



INDEPENDENT STRATEGIC EVALUATION

The work of UNOV/UNODC to promote gender equality and the empowerment of women

May 2022



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ABBREVIATIONS AND ACRONYMS

Acronym	Full name
CCPCJ	Commission on Crime Prevention and Criminal Justice
CND	Commission on Narcotic Drugs
EFP	Evaluation focal point
ERG	Evaluation Reference Group
FINGOV	Standing open-ended intergovernmental working group on improving the governance and financial situation of the UNODC
FPW	Focal point for women
GEEW	Gender equality and the empowerment of women
GEEW Strategy	UNOV/UNODC Strategy for Gender Equality and Empowerment of Women (2018–2021)
GLO.ACT	Global Action against Trafficking in Persons and the Smuggling of Migrants
GLOW25 or Global Programme on GEEW	Global Programme on Gender Equality and the Empowerment of Women in UNOV and UNODC
GSFP	Gender strategy focal point
HQ	Headquarters
HRMS	Human Resources and Management Section
IES	Independent Evaluation Section
MOPAN	Multilateral Organisation Performance Assessment Network
OIOS	Office of Internal Oversight Services
SDG	Sustainable Development Goal
UNODC	United Nations Office on Drugs and Crime
UNOV	United Nations Office at Vienna
UN-SWAP	United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women
WEOG	Western European and Other States Group

MANAGEMENT RESPONSE

NARRATIVE

The Evaluation Report of the UNOV/UNODC Strategy for Gender Equality and the Empowerment of Women (2018-2021) focused on the internal institutional work on gender equality and women's empowerment (GEEW). This management response welcomes the evaluation results and recommendations as it acknowledges the great strides that UNOV/UNODC have made to promote GEEW within its structures with the few resources available, both financial and human.

The Offices acknowledge the finding that the implementation of the Strategy has been determined, strategic, orderly, persevering and reliable. The evaluation highlights the substantial number of activities, capacity-building opportunities, publications and tools which were developed in a participatory manner thereby ensuring the buy-in of management and staff. The evaluation report further demonstrates that UNOV/UNODC colleagues as well as external counterparts view the change that was initiated through the adoption of the gender strategy as overall positive.

UNOV/UNODC acknowledge with appreciation the finding that there needs to be more done to achieve a full understanding of the transformative nature of GEEW by more concerted efforts on strengthening capacities of personnel, the changing of mindsets and the need to strengthen trust in institutional processes and strengthening its response to prohibited conduct. In order to fully draw on the transformative nature of GEEW, a theory of change framework has been included in the second iteration of the Gender Strategy.

The Offices similarly acknowledge the need to expand their concept of gender equality to include additional aspects such as social class, age and geographic diversity and the necessity to have more diversity to promote GEEW, such as strengthening male engagement.

The Gender Team and Human Resources Management Service (HRMS) as the main entities within UNOV/UNODC monitoring and supporting the implementation of the UNOV/UNODC Gender Strategy accept recommendations 2 and 5 fully and they have been integrated into the second iteration of the Strategy (2022–2026). Recommendations 1,3,4 and 6 have been partially accepted as their full implementation rely on the availability of resources. It should be noted that the implementation of all recommendations and new commitments will be prioritized and staggered and will reflect the availability of human and financial resources.

INDIVIDUAL RESPONSE

Recommendations ¹	Management response ²
<p>1. Investment and expectations <i>(for the Gender Team in coordination with HRMS and in close collaboration with the UNODC Co-financing and Partnership Section and approved by the Executives Committee):</i> Develop a realistic budget plan linked to the implementation of the next GEEW Strategy for UNOV/UNODC to match the expectations set by the Offices. This budget should cover both financial and human resource requirements, with a particular focus on the gender architecture at HQ and field levels, for mainstreaming GEEW in normative and programmatic work.</p>	<p>Partially accepted UNOV and UNODC acknowledge the importance of ensuring that there are adequate levels of predictable resources to implement the GEEW Strategy for UNOV/UNODC (2022-2026) and the need to develop a corresponding budget plan. Due consideration will need to be made, including by Member States on allocation of predictable and sustainable resources – while considering other organizational priorities. Additionally, the Offices will seek to determine a fundraising strategy for the implementation of the UNOV/UNODC Gender Strategy to cover both human and financial resources in a holistic way.</p>
<p>2. A theory of change and follow up mechanisms <i>(for the Gender Team and HRMS):</i> The next GEEW Strategy should complement the UN-SWAP 2.0. framework with a holistic theory of change that can be adapted to contexts at different levels (e.g., country offices or sections/units) and revised regularly to validate assumptions. The theory of change should support the next GEEW Strategy and Action Plan, and mechanisms for monitoring results should accompany initiatives within this framework.</p>	<p>Accepted The GEEW Strategy for UNOV/UNODC is centred around a theory of change based on the UN-SWAP theory of change. It outlines how UNOV and UNODC propose to contribute and realize the changes required under United Nations standards and commitments on GEEW. The UNOV/ UNODC theory of change will be adapted to address specific contexts and regional or country workplans/ programmatic priorities. Additionally, an internal monitoring mechanism, linked to the Action Plan(s) will be designed to track/assess implementation and monitor organizational performance.</p>
<p>3. Trust in institutional processes related to GEEW <i>(for Division for Management, in coordination with the Gender Team and other Divisions and approval by the Executives Committee):</i> Identify and roll out concrete measures for increasing trust in institutional processes addressing GEEW by strengthening inclusive management skills, fostering regular open spaces for dialogue, establishing forums for personnel to voice concerns and creating a communication campaign with related actions to address GEEW and trust.</p>	<p>Partially accepted While UNOV/UNODC agree with the importance of this recommendation, the foundation for creating trust is the timely and accurate execution of such processes. Part of these processes reside outside of sphere of UNODC influence (e.g., concerning sexual harassment), so the ways of improving are limited. Moreover, the options to initiate additional initiatives are subject to available financial and human resources.</p>

¹ This is just a short synopsis of the recommendation, please refer to the respective chapter in the main body of the report for the full recommendation.

² Accepted/partially accepted or rejected for each recommendation. For any recommendation that is partially accepted or rejected, a short justification is to be added.

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<p>4. Prohibited conduct (for Division for Management, in coordination with the Gender Team and other Divisions and approval by the Executives Committee): Conduct a dedicated assessment of the prevalence of prohibited conduct in UNOV/UNODC. Based on this assessment and on good practices from comparable entities, develop a concrete set of actions to address prohibited conduct. These should include promoting and making available the full range of related tools to personnel and managers at large to address and prevent instances of prohibited conduct.</p>	<p>Partially accepted.</p> <p>Implementation is subject to the availability of funding and its sustainability as well as what is within the span of our control, e.g. some suggestions such as the implementation of a network of survivors is practically impossible for UNODC as victims' names are known only to the unit handling the cases and not necessarily to UNOV/UNODC.</p>
<p>5. Beyond traditional categories (for the Gender Team in coordination with the Division for Management): To further advance GEEW in UNOV/UNODC, the next GEEW Strategy should focus on disaggregating the traditional categories of women and men, integrating and empowering more women from the Global South and women with contracts other than P+ and integrating men in a way to act as agents of change.</p>	<p>Accepted</p> <p>The new GEEW Strategy for UNOV/UNODC confirms an approach to gender equality, including gender mainstreaming that takes into account different backgrounds. It ensures that interventions, including those to achieve parity at all levels, are based on an understanding of the convergence of different backgrounds and characteristics.</p> <p>Based on available data, the Offices will enhance analysis of gender reports by disaggregating available information (e.g., by level, geography diversity and age groups, etc.). Moreover, the Strategy foresees men and boys as champions and agents of change who will actively contribute to advancing GEEW in UNOV and UNODC.</p>
<p>6. Capacities and mindsets (for HRMS in coordination with the Gender Team): Design an organization-wide learning plan on GEEW to support the implementation of the next GEEW Strategy and mainstreaming GEEW within UNOV/UNODC. The plan should be integrated/embedded within existing organizational learning approaches and strategies, stratify initiatives by audience and include follow-up mechanisms to measure how learning translates into behaviour.</p>	<p>Partially accepted</p> <p>UNOV/UNODC agree with the importance of having a comprehensive learning plan in place and commit to meeting this recommendation. At the same time, the inclusion of a dedicated follow-up mechanism to measure how learning translates into behaviour is a complex endeavour. To reliably measure this, dedicated studies measuring behaviour would need to be rolled out. The latter activity would be subject to available financial and human resources.</p>
<p>7. Female talent (for HRMS in collaboration with the Executives Committee): Maintain and further enhance targeted human resources initiatives for developing the career prospects of less powerful profiles to retain talent by challenging gender stereotypes in different tasks and jobs and ensuring equal application and promotion of work-life balance mechanisms.</p>	<p>Accepted</p>

In the last two decades, real equality of opportunities and rights between women and men have increased globally, mainly in the fields of health, education and political participation. However, critical gaps and serious challenges remain. No country in the world can take pride in the fact that it has reached the goal of gender equality and empowerment of women (GEEW).

Although there is a comprehensive international legal framework on “Fighting violence against women and combating the discrimination of women” in all areas of society, including at the workplace, and with most United Nations Member States having adopted corresponding national laws, there still seems to be a lack of understanding of how GEEW can contribute to peace, stability and the prosperity of countries.

Secretary-General Antonio Guterres is not only an ardent proponent of GEEW, but he also fully understands the scope and range of the effects that GEEW has on the organization he leads. Thus, he does not cease to emphasize the importance of gender-responsive institutions and specifically argues that gender parity at the United Nations is an urgent need, a moral duty and an operational necessity. By increasing effectiveness and productivity, it “brings new perspectives to the table, unlocks greater resources and strengthens efforts across all three pillars of our work”.

The implications of the benefits of GEEW are manifold and fundamental and we should aspire to take advantage of relevant findings and existing knowledge. This Independent Strategic Evaluation of the work of the United Nations Office at Vienna (UNOV) and the United Nations Office on Drugs and Crime (UNODC) in promoting GEEW is such a critical endeavour that it ought to serve as a signpost to advance the efficiency and effectiveness of UNOV/UNODC as a whole. Using a strategic approach, the evaluation assessed institutional level GEEW initiatives, results, good practices and lessons learned across both Offices.

As the present report documents, the evaluation was based on a robust and resilient process where evidence was drawn from the review of almost 800 documents and the input provided by over 500 individuals through surveys, focus group discussions, key informant interviews and other innovative data-gathering tools. Involving stakeholders at all levels, including for example, UNOV/UNODC staff and partner entities, the process was in a unique way highly consultative, participatory, interactive and transparent. The result of the evaluation is meant to inform and empower internal stakeholders on how to advance GEEW and generate institutional change.

Since the adoption of the UNOV/UNODC Strategy for Gender Equality and the Empowerment of Women (2018–2021), both Offices have made great strides in implementing commitments on GEEW and raising awareness of the importance of the issue. Not least, the multiple efforts led by the Human Resource Management System (HRMS) team at UNOV and the establishment of structures to promote gender equality, such as the Gender Team or the gender strategy focal point network, enhanced the capacity and visibility of the work of UNOV/UNOD on GEEW.

The evaluation also showed that there are still many biases against GEEW and that change often depends on the engagement and activities of committed individuals. Besides, it revealed that there is a vital lack of expert and financial resources to operationalize GEEW-related strategies and commitments and to match the expectations set by the Secretary-General in relation to GEEW at the institutional level, and move the GEEW agenda forward.

More systematic learning, information-sharing, capacity-building, sufficient funding and a true understanding of the importance of GEEW are all issues that are key to resolving these and other deficiencies.

In a slight digression, one should acknowledge at this point that GEEW is not merely a “women's issue”; it concerns both women and men in a variety of ways. There are also male gender issues such as: lower life expectancy, bad health or rigid stereotypes about masculinities or manhood. The inclusion of men in GEEW therefore enhances positive social relations and benefits both men and women.

Finally, as an encouragement, it should be noted that organizations such as UNOV/UNODC with approximately 3,200 personnel are considerably easier to reform than complex State structures. For this purpose, the findings

and recommendations of the evaluation provide UNOV/UNODC with tailored knowledge and tools to translate the strengths and weaknesses identified into the advancement of GEEW and generate a profound institutional change that goes beyond the binary thinking of male versus female. It is paramount to create collective ownership of GEEW including all personnel at all levels, and to promote an inclusive institutional culture based on diversity, equality and respect that ensures trust in structures and mechanisms and provides safety for everyone. An overarching approach to GEEW includes the implementation of GEEW not only throughout the institution, but also across all programmes, policies and projects in a holistic way. To this end, the present report, which is only a snapshot of the transformation, can be used as a living document, as a “work in progress”. In the end, a gender-aware and gender-responsive organization can be a role model as well as an incentive for Member States to walk the talk.

I would like to take this opportunity to thank the Independent Evaluation Section for its excellent guidance and the Evaluation Team for its professionalism, commitment, and the passion it displayed during the evaluation process.

As a final point, I would like to pay tribute to the overall support and valuable inputs from UNOV/UNODC senior management, the Gender Team, the HRMS team, as well as the active participation and cooperation of UNOV/UNODC personnel, which were key to the success of the evaluation.

Ambassador Miroslava Beham

BACKGROUND AND CONTEXT

The United Nations Office at Vienna (UNOV) and the United Nations Office on Drugs and Crime (UNODC), as Secretariat entities, have the responsibility and commitment to understand how and where gender equality and the empowerment of women (GEEW) is relevant and to mainstream a gender perspective internally and throughout their work, in alignment with the Sustainable Development Goals (SDGs) and the various United Nations system frameworks addressing GEEW.

As part of this commitment, both offices have made considerable efforts since 2013 to promote and advance GEEW at the institutional level and in their respective areas of activity, sharing at present a common GEEW strategic framework, the UNOV/UNODC Strategy for Gender Equality and the Empowerment of Women 2018–2021 (GEEW Strategy).

PURPOSE, SCOPE AND THE METHODOLOGY OF THE EVALUATION

This strategic evaluation covers the GEEW efforts deployed by UNOV/UNODC at the institutional level from January 2017 to September 2021, focusing on two analytical dimensions: (a) mapping the most salient efforts and assessing their level of quality; and (b) understanding their contribution to individual and systemic changes at the institutional level. Thus, the evaluation does not cover the work done on GEEW by UNODC at the programmatic level.

The entire evaluation process adhered to professional and ethical guidelines and provisions included in the UNODC Evaluation Policy and Evaluation Handbook and in the United Nations Evaluation Group Evaluation Norms and Standards. The findings of the evaluation report are based on a rigorous evaluation methodology that is gender-sensitive, human rights-based and inclusive. The report draws on evidence that emerged from the review of 786 documents and the input provided by 524 individuals (35 per cent male and 65 per cent female), mostly UNOV/UNODC personnel (98 per cent). All the information gathered was systematically coded using qualitative research software around the evaluation questions to formulate the findings presented in this report.

Several limitations were identified during the evaluation processes, and mitigation strategies were designed at the inception stage and when challenges arose. For example, difficulties encountered in accessing some of the intended stakeholders, including Member States, and the reduction of the evaluation budget due to financial implications of the COVID-19 pandemic. Despite these restrictions, it was possible to collect and analyse sufficient information to develop solid findings and conclusions with a high level of confidence.

MAIN FINDINGS

Referring to UNOV and UNODC: Where findings refer to both UNOV and UNODC, UNOV/UNODC is used. Where they refer to only one of the two offices, this has been noted in the text by using only UNOV or UNODC as appropriate.

Clarifying terminology: The term "Gender Team" refers to the team currently established and operating at UNOV/UNODC HQ. The term "gender function" is broader; it is not restricted to a team but could potentially be a unit, a section, a division or a branch. The term "gender architecture" refers to all persons who have responsibilities related to gender mainstreaming in UNOV/UNODC.

WHAT HAS BEEN DONE AND HOW WELL: Despite significant challenges, UNOV/UNODC have successfully implemented the actions planned to advance GEEW at the institutional level during the period of evaluation.

The technical quality and timeliness of the main related outputs were in general very good, while the outreach and uptake were limited and uneven.

The evaluation found that, mainly due to resource constraints, the scale of actions implemented was not commensurate with the goals in the GEEW Strategy and not sufficient to match the expectations set by the Secretary-General in relation to GEEW at the institutional level.

PERSONNEL'S CAPACITY ON GEEW: The capacity of UNOV/UNODC personnel on GEEW has increased. Specifically, their technical skills related to areas such as gender-sensitive monitoring and evaluation, research, and communication have improved.

Most significantly, a capable Gender Team was established within the Office of the Director-General/Executive Director. A network of over 100 gender strategy focal points (GSFPs), including focal points for women (FPWs), with uneven capacity and expertise, was established across UNOV/UNOC. The Human Resources and Management Section (HRMS) team also increased their capabilities and expertise concerning GEEW.

Mentoring and coaching programmes are benefited women significantly. However, a lack of resources has prevented UNOV/UNODC from implementing a monitoring system to systematically collect feedback on how these initiatives contribute to change. Additionally, programmes to promote or train Gender Champions are not available as organizational criteria defining Gender Champions do not exist.

AWARENESS, UNDERSTANDING AND COMMITMENT: The awareness of UNOV/UNODC personnel on GEEW has increased, especially in areas such as gender mainstreaming in programming, gender parity, an enabling environment and sexual harassment. Additionally, public and openly voiced commitment to promoting GEEW has become widespread among all personnel. It is, however, less clear that this has translated into a full understanding of GEEW issues. The engagement of critical stakeholders, such as GSFPs and men, is still uneven. This is the case in both headquarters (HQ) and field offices.

POLICIES AND REGULATIONS: UNOV/UNODC have strengthened their institutional approach to GEEW through the adoption of GEEW specific strategies and regulations and the integration of GEEW in key institutional policies and plans. Despite these efforts, there is an overwhelming perception across UNOV/UNODC that there are no clear consequences (positive or negative) for integrating or not integrating GEEW in daily work.

GENDER ARCHITECTURE: UNOV/UNODC have made significant progress in establishing and maintaining a gender architecture, including the establishment of a Gender Team operating with the support of the network of GSFPs. Although not part of the official gender architecture, HRMS is an integral part of the institutionalization of GEEW. Despite this major progress, the capacity within this architecture is insufficient to accomplish the set expectations, including their ability to influence decision and policymaking across UNOV/UNODC.

RESOURCES TO GEEW: There are indications that UNOV/UNODC have increased allocations to operationalize GEEW-related strategies and regulations over the years, although there is no system for tracking the volume of these resources to validate the increase. However, the evaluation found that these resources, both financial and human (personnel's time and expertise) are not adequate to achieve the expectations set by UNOV/UNODC and by the Secretary-General. Also, GEEW has been identified as a core function of UNOV/UNODC, but it has been funded exclusively through voluntary and earmarked contributions from Member States.

A major obstacle for appropriate implementation of GEEW requirements, such as parental leave, has been the expectations placed on teams to finance these requirements from their regular budgets. Hence, UNOV/UNODC commit to and encourage GEEW at a policy level, but do not support or incentivize it at a practical level. This is often due to the application of Secretariat guidelines.

HOW DECISION MAKERS SUPPORT GEEW: Gender parity has been achieved in the main decision-making spaces, and the responsibilities of senior managers regarding GEEW are clearly defined. However, there is a disconnect between senior management commitment to GEEW and their perceived actions to practically support it. Hence overall, there is the sense that UNOV/UNODC lack collective ownership of GEEW led from the top, i.e., managers

(mostly P-5) and senior managers (D-1+). The evaluation found that the presence of women committed to GEEW in senior positions has emerged as a crucial factor in advancing GEEW with the offices.

GENDER BALANCE AND WORKING CONDITIONS: Resulting from the commitment of the Secretariat and high level and senior managers at UNOV/UNODC as well as the intensive efforts of HRMS, the percentage of women in professional (P)+ positions has increased in both offices between 2017 and 2021: from 43 per cent to 50 per cent in UNODC; from 45 per cent to 53 per cent in UNOV. However, the emphasis on achieving gender parity has had an adverse consequence: several erroneous assumptions have spread throughout UNOV/UNODC, affecting confidence in the recruitment process. Most significantly, the belief that gender is given more priority than merit in the selection processes and that it is more difficult for men to advance professionally. Despite the tremendous advancement in gender parity, there are still important gender imbalances between various grades and among HQ and UNODC field offices. Most significantly, P-5+ in UNODC field offices are still predominantly male (70 per cent), and most G staff are women (68 per cent). This situation is different in UNOV, where only 35 per cent of G staff are women. Finally, there is also an acute perception of power inequality in field offices derived from disparities in working conditions of international positions (particularly P+) and the rest of the personnel that result in power dynamics with different implications for women and men.

ORGANIZATIONAL LEARNING AND GEEW: Organizational learning on GEEW has significantly improved due to a myriad of knowledge and communication efforts deployed, such as formal and informal learning and exchange initiatives, knowledge and evaluation products and gender-sensitive communications. Exchange and partnership on GEEW with other United Nations entities (prominently, with UN-Women) have also contributed to organizational learning. However, interaction and exchange with other external GEEW stakeholders, such as national mechanisms for the advancement of women or feminist constituencies in civil society, are not formally encouraged in UNOV/UNODC.

ESPOUSED VALUES ON GEEW: Since 2017, GEEW has been prominently featured in UNOV/UNODC strategic communications, knowledge products and activities. The determination to change the reputation of UNODC as a gender-blind entity has been identified as an important driver. However, despite the consistent public adherence to the United Nations commitment to GEEW, UNOV/UNODC personnel are not totally confident to pursue a GEEW agenda.

ORGANIZATIONAL CULTURE: While the concept of “culture” varies widely across locations and teams, in most cases, the prevailing cultures in UNOV/UNODC have been described with patriarchal characteristics. One of the most salient consequences is the perception that women are less visible and that people with family responsibilities (primarily women) are often regarded as burdens.

PROHIBITED CONDUCT: There has been a decline in gender discriminatory behaviours and demeaning attitudes at UNOV/UNODC. However, sexist behaviours remain an issue, mainly in private circles and in some environments where “traditional values” and anti-feminist narratives prevail. The evaluation found that prohibited behaviours (including sexual harassment) still seem to be normalized for both perpetrators and victims in some contexts. This acceptance, together with the fear of the consequences of reporting and the lack of confidence in the formal system, has meant that allegations of sexual harassment appeared to be underreported at UNOV/UNODC. This is by no means a problem specific to UNOV/UNODC but also occurs in other institutions, including in the other entities of the United Nations system.

MAIN CONCLUSIONS

Conclusion 1. A HUGE STEP FORWARD: UNOV/UNODC have made considerable progress in GEEW at the institutional level since 2017. All institutional results achieved, based mainly on the GEEW Strategy (2018–2021), are preconditions for the necessary deeper transformations through programmatic work.

Conclusion 2. THEORY OF CHANGE AND PRACTICE OF CHANGE: Despite considerable progress, the GEEW initiatives have yet to trigger a real transformational shift towards an inclusive organizational culture that enables GEEW in everyday office life.

Conclusion 3. ALLOCATION OF RESOURCES: UNOV/UNODC have made tremendous strides in integrating GEEW into relevant policies, strategies, regulations, and internal processes. However, the practical realization of the expectations set by these efforts has not been adequately resourced.

Conclusion 4. COLLECTIVE OWNERSHIP: The development of a formal gender architecture, consisting of the GSPF network and the Gender Team, has been a significant advancement in promoting GEEW in UNOV/UNODC. HRMS, although not strictly part of the official gender architecture, has also played an essential role in the promotion of GEEW at the institutional level. Nonetheless, the present gender architecture does not have sufficient authority and resources (see conclusion 3) to adequately ensure collective ownership to support and create accountability mechanisms for actions (or inaction) on GEEW.

Conclusion 5. GENDER AND OTHER VARIABLES: The GEEW approach at UNOV/UNODC has started by approaching equality from a binary point of view. This means that many intersecting variables are still not embedded in a broader definition of gender analysis, which does not allow strategies to be stratified to make them fully inclusive, ensuring that empowerment processes do not leave any women behind. These relevant variables include different (dis)ability or geographical backgrounds and also, very relevantly, the contracting modality from which much of the power derives.

Conclusion 6. TRUST IN POLICIES AND PROCESSES: There is a paradox between the excellence of many of the processes and outputs concerning GEEW (training, information and knowledge products, strategies, awareness-raising campaigns, human resources policy regulations, evaluations, etc.) and the lack of confidence of personnel that such processes and products (and the teams behind them) have the potential to bring about the desired changes in their work and their lives.

Conclusion 7. CULTURAL CONTEXTS AND ESPOUSED VALUES: There has been clear progress in the kind of values that UNOV/UNODC espouse about GEEW, including those made by personnel and leadership. However, these values often conflict with opposing values that are strongly rooted and prevalent in individuals and/or certain contexts. This has prevented the values espoused from being reflected in further tangible changes on GEEW.

MAIN RECOMMENDATIONS

NOTE: These recommendations are arranged in order of importance.

RECOMMENDATION 1: INVESTMENT AND EXPECTATIONS

For the Gender Team in coordination with HRMS and in close collaboration with the UNODC Co-financing and Partnership Section and approved by the Executives Committee

Develop a realistic budget plan linked to the implementation of the next GEEW Strategy for UNOV/UNODC to match the expectations set by the offices. This budget should cover both financial and human resource requirements, with a particular focus on the gender architecture at HQ and field levels, for mainstreaming GEEW at institutional and programmatic levels.

How:

- Develop a realistic budget that identifies those resources required and those available for mainstreaming GEEW institutionally and programmatically, noting any gaps in required resources to the expected standards set by the offices and by the Secretary-General. United Nations recommended benchmarks provide a useful reference to undertake this task.
- Expand the dedicated human resources required to implement the next GEEW Strategy. This will require including the work undertaken by HRMS in the formal gender architecture and, as such, reflecting their work as part of the resources required. Due consideration should also be given to GEEW mainstreaming throughout sections and field offices, for example, by having full-time gender officers or advisers and/or staff with appropriate gender expertise and dedicated gender duties built in their terms of reference.

- Explore possibilities to finance part of the future gender function through a type of funding that ensures the sustainability of this core function, such as programme support cost.
- Make sure that all members of the gender architecture (at HQ and in field offices) have the necessary skills and grade to be able to be present in the appropriate decision-making bodies. Special consideration should be given to create a senior management post for the future gender function at HQ.

RECOMMENDATION 2: A THEORY OF CHANGE AND FOLLOW-UP MECHANISMS

For the Gender Team and HRMS

The next GEEW Strategy should complement the UN-SWAP 2.0 framework with a holistic theory of change that can be adapted to contexts at different levels (e.g., country offices or sections/units) and revised regularly to validate assumptions. The theory of change should support the next GEEW Strategy and Action Plan. Initiatives within this framework should be accompanied by mechanisms for monitoring results.

How:

- Seek appropriate technical expertise to develop a useful and user-friendly theory of change and related monitoring framework relevant to the mandates of UNOV/UNODC.
- Ensure UNOV/UNODC offices, programmes and projects fully mainstream GEEW and reflect the GEEW Strategy and theory of change in their own results frameworks and strategies.
- Include tools to adapt strategies to different contexts and assess how they contribute to changes as well as compliance with human resources policies related to gender impact within the monitoring system for the implementation of initiatives. For example, clear accountability mechanisms for incentives and reporting tools to assess how learning derived from training and campaigns are used by personnel. It could also mean provisions made for the practical implementation of measures to advance GEEW that are required or suggested, for example, that work-life balance measures are adequately resourced and incentivized.
- Maintain expertise and knowledge within the gender architecture to monitor the contribution to changes.

RECOMMENDATION 3: TRUST IN INSTITUTIONAL PROCESSES

For the Division for Management, in coordination with the Gender Team, HRMS and other Divisions and with approval by the Executives Committee

Identify and roll out concrete measures for increasing trust in institutional processes addressing GEEW by strengthening inclusive management skills, fostering regular open spaces for dialogue, establishing forums for personnel to voice concerns and creating a communication campaign with related actions to address GEEW and trust.

How:

- Identify and strengthen knowledge and expertise available within UNOV/UNODC on measures to increase trust in institutional processes.
- Develop a concrete action plan, including addressing the measures identified above.

