plays a leading global role in supporting Member States in addressing organized crime, corruption and terrorism and in promoting criminal justice reform, law enforcement, illegal drug demand reduction and HIV/AIDS prevention, thus contributing to the achievement of the 17 Sustainable Development Goals and their 169 targets. The Office also helps Member States to establish and strengthen legislative, regulatory, criminal justice and health systems to better address those challenges and safeguard their populations, in particular the most vulnerable persons. Through its work at the global, national and regional levels, UNODC provides support to Member States in reaching their targets under the 2030 Agenda. The UNODC strategic framework commits staff to mainstreaming gender concerns into the three pillars of the work programme of UNODC (normative work, research and analytical work, and field-based technical assistance work).<sup>7</sup>

The Office for Outer Space Affairs strives to promote international cooperation in the peaceful use of outer space and ensure that enabling technology is used to contribute to bettering the lives of humankind. The Office promotes space technology in line with target 5.b of the Sustainable Development Goals, on enhancing the use of enabling technology, in particular information and communications technology, to promote the empowerment of women. Space-related science, technology, innovation and exploration are aimed at enhancing quality of life and the sustainability of the planet in areas such as agriculture, climate change, disaster response, transportation, health and

<sup>6</sup> See *UNODC, Guidance Note for UNODC Staff: Gender Mainstreaming in the Work of UNODC* for briefs on the gender dimensions of UNODC work on countering transnational organized crime and trafficking, countering corruption, terrorism prevention, justice, and health and livelihoods.

<sup>7</sup> See programme 13 of the biennial programme plan and priorities for the period 2018–2019 (A/71/6/Rev.1).

communication. The Office for Outer Space Affairs, therefore, strives to ensure that women benefit from those enhancements and prioritizes and addresses the needs of women and girls.

The United Nations Information Service, which is part of the Department of Public Information of the Secretariat, aims to help fulfil the purposes of the United Nations by communicating the activities and concerns of the Organization to the public.

UNOV also has administrative functions, some shared with UNODC, in the areas of finance, human resources, information and communications technology and support services, including procurement and infrastructure. The overall purpose of the above-mentioned functions is to provide support services to intergovernmental processes, secure financing for mandated programmes and activities and support the implementation of those programmes and activities.<sup>8</sup>

The entitlement of women and girls to non-discrimination and to the full enjoyment of rights and freedoms on an equal basis with men and boys has been established in international law by the Convention on the Elimination of All Forms of Discrimination against Women. Gender equality means that all human beings are free to develop their personal abilities and make choices without limitations set by stereotypes, rigid gender roles or prejudice. Women and men have the right to equal opportunities in human resources management processes, including recruitment and promotion, and the right to work in environments that are free from bias, discrimination and sexual harassment. Currently, however, there is an inverse relationship across the United Nations system between seniority and women's representation: the higher the grade, the lower the level of gender parity. This gap is wider in the Secretariat than in the rest of the United Nations system. Aggregate figures give a misleading picture of the underrepresentation of women in some of the most visible and critical categories: leadership and senior management, and in the field, particularly in conflict-affected settings. This phenomenon is also reflected in UNOV/UNODC staff structures (see annex II). Both UNOV and UNODC are fully committed to changing that situation and to achieving gender parity through strong leadership and the modernization of systems and processes, as set out in the present Strategy.

**“The goal is not just about numbers, but about transforming our institutional culture so that we can access and capitalize on our full potential. It is about creating a working environment that embraces equality, eradicates bias and is inclusive of all staff.”**

(The Secretary-General, in a letter to all United Nations staff launching the system-wide strategy on gender parity)

<sup>8</sup> Programme 25 (Management and support services) of the biennial programme plan and priorities for the period 2018–2019 [A/71/6/Rev.1], para. 25.1.

### 3. ACCOUNTABILITY

#### ROLES AND RESPONSIBILITIES

With gender equality being a cross-cutting goal, all staff are accountable for the implementation of the UNOV/UNODC Gender Equality Strategy. Implementation of UN-SWAP to date has shown that senior management leadership and commitment are instrumental to the achievement of meaningful results. The present Strategy sets out the accountability of staff at different levels, including senior managers,<sup>9</sup> for the promotion of gender equality and the empowerment of women.

The action plan, which is the framework for the implementation of the Strategy, will be developed in 2018. It will clarify staff and departmental responsibility for gender mainstreaming and achieving the targets for each strategic performance area.

**“The success of the System-wide Action Plan (2.0) also rests on [...] ensuring that comprehensive approaches and accountability mechanisms for setting and reaching gender-related goals are in place.”**

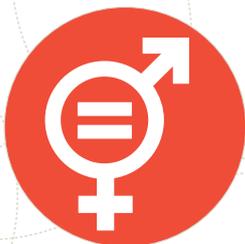
(Report of the Secretary-General on gender mainstreaming (E/2017/57))

#### INSTITUTIONAL MECHANISM FOR IMPLEMENTATION OF THE STRATEGY

Since its introduction in 2012, UN-SWAP has supported substantial and sustained improvement in the United Nations' performance in mainstreaming gender equality considerations, providing a unified accountability framework for gender equality and the empowerment of women. Building on this significant system-wide progress, UN-SWAP 2.0 raises the bar for accountability and results for the United Nations system for the next five years. UN-SWAP 2.0 is also designed to mainstream the 2030 Agenda, in order to demonstrate how entities support the achievement of the Sustainable Development Goals. It also includes a new performance indicator that allows entities to show results on gender equality and the empowerment of women in programmatic work. Implementation of UN-SWAP 2.0 will start in 2018.

UN-SWAP articulates graduated performance standards according to which progress is measured. The UNOV/UNODC Gender Equality Strategy draws from the recommendations contained in UN-SWAP on how to strengthen institutional accountability

<sup>9</sup> In accordance with the definition provided in the UN-SWAP 2.0 Technical Notes (forthcoming), senior managers are defined as personnel of grade D-1 and above levels or equivalent. For the purpose of the present Strategy, responsibility for the effective implementation of strategy, capacity-building and training initiatives or activities, could also apply to staff at the P-4 level or equivalent, and above.



mechanisms, including through a more effective monitoring and evaluation framework for gender mainstreaming.

The UNOV/UNODC gender mainstreaming architecture set out in the figure on page 13 will ensure institutional accountability for implementation of the Gender Equality Strategy. This internal monitoring mechanism will be crucial for assessing compliance with the Strategy, and will serve as the basis for holding all staff members accountable, for documenting good practices and for monitoring performance.

Ultimate responsibility for achieving gender mainstreaming and accomplishing the goals and targets set out in the Strategy will lie with the Director-General/Executive Director. The Executives Committee will be the highest decision-making body on gender equality and the empowerment of women within UNOV/UNODC, with responsibility for monitoring and overseeing progress in implementing the Strategy.<sup>10</sup>

The Committee is the main institutional mechanism through which the Director-General/Executive Director will build the transformative forms of leadership required to achieve the goals of the Strategy, including through necessary changes to existing structure and practices.<sup>11</sup> The Committee will also define remedial action, such as by issuing guidance and recommendations on the implementation process in areas where sufficient progress has not been achieved. The Network of Gender Focal Points and Focal Points for Women will be one of the key institutional arrangements for implementing the Strategy. The Network will consist of gender focal points, who will support the Director-General/Executive Director and the Executives Committee and assist in the process of gender mainstreaming throughout the Office, and the focal points for women, who provide support to staff and senior managers, specifically in terms of gender parity. However, promoting gender equality and the empowerment of women in the United Nations is everyone's responsibility and should not be viewed as the responsibility of the Gender Team or the focal points; their role is to provide coordination and technical support.

The institutional structure will be coordinated and supported within the framework of the Global Programme on Gender Equality and Empowerment of Women in UNODC and UNOV, located in the Office of the Director-General/Executive Director. The Programme will play a coordinating and facilitating role in the implementation of the Gender Equality Strategy. Additional functions of the Programme will include coordinating the Network of Gender Focal Points and Focal Points for Women, contributing to relevant inter-agency and United Nations system-wide processes and activities on gender equality and bearing responsibility for the internal and external coordination of the gender-mainstreaming activities of UNOV/UNODC. Specific tasks for each level of accountability will be outlined in the action plan to be completed in 2018.<sup>12</sup>

<sup>10</sup> Office instruction UNOV/OI/1-UNODC/OI/1, on the Executives Committee, will be updated to include a standing agenda item on the implementation and monitoring of the UNOV/UNODC Gender Equality Strategy and the related action plan.

<sup>11</sup> In 2006, the members of the United Nations System Chief Executives Board for Coordination committed themselves to providing strong leadership within their organizations to ensure that a gender perspective was reflected in all their organizational practices, policies and programmes (CEB/2006/2 and Corr. 1, annex).

<sup>12</sup> Both the gender focal points and the focal points for women will have written terms of reference, which will further define responsibilities for implementation of the Strategy.

In addition, the following mechanisms will support UNOV/UNODC in tracking implementation of the Gender Equality Strategy in a more detailed manner, allowing for the recognition and rewarding of good performance, as well as the highlighting of areas that need additional attention:

(a) **Monitoring:** accountability will be at the highest level, through the Director-General/Executive Director's compact with the Secretary-General. Reporting on the implementation of the Strategy will take place biannually through the Senior Management Group and the United Nations Chief Executives Board for Coordination. The directors of UNOV/UNODC will report annually to the Executives Committee on their contributions to the promotion and achievement of results on gender equality and the empowerment of women. For all other staff, including managers, performance will be monitored by supervisors through performance documents and annual performance evaluations;

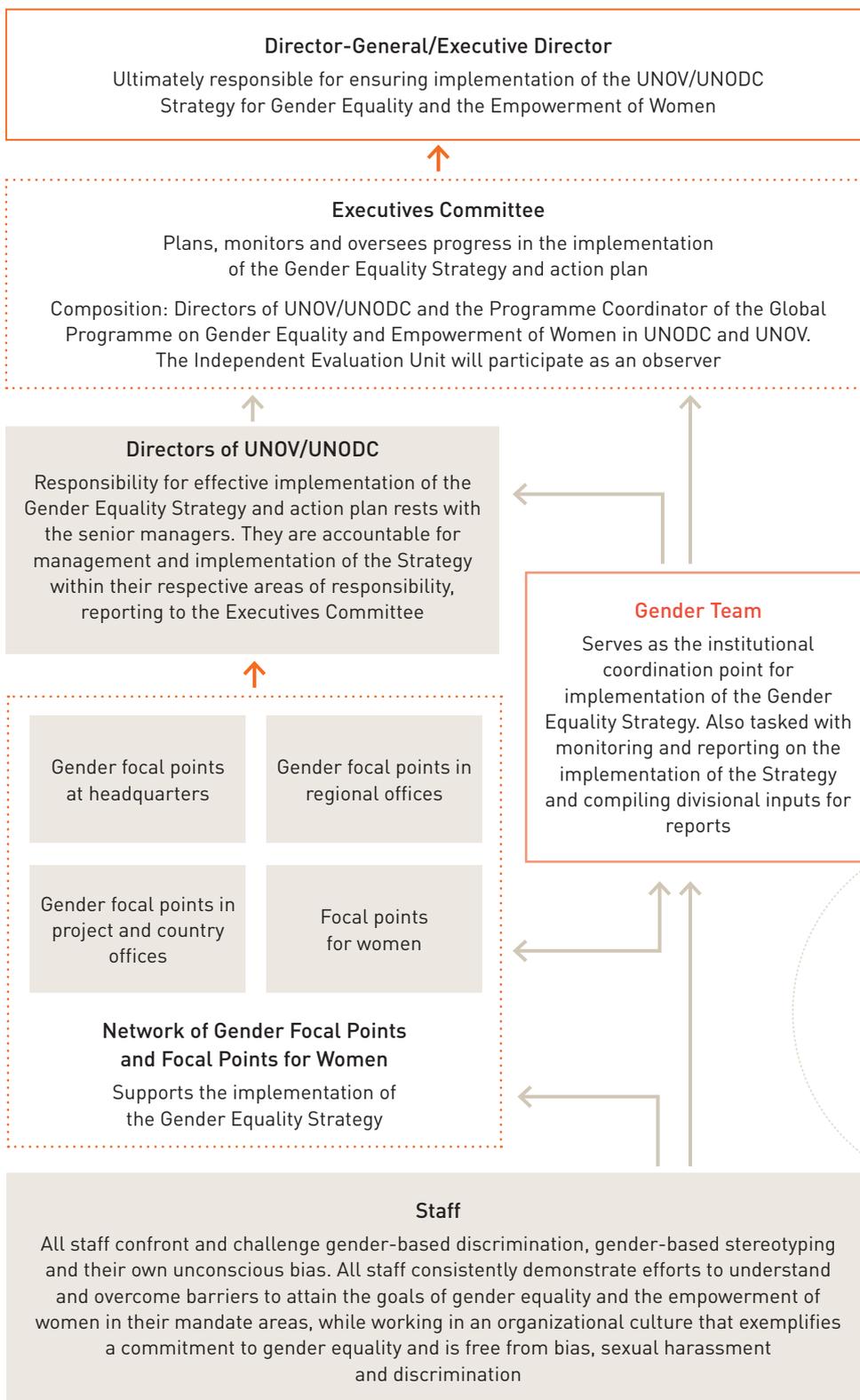
(b) **Gender focal points and focal points for women:** the focal points will continue to meet with the Director-General/Executive Director, as appropriate and when necessary, to discuss implementation of the Strategy and other matters related to gender equality and the empowerment of women as relevant to the work of UNOV/UNODC;

(c) **Mid-term review:** a mid-term review of progress will be commissioned by the Office of the Director-General/Executive Director in the third quarter of 2019. Following that review, modifications may be made to the action plan and implementation of the Strategy, if deemed necessary;

(d) **Reporting:** UNOV/UNODC will report to UN-Women on the implementation of UN-SWAP 2.0 and the present Strategy on an annual basis; the Director-General/Executive Director will communicate and report to the Secretary-General the priorities of the Offices with regard to the implementation of the Strategy, as part of the senior managers' compact with the Secretary-General, on an annual basis; annual project progress reports by UNODC will continue to provide evidence and include a dedicated section on gender equality and the empowerment of women; UNOV/UNODC, with the support of the Global Programme on Gender Equality and Empowerment of Women in UNOV/UNODC, will report annually to the Executives Committee and Member States through different forums, including the standing open-ended intergovernmental working group on improving the governance and financial situation of UNODC, on the implementation of the Strategy and action plan, as well as on the progress of the Programme. The timelines for reporting and process will be established in the action plan for the present Strategy;

(e) **Final independent evaluation:** an evaluation will be conducted in 2020, under the guidance of the Independent Evaluation Unit of UNODC, to inform the development of the Gender Equality Strategy for the period 2022–2026.

Figure. United Nations Office at Vienna and United Nations Office on Drugs and Crime gender architecture



## 4. GOALS AND STRATEGIC PERFORMANCE AREAS FOR THE ATTAINMENT OF GENDER EQUALITY

As mandated by the Chief Executives Board for Coordination, the UNOV/UNODC Gender Equality Strategy uses the UN-SWAP 2.0 performance indicators as a benchmark.<sup>13</sup>

According to the theory of change that underlies the UN-SWAP framework, for UNOV/UNODC to duly contribute to the system-wide achievement of the Sustainable Development Goals and other internationally agreed goals, the Offices must identify results relating to the Sustainable Development Goals that are linked to gender, and put in place the institutional arrangements and actions needed to support the achievement of those results.

In the present Strategy, it is recognized that institutional strengthening (goal B of the Strategy) is essential for achieving gender equality and the empowerment of women (goal A). For example, proactive, results-based, transformative leadership and policy outputs (goal B) have been proved to be essential to ensure institutional commitments to gender-equality outcomes (goal A). Likewise, a gender architecture (goal B) supports reporting on results (goal A). Financial allocation and gender-responsive performance management (goal B) support programmatic results on gender equality and the empowerment of women (goal A) and so forth. The two goals are therefore intrinsically linked, and measuring the relation between the two will be an important component of monitoring.

In order to meet goals A and B, 14 strategic performance areas have been defined (see table 1 below). Those areas are drawn from the 17 UN-SWAP 2.0 performance indicators (contained in annex I).<sup>14</sup>

<sup>13</sup> Cognizant of the 2030 Agenda, UN-SWAP 2.0 includes gender-related reporting and results that are linked to the Sustainable Development Goals.

<sup>14</sup> The performance indicator on audit is not included in the present Strategy as it is not relevant to UNOV/UNODC, because the audit function is located at United Nations Headquarters, in New York. For the purposes of the Strategy, the following performance indicators have been merged: "financial resource tracking" and "financial resource allocation"; and "capacity assessment" and "capacity development". The UN-SWAP performance indicator on equal representation of women has been entitled "gender parity", in line with the system-wide strategy on gender parity.