RECOMMENDATION 4: PROHIBITED CONDUCT

For the Division for Management, in coordination with the Gender Team, HRMS and other Divisions and with approval by the Executives Committee

Conduct a dedicated assessment of the prevalence of prohibited conduct in UNOV/UNODC. Based on this assessment and on good practices from comparable entities, develop a concrete set of actions to address prohibited conduct. These should include promoting and making available the full range of related tools to personnel and managers at large to address and prevent instances of prohibited conduct.

How:

- Include concrete measures to increase the trust of potential victims in these mechanisms as part of the actions taken.
- Consider options such as setting up a confidential network of survivors of sexual harassment, building and facilitating peer to peer networks around different issues and promoting positive spaces for dialogue.
- Ensure that financial and human resources are channelled towards these efforts.

RECOMMENDATION 5: BEYOND TRADITIONAL CATEGORIES

For the Gender Team

To further advance GEEW in UNOV/UNODC, the next GEEW Strategy should focus on disaggregating the traditional categories of women and men, integrating and empowering more women from the Global South and women with contracts other than P+ and integrating men in a way to act as agents of change.

How:

- Conduct gender analysis to understand how to incorporate variables such as disability, race and ethnicity, gender identity, age and sexual orientation, among others.
- Integrate men in a more differentiated way: (a) as agents of change who contribute to advancing GEEW; and (b) as a specific audience with challenges and resistances in understanding and embracing GEEW.

RECOMMENDATION 6: CAPACITIES AND MINDSETS

For HRMS in coordination with the Gender Team

Design an organization-wide learning plan on GEEW to support the implementation of the next GEEW Strategy and mainstreaming GEEW within UNOV/UNODC. The plan should be integrated/embedded within existing organizational learning approaches and strategies, stratify initiatives by audience and include follow-up mechanisms to measure how learning translates into behaviour.

How:

- Clarify the roles and responsibilities of the FPWs and GSFPs. It is suggested to develop targeted workplans, including the formal allocation of work time to support specific processes and ensure that those entrusted with these tasks have the right set of skills.
- Identify a menu of short courses on relevant subjects for all, such as communication in adverse situations, gender discrimination, unconscious bias, understanding and addressing implicit gender bias in everyday work, etc.
- Offer a specific GEEW induction course for all new personnel that can be adapted to specific geographic and thematic contexts by gender officers (or advisers).
- Offer gender-responsive leadership and management training.
- Develop specialized training for teams involved in GEEW efforts, for example, on gender budgeting, gender-sensitive competency-based interviewing, dealing with victims of sexual harassment, etc.
- Provide informal (but facilitated) spaces for exchanging and learning on GEEW across UNOV/UNODC.

RECOMMENDATION 7: FEMALE TALENT

For HRMS in collaboration with the Executives Committee

Maintain and further enhance targeted human resources initiatives for developing the career prospects of less powerful profiles to retain talent by challenging gender stereotypes in different tasks and jobs and ensuring equal application and promotion of work-life balance mechanisms.

How:

- Expand the mentoring and coaching programmes focusing on the career development of women from the Global South and women holding national positions, including those under G positions, to encourage development pathways that can bring them to P+ positions or other career advancements such as within General Services category. This could involve encouraging temporary assignments that can give these women an opportunity to gain the experience needed.
- Reinforce work-life balance through flexible working arrangements, monitoring the consequences of the organizational culture related to unrealistic deadlines and expectations.
- Design communication campaigns and dedicated policies to increase the presence of women in sectors and positions traditionally held by men and vice versa, for example, encouraging men to take up administrative positions.
- Design and implement appropriate mobility policies to facilitate women's access to certain positions where they are underrepresented. In particular, the rotation policy between field offices and HQs should be reviewed, considering the gender perspective and the mobility policy between G and P posts.

GOOD PRACTICES

MODUS OPERANDI OF THE GENDER TEAM: The modus operandi of the Gender Team has been determined, strategic, orderly, persevering, and reliable. It has been a determining factor in the fact that almost everything that was planned has been implemented.

GENDER TEAM AT THE HEART OF UNOV/UNODC: The placement of the Gender Team directly in the Office of the Director-General/Executive Director has given this function the centrality it requires.

KEEPING GEEW ON THE AGENDA: Keeping GEEW in discussions with the Member States, particularly in the standing open-ended intergovernmental working group on improving the governance and financial situation of the UNODC (FINGOV), has been instrumental in exercising accountability.

GEEW IN CORPORATE COMMUNICATIONS: The positioning of GEEW in public communications in a broad sense and, in particular, how the new Director-General/Executive Director consistently refers to GEEW in most of her public interventions have contributed to an image of UNOV/UNODC that is more in line with their commitment to GEEW.

DEVELOPING KNOWLEDGE PRODUCTS IN A PARTICIPATORY WAY: Developing knowledge products in a participatory way has increased their quality and potential use and impact.

ADAPTATION OF KNOWLEDGE PRODUCTS TO THE CONTEXT: Adaptation of knowledge products to the context has significantly increased their relevance.

GSFPs WHO ARE EXPERTS AND/OR ACTIVISTS: Appointing GSFPs who are previous GEEW experts and/or activists increases their potential to influence and transform.

STRATEGIC INTERMEDIATE STEPS: Intermediate strategic measures have been introduced but have not yet been properly followed through. This does not mean that their introduction is not an excellent practice.

WOMEN IN POWERFUL POSITIONS: The presence of women in powerful positions has been very important for the advancement of GEEW. This has been essential to further transform UNOV/UNODC into inclusive spaces and to provide role models to other women.

COLLABORATION WITH OTHERS: Collaboration with GEEW-dedicated institutions is not systematically promoted, but when it has happened, it has had significant results.

SUMMARY MATRIX OF FINDINGS, EVIDENCE AND RECOMMENDATIONS

Conclusions (Supporting findings)	Evidence	Recommendations
<p>(1) UNOV/UNODC have made considerable progress in GEEW at the institutional level since 2017. All institutional results achieved, based mainly on the GEEW Strategy (2018–2021), are preconditions for the necessary deeper transformations through programmatic work.</p> <p>(Findings: 1, 2, 3, 4, 5, 6, 7, 9, 10, 12, 13 and 15)</p>	<p>Desk review (UN-SWAP reports) Key informant interviews and focus group discussions Internal statistics FINGOV Surveys</p>	<p>(No further action required)</p>
<p>(2) Despite considerable progress, the GEEW initiatives have yet to trigger a real transformational shift towards an inclusive organizational culture that enables GEEW in everyday office life.</p> <p>(Findings: 2, 3, 4, 6, 8, 9, 12 and 15)</p>	<p>Key informant interviews and focus group discussions Evaluation survey Internal desk review (monitoring systems)</p>	<p>(2) The next GEEW Strategy should complement the UN-SWAP 2.0 framework with a holistic theory of change that can be adapted to contexts at different levels (e.g., country offices or sections/units) and revised regularly to validate assumptions. The theory of change should support the next GEEW Strategy and Action Plan, and should accompany Initiatives within this framework should be accompanied by mechanisms for monitoring results.</p> <p>(7) Maintain and further enhance targeted human resources initiatives for developing the career prospects of less powerful profiles to retain talent by challenging gender stereotypes in different tasks and jobs and ensuring equal application and promotion of work-life balance mechanisms.</p>

Conclusions (Supporting findings)	Evidence	Recommendations
<p>(3) UNOV/UNODC have made tremendous strides in integrating GEEW into relevant policies, strategies, regulations, and internal processes. However, the practical realization of the expectations set by these efforts has not been adequately resourced.</p> <p>(Findings: 1, 2, 3, 4, 7, 8, 12, 14 and 15)</p> <p>(4) The development of a core gender architecture has been a significant advancement in promoting GEEW. Nonetheless, it does not have sufficient authority and resources to adequately ensure collective ownership to support and create accountability mechanisms for actions (or inaction) on GEEW.</p> <p>(Findings: 1, 3, 4, 7, 8, 9, 12, 13, 14 and 15)</p>	<p>Internal documents/reports Key informant interviews and focus group discussions Evaluation survey External documents for benchmarking Key informant interviews and focus group discussions Survey</p>	<p>(1) Develop a realistic budget plan linked to the implementation of the next GEEW Strategy for UNOV/UNODC to match the expectations set by the offices. This budget should cover both financial and human resources requirements, with a particular focus on the gender architecture at HQ and field levels, for mainstreaming GEEW at institutional and programmatic levels.</p>
<p>(5) The GEEW approach at UNOV/UNODC has a binary point of view (women/men), preventing GEEW initiatives from being perceived as fully inclusive. These intersecting parameters also prominently include the contracting modality from which much of the power derives.</p> <p>(Findings: 6, 8, 9, 10, 11, 13, 14 and 15)</p>	<p>Key informant interviews and focus group discussions Internal desk review ParEvo</p>	<p>(5) To further advance GEEW in UNOV/UNODC, the next GEEW Strategy should focus on disaggregating the traditional categories of women and men, integrating and empowering more women from the Global South and women with contracts other than P+ and integrating men in a way to act as agents of change.</p>

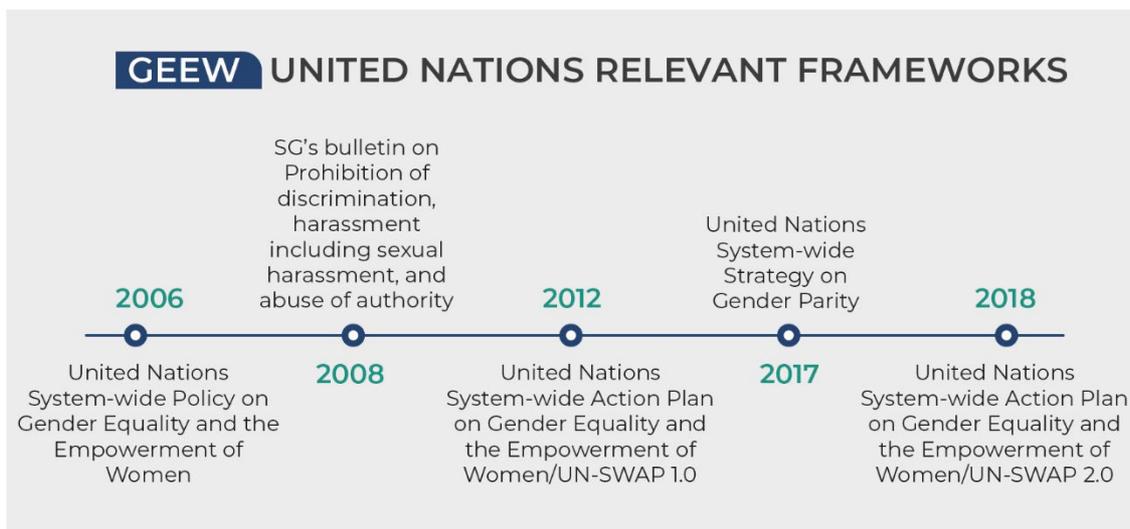
Conclusions (Supporting findings)	Evidence	Recommendations
<p>(6) There is a paradox between the excellence of many of the processes and outputs concerning GEEW and the lack of confidence of personnel that such processes and products (and the teams behind them) have the potential to bring about the desired changes in their work and their lives. This includes mechanisms to address prohibited conduct.</p> <p>(Findings: 2, 3, 4, 6, 8, 9, 10 and 15)</p>	<p>Key informant interviews and focus group discussions Survey ParEvo Internal reports External documents for benchmarking.</p>	<p>(3) Identify and roll out concrete measures for increasing trust in institutional processes addressing GEEW by strengthening inclusive management skills, fostering regular open spaces for dialogue, establishing forums for personnel to voice concerns and creating a communication campaign with related actions to address GEEW and trust.</p> <p>(4) Conduct a dedicated assessment of the prevalence of prohibited conduct in UNOV/UNODC. Based on this assessment and on good practices from comparable entities, develop a concrete set of actions to address prohibited conduct. These should include promoting and making available the full range of related tools to personnel and managers at large to address and prevent instances of prohibited conduct.</p>
<p>(7) There has been clear progress in the kind of values that UNOV/UNODC espouse about GEEW. However, these values often conflict with opposing values that are strongly rooted and prevalent in individuals and/or certain contexts.</p> <p>(Findings: 5, 6, 8, 9, 11, 13, 14 and 15)</p>	<p>Key informant interviews and focus group discussions Communication material Survey ParEvo</p>	<p>(6) Design an organization-wide learning plan on GEEW to support the implementation of the next GEEW Strategy and mainstreaming of GEEW within UNOV/UNODC. The plan should be integrated/embedded within existing organizational learning approaches and strategies, stratify initiatives by audience and include follow-up mechanisms to measure how learning translates into behaviour.</p>

BACKGROUND AND CONTEXT

The Sustainable Development Goals (SDGs) recognize that the realization of gender equality and the empowerment of women (GEEW) are necessary conditions for peaceful, prosperous and sustainable development. The SDGs include a stand-alone gender dedicated goal (SDG5) to achieve gender equality and empower all women and girls.⁷ They also have the provision of mainstreaming gender within the Agenda 2030 as a crucial element for its successful implementation.⁸

The United Nations Office at Vienna (UNOV) and the United Nations Office on Drugs and Crime (UNODC), as Secretariat entities, have the responsibility and commitment to understand how and where GEEW is relevant and to mainstream a gender perspective internally and throughout their work, in alignment with the SDGs and the various United Nations system frameworks addressing GEEW (figure 1).

Figure 1. Relevant United Nations system policy frameworks on GEEW. Source: Evaluation team



As part of this commitment, UNOV/UNODC have undertaken this strategic evaluation to assess and understand how the efforts invested in promoting and advancing GEEW are contributing to change within the two offices. Additionally, this evaluation responds to the Commission on Crime Prevention and Criminal Justice (CCPCJ) 28/4 and the Commission on Narcotic Drugs (CND) 62/9 resolutions calling for more strategic evaluations to be carried out within UNODC.

UNOV AND UNODC: CLOSELY ASSOCIATED UNITED NATIONS ENTITIES

UNOV serves as the representative office of the Secretary-General in Vienna and provides administrative support to UNODC as well as to other Secretariat units and United Nations entities located mainly in Vienna. UNOV also provides services to other Vienna-based organizations on a common service basis.

The mission of UNODC is "to contribute to global peace and security, human rights and development by making the world safer from drugs, crime, corruption and terrorism by working for and with Member States to promote

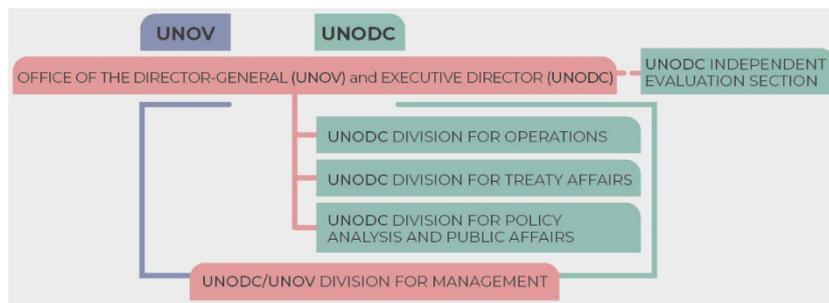
⁷UNODC supports Member States to reach targets 5.1; 5.2; 5.5; 5.6; and 5.c. (Source: www.unodc.org/unodc/en/sustainable-development-goals/sdg5_gender-equality.html)

⁸For more details on SDGs and specifically on SDG 5, see: Transforming our world: the 2030 Agenda for Sustainable Development. Resolution adopted by the General Assembly on 25 September 2015: www.un.org/ga/search/view_doc.asp?symbol=A/RES/70/1&Lang=E

justice and the rule of law and build resilient societies”.⁹ The office has its headquarters in Vienna and operates through 106 field offices¹⁰ in more than 80 countries.¹¹

UNOV and UNODC are closely associated at different levels. Both are offices of the Secretariat and are regulated by bulletins of the Secretary-General.¹² In addition, both entities have headquarters in Vienna and share the same head of entity: the Director-General of UNOV also serves as the Executive Director of UNODC. The two entities also share a Division for Management that provides services in each entity. In UNOV, this includes the Conference Management Service, General Support Section, Procurement Section and Security and Safety Service. In UNODC, this includes the Financial Resources Management Service, Human Resources Management Service and Information Technology Service.

Figure 2. Object of the evaluation. Source: Evaluation team



Finally, and of particular relevance to this evaluation, both have made considerable efforts to promote and advance GEEW at the institutional level and in their respective areas of activity, sharing at present a common GEEW strategic framework, that is, the UNOV/UNODC Strategy for Gender Equality and the

Empowerment of Women (2018–2021). For these reasons, this strategic evaluation covers the GEEW work of both UNOV and UNODC (see figure 2).¹³

INTEGRATING GEEW INTO UNOV/UNODC: A BRIEF OVERVIEW (2013–2017)

At the programmatic level, initial efforts by (exclusively) UNODC were promoted under the umbrella of the United Nations Strategic Framework 2012–2013, which included UNODC as programme 13 and explicitly stated that UNODC was to incorporate a gender perspective into its work. Among others, in 2013, UNODC developed the technical “Guidance Note for UNODC staff: Gender Mainstreaming in the work of UNODC”.¹⁴ In 2014, UNODC field offices were required to report on gender mainstreaming in their midterm and annual reports. In 2016, the UNODC project template had a specific section dedicated to identifying gender issues at the planning stage. In the same year, the United Nations Strategic Framework 2018–2019 was developed. It included UNODC as programme 13, expressing the commitment of UNODC to gender mainstreaming and to progress on the strategic planning of gender-related SDG results.¹⁵

At the institutional level, efforts by both UNOV and UNODC since 2013 have included actions to advance gender parity and strengthen an enabling working environment and an inclusive culture in the two offices. These included the following: initiatives to support the advancement and growth of female personnel; capacity-building programmes for the personnel to recognize gender “unconscious biases”; the appointment

⁹ Source: UNODC 2021-2025 Strategy: www.unodc.org/unodc/strategy/index.html. See annex II for further information on areas of UNODC activity.

¹⁰ All references and analysis related to field offices in the evaluation report are specific to UNODC.

¹¹ This includes 8 Regional Offices, 7 country offices, 84 Programme Offices, 1 Subregional Programme Office, 1 Office of the Gulf Cooperation Council Region, 3 Liaison and Partnership Offices and 2 Liaison Offices in New York and Brussels. It is important to note that the size of field offices varies considerably, with HQ and Country Office Colombia (COCOL) being the largest.

¹² These are: ST/SGB/2004/5 for UNOV (<https://undocs.org/ST/SGB/2004/5>) and ST/SGB/2004/6 for UNODC (<https://undocs.org/ST/SGB/2004/6>).

¹³ It is important to note that the evaluation did not cover the United Nations Office for Outer Space Affairs or the United Nations Information Service, which are part of UNOV.

¹⁴ Source: www.unodc.org/documents/Gender/UNODC-GuidanceNote-GenderMainstreaming.pdf

¹⁵ Sources : UN-Women’s reponse letter to UNOV/UNODC UN-SWAP Report 2015 ; UNOV/UNODC UN-SWAP Report 2016; and UN-Women’s reponse letter to UNOV/UNODC UN-SWAP Report 2016.

of focal points for women supporting both gender parity and women’s empowerment; the support of flexible working arrangements and the establishment of breastfeeding facilities.¹⁶

2017 was a milestone for the commitment of UNOV/UNODC to GEEW. Firstly, the Director-General/Executive Director became part of a network of International Gender Champions determined to use their influence and stature to make GEEW a working reality. Secondly, in May, the Global Programme on GEEW (GLOW25)¹⁷ was established in the Office of the Director-General/Executive Director under the coordination of a dedicated Gender Team. This was a cross-cutting programme designed to achieve gender equality by promoting it in a coordinated and comprehensive way. GLOW25 was supported by a pledge of earmarked resources by Sweden.

As a result of the Global Programme on GEEW and responding to UN-SWAP requirements, especially those under UN-SWAP 1.0, which was implemented from 2012 to 2017,¹⁸ the UNOV/UNODC Strategy for Gender Equality and the Empowerment of Women (2018–2021)¹⁹ was adopted. It became the first institutional strategic framework on GEEW for UNOV/UNODC, covering both programmatic and institutional level aspects. In December 2018, an associated Action Plan was launched as a framework and a road map for implementing and monitoring the GEEW Strategy (figure 3).

Figure 3. UNOV/UNODC GEEW Strategy (2018–2021): vision, purpose, goals and strategic performance areas.
Source: Evaluation team

VISION

GEEW 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/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.

Goal A: Strengthen delivery of global results on GEEW



A.1. Commit to defining and supporting gender-related Sustainable Development Goals results in strategic planning.

A.2. Report on gender-related results.

A.3. Deliver programmatic results on gender equality and the empowerment of women.

A.4. Evaluate performance in a gender-responsive manner and evaluate gender equality-targeted performance in particular.

Goal B: Strengthen UNOV/UNODC institutional capacity and effectiveness to enhance delivery of results on GEEW



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.

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

B.3. Deliver gender-responsive performance management.

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

B.5. Establish a gender architecture.

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

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

B.8. Build staff capacity for gender equality and the empowerment of women.

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

¹⁶ Ibid.

¹⁷ The Global Programme on Gender Equality and Empowerment of Women in UNOV and UNODC (GLOW25). In this report it is referred as the Global Programme on GEEW or GLOW25.

¹⁸ Specifically, in the UN-SWAP report card in 2016, UN-Women requested the following: “Second, UN-Women continues to encourage UNOV to consider developing a dedicated gender policy. The importance of developing a gender policy cannot be overstated (...)”.

¹⁹ From now on referred to as the GEEW Strategy.

EVALUATION PURPOSE, SCOPE AND METHODOLOGY²⁰

PURPOSE AND SCOPE OF THE EVALUATION

In this context, this strategic evaluation was undertaken to examine GEEW efforts at the institutional level from January 2017 to September 2021 and how UNOV/UNODC have changed internally.

The specific objectives of the evaluation were:

- To empower internal stakeholders to better understand and analyse institutional change around GEEW and subsequently make better-informed choices and decisions
- To inform and guide future policymaking, risk management and strategic planning related to GEEW in UNOV/UNODC
- To guide the development of the next phase of the UNOV/UNODC Strategy for Gender Equality and the Empowerment of Women for the period 2022–2026
- To ensure accountability and build legitimacy and credibility around GEEW among internal and external stakeholders

The evaluation scope focused on the internal institutional work on GEEW. Thus, this evaluation does not cover the work done on GEEW by UNODC at the programmatic level (figure 4).

Figure 4. UNODC programmatic work on GEEW versus UNOV/UNODC institutional work on GEEW

Source: Evaluation team

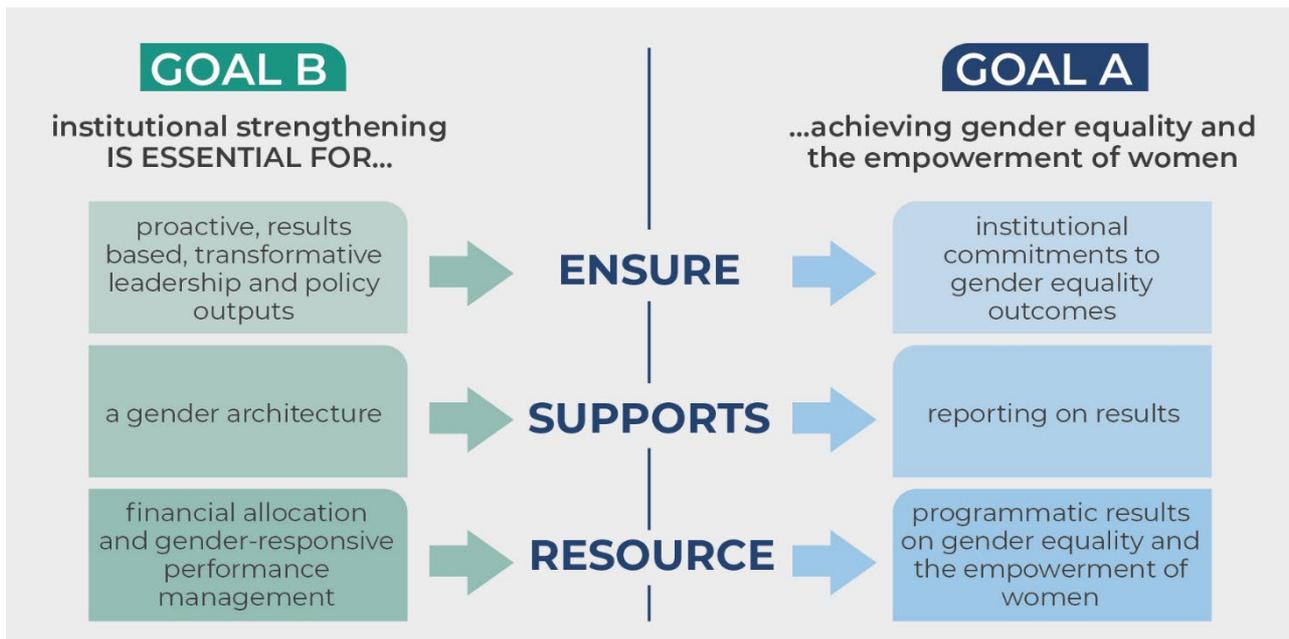


This was a conscious decision taken by UNOV/UNODC, given a severe cut in the initial estimated budget of the evaluation due to budgetary constraints related to the COVID-19 pandemic. The focus on internal institutional work was based on wide consultations during the scoping phase of the evaluation in the fall of 2019.²¹ This was also in keeping with strategy, which understands that strengthening the institutional capacity and effectiveness (Goal B) is essential for achieving GEEW through programmatic activities (Goal A) (figure 5).

²⁰ See annex III for evaluation terms of reference.

²¹ During these consultations, internal stakeholders prioritized this level of work as strengthening of GEEW at the institutional level was considered as a key precondition for mainstreaming gender in programmatic work.

Figure 5. UNOV/UNODC GEEW Strategy: two goals intrinsically linked. Source: Evaluation team

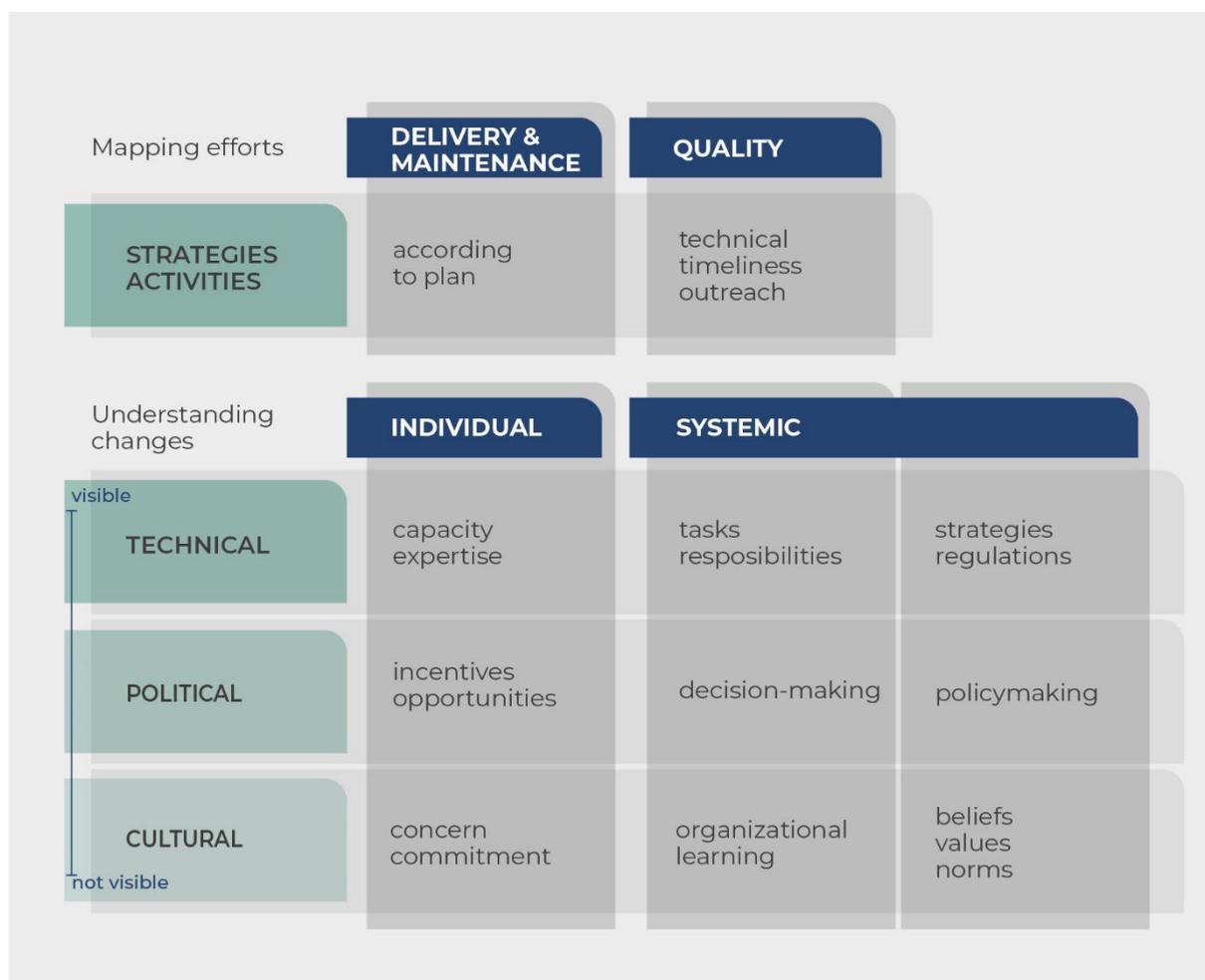


The evaluation was timed and designed to closely link with GEEW-related strategic planning within UNOV/UNODC. A key objective of this evaluation was to inform the design of a second phase of the GEEW Strategy for the period 2022–2026. However, it is important to note that this strategic evaluation is not an evaluation of the GEEW Strategy and its associated Action Plan. A large part of the Strategy's remit falls within the programmatic work of UNODC, which is beyond the scope of the evaluation. In addition, while most of the initiatives developed by UNOV/UNODC to promote GEEW internally fall under its umbrella, some institutional efforts to promote GEEW were also undertaken outside of the GEEW Strategy (see section 1.1 for examples, mainly in the field offices).

METHODOLOGY OF THE EVALUATION

The substantive scope of this strategic evaluation was organized around a tailored analytical framework (figure 6) purposely developed during the inception phase of the evaluation. The framework builds on various internationally recognized GEEW and organizational science models (see annex IV for more detailed information on the evaluation principles and methodological approach).

Figure 6. Evaluation analytical framework. Source: Evaluation team



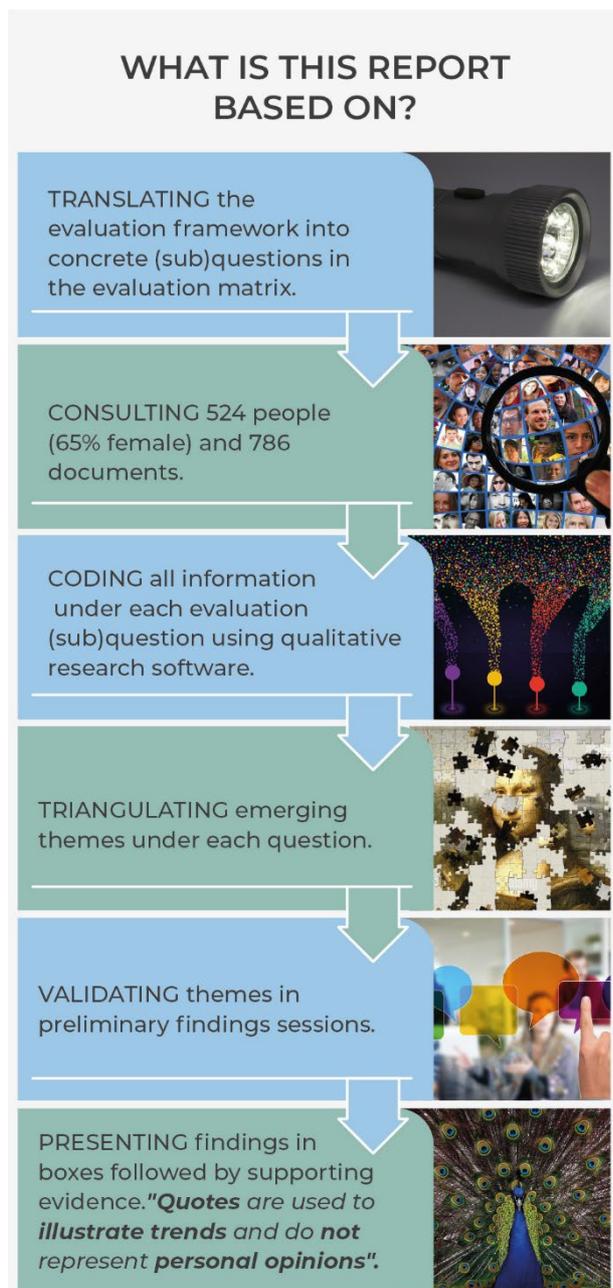
The evaluation framework included two analytical dimensions: (a) mapping the most salient GEEW efforts and assessing their level of quality; and (b) understanding their contribution to individual and systemic changes in UNOV/UNODC at the technical, political and cultural levels. The framework also recognizes that organizational dynamics are not always visible and, therefore, a scale was added to highlight both clearly visible changes/transformations and more subtle ones.

Guided by the framework, three evaluation questions were developed (for a complete evaluation matrix including subquestions, see annex V):

1. How effective have UNOV/UNODC been in introducing and maintaining initiatives and supporting structures and processes to advance GEEW at the institutional level?
2. To what extent has GEEW work contributed to changes in UNOV/UNODC personnel?²²
3. To what extent has GEEW work contributed to systemic changes in UNOV/UNODC?

²²The original evaluation question used the word “staff” which was not entirely correct because what the scope meant was “personnel”, that is, staff and non-staff. This report uses “personnel” which better describes all individuals working for UNOV/UNODC.

Figure 7. Rigorous and traceable evaluation process
Source: Evaluation team



The evaluation adhered to **professional guidelines and provisions** included in the UNODC Evaluation Policy, the *UNODC Evaluation Handbook* as well as the *United Nations Evaluation Group Norms and Standards for Evaluation*.

In accordance with the United Nations Evaluation Group Ethical Guidelines, the evaluation team took measures to ensure independence, impartiality and credibility while reducing the possibility of conflict of interest. The evaluation team took the utmost care to ensure **anonymity and confidentiality** throughout the evaluation process. All information gathered was treated anonymously to ensure that no individual sources were identified. Additionally, a safe space (private line) was available for informants who wished to provide inputs on highly sensitive topics.

The evaluation employed a **mixed-method approach** that was gender-sensitive, human rights-based and disability-inclusive, aiming to leave no one behind. To this end, the team made every possible effort to create appropriate conditions for meaningful participation. These included: minimizing barriers for involvement (e.g., language); designing inclusive and respectful data gathering tools; and creating multiple channels of communication that suited the circumstances of the stakeholders as well as the constraints of the COVID-19 pandemic and the often sensitive nature of the issues addressed by the evaluation.

The findings of this report are based on a rigorous **evaluation methodology** (figure 7), drawing on evidence that emerged from the review of 786 documents²³ and the input provided by 524 individuals (35 per cent male and 65 per cent female), mostly UNOV/UNODC personnel (98 per cent) (figure 8).

A variety of data gathering tools were used, including key informants interviews, focus group discussions, innovative tools such as ParEvo,²⁴ and an online survey (in English, French and Spanish).

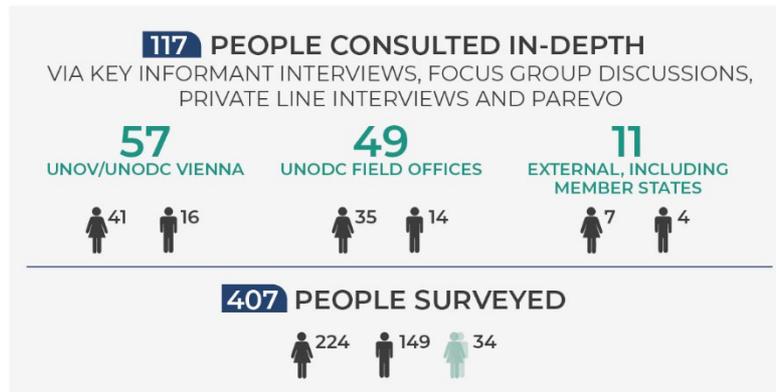
The evaluation survey was purposely built for this evaluation and targeted UNOV/UNODC personnel. A total of 407 UNOV/UNODC personnel at HQ and field offices responded (38 per cent male, 57 per cent female, 0.5 per cent other and 4 per cent preferred not to say).

²³ These included 693 UNOV/UNODC documents, 70 United Nations system documents and 22 external documents. See annex VII for the type and detail of the documents.

²⁴ ParEvo is an asynchronous collaborative methodology developed by Dr. Rick Davies that allowed 13 UNOV/UNODC personnel to contribute together, generating scenario-stories that reflected aspects of gender and gendered experience that might have been missed by the other methods employed (For more details on PareEvo: <https://parevo.org/>)

Additionally, two sets of internal surveys circulated to all personnel at HQ and field offices were used to support evaluation findings. These included the following: (a) the client satisfaction surveys conducted annually by the Human Resources and Management Section (HRMS);²⁵ and (b) the Gender Capacity Assessment Surveys conducted by the Gender Team in coordination with HRMS.²⁶ To avoid survey fatigue and duplication of efforts, the evaluation did not include questions on GEEW capacity in the evaluation survey. To address this issue, the evaluation used the results of the client satisfaction surveys and the Gender Capacity Assessments, which were validated with questions on GEEW capacity included in key informant interviews and focus group discussions with relevant stakeholders.

Figure 8. People consulted. Source: Evaluation team



All the information gathered was systematically coded using qualitative research software (Dedoose and NVivo) and analysed thematically following the evaluation questions. Emerging themes under each question were identified using triangulation techniques to validate findings.

Several **limitations** were identified during the evaluation processes, and mitigation strategies were designed at the inception stage and when challenges arose. For example, difficulties were encountered in accessing some of the intended stakeholders, especially external stakeholders, including Member States. The evaluation budget, drawn from programme support cost funding for strategic evaluations, was reduced due to the financial implications of the COVID-19 pandemic. The reduced budget affected the initially planned scope and depth of the evaluation, as already detailed in the evaluation scope section (see annex IV for a full account of limitations and mitigation measures).

Despite these limitations, it was possible to collect and analyse sufficient information to develop **solid findings** and conclusions with a high level of confidence. This has been achieved through the application of sound social research methodology and thanks to a very high level of convergence in the main messages that have been captured across all sources.

²⁵ HRMS have conducted annual client satisfaction surveys among UNOV/UNODC personnel at HQ and field offices in 2017 (249 respondents, but no disaggregation available), 2018 (337 respondents; of those that answered the question on gender identity: 157 female, 98 male, 5 non-binary and 2 preferred to self-describe; of those respondents that answered the question on location: 79.01 per cent were based at HQ), in 2019 (554 respondents; of those that answered the question on gender identity 241 female, 166 male, 4 non-binary and 22 preferred to self-describe; of those respondents that answered the question on location: 68.07 per cent were based at HQ), in 2020 (861 respondents, approximately 25 per cent of UNOV/UNODC personnel: 53.89 per cent identified as female, 44.6 per cent as male, 0.98 per cent as non-binary and 0.93 per cent preferred to self-describe. 55.4 per cent of respondents were from HQ.)

²⁶ The Gender Team have conducted Gender Capacity Assessments among UNOV/UNODC personnel at HQ and field offices in 2016 (160 analysed responses: 80 per cent women, 90 per cent from HQ); in 2018 (185 respondents: 68 per cent identified as women and 24 per cent as men, 8 per cent chose not to specify their gender; and, 38 per cent of respondents based at HQ); and, in 2021 (339 respondents: 60 per cent identified as female, 35 per cent as male, 1 per cent as non-binary and 4 per cent preferred not to say; and, 56 per cent of respondents based at HQ).

II. EVALUATION FINDINGS

What to expect in the findings: The findings are presented to address each evaluation question. Overall, question 1 maps the efforts by UNOV/UNODC to promote GEEW at the institutional level since 2017 and assesses the quality of these efforts. Questions 2 and 3 analyse what has been achieved, that is, the changes these efforts have contributed to in UNOV/UNODC personnel (question 2) and institutionally (question 3).

Use of quotes: The evaluation had a clear mandate to go beyond the numbers to analyse the subtleties hidden in gender dynamics. To do this the evaluation team used solid qualitative analysis techniques along with quantitative data. Hence, quotes by stakeholders and extracts from the fictional stories developed in ParEvo are used to illustrate triangulated findings that emerged during this process. They are NOT opinions of isolated individuals.

Referring to UNOV/UNODC: Many of the findings refer to both UNOV and UNODC. Therefore, throughout the text, UNOV/UNODC is used. Where findings refer to only one of the two offices, this has been noted in the text by using only UNOV or UNODC as appropriate.

Clarifying terminology: The evaluation refers to the Gender Team when discussing the team currently established and operating at UNOV/UNODC HQ. The term "gender function" is broader; therefore, it is not restricted to a team but could potentially be a unit, a section, a division or a branch. The term "gender architecture" refers to all persons who have responsibilities related to gender mainstreaming in UNOV/UNODC.

1. HOW EFFECTIVE HAVE UNOV/UNODC BEEN IN INTRODUCING AND MAINTAINING INITIATIVES AND SUPPORTING STRUCTURES AND PROCESSES TO ADVANCE GEEW AT THE INSTITUTIONAL LEVEL?

1.1. MAPPING EFFORTS: WHAT HAS BEEN DONE FROM 2017 TO 2021

Finding 1: Despite significant challenges, UNOV/UNODC have successfully implemented the actions planned to advance GEEW at the institutional level. The evaluation also found that the scale of the actions implemented was not commensurate with the goals in the GEEW Strategy and not sufficient to match the expectations set by the Secretary-General in relation to GEEW at the institutional level. Specifically, important initiatives could not be planned and delivered due to resource constraints. These are, namely, dedicated training for the network of gender strategy focal points (GSFPs) and managers, and initiatives to further engage male personnel in GEEW structures and activities.

Efforts to advance GEEW at the institutional level have increased significantly, particularly since 2019 as a result of the implementation of the GEEW Strategy and its associated Action Plan. In the framework of the evaluation, the evaluation team compiled a comprehensive mapping of all initiatives undertaken since 2017 in GEEW, which can be found in annex IX. Although the diversity of initiatives accomplished during these years has been broad, most can be grouped into the following categories:

- Development and implementation of gender policies and strategies. Most significantly, the development of the GEEW Strategy (2018–2021) and the mainstreaming of GEEW in other institutional policies and strategies (see section 3.1).
- Promotion of regulations and mechanisms to (a) support gender mainstreaming in programmatic work, for example, the management instructions for the development of thematic programmes; and (b) enhance a diverse and inclusive work environment, for example, promoting measures addressing

gender parity, work-life balance, gender-responsive performance and prevention of sexual harassment (all these issues are analysed under sections, 3.1, 3.4, 3.5 and 3.7 of this report).

- Establishment of GEEW specific structures and strengthening a GEEW approach in already existing ones. Most significantly, the setting up of the Gender Team and the network of gender strategy focal points (GSFPs)²⁷ (see section 3.3 for a full analysis of the institutional gender architecture) and the support on GEEW to already established bodies, such as the UNOV/UNODC Executives Committee or the standing open-ended intergovernmental working group on improving the governance and financial situation of the UNODC (FINGOV).
- Awareness-raising on GEEW. This included, for example, the gender website launched in 2018, the production and dissemination of information products such as the periodic Gender Bulletin, published periodically since December 2019, and the HRMS monthly newsletters (see section 1.2).
- Building GEEW capacity at different levels. This included organizing and offering training, mentoring and coaching online and on-site, establishing learning and exchange initiatives, and the development of specific tools and knowledge products on gender mainstreaming tailored to the UNODC mandate (see section 1.2 for an assessment of the training initiatives and knowledge products, sections 2.1, 2.2 and 2.3 for how training contributed to individual changes and section 3.6 for how they related to organizational learning on GEEW).
- Reporting on GEEW commitments to different audiences, for example, to the United Nations system through the UN-SWAP 2.0 reporting system.
- Partnering with other entities in the United Nations system through a wide myriad of processes and activities (see sections 3.1 and 3.6).

It should be acknowledged that behind each of these initiatives, there was a tremendous effort and a multitude of tasks developed mostly by the Gender and HRMS teams.

Other teams in field offices and at HQ also devoted significant efforts to GEEW. This was the case of the Advocacy Section, the Independent Evaluation Section, the Research and Trend Analysis Branch and the Secretariat of Governing Bodies at HQ.

In the field offices, for example, the Regional Office for South-East Asia and the Pacific (ROSEAP) launched a survey on sexual harassment in the workplace and established a network of “people of trust” for concerns about sexual harassment and other human resources issues; the Gender and Human Rights Advisory group set up in the Liaison and Partnership Office for Mexico (LPOMEX) was actively engaged since 2020 in the promotion of gender equality and work-life balance. The Regional Office for Central Asia²⁸ and the Country Office Colombia (COCOL)²⁹ also deployed relevant initiatives to promote and advance GEEW. It should be noted that some of these initiatives, mainly those in field offices, were not explicitly covered in the GEEW Strategy associated Action Plan, which shows the commitment and ownership of these teams to GEEW.

The evaluation identified several factors that facilitated and hindered the delivery of GEEW efforts (figure 9) which are outlined and classified below to provide an overview. They are further examined in the appropriate context later in the report.

²⁷ The network of GSFPs, comprising GSFPs and FPWs with separate written terms of reference and coordinated by the Gender Team, is one of the two structures that constitute the institutional gender architecture for implementing the GEEW Strategy and its associated Action Plan.

²⁸ The Regional Office for Central Asia gave opportunities to local personnel, specifically female personnel, to advance in their career.

²⁹ Área de Prevención de Consumo de Drogas in COCOL organizes periodic internal meetings to exchange experience and knowledge on gender mainstreaming, reinforcing their individual and collective capacity.

The facilitating factors that emerged more prominently were external to UNOV/UNODC and were connected to the influence exerted by the 2030 Agenda (including SDG 5) and the commitment of the United Nations system to GEEW. These were, for example, the feminist approach in the discourse and communications by Secretary-General

Figure 9. Main factors affecting implementation. Source: Evaluation team

Factors affecting implementation	 FACILITATING	 HINDERING
INTERNAL ENVIRONMENT	<ul style="list-style-type: none"> • Gender Team at the heart of the offices • Support and expertise of key personnel 	<ul style="list-style-type: none"> • Resources constraints • Variations in working conditions • Large information flow
EXTERNAL ENVIRONMENT	<ul style="list-style-type: none"> • Commitment of UN to GEEW • Requirements of MS 	<ul style="list-style-type: none"> • Male-dominated culture • COVID-19

Guterres; the specific frameworks and guidelines (figure 1); the institutional and technical support of UN-Women; and the interactions with other United Nations entities at different levels. The requirements and interest of Member

States and some donors to support gender mainstreaming in programmatic work³⁰ and gender parity within UNOV/UNODC also contributed as a facilitating factor.³¹

Internal facilitating factors included the establishment of the Gender Team within the Office of the Director-General/Executive Director; the commitment and push of the Director-General/Executive Director (both former and present); the support from specific managers at HQ and UNODC field offices;³² and the commitment and expertise of GEEW-dedicated personnel³³ and personnel with GEEW-assigned tasks.³⁴ The most prominent hindering factors identified for the implementation of GEEW initiatives were of an internal nature and were generally related to financial and human resources constraints, that is, personnel’s time and expertise (see section 2.1 of this report on personnel’s capacity and expertise). For example, the evaluation found that a few actions of the GEEW Strategy could not be delivered as needed owing to these resource limitations. The planned actions that could not be implemented were (a) the food-for-thought sessions on the intersectionality of UNODC thematic areas and gender issues; (b) the dedicated training on GEEW for GSFPs and senior managers; and (c) although not explicitly included in the GEEW Strategy Action Plan, the promotion of male personnel's engagement with the GEEW agenda.

It should be noted that these initiatives, albeit only a few, were considered strategic as they tackled several of the challenges that this report highlights on the advancement of GEEW, that is, uneven understanding of gender issues among the personnel of UNOV/UNODC, uneven GEEW-related capacity among GSFPs, limited engagement of male personnel in GEEW, and uneven commitment and capacities of managers concerning GEEW. These issues are examined in sections 2.1, 2.3, 3.1 and 3.4 of this report.

An additional internal hindering factor identified was the acute variation in working conditions among UNOV/UNODC personnel, in particular between staff at HQ and personnel both at HQ and in the UNODC field offices. These disparities have resulted in power dynamics that are affecting, for example, the ability to report cases of abuse or to negotiate flexible working arrangements and other related measures designed to

³⁰ OECD DAC Network on Gender Equality (Gendernet) (2021). Development finance for gender equality and women’s empowerment: A 2021 snapshot.

³¹ See, for example, the resolution on Gender Mainstreaming adopted in the session of the twenty-sixth CCPCJ (E/CN.15/2017/L.9/Rev.1) and numerous references at the FINGOV meetings, including January 2017 and November 2020.

³² Managers in the evaluation report refer to P-4 and above personnel. Senior managers refer to D-1 and above personnel. It is important to mention that the term “manager” is not standard United Nations nomenclature and there is no standard term for P-4 and above and D-1 and above.

³³ This category includes the Gender Team and GEEW-dedicated colleagues in HRMS.

³⁴ This refers to other team members in HRMS and members of the network of GSFPs.

promote a GEEW-conducive environment. This report examines these links between working conditions and gender power dynamics in chapter 3.

The overwhelming flow of corporate communication was also identified as a major challenging factor in making the most of GEEW initiatives and opportunities, which frequently get buried among a vast number of announcements and demands from other UNOV/UNODC initiatives, including those within the GSPF network. This emerged strongly in key informant interviews and focus group discussions with all categories of personnel, including the network of GSFPs, which was particularly of concern as the terms of reference of GSFPs include remaining informed of GEEW issues and activities.

Consulted personnel, mainly from UNODC field offices, indicated that the predominance of English in GEEW-related awareness-raising and knowledge products³⁵ and capacity-building initiatives led by the Gender Team and HRMS³⁶ posed a significant challenge for some colleagues in field offices. While English and French are the only two United Nations working languages, as per General Assembly resolutions (1946), the evaluation found that not all UNOV/UNODC personnel at all levels and in every location are fluent in one of these languages. This has emerged as a significant barrier to inclusiveness as most UNODC personnel³⁷ are based in field locations across more than 80 countries.

The evaluation also identified some hindering factors of an external nature over which UNOV/UNODC have less control. One critical factor was the male-dominated environments in which the offices sometimes operate, be they geographical or sectoral, such as law enforcement, where “women comprise between approximately 6 per cent and 20 per cent of law enforcement workforces”³⁸ (see section 3.6 for more on this aspect).

Additionally, from March 2020, the COVID-19 pandemic affected the implementation of activities in many areas and the lives of UNOV/UNODC personnel. For example, most GEEW-related capacity-building initiatives that were initially planned to be on-site had to be postponed and/or adapted to virtual tools. In this respect, UNOV/UNODC personnel, teams and offices have shown great adaptability.

Beyond what was implemented, there was broad consensus among those consulted across UNOV/UNODC that the scale of efforts devoted to GEEW, although a great starting point, was still insufficient to match the expectations and requirements set by the Secretary-General.

*“We need a cultural shift – in the world and our United Nations.
Women everywhere should be recognized as equal and promoted on that basis.
We need more than goals; we need action, targets and benchmarks to measure what we do.
But for the UN, gender equality is not only a matter of staffing. It relates to everything we do”.*
(Secretary-General's remarks at the Commission on the Status of Women, March 2017)

This perception that not enough is being done on GEEW is aligned with the assessment of efforts for the wider United Nations system. In 2020, the report of the Secretary-General “Mainstreaming a gender perspective into all policies and programmes in the United Nations system” submitted to the Economic and Social Council stated that “the United Nations system must (...) redouble its efforts in support of gender-transformative outcomes both in the United Nations and, upon request, in Member States”.³⁹ At an external level,

³⁵ For example, Gender Bulletin and Gender mainstreaming thematic briefs.

³⁶ While most GEEW-related training is provided in English, as confirmed by the documentation reviewed and key informants, the evaluation identified some good practices at this level: (a) coaching of personnel from the Latin American and Caribbean region is provided in Spanish, and as the coaching on offer has been predominantly used by female colleagues (as outlined in the report – section 2.2), this is an important development in the area of GEEW; (b) in the context of the pandemic, HRMS designed a webinar on the psychosocial dimensions of Covid-19 in Spanish called “Dimensiones y Repercusiones Psicosociales del Coronavirus (COVID-19)”, which was offered in April 2020 to Latin American offices and attended by 64 female participants; and (c) the Gender Team together with the UNODC Country Office in Mozambique organized a workshop on 17–18 November, 2021, which was held in English with simultaneous translation in Portuguese.

³⁷ Seventy-five per cent according to HRMS data from July 2021.

³⁸ Source: Women in law enforcement in the ASEAN Region, UNODC, UN-Women and Interpol, 2020:

www.unodc.org/documents/southeastasiaandpacific/Publications/2020/women_in_law_enforcement_in_the_asean_region_full.pdf

³⁹ Source : <https://digitallibrary.un.org/record/3860325>

assessments by United Nations experts and feminist thinkers and advocates consider “that a feminist UN system is still far from reality”.⁴⁰

This sense of work in progress also applies to UNOV/UNODC, as the following quote from a senior manager illustrates in unequivocal terms:

“We are still not doing enough”
UNODC/UNOV senior manager

1.2. ASSESSING THE QUALITY – HOW WELL IT HAS BEEN DONE

Finding 2: The technical quality and timeliness of the main GEEW-related outputs are, in general, very good. However, the outreach and uptake are limited and uneven. Participatory design processes and greater adaptation to specific (sectoral and geographical) contexts would increase their use.

As detailed in annex IX, the evaluation mapped a myriad of initiatives that have been undertaken in UNOV/UNODC since 2017 to advance GEEW at the institutional level. Each of the mapped initiatives contained specific activities and tasks to operationalize or support their implementation. The evaluation examined in detail three outputs that have emerged as the most significant when promoting GEEW at UNOV/UNODC: the GEEW Strategy itself; the GEEW-related training; and the information and knowledge products. These three outputs were the ones most frequently referred to by those consulted and within the documents reviewed, including UN-SWAP and FINGOV reports. This section assesses these outputs under the parameters of technical quality, timeliness and outreach, including the extent to which they reached the right audiences.

UNOV/UNODC GEEW STRATEGY (2018–2021)

The GEEW Strategy is the output that emerged as the most timely and relevant as it encompasses and frames most of the actions related to GEEW in the period 2018–2021. To assess its technical quality, the evaluation combined the analysis of four key parameters: (a) alignment with United Nations GEEW frameworks; (b) intervention logic or theory of change; (c) design process; and (d) adaptation to conditions and realities on the ground.⁴¹

Overall, the evaluation found that the technical quality of the document is very good, although its outreach, including how it involved key stakeholders during the design phase, could have been improved to increase ownership and adaptation to different contexts.

The Strategy is in close alignment with United Nations frameworks on GEEW, mainly UN-SWAP 2.0 and United Nations System-wide Gender Parity Strategy (2017).⁴² The document explicitly names these two frameworks and, in alignment with them, covers both programmatic (Goal A) and institutional level aspects (Goal B), devoting most of its 14 performance areas to institutional level aspects, including gender parity and enabling an organizational environment conducive to GEEW. UN-Women, the leading entity for UN-SWAP 2.0 and gender parity in the United Nations system, has consistently commended the alignment of the Strategy with United Nations system relevant frameworks on GEEW as well as its technical quality.⁴³

The Strategy refers to the theory of change that underpins the UN-SWAP framework but does not include an explicit theory of change for GEEW at UNOV/UNODC. This is, for example, an explanation of the institutional

⁴⁰ For external expectations and requirements, see report cards by the Feminist UN Campaign (2018–2021): www.icrw.org/feminist-un-campaign/. The Feminist UN Campaign defines a feminist leadership agenda as a fully-fledged women’s rights agenda based on United Nations policies of human rights, equality, fairness and non-discrimination.