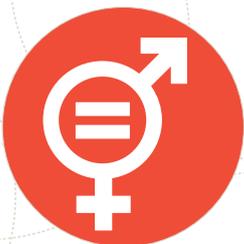


Table 1. Goals and strategic performance areas

| Goals  | Strategic performance areas   |
|--|---|
| <p><b>Goal A:</b> Strengthen delivery of global results on gender equality and the empowerment of women through the activities of UNOV/ UNODC</p>                    | <p>A.1 Commit to defining and supporting gender-related Sustainable Development Goal results in strategic planning</p> <p>A.2 Report on gender-related results</p> <p>A.3 Deliver programmatic results on gender equality and the empowerment of women</p> <p>A.4 Evaluate performance in a gender-responsive manner and evaluate gender equality-targeted performance in particular</p>  |
| <p><b>Goal B:</b> Strengthen UNOV/ UNODC institutional capacity and effectiveness to enhance delivery of results on gender equality and the empowerment of women</p> | <p>B.1 Develop and keep up to date the UNOV/UNODC Gender Equality Strategy and develop an action plan for gender equality and the empowerment of women</p> <p>B.2 Provide the leadership required to enable implementation of the UNOV/UNODC Gender Equality Strategy and action plan</p> <p>B.3 Deliver gender-responsive performance management</p> <p>B.4 Work towards the adoption of a financial resource tracking and allocation mechanism</p> <p>B.5 Establish a gender architecture</p> <p>B.6 Attain and sustain gender parity in UNOV/UNODC</p> <p>B.7 Take steps to ensure an enabling organizational culture</p> <p>B.8 Build staff capacity for gender equality and the empowerment of women</p> <p>B.9 Build and communicate knowledge of mandates and expertise with regard to gender equality and the empowerment of women</p> <p>B.10 Contribute to inter-agency coherence with regard to gender equality and the empowerment of women</p> |

The targets for the 14 strategic performance areas for 2019 (mid-term) and 2021 (end of term) are displayed in table 2 below. These mid-term and end-of-term targets were selected through a consultative process with an interdivisional working group. An analysis was conducted of the 2017 baseline assessment, and achievable targets were set based on where UNOV and UNODC currently are, as well as in relation to the goals for 2019 and 2021. The targets are based on the five-level rating system of the UN-SWAP framework, which allows United Nations entities to assess themselves and report on their standing with respect to each performance indicator. The five levels of the rating system are “exceeds requirements”, “meets requirements”, “approaches requirements”, “missing” and “not applicable”.<sup>15</sup> The performance indicators for the highest three levels can be found in annex I.

The specific actions for reaching the targets and monitoring implementation will be outlined in the action plan.



<sup>15</sup> In accordance with UN-SWAP 2.0 Technical Notes, at a minimum, each United Nations system entity should aim to achieve “meets requirements”. Meeting requirements is, however, a starting point, rather than the conclusion of an entity’s promotion of gender equality and the empowerment of women. It is anticipated that all United Nations entities will aspire to achieve “exceed requirements”, with the United Nations thereby being an institutional leader in gender equality and the empowerment of women.

**Table 2. Performance indicator targets for the United Nations Office at Vienna and United Nations Office on Drugs and Crime<sup>a</sup>**

| Strategic performance areas |   | 2019 target             | 2021 target          |
|-----------------------------|---|-------------------------|----------------------|
| A.1                         | Commit to defining and supporting gender-related Sustainable Development Goal results in strategic planning                                     | Approaches requirements | Meets requirements   |
| A.2                         | Report on gender-related results  | Approaches requirements | Meets requirements   |
| A.3                         | Deliver programmatic results on gender equality and the empowerment of women  | Approaches requirements | Exceeds requirements |
| A.4                         | Evaluate performance in a gender-responsive manner and evaluate gender equality-targeted performance in particular <sup>b</sup>                 | Meets requirements      | Meets requirements   |
| B.1                         | Develop and keep up to date the UNOV/UNODC Gender Equality Strategy and develop an action plan for gender equality and the empowerment of women | Exceeds requirements    | Exceeds requirements |
| B.2                         | Provide the leadership required to enable implementation of the UNOV/UNODC Gender Equality Strategy and action plan                             | Meets requirements      | Exceeds requirements |
| B.3                         | Deliver gender-responsive performance management  | Meets requirements      | Exceeds requirements |
| B.4                         | Work towards the adoption of a financial resource tracking and allocation mechanism   | Missing                 | Meets requirements   |
| B.5                         | Establish a gender architecture   | Meets requirements      | Meets requirements   |
| B.6                         | Attain and sustain gender parity in UNOV/UNODC  | Meets requirements      | Exceeds requirements |
| B.7                         | Take steps to ensure an enabling organizational culture   | Approaches requirements | Exceeds requirements |
| B.8                         | Build staff capacity for gender equality and the empowerment of women   | Meets requirements      | Meets requirements   |
| B.9                         | Build and communicate knowledge of mandates and expertise with regard to gender equality and the empowerment of women                           | Meets requirements      | Exceeds requirements |
| B.10                        | Contribute to inter-agency coherence with regard to gender equality and the empowerment of women  | Approaches requirements | Exceeds requirements |

<sup>a</sup> UNOV and UNODC have been reporting on the implementation of UN-SWAP since its introduction in 2012.

<sup>b</sup> The information on evaluation refers to UNODC only as there is no evaluation function at UNOV.

In the sections below, the strategic performance areas are expanded upon to clarify the specific strategic commitments and actions that UNOV/UNODC will undertake. The strategic commitments have been selected based on ensuring maximum impact and deliverability of UNOV functions and UNODC mandates, and to ensure that both entities meet the requirements of the UN-SWAP 2.0 framework. The specific actions required to implement each commitment will be defined in the action plan.

## **GOAL A: STRENGTHEN DELIVERY OF GLOBAL RESULTS ON GENDER EQUALITY AND THE EMPOWERMENT OF WOMEN THROUGH THE ACTIVITIES OF UNOV/UNODC**

### **A.1 Commit to defining and supporting gender-related Sustainable Development Goal results in strategic planning<sup>16</sup>**

UNOV/UNODC have committed to achieving the ratings of “approaches requirements” by 2019 and “meets requirements” by 2021.

- The strategic frameworks for UNODC will include one expected accomplishment on gender equality and the empowerment of women in each subprogramme, in line with Sustainable Development Goal targets, including those under Goal 5.
- As set out in annex IV to this document, UNOV/UNODC will commit to formulating and working towards the achievement of transformative,<sup>17</sup> gender-related Sustainable Development Goal results in the context of its relevant mandates and/or thematic focus, and will report upon them regularly.<sup>18</sup>

### **A.2 Report on gender-related results**

Gender-related results refer to both normative and development results on gender equality and the empowerment of women. In the United Nations context, normative and development results are usually defined as support to Member States and other counterparts, such as civil society, in achieving national, regional and international priorities, for example as set out in the Sustainable Development Goals.

UNOV/UNODC have committed to achieving the ratings of “approaches requirements” by 2019 and “meets requirements” by 2021.

- Staff will be provided with guidance on how to develop gender-sensitive indicators and results at the strategic and programmatic levels.
- UNODC will report annually to the Commission on Crime Prevention and Criminal Justice and the Commission on Narcotic Drugs, and their working and expert groups and subsidiary bodies, as relevant, on the high-level results on gender equality and the empowerment of women, and on progress in meeting Sustainable Development Goal targets, including specific contributions made by the Office to meeting the targets under Goal 5.

<sup>16</sup> In the UN-SWAP 2.0 Technical Notes it is noted that entities that do not work directly on achieving results or that have a mainly administrative function, such as UNOV, should continue to report on performance indicators 3 and 4 in the original UN-SWAP. However, the Office for Outer Space Affairs does directly support programmatic initiatives, as part of UNOV, and is therefore subject to assessment under this indicator.

<sup>17</sup> Transformative results contribute to changes in social norms, cultural values, power structures and the root causes of gender inequalities and discrimination. They go beyond meeting individual needs to addressing systemic causes, for the benefit of all members of society.

<sup>18</sup> Timelines and means of verification for the achievement of the gender-related Sustainable Development Goal results will be defined in the action plan. The results contained in annex IV to this document are not exhaustive.

- Pursuant to Commission on Narcotic Drugs resolution 58/12 and Commission on Crime Prevention and Criminal Justice resolution 24/3, UNODC will report annually to the Commissions, through the report of the Executive Director, on the implementation of the Gender Equality Strategy and action plan. The offices and units at headquarters and in the field will report on an annual basis on their measures, activities, projects and programmes to achieve gender equality and the empowerment of women.
- The Office for Outer Space Affairs will regularly report, in the statement of the Director to the Committee on the Peaceful Uses of Outer Space, on progress in meeting the commitments contained in the Strategy.
- UNOV/UNODC will include sex-disaggregated data as part of reporting on the strategic framework where such data are available, relevant and current. Where sex-disaggregated data are not available, it will be noted, along with any initiatives to facilitate the use of such data in the future.

### **A.3 Deliver programmatic results on gender equality and the empowerment of women<sup>19</sup>**

This strategic performance area covers results of individual programmatic initiatives that are not fully and directly captured in the main strategic planning documents, as covered under A.1 above.

UNOV/UNODC have committed to achieving the ratings of “approaches requirements” by 2019 and “meets requirements” by 2021.

- UNOV/UNODC will ensure that transformative results on gender equality and the empowerment of women are consistently included in programmatic planning documents, and that stated programmatic results on gender equality and the empowerment of women are met.
- Programmatic initiatives will include transformative gender equality results. This means that they will be aimed at moving beyond individual self-improvement among women and towards transforming unequal gender relations through contributing to changes in social norms, cultural values, power structures and the root causes of gender inequalities and discrimination.
- Staff will advocate for, seek funding for and carry out programmes and projects specifically targeting women, men, boys or girls, focusing on areas where large gender equality gaps have been identified.
- The Programme Review Committee of UNODC will include experts on gender to ensure the systematic monitoring of the quality of the integration of gender into programmes and projects submitted for review.