⁴¹ These aspects, among others, are considered key in the evaluation of strategic instruments. Source: Evaluation of UNICEF Gender Action Plans (2019) based on Patrizi, P., and M. Patton, eds., *Evaluating Strategy: New directions for evaluation*, no. 128, 2010, pp. 5–28: www.unicef.org/documents/realizing-potential-evaluation-unicefs-gender-action-plans-december-2019.

⁴² This was confirmed by the gender experts in the evaluation team who conducted a thorough review of the Strategy document and it was further validated by consultations with relevant stakeholders.

⁴³ Source: UN-Women’s response letter to UNOV/UNODC UN-SWAP Report 2018.

changes expected in the offices on GEEW, the relationship among strategic performance areas, or the assumptions underlying the pathway(s) to change.

The document contains a clear conceptual framework, including gender-related concepts and terms, but it could be further improved with the inclusion of a more intersectional approach, that is, with the insertion of other parameters including diverse (dis)abilities, sexual orientation, gender identity, or geographic and cultural background. This limiting binary approach of the Strategy frequently emerged in key informant interviews and focus group discussions and was further confirmed by the analysis of the Strategy by gender experts in the evaluation team.

“(...) we are a little bit lost and have not done enough, as probably the rest of the agencies in the United Nations system, and we are still struggling to effectively do intersectionality. (...) We still need more policy frameworks at the United Nations level and more guidance from UN-Women and system-wide”.

UNOV/UNODC personnel with responsibilities on GEEW.

Different sources of information agreed that the design of the Strategy was consultative. As stated in the Strategy document, the process involved personnel from different divisions and units at HQ and field offices. Additionally, a survey was launched to all staff to provide feedback on the draft of the Strategy document.⁴⁴ This was consistently confirmed by the internal documentation reviewed, consulted personnel involved in the design process and UN-Women, who provided substantive guidance throughout the process to develop the Strategy. There are, however, indications that the design process would have benefited from even broader consultations with non-staff personnel in UNODC field offices. On a related note, the stakeholders consulted consistently suggested that its quality could have been improved if the content had been further adapted to the specific sectoral and geographical contexts in which UNODC operates. This remark emerged most clearly from UNODC personnel in the field offices.

The evaluation encountered conflicting evidence concerning the outreach of the Strategy. The Gender Team developed a communication plan in March 2019,⁴⁵ which included activities such as (a) the bimonthly email on GEEW to all staff; (b) monthly updates circulated among members of the GSPF network and others who show interest; (c) a summary paper on the GEEW Strategy included in the welcome packages of all new staff members; and (d) quarterly food-for-thought sessions.

The 2021 Gender Capacity Assessment results indicated that, as intended in the Communication Plan, UNOV/UNODC have effectively given visibility to the Strategy among personnel. Eighty-four per cent of those responding to the Assessment expressed knowledge of the GEEW Strategy and confidence to use it in their daily work.

While most personnel were aware of a GEEW Strategy during the key informant interviews and focus group discussions it became apparent that many were not familiar with the Strategy's content, especially in field offices. This indicates that the GEEW Strategy Communication Plan activities have been insufficient and/or inadequate to ensure broad awareness of the key parameters of the Strategy among personnel across locations.

⁴⁴The 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. (Sources: GEEW Strategy document and UNOV/UNODC UN-SWAP Report 2017).

⁴⁵At present, the Gender Team is developing a new communication strategy, that will only be ready in 2022. As informed by the Gender Team, it will be tied to the communication strategy of the Director-General/Executive Director and the umbrella corporate communication strategy that is being finalized.

TRAINING ON GEEW

Since 2017, UNOV/UNODC have consistently reported meeting requirements under UN-SWAP 2.0 indicator 15 on capacity development, which specifies the requirement to offer “Ongoing mandatory training for all levels of entity staff at headquarters, regional and country offices.” The mandatory training relevant to GEEW includes “I know gender” introductory modules 1-3, designed and facilitated by UN-Women, and “Prevention of Sexual Harassment and Abuse by United Nations Personnel – Working Harmoniously”.

In addition to promoting mandatory training, UNOV/UNODC have increased the provision of GEEW-related training since 2017. The results of the 2021 Gender Capacity Assessment show that 73 per cent of respondents agreed that the availability of training opportunities on gender-related issues had increased in the last two years. This was backed by the desk review showing that training initiatives organized by the Gender Team multiplied significantly from 2019, under the umbrella of the GEEW Strategy and associated Action Plan.

These training opportunities included Gender Team-led efforts such as tailor-made training for specific UNODC field offices and programme teams (in person and, due to the COVID-19 pandemic, in virtual modality), standardized webinars and food-for-thought sessions, facilitated by gender experts, on GEEW Strategy, United Nations GEEW-relevant frameworks and gender mainstreaming in programming.

In addition, capacity-building efforts led by HRMS included training initiatives on different themes related to gender parity and an enabling environment, such as diversity and inclusion, unconscious bias, performance management and leadership, competency-based selection and interviewing skills, and gender-sensitive language, among others. These also included different efforts aimed at women’s career development (see section 2.2 for more details).

The technical quality and timeliness of these training initiatives were consistently praised during key informant interviews and focus group discussions by stakeholders who participated in them. A determining factor behind this quality and timeliness was that they were based on entity-wide assessments conducted annually by the HRMS Learning and Organizational Development Unit and by the Gender Team in 2016, 2018 and 2021. This assessment is consistent with UNOV/UNODC reporting in UN-SWAP under indicator 14 on capacity assessment, which improved from “approaches requirements” in 2017 to “exceeds requirements” in 2019 and 2020.⁴⁶ The improvement of this indicator was commended by UN-Women.⁴⁷

A key strength of the training programmes on GEEW was that participants found them useful. This is an aspect that was repeatedly highlighted during the key informant interviews and focus group discussions and confirmed by a resounding 91 per cent of the 861 respondents of the 2020 Client Satisfaction survey who considered the GEEW training initiatives to be helpful.

While the training initiatives were considered useful, not all respondents found them to be transformative (suitable for contributing to change). Stakeholders consulted explained that in many cases training initiatives did not facilitate engaging conversations on practical elements but were more focused on communicating content. Gender mainstreaming webinars were provided as an example of informative but not transformative training. This approach to training, according to leading experts,⁴⁸ limits its potential to address the personnel’s unconscious biases and allow them to reflect on new ways of thinking and doing. However, the evaluation was not able to fully assess this aspect due to the lack of systematic monitoring of the contribution of GEEW training initiatives to change in behaviours.

⁴⁶To meet requirements, United Nations entities need to ensure “Assessment of capacity in gender equality and women’s empowerment for individuals in entity” is carried out. To exceed requirements, they need to ensure “Entity-wide assessment of capacity of all relevant entity staff at HQ, regional and country levels in gender equality and women’s empowerment” is carried out and that a capacity development plan is established or updated at least every three years.

⁴⁷Source: UN-Women’s response letter to UNOV/UNODC UN-SWAP Report 2019.

⁴⁸Training to contribute to GEEW change “have to increase both knowledge and curiosity (desire to learn), while providing advocacy skills or access to different networks of knowers (ability to challenge gender)”. Source: Ferguson, L. 2016. A theory of change for training for gender equality. Working Paper Series. UN-Women Training Centre:

https://trainingcentre.unwomen.org/RESOURCES_LIBRARY/Resources_Centre/04%20Education%20vs%20Training.pdf

In terms of outreach, while the evaluation was able to corroborate the availability of training initiatives, the lack of a comprehensive monitoring system⁴⁹ prevented a more detailed assessment of the actual reach of these initiatives.

Despite this limitation in monitoring, the evaluation was able to collect evidence backing the significant reach of some of these training initiatives. For example, internal statistics provided by the Gender Team indicate that capacity-building initiatives led by the Gender Team (2019–2021) reached 938 distinct individuals.⁵⁰ Also, according to the 2020 UNOV/UNODC UN-SWAP report, a non-mandatory workshop on "Preventing and Tackling Sexual Harassment at the Workplace" organized by HRMS was attended by 171 managers from all UNOV/UNODC divisions, of whom 45 per cent were female. This constitutes approximately a sizeable 64 per cent of managers at UNOV/UNODC.⁵¹

The evaluation found indications⁵² suggesting that the reach of training initiatives on GEEW was better for HQ than for field offices. An analysis of Gender Team data on participants at their 2019–2020 training session indicated that 47 per cent of those reached were based at HQ and 53 per cent at field offices. Although these figures appear to be balanced, they lean acutely towards Vienna, as only 25 per cent of UNOV/UNODC personnel work at HQ, yet account for 47 per cent of the GEEW training attendees. Field office stakeholders reported this overrepresentation of HQ as the consequence of the training content often not adapted to the different contexts (including not being available in languages other than English). This, according to experts, reduces its relevance to potential trainees:

“While there is currently no globally agreed definition of good practices in training for gender equality, some shared characteristics are: contextual sensitivity; horizontal and participatory learning processes; balancing theory and practice; and facilitators’ skills and adaptability, among others” (UN-Women Training Centre).⁵³

Men's limited involvement in GEEW capacity-building initiatives was raised as a concern by stakeholders. For example, monitoring data provided by the Gender Team report that 73.25 per cent of participants in 2019–2020 training sessions organized by the Gender Team were women. This topic is further examined in section 2.3.

Finally, the evaluation found that there were limited training opportunities for managers on GEEW-responsive (feminist) leadership.⁵⁴ This has emerged as an area of concern given the essential role that managers play in advancing GEEW as role models and gatekeepers (see section 3.4).

INFORMATION AND KNOWLEDGE PRODUCTS ON GEEW

Between 2017 and 2021, UNOV/UNODC developed numerous information and knowledge resources dedicated to GEEW or including GEEW-related information. Those most significant according to stakeholders consulted and the reviewed documentation are the five gender-mainstreaming thematic briefs,⁵⁵ the gender bulletin, the HRMS newsletter, the statistics on gender and geographic representation, and the gender section on the UNODC Internet site (see annex IX for information on other resources).

⁴⁹ A system that records participants at all training schemes available for GEEW.

⁵⁰ Both in the field (504) and at headquarters (434). Of these 623 were female and 314 were male and 1 diverse personnel.

⁵¹ Based on 267 people P-4+ in July 2021.

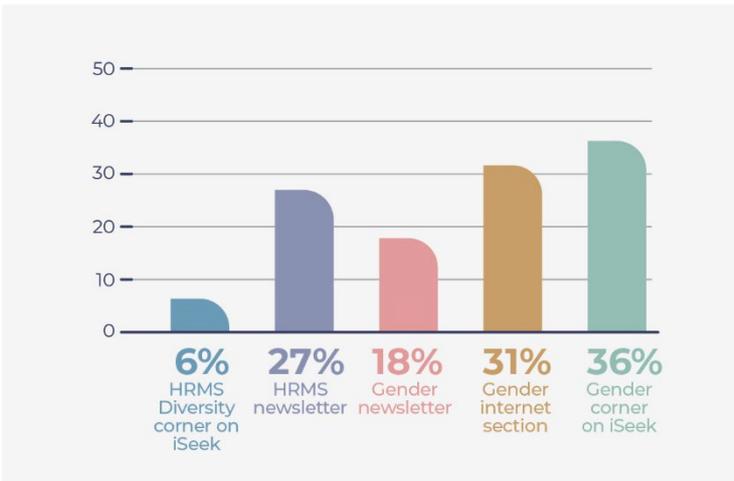
⁵² It is only an indication as this study does not cover all training delivered by the Gender Team, HRMS and others (for example, the Independent Evaluation Section) on GEEW.

⁵³ Source: UN-Women Training Centre (2016). Compendium of good practices in training for gender equality: www.unwomen.org/en/digital-library/publications/2016/5/compendium-of-good-practices-in-training-for-gender-equality

⁵⁴ Here feminist leadership is used as defined by the UN Feminist Campaign. (See footnote 36).

⁵⁵ On corruption; health and livelihoods; justice; organized crime and illicit trafficking; and terrorism prevention.

Figure 10. Percentage of respondents using specific GEEW information resources. Source: 2021 Gender Capacity Assessment



While the timeliness and technical quality of these resources have been assessed positively, the assessment of their reach was mixed. On the one hand, evaluation stakeholders reported having awareness of these resources but on the other, the evaluation found indications suggesting that they were not being used as much as expected. This concern was shared during the key informant interviews and focus group discussions and confirmed by the 2021 Gender Capacity Assessment, which indicated that the use of specific GEEW knowledge products varied from 6 per cent to 36 per cent (see figure 10).

There were, however, two good practices documented that have increased the reach

and uptake of knowledge products. The first referred to involving the audience in product development. This was the case, for example, of the five gender-mainstreaming thematic briefs, led by the Gender Team, whose development involved relevant thematic teams in UNODC. An illustrative example of how this participatory process encouraged the use of these briefs was provided by the Global Action against Trafficking in Persons and the Smuggling of Migrants (GLO.ACT). This programme reported having used the briefs⁵⁶ in the development of the *UNODC Toolkit for Mainstreaming Human Rights and Gender Equality into Criminal Justice Interventions to Address Trafficking in Persons and Smuggling of Migrants* (2021).

The second good practice referred to a greater adaptation of these resources to contexts and languages. For example, the Liaison and Partnership Office for Mexico (LPOMEX) translated the gender thematic briefs into Spanish and disseminated them broadly using field office resources to make them available to its personnel and other Latin American and Caribbean offices.

It should be noted that not all information and knowledge products were intended for a wide audience. For example, the statistics about gender and geographical diversity updated monthly by HRMS, although publicly available, were mostly intended for managers and Member States. The statistics were most often used to inform decision makers in forums such as FINGOV and the Executives Committee.⁵⁷ Managers from different sections and locations also reported using the statistics as input for reports and presentations. This was in keeping with the evaluation survey results showing a majority of respondents (56 per cent) thought that “data relating to GEEW is an important part of informed decision-making at UNOV/UNODC”.

⁵⁶ On Organized Crime and Illicit Trafficking and on Justice.

⁵⁷ The UNOV/UNODC Executives Committee is the “highest-level advisory body for decisions taken by the Director-General and Executive Director” (Office instruction - Executives Committee of the United Nations Office at Vienna and the United Nations Office on Drugs and Crime, November 2020).

2. TO WHAT EXTENT HAS GEEW WORK CONTRIBUTED TO INDIVIDUAL CHANGES IN UNOV/UNODC PERSONNEL?

2.1. PERSONNEL'S CAPACITY AND EXPERTISE TO ADDRESS GEEW ISSUES

Finding 3: The capacity of UNOV/UNODC personnel on GEEW has increased since 2017. Most significantly, a capable Gender Team was established within the Office of the Director-General/Executive Director and a network of over 100 GSFPs across UNOV/UNODC. However, the level of gender capacity and expertise within the network varies as there are no technical capacity requirements to be part of it.

Outside the formal network of GSFPs, the HRMS team has also significantly increased its capabilities and expertise concerning GEEW since 2017. Additionally, UNOV/UNODC personnel improved their technical skills related to areas such as gender-sensitive monitoring and evaluation, research and communication.

The evaluation found that there is a growing interest among UNOV/UNODC personnel in learning about GEEW, motivated initially by donor demands and priorities and stimulated by the increase since 2017 in the training on offer and the institutional demands of UNOV/UNODC.

GEEW capacity (defined as the ability to do and produce) is a dual concept that encompasses having both GEEW expertise and adequate resources (including the time to tackle tasks aimed at promoting GEEW). GEEW expertise in this evaluation refers to “feminist knowledge regarding the cause-and-effect relationship between policies, actions, and/or activities and gender inequalities”.⁵⁸

Applying this definition, the members of the Gender Team are considered gender experts. There is broad agreement among colleagues consulted that the team has become the technical reference at UNOV/UNODC on GEEW-related issues, most significantly in gender mainstreaming in programming. The same assessment applies to HRMS at HQ, which has emerged as the key technical reference for UNOV/UNODC personnel concerning gender parity and enabling environment issues.

Concerning the GSFP network, the evaluation found that while some individuals had reputable specialized training and/or extensive professional experience on GEEW, others within the network were appointed based on varying degrees of commitment to GEEW but had no specific training or expertise on the topic. Two factors have contributed to this disparity.

Firstly, while the terms of reference of the focal points for women (FWPs) indicate that they “should have a strong commitment to the goal of gender equality”, those of GSFPs do not require previous expertise or commitment. Secondly, as mentioned in section 1.1, dedicated training for GSFPs was not delivered as planned.⁵⁹

Despite these limitations, there is a broad consensus among GSFPs consulted that their expertise in GEEW and that of their colleagues in the network had increased due to the use of GEEW information and knowledge resources developed by the Gender Team, GSFP meetings and the support of the Gender Team. This is, for example, the case of the Country Office in Pakistan (COPAK), where the Gender Team supported the process of developing their third Country Programme (CPIII 2021-2025) and specifically reviewed and provided feedback on the project document.⁶⁰

⁵⁸ Kunz, R. and Prügl, E. (2019). “Introduction: gender experts and gender expertise” in *European Journal of Politics and Gender*.

⁵⁹ While an initial pilot training on GEEW frameworks and gender mainstreaming tools was organized by the Gender Team for GSFPs based at HQ in 2019, it was not replicated or cascaded to the GSFPs in field offices due to resource constraints.

⁶⁰ In addition, the Gender Team supported COPAK to prepare documents for their consultations with the relevant Government ministries and agencies. Documents reviewed included: (a) COPAK’s CPIII presentation, a priority paper developed by UNODC subprogramme, and (b) CP II concept note (which served as guidance for the development of CPIII).

Among the rest of UNOV/UNODC personnel, the consulted internal stakeholders perceived an increase in GEEW technical capacity in general and, specifically, in several knowledge areas such as monitoring and evaluation from a gender perspective, including the generation and use of gender-disaggregated data. This was confirmed by participants in key informant interviews and focus group discussions, by the independent quality assessment of the UNODC evaluation reports in 2020⁶¹ and by the periodic Gender Capacity Assessments conducted by the Gender Team (figure 11).⁶²

There has also been significant growth in the perceived capacity of personnel to appropriately develop and use gender-sensitive communication. This was confirmed by participants in key informant interviews and focus group discussions and was consistent with the improved scoring in the UN-SWAP reports in this category⁶³ and with the 2018 and 2021 Gender Capacity Assessments (figure 11).

Key stakeholders consulted identified gender and finances (i.e., gender budgeting and gender tracking in budgets) as an area where capacity needed to improve. This was concurrent with UN-SWAP reports, where the two indicators related to finances (indicator 9 on financial resource tracking and indicator 10 on financial resource allocation) were reported as “missing” (the lower rate) from 2017 to 2019 and “approaches expectations” in 2020.⁶⁴ This was also confirmed by the 2018 and 2021 Gender Capacity Assessment results, showing lower comfort levels in using these skills (figure 12).

Key informant interviews, focus group discussions and reviewed documents suggested that in programmatic terms, the teams with the most robust technical capacity on gender mainstreaming still correspond to thematic areas or functions with a more substantial background in gender theory, analysis and practice. These included teams working on human trafficking and smuggling of migrants, drug prevention, justice and gender-based violence.

The evaluation also found an overall interest among internal stakeholders in learning more about GEEW. This has translated into increased participation in GEEW-related training in the period covered by the evaluation (figure 12),⁶⁵ partially attributed to the increase in training initiatives offered by the Gender Team and HRMS and to the institutional demands of UNOV/UNODC. However, demand from donors emerged as the main reason for this drive to learn.

This is because the scarcity of resources and the overreliance on extrabudgetary funds have meant that UNOV/UNODC personnel have to focus overwhelmingly on the priorities of donors. As the 2019 Multilateral Organisation Performance Assessment Network (MOPAN)

Figure 11. Confidence on GEEW-related topics by respondents (%). Source: 2018 and 2021 Gender Capacity Assessments

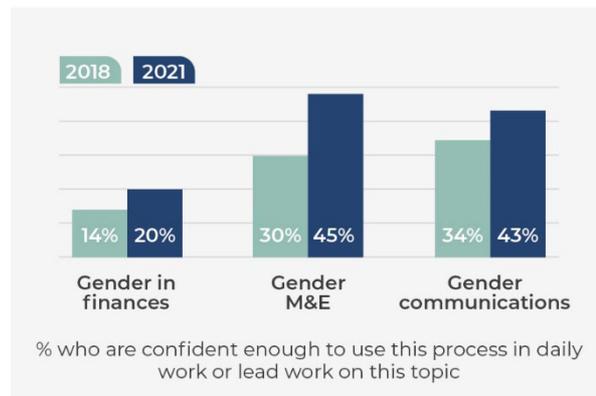
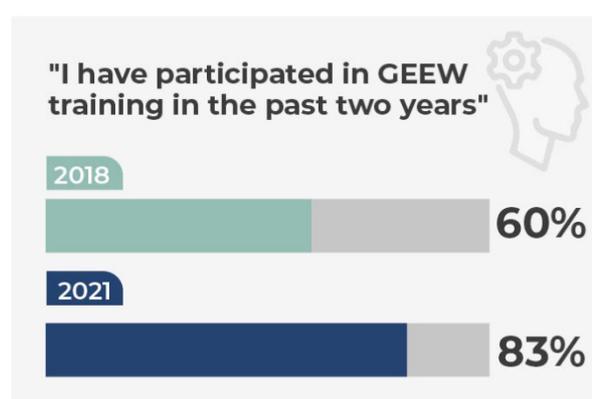


Figure 12. Percentage of respondents participating in GEEW-related training. Source: 2021 Gender Capacity Assessment



⁶¹ www.unodc.org/documents/evaluation/EvaluationQualityAssessments/UNODC_2020_EQA_Synthesis_Report_final.pdf

⁶² A hundred and eighty-five respondents in 2018 versus 339 in 2021.

⁶³ Indicator 16 on Knowledge and communication: (2020) Exceeds; (2019) Exceeds; (2018) Meets; (2017) Approaches.

⁶⁴ Sources: UN-SWAP Reports 2017-2020.

⁶⁵ A hundred and eighty-five respondents in 2018 versus 339 in 2021. It is important to note that this GEEW-related training includes the mandatory modules 1-3-of “I know Gender: An Introduction to Gender Equality for UN Staff”, which, similarly to the capacity assessment carried out in 2018, was the most recognized training completed by survey respondents (88.2 per cent).

report emphasized, “staff are judged on the basis of their ability to attract funds rather than on other professional competences”.

Donors are increasingly demanding GEEW competence in the initiatives they finance. Bilateral allocable Official Development Assistance for GEEW is steadily increasing, reaching a historically high level in 2020. The bulk of aid towards GEEW was committed to programmes that integrate gender equality as a significant, or mainstreamed, objective.⁶⁶ The natural consequence of this is that the primary motivation for learning about GEEW was not a genuine desire for transformation but a desire to master a type of discourse that interests donors.

2.2. ACCESS TO OPPORTUNITIES FOR PERSONNEL TO ADDRESS GEEW

Finding 4: Mentoring and coaching programmes benefiting women have grown significantly since 2017. The increasing demand and feedback from UNOV/UNODC personnel indicate that the programmes are effective. However, a lack of resources has prevented UNOV/UNODC from implementing a monitoring system to systematically collect feedback on how the initiatives contribute to change. Organizational criteria defining Gender Champions do not exist. Thus, programmes to promote or train Gender Champions are not available.

SUPPORTING WOMEN'S CAREER DEVELOPMENT

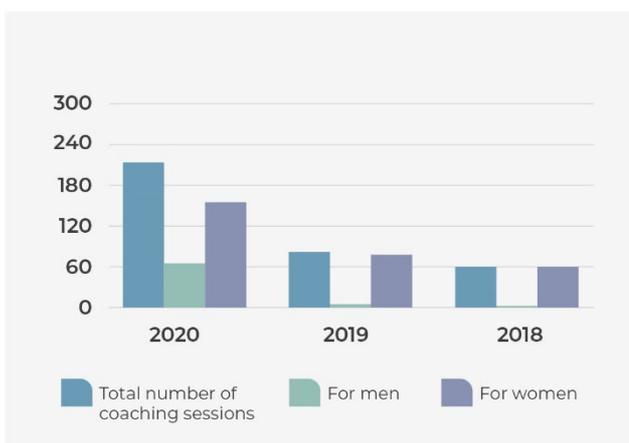
In recent years, mentoring and coaching programmes targeting or benefiting women's career development have increased in UNOV/UNODC. The Offices implement a mentoring programme for women from professional category-4 in keeping with the priorities set by the United Nations System-wide Gender Parity Strategy, 2017. UNOV/UNODC are also part of the overall United Nations system programme “Together”, a four-month mentoring programme that connects male and female colleagues across job networks and levels.

Additionally, HRMS provides a variety of coaching opportunities for the reinforcement of learning, conflict management, executive coaching, well-being, career development, behavioural coaching, transitional/change management, performance management-related, pre-retirement and domain coaching.

The coaching programmes target “all United Nations Office at Vienna/UNODC staff and non-staff personnel, including consultants, individual contractors, interns, United Nations volunteers and field personnel”;⁶⁷ hence, they are not particularly targeted at women. However, a gender-disaggregated analysis of coaching hours indicated that from 2018 to 2020, women benefited from this service significantly more than men, even though the number of male beneficiaries was growing at a faster rate than that of women (figure 13).⁶⁸

The coaching programme also provides the opportunity for UNOV/UNODC personnel to become certified coaches. Women were also overrepresented in this category. In 2021, 35 coaches were certified by the International Coaching Federation;⁶⁹ 25 of them were women.

Figure 13. Number of coaching hours 2018–2020
Source: Statistics by HRMS



⁶⁶ Source: Development finance for gender equality and women’s empowerment: A 2021 snapshot: www.oecd.org/development/gender-development/Development-finance-for-gender-equality-2021.pdf

⁶⁷ UNODC (June 2021) Information Circular on the “Voluntary Coaching Programme at the United Nations Office at Vienna and the United Nations Office on Drugs and Crime in Vienna”.

⁶⁸ For this figure, the data provided only specify categories of women/men.

⁶⁹ An independent and accredited coaching federation through the UNOV/UNODC coaching programme.

The evaluation was unable to corroborate the reasons for this gender disparity in the coaching programme. The lists of participants for both mentoring and coaching programmes were confidential and not made available to the evaluation team. Hence, participants in these programmes could not be purposely included in the sample of key informant interviews and focus group discussions to inform a detailed assessment. Nevertheless, the huge growth in demand for coaching hours from 2018 to 2020⁷⁰ is a strong indicator of its reach and effectiveness (figure 13).

Despite not being sampled, some stakeholders who participated in key informant interviews and focus group discussions reported having benefited from mentoring and/or coaching activities. There was a broad consensus that these initiatives positively impacted their professional and personal development, and the evaluation survey further confirmed this. A sizeable 36 per cent of respondents reported that coaching/mentoring sessions for female staff are effective or very effective in supporting their professional career at UNOV/UNODC (figure 14).

Figure 14. Effectiveness of coaching and mentoring
Source: Evaluation survey



While these are good indications that the programmes are effective, much more could be learned if UNOV/UNODC had a systematic way of capturing the success stories that presumably lie behind these promising numbers. However, at present, such a system does not exist. This is due to a lack of capacity within HRMS, which has continued to offer these services to a rapidly growing number of users without increasing resources available to implement them, leaving no capacity to monitor results.

The evaluation also identified that career development support is still geared towards serving women with higher grades. UNOV/UNODC are well aware of this, and in the second half of 2021, they expanded the scope by launching a successful early career programme acknowledged by UN-Women as a best

practice.⁷¹ The programme benefited a group of 45 very diverse female personnel at the P-2 and P-3 levels and female National Professional Officers and service contractors.⁷² The Early Career Initiative included a mentoring element and a more comprehensive career development scheme, with a blended format with inspirational keynotes from senior managers from across the United Nations system, interactive workshops, one-on-one conversations with senior female partners from UNOV and UNODC, and individual coaching sessions. To foster new connections and networks, all participants were matched with a senior female partner (P-5 and above). Participants particularly valued this aspect.⁷³

The most predominant type of barrier to entering coaching/mentoring (and, to some extent, training) was related to the role of the gatekeeper. This is a term coined by the evaluation that refers to a manager who has the authority to decide on access to these activities, including allowing (or not allowing) appropriate time and, in some cases, the necessary budget required for participation. This was the case, for example, of the “Leadership, Women and the UN” Programme of the United Nations System Staff College, a very well rated

⁷⁰ A 291 per cent increase from 66 coaching hours in 2018 to 258 in 2020.

⁷¹ UN-Women (2021) Minutes of the Global Annual Gender Focal Point Meeting.

⁷² Of the 45 participants, more than half work in UNODC field offices. Seventeen are service contractors, 4 participants were NPOs, 11 are P-2 and 13 are P-3 staff, coming from 25 different countries.

⁷³ Final evaluation conducted by HRMS.

training course for women at P-4 and P-5 levels that aims to promote the “expansion and renewal of prevalent paradigms of leadership and ensure a more gender-balanced workplace across and beyond the United Nations System”. HRMS supports female personnel at UNOV/UNODC to be admitted to the course. However, the US\$5,000 tuition fee must be paid by the section, programme or project.

Several stakeholders indicated that this (de facto) managerial discretion is a major barrier to accessing career development schemes, particularly for less senior women. Therefore, they have less bargaining power on budget decisions and/or workload negotiations. In section 3.2, the evaluation examines the implications of the role of the gatekeeper concerning financing mechanisms that affect gender dynamics.

In addition to formal mentoring programmes for women, the evaluation found that other support networks were more organic. These informal networks were valued positively by women and included: informal mentoring among women, mainly aimed at more junior colleagues; an informal alumni network of women who were part of the “Leadership, Women and the UN” Programme; or the broader Women Informal Network Group⁷⁴ initiated by the International Fund for Agricultural Development that included several members from UNOV/UNODC.

SUPPORTING GENDER CHAMPIONS

One aspect of potential enquiry that emerged during the scoping phase of the evaluation was to what extent UNOV/UNODC had increased opportunities for gender champions to learn and progress. The evaluation found that there had been no specific programme to support and/or incentivize gender champions. This was largely due to a lack of shared understanding at UNOV/UNODC regarding who gender champions were and/or what characteristics gender champions should have to be legitimately considered as such. It must be noted that this is also the case for the wider United Nations system. In fact, the term “gender champion” is not contained in the glossary of terms referring to GEEW compiled by the UN-Women Training Centre⁷⁵ or in the United Nations terminology database.⁷⁶

What emerged from the evaluation was that the formal UNOV/UNODC approach to gender championing was restricted to high-level staff/management. Thus, references to gender champions were found in the system of “certification” at the level of the Secretariat for high-level and senior staff, which includes two staff members of UNOV/UNODC, one of whom is the Director-General/Executive Director.⁷⁷ Internal ad hoc initiatives that identify gender champions always refer to individuals with a prominent profile. This was the case, for example, of the Women’s Network of Gender Champions launched by GLO.ACT, a partnership between UNODC and the International Organization for Migration.⁷⁸

In contrast to this perspective which emphasizes seniority, various voices highlighted during the key informant interviews and focus group discussions that the main criterion for being a gender champion should be the GEEW expertise and activism, regardless of post or grade. The following quote illustrates this.

“Before you had gender champions who were really well informed, people who really read up on issues and really reflected (...) these were the gender activists and now we don’t have any activists anymore”.

UNOV/UNODC manager

⁷⁴ www.facebook.com/Womens-Informal-Network-1974057852819836/

⁷⁵ <https://trainingcentre.unwomen.org/mod/glossary/view.php?id=36>

⁷⁶ <https://unterm.un.org/unterm/portal/welcome>

⁷⁷ <https://genderchampions.com/champions?id=&chapter=5&role=&sortBy=>

⁷⁸ www.unodc.org/unodc/en/frontpage/2020/June/walking-the-talk-on-gender-mainstreaming_unodc-launches-womens-network-of-gender-champions.html

2.3. PERSONNEL’S UNDERSTANDING AND COMMITMENT TO GEEW

Finding 5: The awareness of UNOV/UNODC personnel regarding GEEW has increased since 2017, especially in areas such as gender mainstreaming in programming, gender parity, an enabling environment, prohibited conduct and sexual harassment. It is, however, less clear that this has translated into a full understanding of GEEW issues, as they apply to the mandate, policies and practices of UNOV/UNODC by all personnel at HQ and field offices.

Public and openly voiced commitment to promoting GEEW is widespread among UNOV/UNODC personnel. The engagement of critical stakeholders, such as GSFPs and men, is still uneven, and this is the case at both HQ and field offices.

A content analysis of key informant interviews and focus group discussions found that UNOV/UNODC personnel perceive an increase in their understanding and awareness of GEEW, particularly in gender mainstreaming in programming, gender parity, an enabling environment and sexual harassment. The 2021 Gender Capacity Assessment also supported this perception: 85 per cent of respondents believed that awareness of gender issues had improved over the past two years.

“Compared to 2017, now everyone knows that they have to do gender.”
UNOV/UNODC personnel

Members of the GSFP network have emerged as the most aware of the needs and challenges of GEEW at UNOV/UNODC. This was apparent during the key informant interviews and focus group discussions and confirmed by the evaluation survey. As figure 15 indicates, 45 per cent of GSFPs and only 27 per cent of non-GSFPs agreed with the following statement: “I have witnessed people being stereotyped based on their gender”. This difference does not suggest that gender stereotyping occurs more frequently in the presence of GSFPs, but that GSFPs are more alert to such behaviours.

Figure 15. Awareness of gender bias. Source: Evaluation survey



However, the level of commitment and engagement of GSFPs with GEEW varies greatly. GSFPs reported that the most determining factor for their active engagement was their previous commitment to GEEW and not internal training or other activities related to the GEEW Strategy. Thus, those who identified themselves as committed feminists⁷⁹ or gender activists before becoming GSFPs were the most involved.

“I am happy to get involved as much as possible. This is before becoming a GSFP, it is not a consequence of it. I would do this even if I was not a GSFP”.
UNOV/UNODC GSFP

During the key informant interviews and focus group discussions, it became apparent that the commitment, at least the voiced and public commitment, to promoting GEEW was widespread among UNOV/UNODC personnel. This was also confirmed in the evaluation survey, in which 88 per cent of the 407 respondents reported promoting GEEW in their daily work at UNOV/UNODC. There was no significant difference between female and male respondents in the survey on this question. However, during the key informant interviews and focus group discussions, there was general agreement that male personnel had a lower commitment to the GEEW agenda. This perception was confirmed by the lower participation of men in GEEW structures and initiatives and by the concern expressed by the former Director-General/Executive Director, who publicly called on men in leadership positions to take an executive responsibility to ensure that the organizational culture was conducive to the advancement of GEEW.

⁷⁹ Acknowledging that being a feminist can mean different things for different people.

“Male champions can use their position and their voices to call for change, and to take and communicate concrete steps within our organizations to address inequality where found.”

Former UNOV/UNODC Director-General/Executive Director ⁸⁰

Additionally, data available confirmed that men are underrepresented in GEEW-dedicated teams and structures. All Gender Team members are women, as well as 75 per cent of GSFPs.

While there is no consensus on whether men should be involved to the same degree as women in GEEW-related structures among evaluation stakeholders,⁸¹ the evaluation corroborated that this disparity is not intentional, that is, there are no formal barriers for men to be part of the Gender Team or the network of GSFPs.

However, there are signs that male personnel are progressively more engaged. For example, men’s participation in the FPW subnetwork has been encouraged and reinforced over the years: from five FPWs (four women and one man) in the first cohort to six FPWs (four women and two men) in the second cohort appointed in April 2021. Men also represent 50 per cent of jurors on the panel of the Gender Award 2022, which includes three women and three men. It also ensures equal representation of personnel based at HQ (two) and field offices (two) and balanced representation of internal (four) and external (two) views.

3. TO WHAT EXTENT HAS GEEW WORK CONTRIBUTED TO SYSTEMIC CHANGES IN UNOV/UNODC?

3.1. GEEW IN ORGANIZATIONAL POLICIES AND REGULATIONS

Finding 6: UNOV/UNODC have clearly strengthened their institutional approach to GEEW by adopting GEEW-specific strategies and regulations and integrating GEEW in key institutional policies and plans. Measures have been implemented to incentivize GEEW and discourage gender biases. Despite these efforts, there is an overwhelming perception across UNOV/UNODC that there are no clear consequences (good or bad) for integrating or not integrating GEEW in daily work.

Since 2018, UNOV/UNODC have exceeded UN-SWAP 2.0 requirements regarding performance indicator 6 on Policy, which requires United Nations entities to have an up-to-date GEEW policy/strategy and implementation plan (including gender mainstreaming and the equal representation of women) and a specific senior level mechanism in place for ensuring accountability for the promotion of GEEW (see section 3.2).⁸²

In 2018 the GEEW Strategy (2018–2021) established “a robust accountability mechanism” where senior managers⁸³ had the final responsibility to ensure the full and meaningful mainstreaming of GEEW at all levels and within all areas of work (see section 3.4 for more details on how decision makers support GEEW).

“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”

UNOV/UNODC GEEW Strategy 2018–2021

⁸⁰ Source: www.unodc.org/unodc/en/frontpage/2017/October/unodc-chief-calls-on-men-leaders-to-address-gender-inequality--support-womens-empowerment.html?ref=fs1

⁸¹ Some stakeholders consulted thought it is normal and desirable that women are more numerous in GEEW-related structures and spaces as they are the overwhelming majority of those affected by gender discrimination.

⁸² Source: UN-SWAP 2.0 Framework and technical guidance, November 2021.

⁸³ The GEEW Strategy, in alignment with UN-SWAP 2.0 technical notes (2019), defines senior managers as personnel of grade D1 and above levels or equivalent. The Strategy extends the responsibility of “the effective implementation of strategy, capacity-building and training initiatives or activities” to “staff at the P-4 level or equivalent, and above.”

One year later, in 2019, the GEEW Strategy associated Action Plan was launched, defining activities, responsibilities and milestones for achieving the targets and including a set of indicators to monitor progress. At the time of this evaluation, a second iteration of the GEEW Strategy was being developed for the period 2022–2026.

Beyond what UN-SWAP strictly requires, the evaluation also assessed the extent to which GEEW was integrated into other relevant policies and strategies. Most significantly, GEEW was positioned at the highest strategic level in UNODC, with the inclusion of GEEW in the organizational strategy 2021–2025 as both a specific commitment and a cross-cutting issue. Other strategic frameworks developed during the period under evaluation were not available for analysis, including the innovation strategy and the communication strategy.

As offices of the Secretariat, UNOV/UNODC implement the appropriate Secretariat policies in relation to gender parity and an enabling environment,⁸⁴ including those related to sexual exploitation, abuse and sexual harassment.⁸⁵ Sections 3.5 and 3.7 examine these aspects in detail.

In 2020, responding to new requirements in the context of the COVID-19 pandemic,⁸⁶ UNOV/UNODC developed an updated implementation plan for gender parity (2021–2022). This plan was based on the GEEW Strategy and included new actions to attract, recruit, retain and promote women and to strengthen an enabling working environment.

The evaluation confirmed that measures have been taken to increase accountability for the promotion of GEEW by applying incentives and discouraging gender biases. For example, in November 2021, the Gender Team and HRMS launched a recognition system (the Gender Award 2022) to encourage “high-impact projects, policies, programmes, strategies and practices” that advance GEEW within UNOV/UNODC and through the programmatic work of UNODC.⁸⁷

Similarly, HRMS has taken systematic actions to monitor the appropriate implementation of GEEW measures related to personnel recruitment, retention, promotion and career development.⁸⁸ In addition, all staff were required to include a gender goal within the performance cycle. In the 2021–2022 performance management cycle, this was expanded with the requirement to include two mandatory goals for all personnel on workplace culture and gender equality.⁸⁹

The evaluation found that these efforts were producing results. For example, teams have been asked to redouble outreach efforts due to limited diversity in the applicant pool of a post, and projects have been reformulated to ensure they meet gender mainstreaming requirements.

⁸⁴ Mainly the United Nations System-wide Strategy on Gender Parity (2017), and other relevant rules derived from the Ethics Office for the prevention of discrimination and harassment.

⁸⁵ This includes special measures for prevention from sexual exploitation, abuse and harassment, abuse of authority, administration of justice, conflict resolution and protection against retaliation, in accordance with the Secretary-General’s Bulletin ST/SGB/2018/4 (July 2018).

⁸⁶ In response to the updated administrative instruction ST/AI/2020/5 on “Temporary special measures for the achievement of gender parity”.

⁸⁷ Source: www.unodc.org/unodc/en/gender/gender-award.html

⁸⁸ All of these measures are described in the reports of the Executive Director on gender balance and geographic representation within UNODC, 2017, 2018 and 2019.

⁸⁹ HRMS accompanied the announcement of this requirement with a practical note defining each of the goals, and providing concrete examples of the type of goals personnel should be aiming for, with and without managerial capacities.

However, despite these efforts, there was an overwhelming perception among stakeholders consulted in key informant interviews and focus group discussions that there were no clear repercussions for failure to incorporate GEEW in daily work. This was consistent with the results of the evaluation survey: 0 per cent of non-binary/prefer not to say, only 16 per cent of female and 38 per cent of male respondents were in agreement with the statement, “at UNOV/UNODC there are very clear sanctions for not including a gender perspective in our work” (figure 16).

Figure 16. Perception of sanctions by respondents (%)
Source: Evaluation survey



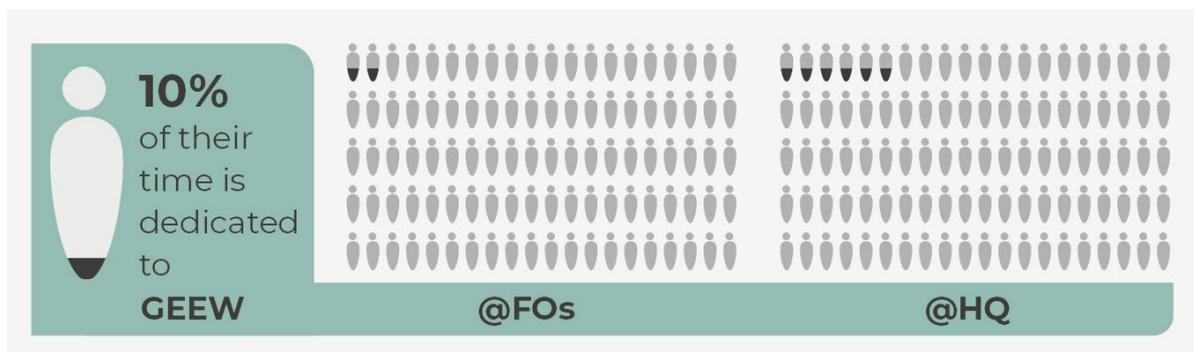
3.2. GENDER ARCHITECTURE

Finding 7: UNOV/UNODC have made significant progress in establishing and maintaining a gender architecture, including the establishment of a Gender Team operating with the support of a network of GSFPs, that includes FWPs. Although not part of the official gender architecture, HRMS is an integral part of the institutionalization of GEEW within UNOV/UNODC. Despite this major achievement, the capacity within this architecture is insufficient to accomplish the set expectations, including their ability to influence decision- and policymaking across UNOV/UNODC.

The GEEW Strategy in 2017 outlined an institutional gender architecture that has been progressively reinforced through various personnel, teams and structures.

The Gender Team, established in 2017 in the Office of the Director-General/Executive Director, is the custodian of the GEEW Strategy and has been reinforced over the years, increasing from one programme officer (P-3) and one junior consultant in 2017 to six members, all women, headed by a P-4 in January 2022.⁹⁰ The team has become increasingly strategic, participating in key organizational policymaking processes, such as the UNODC 2021–2025 Strategy, the management instructions defining the process for the development of regional and global thematic programmes, or the fundraising paper on resource mobilization and outreach to donors. Stakeholders consulted during the evaluation consistently highlighted that the positioning of the Gender Team in the Office of the Director-General/Executive Director added to its credibility and authority and sent the message that GEEW is at the heart of UNOV/UNODC. This positioning is aligned with the UN-SWAP 2.0 recommendation for gender functions to be located at the highest possible level in direct connection with the executive office.⁹¹

Figure 17. Time dedicated to GEEW. Source: Statistics by HRMS and Gender Team



⁹⁰ The current Gender Team includes: one Project Coordinator (P-4) supported by one Programme Officer (P-3), two Programme Assistants (G-5), and two expert consultants. In addition, there is usually an intern.

⁹¹ Source: UN-SWAP 2.0 Framework and technical Guidance. 2021.

A **GSFP network** was established in 2019, and by July 2021, the network included 102 members (76 women and 26 men),⁹² 59 of whom were based at HQ and 43 in UNODC field offices. This means that 2 per cent of the personnel in the field offices and 7 per cent in the HQ are expected to “allocate 10 per cent of their working time to their responsibilities and tasks as outlined in this (GSFP)”⁹³ (figure 17).

The network includes GSFPs (72 women and 24 men) and FPWs (4 women and 2 men). GSFPs mainly focus on supporting gender mainstreaming in programmatic work, except for some GSFPs at HQ and a few in field offices, who also promote GEEW institutionally.⁹⁴

The terms of reference of the FPWs contain more specific functions related to the institutional promotion of GEEW,⁹⁵ including informing decision- and policymaking, participating in staff selection, or monitoring the implementation of work-life balance policies. Although, through key informant interviews and focus group discussions, the evaluation found that their main role in the past years had been sitting on interview panels for P-5 positions and above in an observer capacity. This limited involvement has compromised their capacity to influence the recruitment processes in a meaningful way.⁹⁶

The establishment of the GSFP network is widely valued by stakeholders, especially at HQ, potentially due to the higher number of GSFPs. Stakeholders viewed GSFPs as the core guardians of GEEW in their respective teams (whether units, sections or field offices). The role played by the FPWs was also valued as they were credited with adding transparency to the recruitment process.

While not part of the official gender architecture established by the GEEW Strategy, in practice, the implementation of the many institutional measures related to GEEW (under Goal B of the GEEW Strategy) is undertaken to a significant degree by **HRMS**. The institutional work undertaken by HRMS addresses critical aspects of GEEW such as gender parity,⁹⁷ GEEW capacity assessment and development,⁹⁸ gender-responsive performance management, and enabling an inclusive working environment.⁹⁹ The latter includes prominent areas for institutional GEEW, such as promoting flexible working arrangements and developing strategies to prevent, identify and respond to prohibited conduct (see section 3.7).

This work has required HRMS at the UNOV/UNODC HQ and in the UNODC field offices to devote significant efforts to promoting GEEW in close collaboration with the Gender Team and the six FPWs. However, HRMS was not included as part of the formal gender architecture. Therefore, HRMS was not considered in the GEEW Strategy as a component to be resourced (see section 3.3).

The establishment of the gender architecture emerged very clearly as one of the most outstanding achievements of UNOV/UNODC in the evaluation period, as confirmed by stakeholders consulted and internal

⁹² This total number includes both focal points who are expected to be P-4 level+ and alternates, as required by the terms of reference of GSFPs: “GSFPs will be nominated by the head of their respective functional unit. Each functional unit will have one GSFP and an alternate, whereby one should be nominated at, or above, P-4 (or equivalent) level and the other at any other level”

⁹³ Source: GSFPs written terms of reference, “GSFPs and their alternates should each allocate 10 per cent of their working time to their responsibilities and tasks as outlined in this TOR. Supervisors should allow that adequate time is allocated, so that GSFPs can perform the tasks required”

⁹⁴ This is the case at present of the Liaison and Partnership Office for Mexico (LPOMEX), the Regional Office for South-East Asia (ROSEAP) and the Country Office in the Islamic Republic of Iran. While the evaluation has not found an explanation for this, common ingredients in LPOMEX and ROSEAP have been identified: GSFP with expertise, commitments and initiative and managers’ support. In any case, these GSFPs have different terms of reference.

⁹⁵ The terms of reference of FPWs are those of the Departmental focal points for women in the Secretariat (ST/SGB/2008/12): <https://undocs.org/ST/SGB/2008/12>. They are being reviewed at present.

⁹⁶ The recruitment process includes different stages: among others, outreach, rosters, long and shortlisting, evaluation of the written test, panel formation, etc.

⁹⁷ Including implementation of all United Nations recruitment policies related to it, conducting outreach, monitoring progress, producing and distributing reports and statistics to relevant audiences (see section 3.5 on gender parity).

⁹⁸ This includes organizing training towards enhancing a diverse and inclusive workforce, compliance with mandatory GEEW training, and organizing a target campaign for specific non-mandatory training on GEEW (see section 1.2).

⁹⁹ The Gender Team played a supportive role, for instance developing and managing the capacity assessment, and developing guidance tools to implement gender-responsive performance management.

and external documentation reviewed.¹⁰⁰ The establishment of the architecture has ensured that, for the first time, UNOV/UNODC have a critical mass of personnel responsible for assessing the reality of the two offices from a gender perspective. It has also allowed UNOV/UNODC to meet requirements under UN-SWAP 2.0 indicator 11 on gender architecture.¹⁰¹ During the UN-SWAP 2019 analysis and key insights presentation, UN-Women mentioned UNOV/UNODC as one of the eight entities in the United Nations system that had significantly strengthened their gender architecture.

While there is much to celebrate concerning the gender architecture, the evaluation also identified significant shortcomings. First and foremost, the capacity of individuals within the gender architecture is insufficient to fulfil the expectations stated publicly, which are consistently expressed in holistic terms (“at all levels, across our mandates, commits all staff, every one of us, etc.”), making it explicit that the entirety of UNOV/UNODC should be transformed and/or maintain good GEEW standards once in place. For example, in addition to the ambitious expectations set by the Secretary-General (see section 1.1), the GEEW Strategy stated that:

“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”.

Director-General/Executive Director, in the foreword to the UNOV/UNODC
GEEW Strategy 2018–2021

The overall UNODC Strategy 2021–2025 further reiterates this by stating that “the guiding principle of the Gender Strategy is that all UNODC initiatives positively affect gender equality and empowerment of women”.

Compared to this indisputably cross-cutting endeavour, the ratio of time envisaged for GEEW (figure 17) is insufficient, especially considering that many GSFPs do not have gender expertise (see 2.1). It should also be noted that UN-SWAP 2.0 indicates that for the architecture to approach requirements, focal points and alternates should each devote 10 per cent of their time to GEEW.¹⁰² Hence, the vast majority of the work on GEEW is done through the efforts of personnel who have been hired for other projects/functions/duties.

This assessment of the network being understaffed came up frequently in key informant interviews and focus group discussions, particularly with GSFPs, who expressed feeling overwhelmed with the magnitude of the task, as the following quote illustrates.

“We find it a challenge in small offices where the multiplicity of tasks prevents us from dedicating time to this task. In the case of larger offices, the challenge is how to support so many people, how to cover everything on your own, how to support teams meaningfully beyond sharing resources.”

UNOV/UNODC GSFP

Notice that resolutions ST/SGB/2008/12 and A/RES/76/142 require that each office appoints at least one, and ideally multiple gender focal points to support the head of the office to reach gender parity in all locations, including at United Nations country team level.

The precariousness of the gender architecture is particularly pressing for tasks outside of gender mainstreaming in programmes that, as explained above, fall primarily on the shoulders of HRMS and the six FPWs (of which only one is in a field office) for the entirety of UNOV/UNODC. Section 3.4. examines in detail

¹⁰⁰ For example, UNOV/UNODC UN-SWAP reports 2018, 2019 and 2020 and UN-Women response letter to UNOV/UNODC UN-SWAP Report 2018.

¹⁰¹ To exceed requirements for performance indicator 11 on Gender architecture, United Nations entities need to meet both requirements – gender focal points and a resourced gender unit, and have specific funds allocated to support gender focal point networking. (Source: UN-SWAP 2.0 Framework and technical Guidance. 2021).

¹⁰² To approach requirements for indicator 11 on Gender architecture, entities need to have gender focal points or equivalents that allocate at least 20 per cent of their time allocated to gender focal point functions; 10 per cent to focal points and 10 per cent to alternates. (Source: UN-SWAP 2.0 Framework and technical Guidance. 2021).

issues related to resources, including human resources, and offers some benchmarks that may be useful to UNOV/UNODC.

“Who are the people who are going to be on the panels making sure that the recruitment is gender-friendly in field offices? All of this needs human capacity, expertise and funding. The gender focal point in the field is not a paid position; it is an add on to a full workload that this person already has. If you were to put energy anywhere, you would want to just go and see the projects and see how you are going to mainstream gender within the project. You have to be very committed to pushing yourself into the panel of an interview”.

UNOV/UNODC manager

There is also concern around the capacity of the Gender Team and the network of GSFPs to exert influence to ensure real and sustainable GEEW in UNOV/UNODC. There was a broad consensus among stakeholders consulted that the authority of the gender architecture emanates from the grades of its members rather than their GEEW expertise or their commitment. This is supported by the GEEW Strategy,¹⁰³ which, based on the UN-SWAP 2.0 framework, requires GSFPs “to be appointed from staff level P-5 and above” to exceed requirements and “from staff level P-4 and above” to meet requirements.¹⁰⁴ This is not the case at UNOV/UNODC, where all GSFPs are not P-4 and above: only 36 colleagues from the GSFP network, including FPWs, hold D1, P5 and P4 levels.¹⁰⁵ This has limited their authority and capacity to inform and influence organizational processes to match the institutional expectations and requirements on GEEW.

While there is increased demand and use of the Gender Team and HRMS,¹⁰⁶ the GSFP network is not fully utilized by colleagues and managers, limiting their potential contribution to institutional changes. Their role and functions, still not clear to all of them and their colleagues, and the fact that their terms of reference were defined at HQ with little input from UNODC field offices have hindered their full relevance and use. Thus, fewer than half (42 per cent) of the evaluation survey respondents agreed with the statement, “the gender strategy focal points opinions are sought in strategic/policy development in UNOV/UNODC” with no significant difference by gender. Forty-three per cent expressed not having fruitful professional exchanges with the GSFPs in the last six months. This was confirmed by the 2021 Gender Capacity Assessment results, where 62 per cent of respondents declared not to have received any support from the Gender Team or the GSFPs.

¹⁰³ “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” (Source: GEEW Strategy, page 23).

¹⁰⁴ Concerning focal points for women, there is no current requirement on levels under ST/SGB/2008/12. To the contrary: “6.3. Each department/office/mission shall select at least one departmental focal point for women. Each departmental focal point for women shall have an alternate. Candidates from the professional and higher categories and from the General Service and related categories may serve as departmental focal points. The departmental focal points shall serve for renewable terms of two years”. As informed by HRMS, the draft policy to replace ST/SGB/2008/12 on Gender Focal Points in the Secretariat also has no reference to levels.

¹⁰⁵ Data provided by the Gender Team.

¹⁰⁶ For example: input to policymaking processes, contextualized training, mediation on issues related to flexible working arrangements, and speaking at events that colleagues organize, among others.

3.3. RESOURCES TO GEEW

Finding 8: Resources, both financial and human (people's time and expertise) allocated to operationalize GEEW-related strategies and regulations are not adequate to achieve the expectations set by UNOV/UNODC. There are indications that UNOV/UNODC have increased these allocations over the years, although there is no system for tracking the volume of these resources to validate the increase.

GEEW has been identified as a core function of UNOV/UNODC, but it is funded exclusively through voluntary and earmarked contributions from Member States. A major obstacle to the appropriate implementation of GEEW requirements is the expectations placed on teams to finance themselves from their regular budgets. Hence UNOV/UNODC commit to and encourage GEEW at a policy level, but they do not support or incentivize it at a practical level.

While there is much to celebrate concerning the enactment of specific GEEW policies and regulations, there was an overwhelming consensus across all sources consulted that the financial and human resources (i.e., people's time and expertise) allocated to operationalize them are not adequate compared to the expectations set by these policies.