<sup>19</sup> It is noted in the UN-SWAP 2.0 Technical Notes that entities, such as UNOV, that are not involved with directly supporting programmatic initiatives should rate this performance indicator as “not applicable”. However, the Office for Outer Space Affairs does directly support programmatic initiatives, as part of UNOV, and is therefore subject to assessment under that indicator.

#### A.4 Evaluate performance in a gender-responsive manner and evaluate gender equality-targeted performance in particular<sup>20</sup>

UNOV/UNODC have committed to achieving the rating of “meets requirements” by 2019 and to continue achieving that rating by 2021.

- The Independent Evaluation Unit will continue with its commitment to fully mainstream gender equality through its three work pillars: *(a)* national evaluation capacity-building in the context of the Sustainable Development Goals; *(b)* evaluation results; and *(c)* evaluation knowledge products. Specifically, this will mean ensuring that:
  - All evaluations adhere to a gender-responsive evaluation process at all stages—from evaluation design and methodology to results dissemination—and fully meet the relevant United Nations Evaluation Group norms and standards.
  - The Independent Evaluation Unit will continue to report on the integration of gender dimensions into UNODC evaluations.
  - Evaluations will be shared widely to increase knowledge regarding gender equality and the empowerment of women in mandated thematic areas.
- Sufficient funding will be reserved by the Office, in accordance with its evaluation policy, for the Independent Evaluation Unit to conduct an independent evaluation of the UNOV/UNODC Gender Equality Strategy and action plan.



<sup>20</sup> This section applies only to UNODC, which has a stand-alone evaluation function. The work of the United Nations Information Service is evaluated through the Department of Public Information's Evaluation and Communications Research Unit, based on the evaluation policy of the Department of Public Information. UNOV does not have an evaluation unit and is not a member of the United Nations Evaluation Group.

## **GOAL B: STRENGTHEN UNOV/UNODC INSTITUTIONAL CAPACITY AND EFFECTIVENESS TO ENHANCE DELIVERY OF RESULTS ON GENDER EQUALITY AND THE EMPOWERMENT OF WOMEN**

### **B.1 Develop and keep up to date the UNOV/UNODC Gender Equality Strategy and develop an action plan for gender equality and the empowerment of women**

UNOV/UNODC have committed to achieving the rating of “exceeds requirements” by 2019 and to continue achieving that rating by 2021.

- UNOV/UNODC will take appropriate action to ensure that the Gender Equality Strategy and its accompanying action plan (to be released in 2018) are fully resourced, monitored and implemented by 2021.
- All staff will be aware of the Gender Equality Strategy and its implications for UNOV/UNODC.
- The Executives Committee will be the highest decision-making body on gender equality and the empowerment of women, with responsibility for monitoring and overseeing progress in implementing the Strategy. The Committee is chaired by the Director-General/Executive Director and comprises all directors of UNOV/UNODC. The Coordinator of the Global Programme on Gender Equality and Empowerment of Women in UNODC and UNOV is included when gender issues are considered.
- A mid-term review will be conducted in the third quarter of 2019 to take stock of implementation, assess progress and make any changes to the action plan that may be required.
- The Independent Evaluation Unit will conduct a final, in-depth evaluation of the implementation of the Strategy and action plan in 2021 to assess progress made and to guide the development of the next strategy.

### **B.2 Provide the leadership required to enable implementation of the UNOV/UNODC Gender Equality Strategy and action plan**

UNOV/UNODC have committed to achieving the ratings of “meets requirements” by 2019 and “exceeds requirements” by 2021.

- Senior managers will take visible steps to internally and publicly champion gender equality and the empowerment of women.
- Senior managers will proactively promote progress against UN-SWAP performance indicators and set specific programmatic objectives and managerial targets for the year, outlining clear roles and responsibilities.

### **B.3 Deliver gender-responsive performance management**

UNOV/UNODC have committed to achieving the ratings of “meets requirements” by 2019 and “exceeds requirements” by 2021.

- UNOV/UNODC staff will be held accountable for incorporating gender perspectives and ensuring the equal participation of women and men through, inter alia, the inclusion of objectives and results related to gender mainstreaming in individual workplans, evaluations and performance appraisals.<sup>21</sup>
- UNOV/UNODC will put in place a system of recognition for outstanding work and activities promoting gender equality and the empowerment of women. UNOV/UNODC will make the inclusion of a question related to gender indicators in the competency-based interviews a requirement.

### **B.4 Work towards the adoption of a financial resource tracking and allocation mechanism**

UNOV/UNODC do not have a financial resource tracking mechanism to quantify the disbursement of funds allocated to promoting gender equality and the empowerment of women. The expected timeline for this functionality to be made available and operational in Umoja is 2019.

UNOV/UNODC have committed to achieving the rating of “meeting requirements” by 2021.

- UNOV/UNODC will work with other Secretariat entities towards a financial resource tracking mechanism to quantify the disbursement of funds that are allocated to promoting gender equality and the empowerment of women and thereby to define and track financial allocation targets.
- UNOV/UNODC, with the support of the Co-Financing and Partnership Section, will take the necessary steps to ensure that adequate funding is made available for the implementation of the present Strategy.
- UNOV/UNODC will request the support of donors in implementing the Strategy through the provision of the required resources.

<sup>21</sup> This covers staff who have fixed-term, continuing or permanent appointments, as staff with such appointments are subject to the e-performance evaluation process.

## B.5 Establish a gender architecture

UNOV/UNODC have committed to achieving the rating of “meeting requirements” by 2019 and to continue achieving that rating by 2021.

- UNOV/UNODC will work with Member States to fully fund the Global Programme on Gender Equality and Empowerment of Women in UNOV/UNODC through a combination of funding modalities, including both regular and extrabudgetary sources. Funding will be commensurate with the responsibilities of the Programme to promote and monitor internal gender mainstreaming and the implementation of the Gender Equality Strategy and action plan. The Global Programme will be headed by a Programme Coordinator.
- A gender focal point system will be set up, and the focal points for women will be aligned under the same structure to ensure that there is a cohesive approach to activities relating to gender mainstreaming and gender parity. Terms of reference for the different levels will be developed. Gender focal points will be appointed at headquarters and in the field. These staff will be from the P-4 level and above and at least 20 per cent of their time will be allocated to gender focal point functions.<sup>22</sup>

## B.6 Attain and sustain gender parity in UNOV/UNODC

UNOV/UNODC have committed to achieving the ratings of “meeting requirements” by 2019 and “exceeds requirements” by 2021.

- UNOV/UNODC will put in place and implement a plan for achieving gender parity at all levels, as outlined in the present Strategy and in line with the system-wide strategy on gender parity.
- UNOV/UNODC will have reached gender parity at all levels, in line with the system-wide strategy on gender parity and the targets and timelines for achieving parity that have been set by the Office of Human Resources Management of the Secretariat.<sup>23</sup>
- A gender parity goal will be included in the workplans of senior managers and hiring managers to strengthen accountability with regard to reaching gender parity.

<sup>22</sup> This commitment is based on the UN-SWAP 2.0 performance indicator 11 “Gender architecture” (contained in annex I to the present document).

<sup>23</sup> Annex II to the present document contains annual targets for different grades, based on the targets set by the Office of Human Resources Management as at 8 December 2017. Phase 1, starting with immediate effect, will apply only to internationally recruited staff at the P-1 level and above who have fixed-term, continuing or permanent appointments. Phase 2, during which efforts will be expanded to cover staff in the General Service category, will start by the end of 2018. The Human Resources Management Service will also go beyond the requirements of the system-wide strategy on gender parity. The Service will aim to establish a better reporting mechanism to streamline the monitoring of consultants administered by UNOV/UNODC in order to better assess progress made in achieving gender parity for personnel in this category. This will rely on the availability of data.

## B.7 Take steps to ensure an enabling organizational culture

UNOV/UNODC have committed to achieving the ratings of “approaches requirements” by 2019 and “exceeds requirements” by 2021.

- UNOV/UNODC will ensure that ethics-related legal arrangements are complied with. As part of the Secretariat, the Offices are obliged to follow the legal arrangements set by the Ethics Office.<sup>24</sup>
- UNOV/UNODC will continue to implement and promote: *(a)* United Nations rules and regulations on work-life balance; *(b)* flexible working arrangements and part-time work;<sup>25</sup> and *(c)* facilitative policies for maternity, paternity, adoption, family emergencies, and breastfeeding.
- UNOV/UNODC will develop, based on the availability of data, an internal mechanism to track and evaluate: *(a)* the implementation and accessibility of work-life balance mechanisms and whether staff are able to benefit from those mechanisms without fear of discrimination or prejudice; and *(b)* the extent to which measures are successful in enabling a working environment and an institutional culture that are free from discrimination, sexual harassment and abuse of power.
- UNOV/UNODC will define minimum standards to create an enabling environment for gender equality and ensure that they are in place and that a participatory gender audit or equivalent is carried out at least every five years.<sup>26</sup>
- The Human Resources Management Service will conduct a staff satisfaction survey every two years that will include questions on organizational culture

<sup>24</sup> The United Nations has adopted a variety of rules and regulations concerning employee conduct. They are compiled in the annex to the Secretary-General’s bulletin ST/SGB/2002/13, on the status, basic rights and duties of United Nations staff members.