The evaluation found that three aspects make the resourcing of GEEW insufficient: (a) the level of resources invested; (b) the source of those resources; and (c) how GEEW measures were being financed.

LEVEL OF RESOURCING

The **direct traceable investment** in GEEW is the Global Programme on GEEW (GLOW25), under which the Gender Team was formed and maintained. GLOW25 had an estimated budget of US\$3,200,000 from 2017 to 2021, of which only US \$2,003,916 were received and spent. Most of this (77 per cent) was allocated to finance personnel in the Gender Team. Compared to the overall yearly budget of UNODC, this represents between 0.05 per cent and 0.18 per cent of total spending per year¹⁰⁷ (figure 18).

Figure 18. Direct investment on GEEW
Source: Gender Team and UNODC audits



UNOV/UNODC also dedicates **resources outside GLOW25 (indirect resources)** to GEEW. In several sections and teams, investments have been made to strengthen their gender expertise and their mechanisms to support GEEW.¹⁰⁸

For example, the evaluation analysis found that despite not having received additional resources allocated to GEEW, HRMS invested a considerable amount of its regular budget, including human resources, in GEEW.

It should be noted, though, that while HRMS has a full-time Diversity and Inclusion Coordinator Officer (JPO, limited to two years,

funded by a Member State), who spends much of her time in GEEW-related tasks, the reporting requirements¹⁰⁹ require other team members to also devote time to GEEW, including the four conduct and discipline focal points.

Additionally, as already mentioned, all personnel appointed as GSFP should dedicate 10 per cent of their time to GEEW according to their terms of reference. The evaluation also identified further indirect resources in

¹⁰⁷ Source: UNODC Financial report and audited financial statements for the year ended 31 December 2020 and GLOW 25 Total direct expenditures. UNOV data not available.

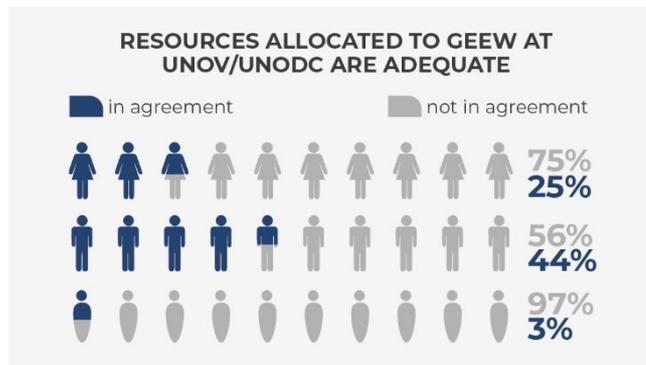
¹⁰⁸ See annex IV for an overview of teams deploying efforts to advance GEEW.

¹⁰⁹ Reporting requirements to HRMS in the context of the gender strategy have been extensive (e.g., midterm review, final review, in addition to SWAP reports and ad hoc requirements for input).

other sections such as the Independent Evaluation Section, including the investment of extrabudgetary funding in mainstreaming gender equality in all UNODC evaluations, as confirmed by the 2019 MOPAN assessment of UNODC.¹¹⁰ However, as UNOV/UNODC do not have a system for tracking the volume of all GEEW resources, the evaluation could not produce a more detailed assessment.

The 2020 report of the Secretary-General to the Economic and Social Council¹¹¹ indicates that in the wider United Nations system, the financial allocation to GEEW “varies widely between entities, from 2 to 70 per cent of total resources”. A useful benchmark of the percentage that should ideally be invested in GEEW-related issues was found in the document “Towards a more feminist UN”. This recommends that United Nations entities “ensure that at least 30 per cent of current spending is dedicated to women’s rights programming and gender mainstreaming”. For UNODC, this would have meant approximately US\$96 million in 2020.¹¹² UNOV/UNODC seem to be far from this level of investment, even considering indirect resources and resources dedicated to mainstreaming gender in programming.

Figure 19. Adequacy of resources. Source: Evaluation survey



The assessment of GEEW being underresourced was overwhelmingly confirmed by stakeholders consulted during key informant interviews and focus group discussions, both in the field offices and at HQ and across grades. The evaluation survey further confirmed it: 97 per cent of non-binary/prefer not to say, 75 per cent of women and 56 per cent of men did not agree with the statement “resources allocated to gender equality and the empowerment of women at UNOV/UNODC are adequate” (figure 19).

Additionally, it should be noted that from the experience of HRMS, reporting requirements in the context of the GEEW Strategy have been extensive (e.g., midterm review and final review, in addition to UN-SWAP annual reports and ad hoc requirements for input). Given the lack of dedicated resources for such reporting in HRMS, further aligning and streamlining reporting requirements (e.g., further aligning reporting templates) and/or providing additional resources to support these requirements could be considered.

It is important to note that this shortcoming is shared with the wider United Nations system. The 2019 review of UN-SWAP prepared by the United Nations Joint Inspection Unit stated that “limited progress has been achieved in the area of human and financial resources, and the weakest performing indicators fall under this area, namely those concerning gender architecture and parity and resource allocation and tracking”. The Secretary-General’s report on gender mainstreaming to the Economic and Social Council also stated that “financing for gender equality remains insufficient across the United Nations”.¹¹³

As mentioned, there are no clear United Nations-wide standards for the percentage of resources that should be dedicated to GEEW. UN-SWAP 2.0 under indicator 10 suggests that United Nations entities should discuss an appropriate financial benchmark that the gender marker data should inform.¹¹⁴ At UNOV/UNODC, in recent months, a gender marker has been developed for resources invested in GEEW, but only at the programmatic level. Hence, a financial benchmark has not yet been established.

¹¹⁰ Pag. 49, The Multilateral Organisation Performance Assessment Network (MOPAN) 2019 Assessments United Nations Office on Drugs and Crime (UNODC) August 2020: www.unodc.org/documents/evaluation/Knowledge-Products/MOPAN_2019_UNODC_Assessment_Report.pdf

¹¹¹ Substantive session of July 2020.

¹¹² Based on US\$320 million of overall expenditure reported under the UNODC Financial report and audited financial statements for the year ended 31 December 2020.

¹¹³ Substantive session of April 2020.

¹¹⁴ www.unwomen.org/sites/default/files/Headquarters/Attachments/Sections/How%20We%20Work/UNSystemCoordination/UN-SWAP/UN-SWAP-2-TN-PI10-Financial-resource-allocation-en.pdf

Looking at other entities, UNICEF, for example, recommended the following minimum standards¹¹⁵ that provide a useful reference for appropriate minimum capacity requirements in terms of human resources for GEEW within the United Nations system (figure 20).

Figure 20. UNICEF recommended minimum standards for gender architecture. Source: Gender Team

RECOMMENDED MINIMUM STANDARDS		
Country Offices	Country Offices with annual budget ≥ \$20 million	One full-time Gender Specialist (P4/P5), or equivalent to level of Chiefs of Sections in the respective Country Office.
	Country Offices with annual budget < \$20 million	In addition, sectoral Gender Specialists to be embedded within largest Country Office programme (e.g. a Child Protection and Gender Specialist).
	Emergency contexts (Level 2 - 3)	Gender Focal Point (NOC/NOD or P3/P4 and above) OR cost-shared subregional full-time Gender Specialist (P3/4) covering selected countries. ¹
Regional Offices	Regional Gender Adviser (P5) + Gender Programme Officer (NOC/NOD/P3). ³	
Headquarters	Gender Section	Principal Adviser Gender Equality (D1) and Gender Equality Section. ⁴
	Programmatic Gender Experts for integrated results	One full-time Gender Specialist (P4/P5) per Goal Area (Health and Nutrition; Education; Child Protection; WASH; Social Policy and Protection). ⁵ Dedicated gender expertise (P3-P5) may also be recruited in relevant thematic areas (Social and Behaviour Change; Migration; Early Childhood Development; Climate and Environment), where funding is available. ⁶
	Other Divisions	One full-time Gender Specialist per Division (P4/P5). (Innovations; Emergencies; Partnerships (public and private); Evaluation; Human Resources; Communications).

WHERE RESOURCES ARE COMING FROM

Currently, all direct GEEW work carried out by the Gender Team is funded by extrabudgetary funds and framed as a "global programme" that depends entirely on voluntary contributions by Member States.¹¹⁶ UN-SWAP 2.0 indicates that deciding on an appropriate financial benchmark for GEEW "requires an examination and inclusion of regular, core and non-core resources".¹¹⁷ The funding source will depend on the extent to which GEEW is considered core to the entity. In the case of UNOV/UNODC, GEEW is unequivocally considered a core function, and it was referred to as such during key informant interviews and focus group discussions. This was also reflected in external documents such as the 2019 MOPAN report: "The volume of core resources UNODC receives is insufficient to finance functions that in other institutions would be considered integral (e.g., evaluation, gender, results management systems)".

Many, including senior managers, voiced strong opinions that the gender architecture and institutionalization of GEEW as core functions should be financed with UNOV/UNODC core funding. Without core funding, this key requirement remains dependent on future donor commitments, and sustainability is compromised. This situation is closely related to the current UNODC funding model with a low share of unearmarked funding, which, among other things, weakens some core functions that must be "projectized", including GEEW. This is

¹¹⁵ UNICEF Gender Architecture Lessons, September 2021.

¹¹⁶ Sweden and minor amounts from Australia and Ireland.

¹¹⁷ Ibid.

a well-known limitation of UNOV/UNODC captured in several evaluations, including the 2019 MOPAN assessment of UNODC.¹¹⁸

It is also important to highlight that this concern has been repeatedly addressed at FINGOV by several Member States. Most significantly, in 2018, delegations “noted that pursuing gender equality and women’s empowerment was mandated by the SDGs and should therefore not be dependent on extrabudgetary resources. They also enquired about its long-term sustainability”.¹¹⁹ The issue was again addressed at the January and October 2019 sessions. At the latter, the Chief of the Office of the Director-General/Executive Director, in replying to the comments made by delegations, acknowledged that “changing institutional culture and enhancing gender equality needed time” and that financing it with extrabudgetary resources was seen as an initial stage.^{120, 121}

It should be noted that the decision not to prioritize core funding for GEEW undermines the level of political commitment that exists within UNOV/UNODC senior management, as the following quote illustrates:

“The political commitment to these transformative core functions, be it gender or others, is measured by funding and the funding source”.

UNOV/UNODC manager

HOW GEEW MEASURES ARE FINANCED

A clear finding of the evaluation is that while UNOV/UNODC require and promote GEEW they do not make provisions to operationalize GEEW policies and regulations. Most significantly, mobilizing resources to finance GEEW-related measures is frequently left to managers' discretion. Hence UNOV/UNODC commit to and encourage GEEW at the policy level but do not support or incentivize it at a practical level.

An example that came up very frequently was how parental leave is financed. Contrary to several countries with robust welfare systems or some large companies, UNOV/UNODC, like other Secretariat entities,¹²² do not cover parental leave costs with dedicated funds. Entitlements such as maternity leave are expected to be paid by the sections/units and, given the financing structure of UNOV/UNODC, by the programmes and projects themselves. However, as resources are frequently thinly spread, it is not uncommon that the programme/project cannot afford to recruit an extra person to cover the maternity leave, and the workload of the mother must be divided among her colleagues. This means that, in implicit ways, motherhood is stigmatized (figure 21), and women are discriminated against; for them to request what is an entitlement, they must often accept that their actions will negatively impact their colleagues.

The consequences of this are perceived differently by women and men in UNOV/UNODC. For example, 21 per cent of female respondents to the evaluation survey strongly agree with the statement “women at UNOV/UNODC face hurdles in developing their careers because of maternity leave breaks and ongoing childcare responsibilities”, as opposed to only 3 per cent of male respondents.

¹¹⁸ “The low proportion of unearmarked funding UNODC receives limits its ability to be effective. UNODC is aware that its financial framework undermines its capacity to deliver its mandate effectively. The lack of general purpose funds impedes its ability to strategically manage operations and prevents it from directing resources to where, in its own judgement, they are needed. The current UNODC funding model is responsible for many of the areas of weak practice this assessment has identified. It perpetuates the fragmentation of UNODC engagement and drives a culture of internal competition for resources. It underpins the fragility of core functions that it has had to “projectize”, including on RBM, gender and evaluation” (Source: 2019 MOPAN assessment of UNODC).

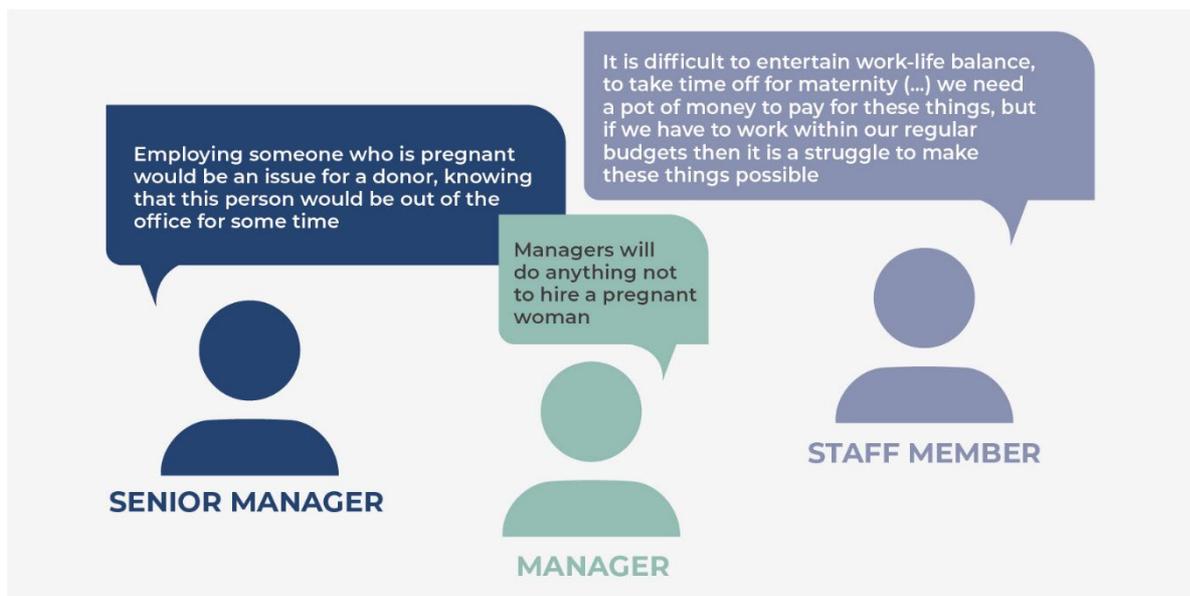
¹¹⁹ Standing open-ended intergovernmental working group on improving the governance and financial situation of the UNODC, October 2018.

¹²⁰ Standing open-ended intergovernmental working group on improving the governance and financial situation of the UNODC, October 2019.

¹²¹ Although it is outside of the time scope of the evaluation, it is important to highlight that in the consolidated budget for 2022-2023 UNODC made an effort to provide the Gender Team with general purpose funds for both years. At the reconvened session of the Governing Bodies - programme support cost resources were allocated amounting to US\$ 100,000 for use in 2022.

¹²² Parental leave in the Secretariat is regulated by rule 6.3. of the Staff Regulations and Rules of the United Nations, 2018 (see ST/SGB/2018/1).

Figure 21. Quotes from key informant interviews and focus group discussions. Source: Evaluation team



Access to discretionary measures such as work-life balance schemes or funding for job training provides further complications. As these measures are dependent on supervisor approval, managers become gatekeepers to these opportunities. Access is then reliant on manager commitment, capacity and ability to meet the employees' requirements. The evaluation found that this creates frustration for both managers who make the decisions and individuals who have to negotiate these arrangements.

"I do not want to be the supervisor who will not grant unpaid leave to a new mother."

UNOV/UNODC manager

Negotiation for access to opportunities implies power dynamics in which gender is an important factor. This is especially true in field offices, where the face of power is mostly (70 per cent) male and where most personnel have more precarious contracts. The report addresses this issue under section 3.5 on gender balance and working conditions.

The paradox that arose is that personnel receive well-intentioned institutional awareness-raising campaigns on the importance of work-life balance, yet find, in practice, little support from UNOV/UNODC. This results in frustration and a lack of trust in institutional messages.

Another factor that adds to this perceived lack of support is that UNOV/UNODC parental leave policies are part of the Secretariat policy framework. Thus UNOV/UNODC do not have the power to change them.

3.4. HOW DECISION MAKERS SUPPORT GEEW

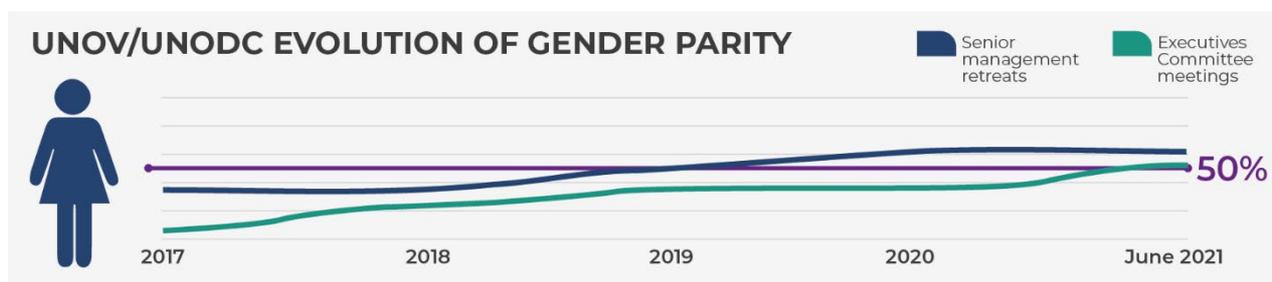
Finding 9: Gender parity has been achieved in the main decision-making spaces at UNOV/UNODC. The responsibilities of senior managers regarding GEEW are clearly defined. The presence of GEEW is prominent and consistent in FINGOV but not to the same degree in decision-making spaces such as the Executives Committee. The presence of women committed to GEEW in senior positions has emerged as a crucial factor in advancing GEEW with the offices. There is a disconnect between senior management commitment to GEEW and their perceived actions to practically support GEEW. Hence overall, there is the sense that UNOV/UNODC lack collective ownership of GEEW led from the top.

UNOV/UNODC have achieved gender parity in the most powerful positions. In June 2021, of the 23 Director (D) level positions, 11 were held by women and 12 by men. This said, it is important to note that the face of power remains quite homogeneous in terms of geographic representation: 77 per cent of D-1+ were persons from the Western European and Other States Group (WEOG)¹²³ countries.

Gender balance has also improved significantly at senior level decision-making spaces. An analysis carried out by the Gender Team at the request of the evaluation team revealed that the presence of women rose in both the senior management retreats and Executives Committee meetings, reaching gender parity in 2021 (figure 22). Particularly noteworthy is the sharp increase in the case of Executives Committee meetings, in which women's participation rose from 28 per cent in 2017 to 50 per cent in 2021. Many respondents pointed to the determination of the present Director-General/Executive Director to include more women in these meetings as the main reason behind this growth.

Figure 22. Representation of women in senior retreats and Executives Committee meetings.

Source: Gender Team analysis



Decision makers' responsibilities for GEEW are clearly defined in the current GEEW Strategy. For example, the Strategy stated that the Executives Committee is responsible for planning, monitoring and overseeing progress in the implementation of the GEEW Strategy. In the field offices, UNODC field representatives are responsible for ensuring GEEW as per their terms of reference, and as mentioned under 3.1, they all have specific goals on GEEW in their performance plans.

An analysis of the available FINGOV meeting notes revealed that the presence of GEEW has been prominent, as supporting gender mainstreaming in all UNODC policies and programmes is inherent to its mandate.¹²⁴ Since 2017, "Mainstreaming a gender perspective into the practices, policies and programmes of UNODC" has been made a standing item of FINGOV. Thus, in 93 per cent of FINGOV minutes and summaries since 2017, there were references to GEEW. Outside of gender mainstreaming in programmatic work, the most prevalent issues in the FINGOV documents were gender parity and preventing and responding to prohibited conduct. In general, the Gender Team and HRMS have been in charge of presenting GEEW issues to FINGOV. However, the Independent Evaluation Section has also consistently reported at FINGOV from a gender perspective.¹²⁵

It should be noted that FINGOV is not a decision-making forum but "a forum for dialogue among Member States and between Member States and the Secretariat on the development of the programmes of the United Nations Office on Drugs and Crime".¹²⁶ However, as the main space for exchange with Member States, it is a forum that holds legitimacy and influence in the decision-making flow of UNOV/UNODC.

¹²³ Group of Western European and Other States, also known as the Western European and Other States Group or WEOG, is one of the five United Nations regional groups and is composed of 28 Member States mainly from Western Europe. See: www.un.org/en/model-united-nations/groups-member-states

¹²⁴ See resolution 60/3: www.unodc.org/rddb/document/drugs/resolution/2017/60/60-3/2017-cnd-resolution-60-3.html?lng=en&match=60/3

¹²⁵ Most significantly in FINGOV, January 2017, December 2017, October 2018, January 2019, October 2019

¹²⁶ www.unodc.org/documents/commissions/FINGOV/CND_Resolution-52-13_E.pdf

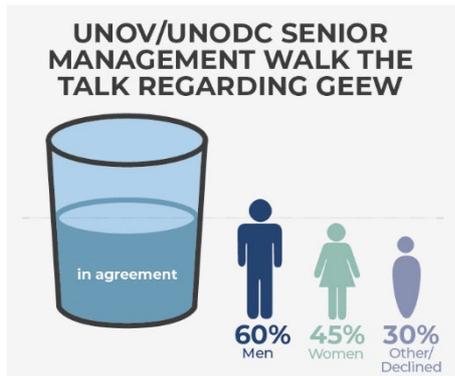
Since 2018, UNOV/UNODC have reported to UN-SWAP 2.0 that they have exceeded expectations under performance indicator number 7 on leadership which refers to how leadership champions and promotes GEEW.¹²⁷

In this regard, many of those consulted through key informant interviews and focus group discussions emphasized that the recent appointment of women visibly committed to GEEW in senior positions was an unequivocal sign of the commitment of UNOV/UNODC to GEEW at the highest level, and it serves as a role model for other women. The appointment of a woman as Director-General/Executive Director for the first time in the history of UNOV/UNODC was deemed particularly important. This is not only because she is a woman but also because of her public commitment to GEEW, particularly to gender parity and zero tolerance for sexual harassment.¹²⁸ Section 3.7 of this report contains an analysis of the Director-General/Executive Director’s speeches since her appointment that further supports this commitment. As already mentioned, she is also one of the gender champions of the International Gender Champions Network.¹²⁹

Despite these many indications of senior support for GEEW, participants in the key informant interviews and focus group discussions repeated the perception that UNOV/UNODC lacked collective ownership of GEEW led by managers and that, in practice, GEEW is seen solely as the responsibility of the Gender Team, the GSFPs and HRMS.

“When you say that (everyone needs to own GEEW), then this is not owned by anybody”.
UNOV/UNODC manager

Figure 23. Perceived senior management support for GEEW. Source: Evaluation survey



An analysis of Executives Committee meeting notes substantiated this perception of limited ownership, which indicated that GEEW has not been notably present in these meetings,¹³⁰ especially since 2018. Overall, evidence suggests a disconnect between the degree of commitment expressed by senior managers for GEEW and how personnel perceive senior management support for GEEW in practice, that is, “how senior management walks the talk”. While the expressed support is unequivocal, the practical support is perceived as uneven. This “half-full glass” perception was validated by survey respondents (figure 23).

This perceived discrepancy is significant as consistency between what is stated and what is done is at the heart of what is considered the feminist leadership required for achieving GEEW. For example, Katja Pehrman, a Senior Adviser at UN-Women, described feminist leadership as the link between ideology and action: “A feminist leader is not only a champion of gender equality, but has the responsibility to take steps to make this a reality, and model the way forward for others.”¹³¹

leadership as the link between ideology and action: “A feminist leader is not only a champion of gender equality, but has the responsibility to take steps to make this a reality, and model the way forward for others.”¹³¹

¹²⁷ Senior managers internally and publicly champion gender equality and the empowerment of women and senior managers proactively promote improvements in UN-SWAP performance indicators where requirements are not met/exceeded.

¹²⁸ Also, for example, in June 2020 during the FINGOV meeting when presenting the outline of the draft ten-year strategy (for the period 2021–2030), she spoke of a “transformed organizational culture, with zero tolerance for discrimination, harassment of any sort (especially sexual harassment) and lack of civility”.

¹²⁹ Source : <https://genderchampions.com/champions/ghada-fathi-waly>

¹³⁰ Except for the sessions in 2017, later the only issue that has remained on the agenda with some frequency has been gender parity.

¹³¹ www.ipinst.org/2019/03/feminist-leadership-at-the-un#6

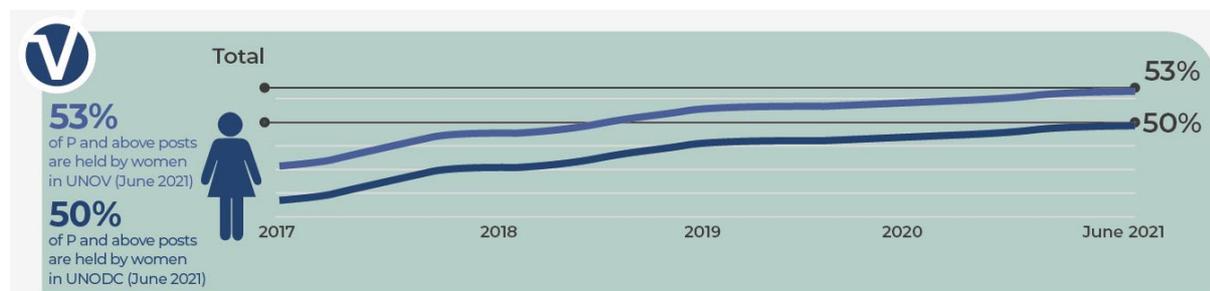
3.5. GENDER BALANCE AND WORKING CONDITIONS

Finding 10: Resulting from the commitment of the Secretariat and UNOV/UNODC high-level and senior managers and the intensive efforts of HRMS, the percentage of women in P+ positions increased in both offices between 2017 and 2021: from 43 per cent to 50 per cent in UNODC; from 45 per cent to 53 per cent in UNOV. There are, however, still disparities when posts are broken down.

The emphasis on achieving gender parity has had an adverse consequence. Several erroneous assumptions have spread throughout UNOV/UNODC, affecting confidence in the recruitment process. Most significantly, the belief that gender is given more priority than merit in the selection processes and that it is more difficult for men to advance professionally.

Achieving gender parity, especially in P+ grades, emerged as the number one focus on GEEW at the internal level in UNOV/UNODC. Not only was it the most frequently mentioned topic during the key informant interviews and focus group discussions, but it was also the only issue that has remained with some frequency on the Executives Committee agenda and the most reported at FINGOV meetings both by the Gender Team and by HRMS. This prioritization has been influenced by a series of instructions from the Secretariat, which establish the requirement for United Nations entities to reach 50/50 parity at all levels, starting with the P+ positions.¹³² The clear commitment of UNOV/UNODC high level and senior managers, including the determination of the Director-General/Executive Director, and the intensive efforts of HRMS, in particular, have produced results in both offices. In UNODC, the percentage of women in P+ positions increased from 43 per cent in 2017 to 50 per cent in June 2021,¹³³ reaching gender parity (figure 24). In UNOV, the percentage of women in the P+ and above categories increased from 45 per cent in 2017 to 53 per cent in 2021. Although progress on gender parity is remarkable, the evaluation detected some tensions related to recruitment processes worth highlighting. These tensions were generally found to be assumptions that reveal a general lack of trust in the system's fairness.

Figure 24. Gender parity at UNODC. Source: Statistics by HRMS



As a backlash against the efforts to achieve gender parity, a rampant assumption emerged that it is more difficult to advance professionally in UNOV/UNODC as a man. This was frequently mentioned during the key informant interviews and focus group discussions with personnel in both HQ and field offices. Many testimonies from male and female personnel indicated the perception that gender (in particular being a woman) was given more priority than merit in selection processes.

The evaluation survey confirmed this perception. Thirty-seven per cent of male respondents thought that their gender would make it harder to advance in their career in UNOV/UNODC compared to only 25 per cent of female respondents.

The evaluation confirmed clear regulations regarding the recruitment system and measures to ensure transparency of practices. Most significantly, HRMS has trained personnel on competency-based selection

¹³² Source: System-wide Gender Parity Strategy, 2017.

¹³³ The positions of D-2 (4 persons) and Under-Secretary-General (1 person) have not been taken into account as they are statistically rare. The combination of data from both offices (UNOV and UNODC) is based on UNODC being 89 per cent of the staff and UNOV 11 per cent. This information comes from UNOV/UNODC anonymized data. Source: HRMS Presentation ExCom_Diversity_July 2021.

and interviewing skills and requests comprehensive anonymized reports of interview panels. The MOPAN report of 2019 confirmed the robustness of human resources systems, described as “detailed and comprehensive in all the aspects one would expect”.

Despite this, there were informants during the key informant interviews expressing suspicions about the system's fairness. For example, the evaluation heard managers expressing their belief that the selection processes sometimes appeared to be open to a broad audience of applicants, whereas, in practice, it was already predetermined which profile (based on gender and/or geographical origin) UNOV/UNODC wished to hire.

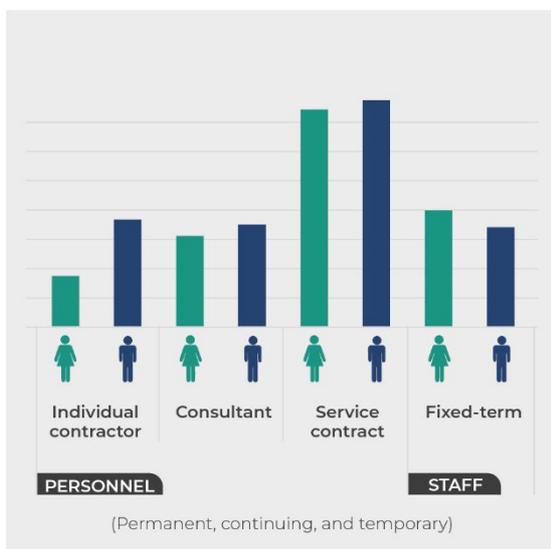
As a result of these assumptions, a veiled suspicion has taken hold within UNOV/UNODC that it is not always possible for managers to hire the best person but, instead, they are required to recruit based solely on gender or geographic representation. However, this concern has not been supported by either testimonies or complaints regarding the qualifications or performance of recruited personnel.

Many women consulted during the evaluation also referred to this assumption from “the receiving end”. They described scenarios where they had felt they had to constantly prove their credentials and expertise to their peers, while they perceived that men escape these demands, regardless of the quality of their work.

The evaluation survey indicated that women are less confident that the recruitment policies were appropriately enforced. Fifty-four per cent of female and 37 per cent of male respondents were not in agreement with the statement, “The United Nations System-wide Strategy for Gender Parity and related United Nations recruitment policies, including monitoring progress and conducting outreach, are adequately implemented in UNOV/UNODC”.

A second broad assumption was that women experience inferior contract modalities in UNOV/UNODC than men. The data provided by HRMS did not support this assumption. As figure 25 shows, women are the majority in the most frequent types of staff contracts. Although, when G positions are taken out of the picture, the situation is of gender parity (49 per cent women and 51 per cent men). At the same time, men outnumber women in all the most frequent contract modalities for non-staff, considered the most precarious contracts.

Figure 25. Main type of contracts used and gender at UNOV/UNODC. Source: HRMS



Although this assumption is not accurate, examining variables other than gender desegregation can shed more light on the origin of this extensive belief. A recent report of the Office of Internal Oversight Services (OIOS) audit on the use of service contractors at UNODC provided some insight.

The report stated that “although information on geographical and gender distribution of service contractors was included in reports to senior management, there was no further analysis such as: length of service, turnover rates, and distribution of services contractors in the various occupations”. It also reported that “the cost-effectiveness of service contractors (that could be 40 per cent to 74 per cent less expensive than staff salaries at equivalent grades) had not been analysed”.¹³⁴ These variables analysed in a gender-disaggregated manner could shed light on the gender gap in working conditions across different types of contracts. The evaluation recognizes that the type of analysis needed requires additional resources not yet available to HRMS.

¹³⁴ Office of Internal Oversight Services. Internal Audit Division (16 August 2021). Report 2021/035 Audit of the use and management of service contractors at the UNODC.

Finding 11: Despite tremendous advancement in gender parity, there are still important gender imbalances between various grades and among HQ and UNODC field offices. Most significantly, in UNODC, P-5+ positions in field offices are still predominantly male (70 per cent), and most G staff are women (68 per cent). The situation is different in UNOV, where only 35 per cent of G staff are women. This analysis is particularly important as G-posts (men and women) have serious institutional barriers to advancement to a P position.

There is also an acute perception that power inequality in field offices derives from disparities in the working conditions of international positions (particularly P+) and the rest of the personnel, which result in power dynamics with different implications for women and men.

Despite having reached parity at the highest ranks, those consulted perceived that the face of power, particularly in UNODC, was still predominantly male. The evaluation team triangulated testimonies with the figures provided by UNOV/UNODC to understand the basis of this widespread perception.

As of July 2021, UNOV/UNODC HQ employed 52 individuals in P-5+ positions, of which 28 (54 per cent) were women, but only 8 (15 per cent) were women from the Global South. Outside of HQ, UNODC employed 23 P-5+ personnel in 18 field offices globally,¹³⁵ 70 per cent being men, mainly from Western European and Other Groups (WEOG) States.

One of the most frequently cited reasons for the lack of women in P-5+ positions in UNODC field offices was the rotation/mobility policy (or rather lack of) between field offices and HQ.¹³⁶ Several stakeholders consulted during key informant interviews and focus group discussions argued that it was more difficult for women to relocate their families, especially to ask their partners (if a man) to put their careers on hold to follow them, particularly if it was unclear how long they would stay in the field. This is, however, an assumption that the evaluation was not able to validate as there are no disaggregated data available on personnel mobility/rotation and their family status.

The small population of P-5+ in field offices emerged as important for gender dynamics in the case of UNODC, mainly because of the post's prominence as "the face of the Office" across the world. Also, because there was a broad consensus that P-5+ positions in field offices have more power in their immediate environment than those at HQ. The most prominent reason given for this power was that the working conditions (salary, job security, benefits, etc.) of these international positions (P-5+) were unbalanced compared to the conditions of a critical mass of personnel in field offices with less stable contracts, most significantly service contractors, who represent 54 per cent of UNODC personnel in field offices (figure 26) and subcontractors (individuals working in United Nations offices under contracts administered by a third party). A significant example of subcontractors are the cleaning teams working within UNODC field offices. Their contracts are not administered directly by any United Nations entity and are presumed to be composed mostly of women.¹³⁷ However, the evaluation was unable to ascertain to what extent the working conditions of subcontracted personnel were precarious or not and to what extent they have access to protection and support systems, as there is no consolidated information available.

The 2021 Office of Internal Oversight Services audit stated that "there is a perception of inequality in the conditions of employment (of service contractors) who considered themselves as second class citizens".¹³⁸

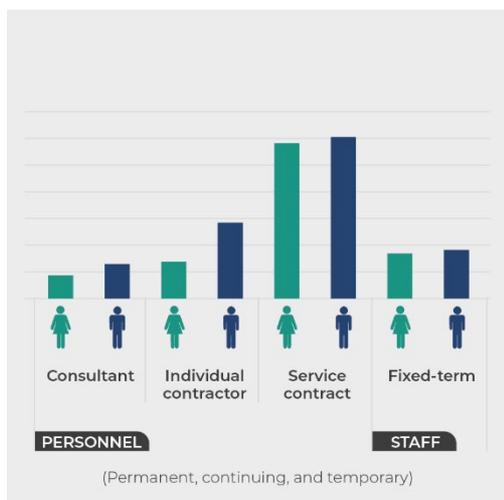
¹³⁵ Abu Dhabi, Abuja, Baghdad, Bangkok, Bogotá, Brasilia, Cairo, Colombo, Dakar, Islamabad, Kabul, Lima, Maputo, Mexico City, New Delhi, Panama City, Pretoria, Tashkent and Tehran. The remaining P-5+ were located in Vienna and two in New York. Source: UNOV/UNODC anonymized data provided by HRMS in July 2021.

¹³⁶ This is not a policy that UNOV/UNODC can implement in isolation. UNOV and UNODC apply the Secretariat's policies, including the staff selection policy and the mobility policy. The implementation of the mobility policy is currently paused and being revised for the entire Secretariat. UNOV and UNODC will apply it when the revised policy becomes effective.

¹³⁷ The evaluation did not have access to disaggregated data for these cleaning teams, nor to disaggregated global data. The assumption is based on United States industry data where 66 per cent of these positions are held by women: www.zippia.com/office-cleaner-jobs/demographics/

¹³⁸ OIOS. Internal Audit Division (16 August 2021). Report 2021/035 Audit of the use and management of service contractors at the UNODC.

Figure 26. Main types of contracts in UNODC field offices. Source: HRMS



Stakeholders during the key informant interviews and focus group discussions confirmed this power disparity describing the difficult bargaining position of many field office personnel vis-à-vis P+ colleagues that exposed them to situations of vulnerability.

Beyond the observable employment conditions, international positions in field offices are attributed with a symbolic power that is widespread and widely researched in the field of multilateralism and international development and rooted in colonialist dynamics.¹³⁹ This reflection on the real and symbolic power of senior international positions in field offices makes it particularly relevant to bring to the analysis the intersectionality between gender and geographic diversity that has consistently emerged in key informant interviews and focus group discussions. In addition to women, individuals from the Global South are also underrepresented in these positions of power and, most significantly, those from sub-

Saharan Africa. Of the 23 people who held P-5+ positions in field offices in July 2021, 12 were men from WEOG States, 4 were men from India, Latin America or Arab States, 4 were women from the Global North, and only 3 were women from the Global South, India and Central Asia.

General Service (G-posts) represented another population with significant gender imbalances. In October 2020, 68 per cent of all G positions in UNODC were held by women (in UNOV, only 35 per cent).¹⁴⁰ This is significant due to the ineligibility of individuals with G-post contracts to apply for P posts. This was identified as a significant barrier to career advancement in UNOV/UNODC.

A NOTE ON PHYSICAL SAFETY AT WORK

Eighty-two per cent of the evaluation survey respondents agreed with the statement, “UNOV/UNODC offer a safe and conducive physical working environment for me to carry out my work well”, with no significant differences by gender or by location. This was in keeping with the very few times that the issue of physical safety (not related to prohibited conduct) emerged during the evaluation.

However, the issue of physical safety at work is particularly important to look at from a qualitative point of view, as a single situation where physical safety is not guaranteed can have fatal outcomes. In this regard, concern was expressed for the national teams in Afghanistan, particularly women, who have been working in recent years with a strong gender perspective in programmes such as HIV¹⁴¹ or GLO.ACT. FINGOV also raised concern in this regard in its session of September 2021, where UNODC was requested to provide information on the “female national staff at the Country Office”.¹⁴²

¹³⁹ The Broker, “Transformational solidarity: the journey towards decolonising development cooperation.” June 2021: www.thebrokeronline.eu/transformational-solidarity-the-journey-towards-decolonising-development-cooperation/

¹⁴⁰ It should be noted that in UNOV, the majority of General Service posts are within the Security and Safety Service and the Information Technology Service, which are predominately by nature more male-dominated areas of work hence the pool of candidates also includes fewer women.

¹⁴¹ www.unodc.org/unodc/en/hiv-aids/turning-the-tide-for-women-and-girls-who-use-drugs-in-afghanistan.html

¹⁴² Anecdotal evidence provided in the framework of the evaluation indicates that UNODC continues to engage female personnel who work from home, rather than come to the office, due to safety reasons. UNODC also has installed solar panels at homes of some personnel in order to ensure reliable provision of electricity.

3.6. ORGANIZATIONAL LEARNING ON GEEW

Finding 12: Organizational learning on GEEW has significantly improved since 2017 due to a myriad of knowledge and communication efforts deployed: formal and informal learning and exchange initiatives, knowledge and evaluation products and gender-sensitive communications. Moreover, the evaluation found examples of fruitful partnerships addressing GEEW, mainly with United Nations agencies. However, interaction and exchange with other external GEEW stakeholders, such as national mechanisms for the advancement of women or feminist constituencies in civil society, are not formally encouraged.

The area of organizational learning is one in which UNOV/UNODC has improved considerably. This is consistent with UNOV/UNODC reporting in UN-SWAP under indicator 16 on knowledge and communication, which has been enhanced from “approaches requirements” in 2017 to “exceeds requirements” in 2019 and 2020.¹⁴³

Organizational learning has been supported by establishing and maintaining formal training and exchange initiatives, channels and communities of practice led by the Gender Team and HRMS (see sections 1.2 for GEEW training and 2.2 for mentoring). These initiatives coexist with informal ones (e.g., some units/divisions developed a folder “gender” on SharePoint). Additionally, the development of information and knowledge resources and evaluation products has contributed to individual and, more significantly, organizational learning related to GEEW, mainly at the programmatic level but also from an institutional perspective. As mentioned, particularly noteworthy are the gender parity statistics collected and disseminated by HRMS as they have informed UNOV/UNODC at the highest level of decision- and policymaking.

These achievements were confirmed by the evaluation survey in which a sizeable 50 per cent of non-binary/prefer not to say, 58 per cent of females and 70 per cent of male respondents agreed with the statement: “at UNOV/UNODC there are many opportunities to share and learn about gender equality and the empowerment of women from other colleagues in the organization” (figure 27).

In addition to producing and sharing GEEW-relevant information and knowledge, the UN-SWAP 2.0 framework also requires GEEW to be an integral part of the communication plan of the entity. As mentioned in section 3.1, the evaluation was unable to analyse the extent to which GEEW was present in the corporate communication strategy as it was being finalized and not available during the data analysis phase of the evaluation. However, it was possible to confirm that, as reported in the UN-SWAP 2020 report, a gender component is consistently integrated into communication materials, which in turn has led to great progress in how UNOV/UNODC present their values on GEEW. This is further examined in section 3.7.

The evaluation found that significant progress has been made since 2017 concerning the involvement in the inter-agency community of practice on GEEW, as required by UN-SWAP 2.0 to exceed requirements. The Gender Team and HRMS have ensured a strong presence in United Nations inter-agency coordination structures, for example, Inter-Agency Network on Women and Gender Equality and its working groups. Also, exchange and interaction by the Gender Team and HRMS with UN-Women and other United Nations system entities to advance GEEW in internal policies and practices and programmatic work occurred regularly. As reported in UN-SWAP Report 2020, as part of the Vienna chapter of the International Gender Champions network, UNOV/UNODC supported the Impact Group on Representation centred on data collection on

Figure 27. Learning opportunities
Source: Evaluation survey



¹⁴³ To meet requirements, United Nations entities need to ensure “Internal production and exchange of information on gender equality and women’s empowerment” is carried out. To exceed requirements, they need to ensure the fulfilment of “Knowledge on gender equality and women’s empowerment is systematically documented and publicly shared”. The communication plan includes gender equality and women’s empowerment as an integral component of internal and public information dissemination and that “Entity is actively involved in an inter-agency community of practice on gender equality and the empowerment of women.”

women's participation in assemblies, advocacy for gender parity and on adapting to the Viennese context for the Model Code of Conduct to Prevent Harassment, including sexual harassment, at United Nations system events. Additionally, gender focal points and focal points for women actively participate in the United Nations System-wide Network of Gender Focal Points, which is led and coordinated by the Office of focal points for women in the United Nations system at UN-Women.

Furthermore, the evaluation identified that personnel in UNODC field offices, mainly but not exclusively GSFPs, are members of local GEEW working groups with other United Nations entities and use these platforms to share knowledge and learn from best practices through other United Nations entities.

Recognizing the progress in this regard, the evaluation found that interaction and exchange with external actors with experience and expertise on GEEW beyond United Nations entities could be improved. Desk reviews showed that this is very much related to the lack of strategic guidance in this regard. For example, partnership with external actors was not an aspect clearly addressed and promoted in the GEEW Strategy 2018–2021. In the UNODC Strategy 2021–2025, UN-Women is mentioned as a potential partner. Still, there is no reference to either national mechanisms for the advancement of women or feminist constituencies in civil society. Finally, the Partnership Policy (October 2020) includes no provisions on advancing GEEW through partnership and/or encouraging partnership with entities with gender expertise. The results of the evaluation survey supported this. Only 50 per cent of female respondents and 57 per cent of male respondents agreed with the statement, "at UNOV/UNODC we are encouraged to collaborate with external advocates and expert organizations on gender equality and the empowerment of women". Also, interestingly, 30 per cent of survey respondents, regardless of their gender, communicated that they do not know if "strategic partnerships with gender equality focused organizations are pursued when developing policies and programmes at UNOV/UNODC".

3.7. GEEW IN ORGANIZATIONAL BELIEFS, VALUES AND NON-VISIBLE NORMS

Finding 13: GEEW has been prominently featured in UNOV/UNODC strategic communications, knowledge products and activities in recent years. The desire to improve the reputation of UNODC has been identified as an important driver for progress in GEEW.

Despite this public adherence to GEEW, personnel are not totally confident to pursue a feminist agenda. Many have expressed that they find themselves walking a fine line between being and appearing to be in line with United Nations feminist values¹⁴⁴ but not pushing so hard as to appear uncomfortable or hazardous to UNOV/UNODC.

During the evaluation, a large majority of stakeholders consulted recognized that UNODC (not UNOV) traditionally had an image of being gender blind. This was mostly derived from the involvement of UNODC with male-dominated sectors such as law enforcement¹⁴⁵ and because UNODC was one of the entities of the United Nations with weak ratings when the UN-SWAP system was established in 2012.¹⁴⁶

Evidence suggests that in recent years UNOV/UNODC have made important efforts to change this reputation, conveying a gender-sensitive corporate profile. The Advocacy Section has ensured that a GEEW component

¹⁴⁴ As defined by the United Nations feminist campaign (see footnote 36).

¹⁴⁵ Women in law enforcement in the ASEAN Region, UNODC, UN-Women and Interpol, 2020:

www.unodc.org/documents/southeastasiaandpacific/Publications/2020/women_in_law_enforcement_in_the_asean_region_full.pdf

¹⁴⁶ "Those entities that presented weak performance ratings at the beginning of the programme (...) such as UNODC", (2019) Review of the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women JIU/REP/2019/2.

is integrated into its communication materials through the gender guidelines/checklist for content creators. Thus, gender-sensitive language and images are consistently used on the UNODC website and in flagship reports.¹⁴⁷

An analysis of the presence of GEEW in the speeches and interventions of the Director-General/Executive Director indicated that reference to this theme more than doubled in 2020 compared to 2017 (figure 28), especially with the appointment of the new Director-General/Executive Director in November 2019.

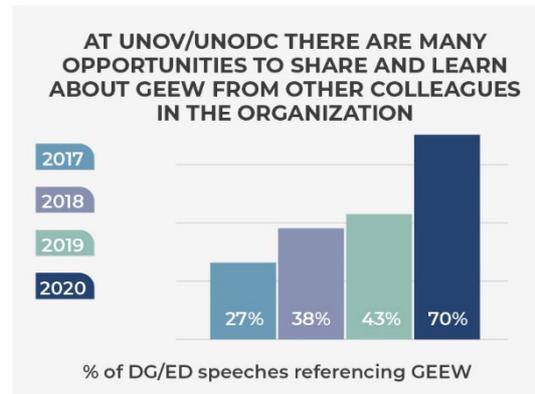
The growing importance of incorporating GEEW in public discourse was confirmed widely in key informant interviews and focus group discussions and in the evaluation survey in which 70 per cent of respondents were in agreement with the statement, “At UNOV/UNODC, we are all required to use gender-sensitive language and images” and 85 per cent of all respondents were explicitly in agreement with the statement “achieving gender equality and the empowerment of women is important for the reputation of UNOV/UNODC”.

Examples documented by the evaluation also indicated that care was taken to ensure GEEW-related content featured in high-level meetings. For example, the analysis of CCPCJ side events programmes (2015–2021) showed that events addressing GEEW increased in number and diversified their thematic content over the years. While in 2015 and 2016, events (only 1-2 per year) referred mainly to violence against women, since 2017, events (2 in 2017, 7 in 2018, 4 in 2019 and 4 in 2020) covered GEEW in topics such as container control, gender-based violence, killings of women, women in prisons, violent extremism and terrorism, justice, organized crime, and trafficking in persons and the smuggling of migrants.

Evidence suggests that these efforts are indeed contributing to changing the male-dominated reputation of UNODC. The evaluation team interviewed a limited number of external stakeholders¹⁴⁸ to UNOV/UNODC carefully selected for their gender expertise and knowledge of UNOV/UNODC. These external stakeholders unanimously acknowledged a significant improvement in UNOV/UNODC regarding how they espoused their values around GEEW. The continuous improvement of UNOV/UNODC in UN-SWAP 2.0 indicators have had a role in the perception of UNODC performance on GEEW within the United Nations system.¹⁴⁹

While the public adherence to GEEW values is widespread in UNOV/UNODC, there are also significant exceptions. It is well documented that in recent years, in an increasing number of Member States, “a renewed emphasis on “traditional values” and anti-feminist narratives are fuelling efforts to redefine and weaken hard-won progress in national and international human rights law”.¹⁵⁰ Several stakeholders, particularly from field offices, stated during the focal group discussions that when UNODC is confronted with these kinds of hostile environments, women human rights defenders often adapt its public narrative. In most cases, this is done to maintain a good rapport with some of the partners and, in extreme cases to protect women human rights defenders and their allies.

Figure 28. Percentage of Director-General/Executive Director speeches including references to GEEW. Source: UNODC website



¹⁴⁷ As reported by the Advocacy Section and confirmed by desk review, all social media campaigns in 2020, including those for international days and UNODC reports, as well as the evergreen content for use throughout the year, included a gender angle. The Advocacy Section also ensures that GEEW is included in its editorial calendar for web stories and requests UNODC field offices for stories featuring women.

¹⁴⁸ See annex VI for details.

¹⁴⁹ In 2020, the UNOV/UNODC scored the highest-ever UN-SWAP rating, “exceeding requirements” on 7 indicators out of 17 indicators, which is more than both the average for the Secretariat and the United Nations system as a whole. This is a significant improvement; in 2018 the Office achieved this rating on five indicators, and in 2017 on one indicator. In addition, for the first time, UNOV/UNODC did not rate any indicators as missing (the lowest rating).

¹⁵⁰ Amnesty International (2019) “Challenging power, fighting discrimination: A call to action to recognise and protect women human rights defenders”: www.amnesty.org/en/documents/act30/1139/2019/en/

“Some of these women (women human rights defenders) had to emigrate outside the country because they were under persecution.”

UNODC personnel in a field office.

Paradoxically, despite this generally espoused commitment to GEEW, many during the key informant interviews and focus group discussions affirmed that they did not feel completely confident to push a GEEW agenda within UNOV/UNODC.

Two points have arisen in this regard. Firstly, stakeholders expressed that loyalty to UNOV/UNODC or to their teams/section/branches prevented them from speaking freely about changes they believed should happen around GEEW. In other words, they did not want to appear as if they were exposing failures in front of others.

“Loyalty in UNOV/UNODC is often interpreted as playing the game”.

UNOV/UNODC manager

This push, in the words of one of the stakeholders consulted, for “covering up a lot of the problems” has been mostly related to loyalty to UNOV/UNODC, but also to the fear of reprisals if they were to become “troublemakers”. This sentiment came up often during key informant interviews and focus group discussions and in the fictional stories developed in the ParEvo exercise to illustrate common situations.

“Finally, the story shows that speaking up, for nothing more than basic rights and rules, is often not supported by the organization, as it destroys the apparent harmony, and creates work for the person then in charge, be it FRO, or HR”.

ParEvo fictional story

Consequently, the tension that has often been expressed is that of perceiving oneself to be walking a fine line between being and appearing to be aligned with GEEW values promoted by the United Nations but not pushing so hard as to appear uncomfortable or hazardous to UNOV/UNODC.

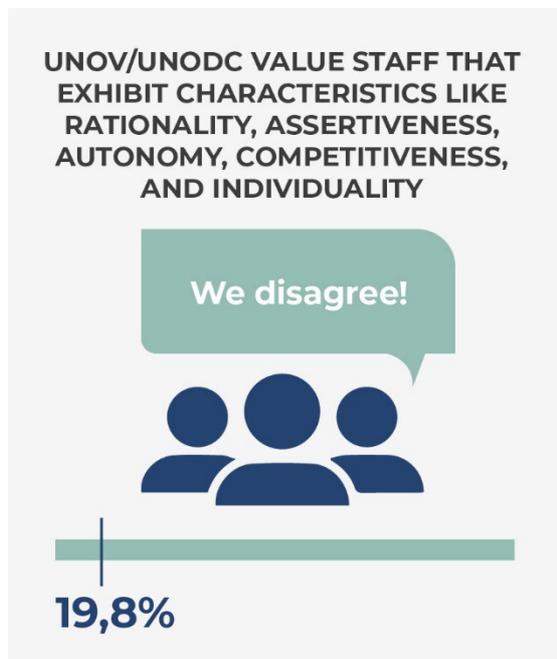
Finding 14: At UNOV/UNODC, the concept of “culture” varies widely across locations and teams. However, these cultures have been described with patriarchal characteristics in most cases. One of the most salient consequences that has emerged from this male-dominated culture is the perception that women are less visible and that people with family responsibilities (mostly women) are often regarded as burdens.

A heteropatriarchal culture is one where written or unwritten rules are dictated and controlled by cis heterosexual men and/or where most valued behaviours, attitudes and approaches are stereotypically male and hence are better accepted when exhibited by men who fit the image or the social norm (traditional family man). This means, for example, that claiming rights and speaking up is perceived (often unconsciously) as particularly annoying if it is a woman who raises her voice due to the bias that “women have to be gentle and discreet”, as described in one of the ParEvo fictional stories.

In UNOV/UNODC, there is a strong consensus around the idea that the dominant culture is heteropatriarchal. Although there have been exceptions during the key informant interviews and focus group discussions, consulted persons (mostly women) consistently described the culture of UNOV/UNODC (most prominently of UNODC) using characteristics of the patriarchal culture, such as having a “country club culture”, a “boys’ culture” or “an inner circle of trusted men which tolerates poorly qualified men over women”.

Figure 29. Organizational culture

Source: Evaluation survey



This perception was confirmed in the evaluation survey. As figure 29 illustrates, only 19.8 per cent of survey respondents disagreed with the statement “UNOV/UNODC value staff that exhibit characteristics like rationality, assertiveness, autonomy, competitiveness, and individuality (...)”. According to leading researchers on organizational management,¹⁵¹ these are characteristics associated with male-dominated environments.

There was broad consensus in key informant interviews and focus group discussions that this culture is not static and has changed a considerable amount in recent years, becoming progressively less patriarchal. However, the change in this pace was perceived to vary by location (between HQs and different field offices). The presence of a mainstreamed gender-sensitive narrative was consistently emphasized as a key factor contributing to less tolerance of a patriarchal culture.

Stakeholders consulted widely acknowledged that changing the organizational culture is a long process, as the following quote illustrates:

“People don't change in a two-day training when they are in their late 50s. It is a generational change, and it is about insisting”.

UNOV/UNODC senior manager

This was, however, not a unanimous view. Others within the UNOV/UNODC believe that the culture could change much quicker if there was more decisive action from the top.

“According to those that resist the change, it comes gradually, but that's only one option. Why would it have to come gradually? (...) their argument is always, let's go step by step, but who said that this is the path? It's in the power of senior management to reshuffle budgets and structures”.

UNOV/UNODC manager

Interestingly, there is an assumption, most notably voiced by managers and senior managers, that younger generations will naturally and progressively change the still male-dominated culture. The evaluation team analysed the evaluation survey disaggregated by age and specific focal group discussions with junior staff. There was no evidence that younger generations have different views on GEEW than older ones across contexts.

One of the most salient consequences that have emerged from this male-dominated culture is a strong perception that women are given fewer stimulating tasks, are less visible, and have less recognition and exposure to partners than their male colleagues.