<sup>25</sup> This includes staggered working hours, telecommuting, scheduled breaks for extended learning activities and compressed work schedules.

<sup>26</sup> The organizational assessment can take the form of a full “gender audit”, using the model developed by the International Labour Organization, or equivalent. See International Labour Organization, *A Manual for Gender Audit Facilitators: The ILO Participatory Gender Audit Methodology*, 2nd ed. (Geneva, 2012).

## **B.8 Build staff capacity for gender equality and the empowerment of women <sup>27</sup>**

UNOV/UNODC have committed to achieving the rating of “meets requirements” by 2019 and to continue achieving that rating by 2021.

- UNOV/UNODC will develop and roll out a capacity-building plan and training package tailored to the thematic areas of work for staff at headquarters and in field offices. Senior managers will receive tailored training, and ongoing mandatory training will be provided to all levels of staff.<sup>28</sup>
- The capacity-building plan and training package will be reviewed and updated every three to five years.

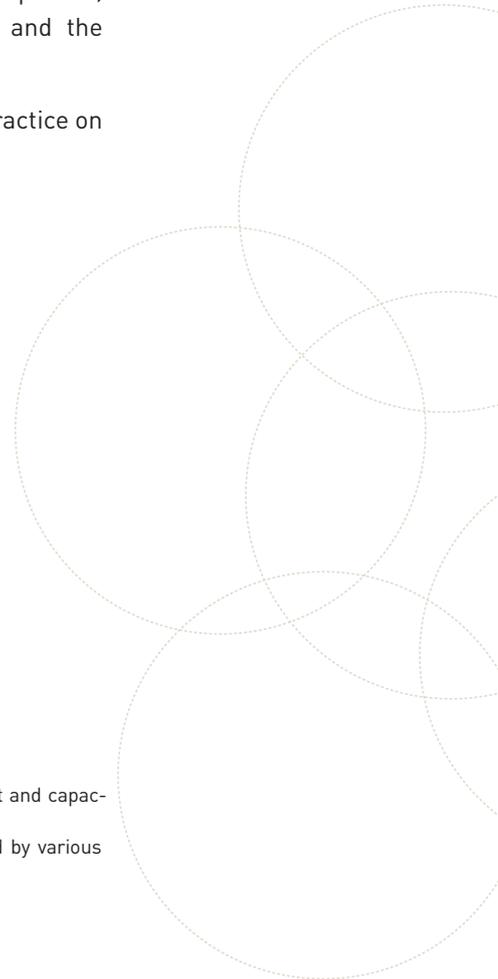
## **B.9 Build and communicate knowledge of mandates and expertise with regard to gender equality and the empowerment of women**

UNOV/UNODC have committed to achieving the ratings of “meets requirements” by 2019 and “exceeds requirements” by 2021.

- UNOV/UNODC will ensure that knowledge on gender equality and the empowerment of women that is substantially related to their mandate areas is systematically captured, documented and shared internally and externally.
- The communication plan of UNOV/UNODC will include, as an integral component, internal and public dissemination of information on gender equality and the empowerment of women in relation to the Offices’ mandate areas.
- UNOV/UNODC will be actively involved in an inter-agency community of practice on gender equality and the empowerment of women.

<sup>27</sup> The following UN-SWAP 2.0 performance indicators have been merged: capacity assessment and capacity development.

<sup>28</sup> Training will be based on a needs analysis of the gender mainstreaming capacities needed by various categories of staff, taking into consideration functional and thematic priorities and areas.



## B.10 Contribute to inter-agency coherence with regard to gender equality and the empowerment of women

UNOV/UNODC have committed to achieving the ratings of “approaches requirements” by 2019 and “exceeds requirements” by 2021.

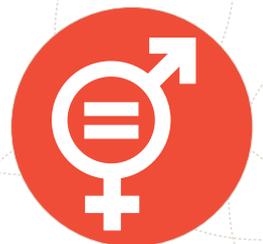
- UNOV/UNODC will systematically participate in inter-agency coordination mechanisms on gender equality and the empowerment of women, including the Inter-Agency Network on Women and Gender Equality and the working group on gender equality and human rights of the United Nations Evaluation Group.
- UNODC and the Office for Outer Space Affairs, which are working directly on achieving gender equality and Sustainable Development Goal results, will continue to learn from and encourage the inclusion of gender analysis and response into relevant meetings and task forces.
- UNOV/UNODC will actively seek opportunities to participate in a UN-SWAP peer review process.
- UNOV/UNODC will support the implementation of at least one UN-SWAP performance indicator in another entity.



## 5. RESOURCES

As part of the United Nations system-wide commitment to gender equality and the empowerment of women, all members of staff are expected to contribute to a gender-responsive work environment. To this end, each member of staff must understand his or her gender mainstreaming responsibilities, and be held accountable for them. The action plan for implementing the present Strategy will be developed in 2018. For each strategic performance area, the action plan will include assigned roles, timelines for implementation and key actions and activities that each entity will undertake in order to promote gender equality.

The first five years of UN-SWAP implementation has demonstrated that efforts to mainstream gender within and across entities must be well resourced in both human and financial terms.<sup>29</sup> Full implementation of the present Strategy is based on the assumption that sufficient funding will be allocated to ensure the achievement of the goals contained therein. UNOV/UNODC will therefore seek, with the support of the Co-Financing and Partnership Section, to secure sustainable funding to institutionalize gender equality and the empowerment of women. Moreover, the implementation of the Strategy requires a commensurate commitment from all Member States, as well as continued donor support and engagement. The action plan for implementation of the Strategy will contain more details on the costing for specific objectives to support both institutional prioritization and fundraising.



<sup>29</sup> E/2017/57 and E/2017/57/Corr.1, para. 51.



## ANNEXES

### I. UNITED NATIONS SYSTEM-WIDE ACTION PLAN ON GENDER EQUALITY AND THE EMPOWERMENT OF WOMEN 2.0 PERFORMANCE INDICATORS

#### A. Gender-related Sustainable Development Goal results

##### 1. Commitment to gender-related Sustainable Development Goal results

| Approaches requirements  | Meets requirements  | Exceeds requirements   |
|--|---|--|
| 1 (a) (i) Main strategic planning document includes at least one high-level entity result on gender equality and the empowerment of women which will contribute to meeting Sustainable Development Goal targets, and reference to Goal 5 targets | 1 (b) (i) Main strategic planning document includes at least one high-level entity result on gender equality and the empowerment of women which will contribute to meeting Sustainable Development Goal targets, and reference to Goal 5 targets<br>and<br>1 (b) (ii) Entity has achieved or is on track to achieve the high-level result on gender equality and the empowerment of women | 1 (c) (i) Main strategic planning document includes at least one high-level transformative result on gender equality and the empowerment of women which will contribute to meeting Sustainable Development Goal targets, and reference to Goal 5 targets<br>and<br>1 (c) (ii) Entity has achieved or is on track to achieve the high-level transformative result on gender equality and the empowerment of women |

##### 2. Reporting on gender-related results

| Approaches requirements  | Meets requirements   | Exceeds requirements   |
|--|--|--|
| 2 (a) (i) Entity's results-based management system provides guidance on measuring and reporting on gender equality and the empowerment of women results<br>or<br>2 (a) (ii) Systematic use of sex-disaggregated data in strategic plan reporting | 2 (b) (i) Reporting to the governing body or equivalent on the high-level result on gender equality and the empowerment of women which will contribute to meeting Sustainable Development Goal targets, including Goal 5<br>and<br>2 (b) (ii) Systematic use of sex-disaggregated data in strategic plan reporting | 2 (c) (i) Reporting to the governing body or equivalent on the high-level result on gender equality and the empowerment of women which will contribute to meeting Sustainable Development Goal targets, including Goal 5<br>and<br>2 (c) (ii) Systematic use of sex-disaggregated data in strategic plan reporting<br>and<br>2 (c) (iii) Reporting every two years to the governing body or equivalent on implementation of entity gender equality and empowerment of women policy |

### 3. Programmatic results on gender equality and the empowerment of women

| Approaches requirements   | Meets requirements   | Exceeds requirements   |
|---|--|--|
| 3 (a) Results on gender equality and the empowerment of women are consistently included in programmatic initiative planning documents | 3 (b) Programmatic results on gender equality and the empowerment of women are met | 3 (c) (i) Programmatic results on gender equality and the empowerment of women are met and<br>3 (c) (ii) Programmatic initiatives consistently include transformative gender equality and empowerment of women results |

### 4. Evaluation

| Approaches requirements   | Meets requirements   | Exceeds requirements   |
|---|--|--|
| 4 (a) Meets some of the United Nations Evaluation Group gender equality-related norms and standards | 4 (b) Meets the United Nations Evaluation Group gender equality-related norms and standards and applies the Group's guidance on integrating human rights and gender equality into evaluation during all phases of the evaluation | 4 (c) Meets the United Nations Evaluation Group gender equality-related norms and standards, applies the Group's guidance on integrating human rights and gender equality into evaluation during all phases of the evaluation, and conducts at least one evaluation to assess corporate performance on gender mainstreaming or evaluation of its gender equality policy/strategy every five to eight years |

### 5. Audit

| Approaches requirements  | Meets requirements  | Exceeds requirements   |
|--|---|--|
| 5 (a) Consultation takes place with the gender focal point/ department on risks related to gender equality and the empowerment of women, as part of the risk-based audit annual planning cycle | 5 (b) Based on risk assessments at the engagement level, internal audit departments have developed tools for auditing gender equality and empowerment of women-related issues (e.g., policy compliance, quality of reporting) and apply these as appropriate in all relevant audit phases | 5 (c) (i) Relevant gender equality findings are systematically presented in annual reports of the internal audit departments and<br>5 (c) (ii) Internal audit departments undertake a targeted audit engagement related to gender equality and the empowerment of women at least once every five years |

## B. Institutional strengthening to support achievement of results

### 6. Policy

| Approaches requirements  | Meets requirements  | Exceeds requirements   |
|--|---|--|
| 6 (a) Gender equality and women's empowerment policy or equivalent in the process of being developed | 6 (b) Up-to-date gender equality and women's empowerment policy or equivalent implemented | 6 (c) (i) Up-to-date gender equality and women's empowerment policy or equivalent implemented and<br>6 (c) (ii) Specific senior-level mechanism in place for ensuring accountability for the promotion of gender equality and the empowerment of women |

### 7. Leadership

| Approaches requirements  | Meets requirements  | Exceeds requirements   |
|--|---|--|
| 7 (a) Senior managers internally champion gender equality and the empowerment of women | 7 (b) Senior managers internally and publicly champion gender equality and the empowerment of women | 7 (c) (i) Senior managers internally and publicly champion gender equality and the empowerment of women and<br>7 (c) (ii) Senior managers proactively promote improvements in UN-SWAP performance indicators where requirements are not met/exceeded |

### 8. Gender-responsive performance management

| Approaches requirements  | Meets requirements  | Exceeds requirements   |
|--|---|--|
| 8 (a) The entity's core values and/or competencies being revised to include assessment of gender equality and the empowerment of women | 8 (b) Assessment of gender equality and the empowerment of women integrated into core values and/or competencies for all staff, with a particular focus on levels P-4 or equivalent and above | 8 (c) (i) Assessment of gender equality and the empowerment of women integrated into core values and/or competencies for all staff, with a particular focus on levels P-4 or equivalent and above, including decision-making positions in all committees, missions and advisory bodies and<br>8 (c) (ii) System of recognition in place for excellent work promoting gender equality and women's empowerment |

## 9. Financial resource tracking

| Approaches requirements  | Meets requirements  | Exceeds requirements   |
|--|---|--|
| 9 (a) Working towards a financial resource tracking mechanism to quantify disbursement of funds that promote gender equality and women's empowerment | 9 (b) Financial resource tracking mechanism in use to quantify disbursement of funds that promote gender equality and women's empowerment | 9 (c) (i) Financial resource tracking mechanism in use to quantify disbursement of funds that promote gender equality and women's empowerment<br>and<br>9 (c) (ii) Results of financial resource tracking influences central strategic planning concerning budget allocation |

## 10. Financial resource allocation

| Approaches requirements   | Meets requirements  | Exceeds requirements   |
|---|---|--|
| 10 (a) Financial benchmark is set for implementation of the gender equality and women's empowerment mandate | 10 (b) Financial benchmark for resource allocation for gender equality and women's empowerment mandate is met | 10 (c) Financial benchmark for resource allocation for gender equality and women's empowerment mandate is exceeded |

## 11. Gender architecture

| Approaches requirements   | Meets requirements   | Exceeds requirements   |
|---|--|--|
| 11 (a) (i) Gender focal points or equivalent at headquarters, regional and country levels:<br>a. Are appointed from staff level P-4 or equivalent and above<br>b. Have written terms of reference<br>c. Have at least 20 per cent of their time allocated to gender focal point functions | 11 (b) (i) Gender focal points or equivalent at headquarters, regional and country levels:<br>a. Are appointed from staff level P-4 or equivalent and above for both mainstreaming and representation of women<br>b. Have written terms of reference<br>c. Have at least 20 per cent of their time allocated to gender focal point functions<br>and<br>11 (b) (ii) Gender department/unit is fully resourced according to the entity mandate | 11 (c) (i) Gender focal points or equivalent at headquarters, regional and country levels:<br>a. Are appointed from staff level P-4 or equivalent and above for both mainstreaming and representation of women<br>b. Have written terms of reference<br>c. Have at least 20 per cent of their time allocated to gender focal point functions<br>d. Specific funds are allocated to support gender focal point networking<br>and<br>11 (c) (ii) Gender department/unit is fully resourced according to the entity mandate |

## 12. Equal representation of women

| Approaches requirements  | Meets requirements  | Exceeds requirements   |
|--|---|--|
| 12 (a) Plan in place to achieve the equal representation of women for General Service staff and at the P-4 and above levels in the next five years | 12 (b) The entity has reached the equal representation of women for General Service staff and at the P-4 and above levels | 12 (c) The entity has reached the equal representation of women for General Service staff and at the P-4 and above levels, including the senior-most levels of representation in field offices, committees, advisory bodies and funds linked to the entity, irrespective of budgetary source |

## 13. Organizational culture

| Approaches requirements   | Meets requirements   | Exceeds requirements   |
|---|--|--|
| 13 (a) Organizational culture partly supports the promotion of gender equality and the empowerment of women | 13 (b) Organizational culture fully supports the promotion of gender equality and the empowerment of women | 13 (c) (i) Organizational culture fully supports the promotion of gender equality and the empowerment of women<br>and<br>13 (c) (ii) International Labour Organization participatory gender audit or equivalent is carried out at least every five years |

## 14. Capacity assessment

| Approaches requirements   | Meets requirements  | Exceeds requirements   |
|---|---|--|
| 14 (a) Assessment of capacity in gender equality and women's empowerment for individuals in the entity is carried out | 14 (b) (i) Entity-wide assessment of capacity of staff at headquarters, regional and country levels in gender equality and women's empowerment is carried out<br>and<br>14 (b) (ii) A capacity-development plan is established or updated at least every five years | 14 (c) (i) Entity-wide assessment of capacity of staff at headquarters, regional and country levels in gender equality and women's empowerment is carried out<br>and<br>14 (c) (ii) A capacity-development plan is established or updated at least every three years |

## 15. Capacity development

| Approaches requirements  | Meets requirements   | Exceeds requirements  |
|--|--|---|
| 15 (a) Working towards ongoing mandatory training for all levels of entity staff at headquarters, regional and country offices | 15 (b) Ongoing mandatory training for all levels of entity staff at headquarters, regional and country offices | 15 (c) (i) Ongoing mandatory training for all levels of entity staff at headquarters, regional and country offices<br>and<br>15 (c) (ii) Senior managers receive tailored training during orientation |

## 16. Knowledge and communication

| Approaches requirements   | Meets requirements   | Exceeds requirements   |
|---|--|--|
| 16 (a) Internal production and exchange of information on gender equality and women's empowerment | 16 (b) (i) Knowledge on gender equality and women's empowerment is systematically documented and publicly shared<br>and<br>16 (b) (ii) Communication plan includes gender equality and women's empowerment as an integral component of internal and public information dissemination | 16 (c) (i) Knowledge on gender equality and women's empowerment is systematically documented and publicly shared<br>and<br>16 (c) (ii) Communication plan includes gender equality and women's empowerment as an integral component of internal and public information dissemination<br>and<br>16 (c) (iii) Entity is actively involved in an inter-agency community of practice on gender equality and the empowerment of women |

## 17. Coherence

| Approaches requirements  | Meets requirements   | Exceeds requirements   |
|--|--|--|
| 17 (a) Participates systematically in inter-agency coordination mechanisms on gender equality and the empowerment of women | 17 (b) (i) Participates systematically in inter-agency coordination mechanisms on gender equality and the empowerment of women<br>and<br>17 (b) (ii) Participates in UN-SWAP peer review process | 17 (c) (i) Participates systematically in inter-agency coordination mechanisms on gender equality and the empowerment of women<br>and<br>17(c) (ii) Participates in UN-SWAP peer review process<br>and<br>17 (c) (iii) Supports implementation of at least one UN-SWAP performance indicator in another entity |

## II. GENDER PARITY DATA

The aim, as laid down in the system-wide strategy on gender parity, is that there should be a 4 per cent increase per year towards gender parity. This global target should be reached in the United Nations Office on Drugs and Crime (UNODC) by the end of 2019 and in the United Nations Office at Vienna (UNOV) by the end of 2018.

Gender parity will be reached at different staff grades at different times as a result of the discrepancies among them, as shown in tables 1 and 2 below.<sup>1</sup>

**Table 1. Gender parity data and targets for the United Nations Office on Drugs and Crime**

| Level | Number of staff as at 31 December 2016 |     |       | Annual targets: female staff as at 31 December (percentage) |      |      |      |      |      |      |      |      |      |      |      |  |
|-------|--|-----|-------|---|------|------|------|------|------|------|------|------|------|------|------|--|
|       | Women                                  | Men | Total | % Women   | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 |  |
| USG   | 0                                      | 1   | 1     | 0   | 8    | 12   | 16   | 20   | 24   | 28   | 32   | 36   | 40   | 44   | 48   |  |
| D-2   | 0                                      | 3   | 3     | 0   | 8    | 12   | 16   | 20   | 24   | 28   | 32   | 36   | 40   | 44   | 48   |  |
| D-1   | 5                                      | 8   | 13    | 38  | 46   | 50   | 50   | 50   | 50   | 50   | 50   | 50   | 50   | 50   | 50   |  |
| P-5   | 23                                     | 29  | 52    | 44  | 50   | 50   | 50   | 50   | 50   | 50   | 50   | 50   | 50   | 50   | 50   |  |
| P-4   | 56                                     | 87  | 143   | 39  | 47   | 50   | 50   | 50   | 50   | 50   | 50   | 50   | 50   | 50   | 50   |  |
| P-3   | 60                                     | 60  | 120   | 50  | 50   | 50   | 50   | 50   | 50   | 50   | 50   | 50   | 50   | 50   | 50   |  |
| P-2   | 11                                     | 9   | 20    | 55  | 50   | 50   | 50   | 50   | 50   | 50   | 50   | 50   | 50   | 50   | 50   |  |

<sup>1</sup> Data are taken from the report of the Secretary-General on the composition of the Secretariat (A/72/123). Only internationally recruited staff with fixed-term, continuing or permanent contracts are included. The annual targets were set by the Office of Human Resources Management of the Secretariat on 8 December 2017. Targets are set at each entity/level combination and parity is defined within the 47–53 percentage range. Certain exceptions to the general methodology are made, for example, when it is mathematically impossible in a certain entity/level combination to achieve the 47–53 percentage range. If an entity/level combination has only one position, for instance, it is impossible to reach parity as one person cannot be divided into two. For entity/level combinations where there are only 3, 5, 9, 11 or 13 posts, it is also impossible to reach the 47–53 percentage range; in such cases, parity would be achieved when the entity/level combination reaches the percentage closest to 50 per cent. The targets for UNOV are currently still under review to determine whether the Conference Management Service will come under the Department for General Assembly and Conference Management of the Secretariat and the United Nations Information Service under the Department of Public Information of the Secretariat or whether both entities will come under UNOV.



### III. GLOSSARY OF TERMS\*

#### Gender

“Gender” refers to the roles, behaviours, activities and attributes that a given society at a given time considers appropriate for men and women. In addition to the social attributes and opportunities associated with being male and female and the relationships between women and men and girls and boys, “gender” also refers to the relationships between women and men. These attributes, opportunities and relationships are socially constructed and are learned through socialization processes. They are context- and/or time-specific and changeable. Gender determines what is expected, allowed and valued in a woman or a man in a given context. In most societies, there are differences and inequalities between women and men in responsibilities assigned, activities undertaken and access to and control over resources and decision-making opportunities. Gender is part of the broader socio-cultural context, as are other important criteria for sociocultural analysis, such as class, race, poverty level, ethnic group, sexual orientation and age.

#### Gender analysis

Gender analysis is a critical examination of how differences in gender roles, activities, needs, opportunities, rights and entitlements affect men, women, girls and boys in certain situations or contexts. Gender analysis examines the relationships between females and males and their access to and control of resources and the constraints they face relative to each other. A gender analysis should be integrated into all sector assessments or situational analyses to ensure that gender-based injustices and inequalities are not exacerbated by interventions and that, where possible, greater equality and justice in gender relations are promoted.

#### Gender blindness

Gender blindness is the failure to recognize that the roles and responsibilities of men and boys and women and girls are given to them in and against specific social, cultural, economic and political contexts and backgrounds. Projects, programmes, policies and attitudes that are gender blind do not take into account these different roles and diverse needs, maintain the status quo and will not help transform the unequal structure of gender relations.

#### Gender equality

“Gender equality” refers to the equal rights, responsibilities and opportunities of women and men and girls and boys. Equality does not mean that women and men will become the same, but that their rights, responsibilities and opportunities will not depend on whether they are born male or female. Gender equality implies that the interests, needs and priorities of both women and men are taken into consideration, recognizing the diversity of different groups of women and men. Gender equality is not a women’s issue; it should concern and fully engage men as well as women. Equality between women and men is seen as both a human rights issue and a precondition for, and indicator of, sustainable, people-centred development.

#### Gender mainstreaming

Gender mainstreaming is the chosen approach of the United Nations system and international community towards realizing progress on women’s and girl’s rights, as a subset of the human rights to which the United Nations is dedicated. It is not a goal or objective on its own; it is a strategy for implementing greater equality for women and girls in relation to men and boys.

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\* The definitions in this annex are based on those contained in the Gender Equality Glossary of the Training Centre of the United Nations Entity for Gender Equality and the Empowerment of Women.

Mainstreaming a gender perspective is the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels. It is a way to make women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetuated. The ultimate goal is to achieve gender equality.

### Gender norms

Gender norms are ideas about how men and women should be and should act. People internalize and learn these "rules" early in life, which sets up a life cycle of gender socialization and stereotyping. Put another way, gender norms are the standards and expectations to which gender identity generally conforms, within a range that defines a particular society, culture and community at that point in time.

### Gender parity

"Gender parity" is another term for the equal representation of women and men in a given area, for example, gender parity in organizational leadership or higher education. Working towards gender parity (equal representation) is a key part of achieving gender equality, and is one of the twin strategies, alongside gender mainstreaming.

### Gender-responsive\*

A policy or programme that considers gender norms, roles and inequality, with measures taken to actively reduce their harmful effects.

### Sex (biological sex)

The physical and biological characteristics that distinguish males and females.

### Sex-disaggregated data

Sex-disaggregated data are data that are cross-classified by sex, presenting information separately for men and women, boys and girls. Sex-disaggregated data reflect roles, real situations, general conditions of women and men, girls and boys in every aspect of society. For instance, the literacy rate, education levels, business ownership, employment, wage differences, dependants, house and land ownership, loans and credit and debts. When data are not disaggregated by sex, it is more difficult to identify real and potential inequalities. Sex-disaggregated data are necessary for effective gender analysis.

### Temporary special measures

This term refers to actions aimed at accelerating de facto equality between women and men that may, in the short term, favour women. Other terms that are often used to refer to such "special measures" in their corrective, compensatory and promotional sense are the terms "affirmative action", "positive action", "positive measures", "reverse discrimination" and "positive discrimination". However, the preferred term within the United Nations system is "temporary special measures".

Article 4, paragraph 1, of the Convention on the Elimination of All Forms of Discrimination against Women states that: "Adoption by States parties of temporary special measures aimed at accelerating de facto equality between men and women shall not be considered discrimination as defined in the present Convention, but shall in no way entail as a consequence the maintenance of unequal or separate standards; these measures shall be discontinued when the objectives of equality of opportunity and treatment have been achieved."

The concept consists of three parts:

- **Temporary:** Such measures should not be deemed necessary forever, even though the meaning of "temporary" may, in fact, result in the application of such measures for a long period of time. Temporary special measures must be discontinued when their desired results have been achieved and sustained for a period of time.

- **Special:** The term “special”, although in conformity with human rights discourse, also needs to be carefully explained. Its use sometimes casts women and other groups who are subject to discrimination as weak, vulnerable and in need of extra or “special” measures in order to participate or compete in society. However, the real meaning of “special” in the formulation of article 4, paragraph 1, of the Convention on the Elimination of All Forms of Discrimination against Women is that the measures are designed to serve a specific goal.
- **Measures:** The term “measures” encompasses a wide variety of legislative, executive, administrative and other regulatory instruments, policies and practices, such as outreach or support programmes, allocation and/or reallocation of resources, preferential treatment, targeted recruitment, hiring and promotion, numerical goals connected with time frames, and quota systems. The choice of a particular measure will depend on the context in which article 4, paragraph 1, is applied and on the specific goal it is aimed at achieving.

#### IV. UNITED NATIONS OFFICE AT VIENNA/UNITED NATIONS OFFICE ON DRUGS AND CRIME GENDER-RELATED SUSTAINABLE DEVELOPMENT GOAL RESULTS

In its work to counter drug trafficking and transnational organized crime, the United Nations Office on Drugs and Crime (UNODC) will:

- Ensure a comprehensive and balanced approach to countering the world drug problem, and appropriately mainstream gender and age perspectives into drug-related policies and programmes
- Implement the Global Programme against Trafficking in Persons, the Global Programme against Smuggling of Migrants and the Global Action to Prevent and Address Trafficking in Persons and the Smuggling of Migrants in a gender-responsive way
- Develop a new, gender-sensitive global programme on countering trafficking in persons and smuggling of migrants, building on guidance regarding best practice
- Implement the Global Programme on Cybercrime, which covers both the prevention and detection of cybercrime, in accordance with the rule of law and in a gender-sensitive manner (target 16.a of the Sustainable Development Goals). This includes using contemporary psychological research and practice, such as gender-specific child abuse investigation training, offender profiling and victimology. Women are underrepresented in cyber-related matters globally; the Global Programme on Cybercrime will seek to provide better opportunities in the sector for women
- Through the Sharing Electronic Resources and Laws on Crime (SHERLOC) knowledge management portal, the Organized Crime and Illicit Trafficking Branch will collect case law from different countries in order to highlight the different roles of women in organized crime, not only as victims, but also as offenders, intermediaries, facilitators and the providers of other means of support within organized criminal groups
- Under the Education for Justice Initiative, the Organized Crime and Illicit Trafficking Branch will organize an academic conference that will take place in July 2018. The conference will be aimed at defying gender stereotypes and adopting a gender-sensitive approach to the way that organized crime is studied and tackled. The resulting thematic teaching guide will focus on the relevance of gender in organized crime, including trafficking in persons and the smuggling of migrants, and explore the way that gender shapes organized crime, the roles of women in organized criminal groups and the underlying causes of their participation, as well as the gender dimensions of the criminal justice response to organized crime in different regions and subregions

As part of its work on prevention, treatment and reintegration, and alternative development, UNODC will:

- Ensure that the benefits of prevention of drug use, treatment, care and rehabilitation of drug use disorders (target 3.5 of the Sustainable Development Goals), as well as access to controlled drugs for medical purposes (targets 3.8 and 3.b of the Sustainable Development Goals), reach girls and women, as well as boys and men

As part of its counter-corruption work, UNODC will:

- Implement the Global Project on Support to the Conference of the Parties to the United Nations Convention against Transnational Organized Crime in accordance with the rule of law and in a gender-responsive manner (targets 16.4, 16.8, 16.10 and 16.a of the Sustainable Development Goals)

As part of its terrorism prevention efforts, UNODC will:

- Implement the Global Programme on Strengthening the Legal Regime against Terrorism in order to promote and strengthen a functional criminal justice regime against terrorism, in accordance with the rule of law and in a gender-sensitive manner (target 16.a of the Sustainable Development Goals)
- Implement the project component on gender dimensions of the criminal justice response to terrorism in sub-Saharan Africa, which is aimed at mainstreaming gender perspectives, eliminating discrimination and strengthening respect for women's rights during the investigation, prosecution and adjudication of terrorism cases, and in delivering assistance to victims of terrorism (targets 5.1 and 5.c of the Sustainable Development Goals). It includes a specific focus on a framework of accountability for sexual and gender-based violence committed by terrorist groups, and assistance for victims (targets 5.2 and 5.3 of the Sustainable Development Goals)
- Continue to implement training activities under the project component on gender dimensions of the criminal justice response to terrorism in sub-Saharan Africa, including delivering training workshops to national criminal justice authorities, and develop materials, including an international handbook on the gender dimensions of criminal justice responses to terrorism and a training module on the gender dimensions of criminal justice responses to terrorism specific to Nigeria (targets 5.1, 5.2, 5.3, 5.c, 16.3 and 16.a of the Sustainable Development Goals)

As part of its crime prevention and criminal justice work, UNODC will:

- Implement the Global Programme on Addressing Prison Challenges, which includes activities to address discrimination against women prisoners and offenders, in line with the United Nations Rules for the Treatment of Women Prisoners and Non-custodial Measures for Women Offenders (the Bangkok Rules)
- Implement the Global Programme on Violence against Children in the Field of Crime Prevention and Criminal Justice, which includes a specific focus on the different needs of girls and boys in order to address gender-based discrimination, including by providing tailored services for girls who are recruited and exploited by terrorist and violent extremist groups
- Develop a global programme on crime prevention and criminal justice responses to violence against women
- Commit to making the Global Maritime Crime Programme truly gender-sensitive, including by continuing to implement activities in line with gender policies when conducting maritime legal and law enforcement training, and activities on gender-sensitive responses to migrants smuggled by sea

As part of its research and trend analysis, UNODC will:

- Lead the global development of high-quality gender-responsive drug- and crime-related research and analysis to influence drug and crime policy and interventions
- Provide greater visibility to gender-related issues emerging from research and analysis
- Explore and analyse women's roles (as victims, perpetrators and agents of change) in the areas of research relating to drugs and crime
- Ensure that UNODC research outputs (analytical reports, comparable data, international standards and technical assistance) increase understanding of the impact of the differences in women's and men's roles and responsibilities as they relate to drugs and crime

- Support Member States' capacity for sex-disaggregated data collection and gender analysis as they relate to drugs and crime
- Ensure that existing mandated data-collection mechanisms, as well as new data-collection exercises, include sex-disaggregated data and new, relevant categories that capture gender differences
- Consider the gender perspective in the ongoing Sustainable Development Goal indicator development work
- Seek more partnerships with United Nations entities, civil society organizations and researchers, with a focus on the gender dimensions of drugs and crime
- Engage in discussions and, if relevant, offer new perspectives on the nexus between gender and drugs and crime

As part of its work on policy analysis and public affairs, UNODC will:

- Provide greater visibility to gender-related achievements of programmes as part of the reporting cycle, including through focus stories
- Ensure the quality of gender-based programme results in terms of the measurability and usefulness of programme implementation

As part of its technical cooperation and field support, UNODC will:

- Ensure that the UNOV/UNODC Strategy for Gender Equality and the Empowerment of Women is reflected in the regional and strategic frameworks that define and structure the Office's cooperation in the field
- Continue gender mainstreaming in programme development and implementation at the national and regional levels
- Encourage Governments to include more women as focal points and beneficiaries
- Encourage counterparts to develop and report more inclusive and disaggregated data
- Seek more partnerships with Government, civil society and donor entities that promote gender equality
- Undertake targeted actions to raise awareness about international norms and standards that call for enjoyment of equal rights, opportunities and obligations
- Support an institutional framework of accountability for implementing the Gender Equality Strategy, including individual accountability and performance expectations

As part of its provision of secretariat services and substantive support to the governing bodies and the International Narcotics Control Board, UNODC will:

- Continue to support the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice in developing, adopting and monitoring the implementation of resolutions in the field of gender equality as regards the world drug problem (including in the context of the implementation of the outcome document of the thirtieth special session of the General Assembly), crime prevention and criminal justice matters (see footnote 5 of the Gender Equality Strategy for a list of gender-related resolutions), including by further fostering close cooperation with the Commission on the Status of Women

- Continue to service the meetings of the open-ended intergovernmental working group on improving the governance and financial situation of UNODC, which has a standing agenda item on mainstreaming a gender perspective into the practices, policies and programmes of the Office
- Keep a separate record of all resolutions that are particularly relevant to gender issues for use in the Office's gender advocacy materials

The Office for Outer Space Affairs of the Secretariat will ensure that the benefits of space reach women and girls, and that women and girls play an active and equal role in space science, technology, innovation and exploration through the implementation of the "Space for women" project, the objectives of which are to:

- Support the implementation of the UNISPACE+50 thematic priority on capacity-building for the twenty-first century and address Sustainable Development Goal 5
- Strengthen capacity-building activities focusing on women's perspectives in addressing goals and targets enshrined in the 2030 Agenda for Sustainable Development, the Sendai Framework for Disaster Risk Reduction and the Paris Agreement
- Develop activities to help Governments equip and educate themselves regarding the technical and policy capabilities needed to integrate space technology and applications into their strategic planning towards, and capacity-building for, the implementation of the 2030 Agenda, the Sendai Framework and the Paris Agreement
- Find new and innovative approaches to addressing the targets set out in the 2030 Agenda, such as the provision of technical and expert assistance and support for research and advisory services, which will enhance operational activity under the Office's commitment to gender-related targets of the Sustainable Development Goals
- Capitalize, through the thematic priority on capacity-building for the twenty-first century, on existing Office projects and programmes, such as the United Nations Platform for Space-based Information for Disaster Management and Emergency Response (UN-SPIDER) and the activities on climate change, space for health, space for agriculture, and global navigation satellite systems
- The Director of the Office for Outer Space Affairs will continue to attribute a strong importance to gender-related Sustainable Development Goal results and will attend, in her or his capacity as Director and as a Gender Champion (as part of the International Gender Champions initiative), different gender-related events in the space sector. He or she will raise awareness of the importance of the empowerment of women in the space sector and will specifically address target 5.b of the Sustainable Development Goals, on enhancing the use of enabling technology, in particular information and communications technology, to promote the empowerment of women





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