Women in key informant interviews and focus group discussions expressed this concern which was also confirmed by the evaluation survey. A sizeable 30 per cent of women compared with 5 per cent of men agreed with the statement, “Women are often given less stimulating work than men at UNOV/UNODC.” There were also six references in the fictional stories created in ParEvo to men getting more recognition than women, which further supports this finding.

Although women have achieved parity in formal decision-making spaces, many described having encountered barriers to participating in informal decision-making spaces, that is, informal networking such as informal meetings outside office hours. The evaluation found that what prevents women from attending these spaces

¹⁵¹ Tjemkes, B., Vos, P., & Burgers, K. (2017). *Strategic Alliance Management* (2nd ed.). Routledge. <https://doi.org/10.4324/9781315543673>

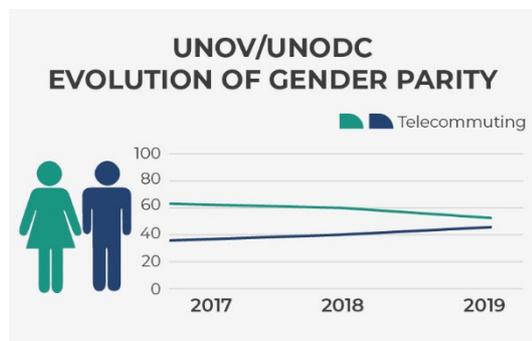
is not explicit barriers but often expected availability which clashes with other responsibilities. This is related to what has been described as a "culture of presence" in which personnel perceive the expectation of being available at any time. ParEvo fictional stories contained five references to this.

“To be available for work-related phone calls even during the holiday prevented her from planning her time off with the family the way she wanted. Picking her kids up from kindergarten was often interrupted by an urgent task she was given by her boss almost at the end of the working day”.

ParEvo fictional story

Furthermore, flexible working arrangements (such as telecommuting or compressed work schedules) are not entitlements. Flexibility is encouraged institutionally, and HRMS offers (among other services) mediation to reach agreements, which is highly valued. The 2020 Client Satisfaction Survey reported a staggering 94 per cent of the 861 respondents believed that HRMS was contributing to “gender equality (not only in terms of achieving parity, but also creating an enabling environment)”.

Figure 30. Evolution of telecommuting 2017–2019 in UNOV/UNODC. Source: HRMS



However, beyond this, as with other measures (including operationalization of entitlements), UNOV/UNODC do not further support or give incentives in a practical way, which means that there are no extra resources available to finance them. For example, there are no extra resources to engage additional personnel while others exercise flexible working arrangements. For example, while the salaries of those exercising flexible working arrangements are paid through their departments and projects, there are no extra resources to engage additional personnel. This again puts the manager in the position of the gatekeeper and encourages certain power dynamics. This also means that individuals who request (or need) to exercise work-life balance are often regarded as a burden.

It is important to note that this does not mean that men in UNOV/UNODC see women as burdens. During the evaluation, women and men with no or fewer family burdens repeatedly expressed resentment towards colleagues with family obligations who request flexible working arrangements. This has emerged repeatedly in key informant interviews and focus group discussions, and the fictional stories developed in ParEvo.

“Someone who has achieved a work-life balance would have their priorities (work and life) on an equal footing. But that can mean that stuff doesn't necessarily get done when it needs to. Then there are the rest of the work horses which is a considerable number of people, who only leave when things are done. These people allow the others to have that perfect world”.

UNOV/UNODC manager

In this environment, balancing personal and professional life has been reported to be very difficult for men and women. Regarding women, it is important to note that available pre-pandemic figures for telecommuting indicate that as of 2019, the number of women using telecommuting had decreased (figure 30). This contrasts with global data indicating that women need access to flexible working arrangements significantly more frequently than men because they do “three times as much unpaid care and domestic work as men do”.¹⁵²

This discrepancy between the percentage of women accessing these types of arrangements and the percentage who are expected to access them could explain why women are less optimistic than men about the degree to which UNOV/UNODC promotes these schemes. For example, in the evaluation survey, women who disagreed or strongly disagreed with the statement “Flexible working arrangements (...) are favourably considered at UNOV/UNODC” was almost triple (27 per cent) the percentage of men (11 per cent) who disagreed or strongly disagreed with the statement.

¹⁵² UN-Women (2019) Progress of the World’s Women 2019-2020: Families in a changing world: www.unwomen.org/en/digital-library/progress-of-the-worlds-women

Finding 15: There has been a decline in gender discriminatory behaviours and demeaning attitudes since 2017, although sexist behaviours remain an issue, mainly in private circles and in some environments where “traditional values” and anti-feminist narratives¹⁵³ prevail.

One of the most salient consequences of the prevailing patriarchal cultures is that prohibited behaviours (including sexual harassment) still seem to be normalized for perpetrators and victims in some contexts. This acceptance, together with the fear of the consequences of reporting and the lack of confidence in the formal system, has meant that allegations of sexual harassment appeared to be underreported at UNOV/UNODC.

According to the stakeholders consulted in key informant interviews and focus group discussions, both male and female, there has been a perceived decline in demeaning attitudes and behaviours related to gender stereotypes since 2017. However, sexist behaviours remained an issue in private circles and some contexts, sectoral or geographical, where anti-feminist narratives prevail.

“In our reality, having sexist comments is very common. I was subject to sexist remarks from my supervisor”.

UNODC personnel

As baseline data in this regard was missing, the evaluation could not assess to what extent this perceived decline was related to the internal work carried out by UNOV/UNODC since 2017 or to the influence of frequently mentioned external factors such as the requirements of the Secretary-General or the #MeToo movement.

The evaluation found conflicting views on the extent to which UNOV/UNODC should be strict with its personnel and partners in demanding an unconditional adherence to United Nations values on GEEW in all contexts where it works. Stakeholders expressed in key informant interviews and focus group discussions that a degree of sexism would have to be accepted, especially in those environments less conducive to a feminist human rights approach. As the following quote illustrates, others thought that the acceptance of a degree of sexism might mean that United Nations principles about GEEW were diluted in practice.

“We need to stand up for change because it's, of course, part of a larger transformative agenda. It is an agenda that addresses discrimination in general and inequality. However, in many contexts where we work, there are a lot of issues on discrimination, sexism and exclusion (which) are being brought into the United Nations offices. And then you find that we settle for the lowest common denominator, which is, of course, a super patriarchal and the conservative culture”.

UNOV/UNODC manager.

Organizational culture affects men and women differently in relation to certain types of prohibited conduct, such as sexual harassment. According to a recent study, the overall reported prevalence rate of any kind of sexual harassment incident experienced while working with the United Nations is 38.7 per cent, and women are three times more likely to suffer it than men.¹⁵⁴ The same study also specifies that the prevalence of very severe or severe cases of sexual harassment is around 21 per cent.¹⁵⁵

This report is known to UNOV/UNODC. Using its inputs (among others), UNOV/UNODC embarked resolutely on a victim-centred approach to further address this problem within the two offices. This approach was

¹⁵³ As defined by Amnesty International (2019): “Challenging power, fighting discrimination: A call to action to recognise and protect women human rights defenders”: www.amnesty.org/en/documents/act30/1139/2019/en/

¹⁵⁴ Deloitte (2019). Safe Space Survey Report.

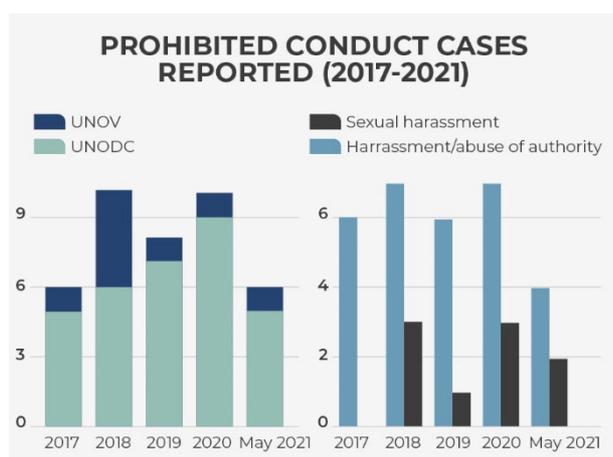
¹⁵⁵ This percentage includes: attempt to, or actually, sexually assault (including rape), imply faster promotions or better treatment if you were sexually cooperative; treat you badly for refusing to have sex; make you feel threatened with some sort of retaliation for not being sexually cooperative; make you feel like you were being bribed with some sort of reward or special treatment to engage in sex; and touch you in a way that makes you feel uncomfortable. These are the categories used by the Deloitte study that more clearly fit the most severe and severe forms of assault. These are: sexual assault or rape (most severe), followed by pressure for sexual favours and touching and calls/letters (severe); according to the Office of Merit Systems Review and Studies (1981) Sexual harassment in the Federal Workplace: Is it a problem?

described in a comprehensive report of 2019¹⁵⁶ detailing different measures to prevent and address sexual harassment in the workplace. This included: improving the formal mechanisms to report, offering training and early/informal resolution to prevent all instances of sexual harassment and to resolve less severe cases; strengthening the monitoring and data collection on prohibited conduct; improving human resources broadcasts and information stands on these subjects; conducting workshops on civility and new dynamics of workplace interactions; and “cultivating a work environment where people feel safe to speak up about their experiences, as targets of, or witnesses to harassment.”¹⁵⁷ The FINGOV report of January 2020 also detailed numerous measures undertaken by HRMS on the issue of prohibited conduct.

The evaluation highlights all these efforts very positively as they were also held in high regard by UNOV/UNODC personnel. For example, in the 2020 Client Satisfaction Survey, a resounding 92 per cent of the 861 respondents credited HRMS with contributing to a “zero tolerance workplace”.¹⁵⁸ It is also worth noting that some of these initiatives have arisen from the unwavering commitment of the individuals who have designed and implemented them following their initiative, going beyond what was strictly required by their terms of reference.

Despite these efforts, the total number of cases reported under the prohibited conduct category from 2017 to May 2021 was 40 (figure 31). Of these 40 cases, only 9 were sexual harassment cases resulting in 0.78 per cent of UNOV/UNODC personnel¹⁵⁹ reporting sexual harassment conduct since 2017.

Figure 31. Number of prohibited conduct cases reported (2017–2021). Source: Statistics by HRMS



This figure needs to be considered alongside the United Nations-wide report cited above, in which 38.7 per cent of respondents (women and men) said they had experienced some form of sexual harassment while working for the United Nations, of which an estimated 21 per cent were very severe or severe cases.

Although the report does not provide disaggregated data by entity, extrapolation of this data to UNOV/UNODC shows the extent to which sexual harassment situations (including severe and very severe ones) can be underreported in UNOV/UNODC. It is important to note that the underreporting of sexual harassment is not unique to the United Nations or UNOV/UNODC.¹⁶⁰ In fact, during the evaluation, testimonies were received from confidential sources

indicating that the level of reporting of sexual harassment in UNOV/UNODC may be above the United Nations average.

The reasons that have emerged in the assessment as to why potential victims are not using the system are clear and converged with the 2019 Deloitte Safe Space Survey Report and what is already known to UNOV/UNODC.¹⁶¹

Firstly, values (i.e., what is right and what is wrong) vary across cultures. Hence, in some cultural contexts, prohibited behaviours are still normalized for both perpetrators and victims, who often do not report them because they think that what has happened is not significant.¹⁶²

¹⁵⁶ UNOV/UNODC (2019) Summary of preventive measures and actions taken by UNOV/UNODC to address prohibited conduct with a view to ensuring a harmonious work environment and protecting staff from such conduct.

¹⁵⁷ HRMS 2019 report on Prohibited Conduct.

¹⁵⁸ Promoting a workplace free of prohibited conduct and all other forms of misconduct.

¹⁵⁹ This percentage has been calculated by referring to a total population of 1,218 people administered by UNOV/UNODC HQ in June 2021. United Nations Development Programme-administered personnel are not included.

¹⁶⁰ www.who.int/news/item/09-03-2021-devastatingly-pervasive-1-in-3-women-globally-experience-violence

¹⁶¹ See Presentation of HRMS to the Executives Committee meeting in May 2021 on prohibited conduct.

¹⁶² IBID Deloitte report.

A second barrier to using available mechanisms that has often been raised in key informant interviews and focus group discussions is the fear of the consequences of reporting, especially the fear of losing one's job among people with more precarious types of contracts. This reflection of one of the ParEvo participants on abuse of authority illustrated this fear well:

“The story reveals a situation that happens in UNODC, especially in many field offices, where service-contract-holder staff, especially female and non-binary, are discriminated by some “fixed-term” colleagues. In many cases, the service-contract modality can be manipulated by supervisors to tame service -contract-holder staff. It is a key vehicle that creates inequality and promotes harassment within UNODC. This is because the manager (him/herself) can easily terminate the SC contract if they do not want to give the service-contract staff a new contract. So, no service-contract holder wants to speak up when there is an issue with their boss because they would rather save their jobs”.

ParEvo fictional story

A third important barrier that emerged during the evaluation is a lack of confidence that the mechanisms available could resolve the situation effectively and promptly. For example, in the evaluation survey, 53 per cent of women and 29 per cent of men did not agree with the statement, “I am confident that any complaints about gender-related discriminatory practices will be treated appropriately in UNOV/UNODC”.

III. CONCLUSIONS

CONCLUSION 1: A HUGE STEP FORWARD

(Related to findings 1, 2, 3, 4, 5, 6, 7, 9, 10, 12, 13 and 15)

The evaluation recognizes that UNOV/UNODC have made considerable progress in GEEW at the institutional level since 2017. Based on the GEEW Strategy (2018–2021), all institutional results are preconditions for the necessary deeper transformations through programmatic work.

Despite significant challenges, including the COVID-19 pandemic, the efforts of UNOV/UNODC to advance GEEW at the institutional level have increased tremendously since 2017, most significantly with the introduction of its first GEEW Strategy (2018–2021). Furthermore, these efforts have resulted in considerable changes in several organizational dimensions.

The most significant changes have occurred at the most visible level. There is more technical capacity among personnel and more GEEW-dedicated expertise at an individual level, especially at HQ. More information is available to a wide audience on GEEW progression within UNOV/UNODC. Additional opportunities and incentives are available to promote the advancement of women in both entities, particularly for women in more senior positions. Finally, there has been considerable progress in how most personnel accept and embrace (at least publicly) discourses that promote GEEW.

At a systemic level, a gender architecture has been installed with a network of more than 100 GSFPs, including FPWs led by a committed and capable but small team at HQ; the Gender Team, placed in the Office of the Director-General/Executive Director. Explicit policies and regulations on GEEW have been designed and approved, and the presence of GEEW issues in institutional policies has been strengthened. Further, internal channels for learning about GEEW have increased, and GEEW has been consistently positioned in organizational communications. Finally, gender parity has been achieved in P+ post, the Executives Committee and management retreats.

Changes have also occurred, albeit still superficially, in the less visible dimensions of individual and systemic values, concerns, attitudes and behaviours about GEEW.

Progress made has come about thanks to the drive of the Secretary-General and the leadership of UNOV/UNODC, including the Director-General/Executive Director; and, mainly, thanks to the hard work and commitment of a small group of people, notably the Gender Team, the network of GSFPs and the HRMS team. They have been able to implement relevant targeted initiatives.

CONCLUSION 2: THEORY OF CHANGE MEETS PRACTICE OF CHANGE

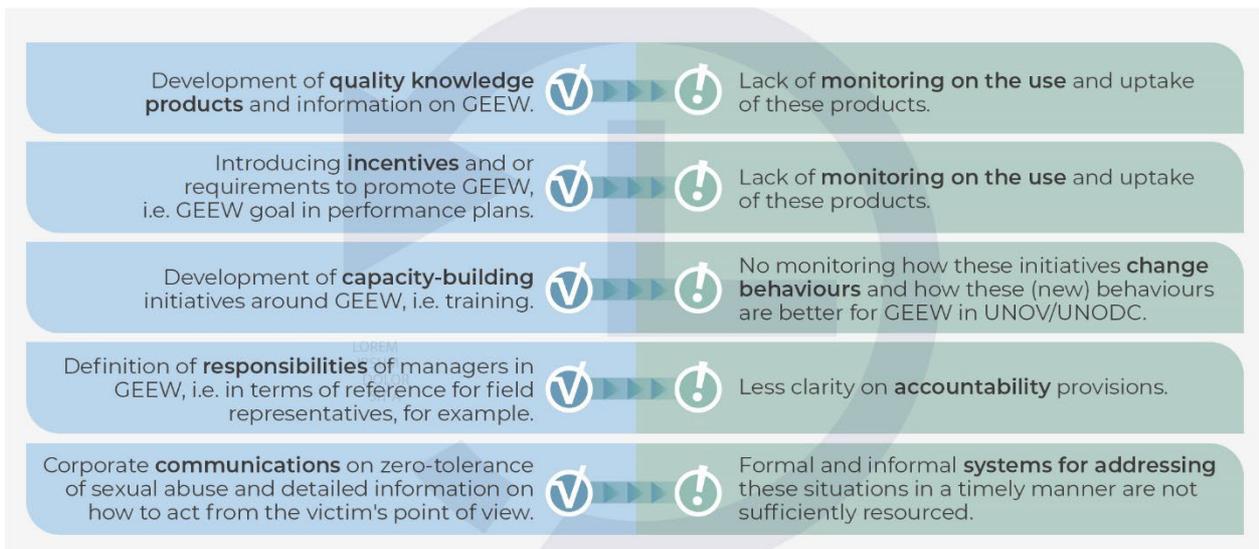
(Related to findings 2, 3, 4, 6, 8, 9, 12 and 15)

Despite considerable progress, the GEEW initiatives have yet to trigger a real transformational shift towards an inclusive organizational culture that enables GEEW in everyday office life.

UNOV/UNODC have laid the foundation to advance GEEW at the institutional level over the past five years. At the same time, there is a large consensus that more significant efforts are still required to meet the expectations set by corporate communication and policies in place, as they consistently refer to widespread transformations for women and men across all locations and grades in UNOV/UNODC.

Additionally, initiatives on GEEW already implemented are not followed through appropriately. This means that they still lack a differentiated and comprehensive impact monitoring and/or accountability framework considering the different operational contexts (figure 32). The main consequence of not having these systems is that it threatens to dilute GEEW efforts to a box-ticking exercise.

Figure 32. Illustrations of what is done vs. how it is followed through. Source: Evaluation team



CONCLUSION 3: ALLOCATION OF RESOURCES (FINANCIAL, HUMAN AND TECHNICAL CAPACITY)

(Related to findings 1, 2, 3, 4, 7, 8, 12, 14 and 15)

UNOV/UNODC have made tremendous strides in integrating GEEW into relevant policies, strategies, regulations and internal processes. However, the practical realization of the expectations set by these efforts has not been adequately resourced.

Resources are defined as financial resources, human resources, technical capacity and infrastructure to address the different aspects of GEEW. Concerning the allocation of resources, several issues have been encountered.

Firstly, the level of direct investment dedicated to GEEW is considered insufficient especially bearing in mind that this includes investment in gender mainstreaming in programmatic work and even considering indirect investments in GEEW in teams other than the Gender Team. This is particularly acute for HRMS that has undertaken a significant role in designing and implementing initiatives related to gender balance and an enabling environment without any additional resources being allocated for this purpose.

Secondly, even though the promotion of GEEW is a core function of UNOV/UNODC, it is funded exclusively through a programme financed by Member States voluntarily. This affects the sustainability of the efforts and questions the political priority given to this issue within UNOV/UNODC.

Finally, human resources entirely dedicated or with specific tasks to advance GEEW internally are insufficient in terms of numbers and capacity (including technical capacity in some cases). While the technical capacity of both the Gender Team and the individuals dedicated to GEEW in HRMS is excellent, UNOV/UNODC do not have qualitative filters to decide who has the necessary set of skills to be a GSFP or an FPW. The result is that the bulk of the personnel engaged in GEEW efforts have uneven technical expertise that often does not allow them to respond adequately to the expectations that these positions create. A similar issue occurs when assessing gender champions as it is not clear what requirements are necessary to be identified as a gender champion.

CONCLUSION 4: COLLECTIVE OWNERSHIP

(Related to findings 1, 3, 4, 7, 8, 9, 12, 13, 14 and 15)

Developing a core gender architecture consisting of the GSFP network and the Gender Team has been a significant advancement in promoting GEEW in UNOV/UNODC. Although not strictly part of this architecture, HRMS has also played an essential role in the promotion of GEEW at the institutional level. However, the present architecture does not have sufficient authority or resources (see conclusion 3) to adequately ensure collective ownership to support and create accountability mechanisms for actions (or inaction) on GEEW.

Authority has emerged as a key driver in fostering change within UNOV/UNODC. However, the present gender architecture does not have the necessary organizational weight and fit to efficiently foster the range of changes required in GEEW according to the expectations set by current organizational policies and United Nations values and frameworks.

Authority in UNOV/UNODC emanates primarily from the rank of the person leading the team. Currently, the rank of the visible leadership in the Gender Team and the GEEW-dedicated personnel in HRMS is lower or the equivalent to that of the managers (i.e., P-4+). This means that although they have the explicit support of senior management and the legitimacy of United Nations values, their ability to get managers at different levels to prioritize certain actions is limited in practice.

Authority also emerges through perceived expertise. This nuance especially affects the perceived authority of the GSFP network, including the FPWs. The fact that their selection is not based on their proven ability and competence for the subject matter and that they have not been sufficiently trained means that other colleagues (and themselves) question their authority on GEEW. This puts them in an unfair situation when it comes to performing their role as GSFPs.

Also, the limited presence of male personnel in the gender architecture is a challenge for collective ownership of the GEEW agenda.

CONCLUSION 5: GENDER AND OTHER VARIABLES

(Related to findings 6, 8, 9 ;10, 11, 13, 14 and 15)

The GEEW approach at UNOV/UNODC has started by approaching equality from a binary point of view. This means that many intersecting variables are still not embedded in a broader definition of gender analysis, which does not allow strategies to be stratified to make them fully inclusive, ensuring that empowerment processes do not leave any women behind. These relevant variables include different (dis)ability or geographical backgrounds and also, very relevantly, the contracting modality from which much of the power derives.

The main emphasis of UNOV/UNODC in their internal work on GEEW has been on gender parity between men and women and, more specifically, as mandated by the Secretariat, parity in P+ positions. As a result, the representation of women in UNOV/UNODC in these positions reached parity in 2021. This has also meant that the concept of equality is still very much restricted to a binary view of gender, often focused on quantitative targets of representation. While this is a legitimate starting point for addressing issues of inequality, other issues require attention.

A spectrum of dimensions plays an important role in gender power dynamics that are not yet sufficiently integrated into the GEEW approach, that is, work status (grading), disability, race and ethnicity, gender identity, age and sexual orientation, among others. The two most important dimensions that have emerged are related to the type of contract held and the demographic diversity of personnel. The combination of these factors shows that the face of power (i.e., the largest group of people in positions of power) at UNOV/UNODC are WEOG men holding P-5+ contracts. In field offices, the power imbued in international positions is

enhanced by the significant gap in the conditions of service if compared to the national personnel and by the symbolic power derived from colonialist dynamics. This, together with the lack of a built-in process of support and accountability for managers when operationalizing GEEW measures, and the prevalent leadership culture, creates an environment of hierarchical power dynamics making national personnel particularly vulnerable during any type of negotiation, especially if they hold precarious contracts.

CONCLUSION 6: TRUST IN ORGANIZATIONAL POLICIES AND PROCESSES

(Related to findings 2, 3, 4, 6, 8, 9, 10 and 15)

There is a paradox between the excellence of many of the processes and outputs concerning GEEW (training, information and knowledge products, strategies, awareness-raising campaigns, human resources policy regulations, evaluations, etc.) and the lack of confidence on the part of personnel that such processes and products (and the teams behind them) have the potential to bring about the desired changes in their work and their lives.

The lack of confidence of personnel in organizational GEEW-related processes and products has several origins. It often relates to the lack of an appropriate monitoring and accountability mechanism. This occurs in various instances, such as the inclusion of mandatory measures in performance plans and terms of reference or the uptake and use of knowledge and information products and training over which the suspicion hovers: what is it going to achieve or is it achieving?

The lack of trust also affects essential mechanisms for advancing gender parity and gender equality, such as the recruitment system or the discrimination complaint mechanisms, such as sexual harassment, which are sometimes perceived as insufficiently transparent or too slow.

Finally, the apparent discrepancy between the official narrative on GEEW and what is perceived to be happening in everyday life in UNOV/UNODC fuels resistance to GEEW-related initiatives and undermines confidence in building a GEEW-enabling environment.

CONCLUSION 7: ESPOUSED VALUES AND CULTURAL CONTEXTS

(Related to findings 5, 6, 8, 9, 11, 13, 14 and 15)

There has been clear progress in the kind of values that UNOV/UNODC espouse about GEEW, including those made by personnel and leadership. However, these values often conflict with opposing values strongly rooted and prevalent in individuals and/or certain contexts. This has prevented the values espoused from being reflected in further tangible changes on GEEW.

There is consistency in integrating GEEW into the values that UNOV/UNODC espouse through their policies, their communication products and most significantly, in the public speeches and leadership attitudes, especially the Director-General/Executive Director. This integration of GEEW has become manifestly more abundant and more systematic due to the need to be aligned with the trends of the times and by concrete requirements of the new Secretary-General.

This public and consistently manifested adherence to GEEW has not had a practical translation in many situations and contexts. This dissonance often occurs because the intrinsic values of the United Nations, including the commitment to GEEW, clashes with anti-feminist narratives¹⁶³ prevalent in some of the contexts where UNODC works. This conflict of values is further compounded since, at the individual level, people may genuinely think that their values are aligned with those of the United Nations but are unaware of their subconscious gender biases. At the systemic level, the added complexity appears because in some cultures, this conflict is perceived

¹⁶³ As described in Amnesty International (2019) "Challenging power, fighting discrimination: A call to action to recognise and protect women human rights defenders": www.amnesty.org/en/documents/act30/1139/2019/en/

as an attempt to impose Western values. This clash of values, together with the lack of adequate resources, is the factor that has most hindered GEEW progress within UNOV/UNODC.

The clash of values has affected the very implementation of the measures set out in the GEEW Strategy, which relied explicitly on the practical commitment and collective ownership of the entire personnel, especially all managers. It has also had consequences for the effectiveness of mandatory measures on GEEW or the learning from the training and awareness-raising material applied half-heartedly to the real world in some contexts. It also affects perceptions of what is acceptable and unacceptable in terms of sexist and even prohibited conduct.

The overt expansion of the public discourse of UNOV/UNODC in favour of GEEW is also generating internal resistance that translates, for example, into the expansion of assumptions that WEOG men do not have access to positions of power (P-5+), even though they are the most represented group (by a large margin) in those positions. There is a consensus that changing the values of individuals and collectives requires systematic and sustained efforts over time and that it is a long-distance race.

IV. RECOMMENDATIONS

This set of recommendations has been developed through a combination of two processes. Firstly, the recommendations emerging from the conclusions of the report, which in turn are based on the findings, were considered. Secondly, the evaluation team included a specific question on recommendations in both the key informant interviews and the focus group discussions, and during the six preliminary findings sessions. In the case of the sessions that took place for the GSFPs, an asynchronous space was also made available in the MIRO whiteboard platform for participants to leave their recommendations after listening to and discussing the preliminary findings. All these recommendations were systematized and compared with those emerging from the evaluative analysis.

Each recommendation begins with a brief statement about **what is being recommended**, followed by practical suggestions on **how the recommendation could be implemented**.

The recommendations are **arranged in order of importance**.

RECOMMENDATION 1: INVESTMENT AND EXPECTATIONS

For the Gender Team in coordination with HRMS and in close collaboration with the UNODC Co-financing and Partnership Section and approved by the Executives Committee

Develop a realistic budget plan linked to the implementation of the next GEEW Strategy for UNOV/UNODC to match the expectations set by the offices. This budget should cover both financial and human resources requirements, with a particular focus on the gender architecture at HQ and field levels, for mainstreaming GEEW at institutional and programmatic levels.

Key suggestions on how to implement this recommendation:

- Develop a realistic budget that identifies those resources required and those available for mainstreaming GEEW institutionally and programmatically, noting any gaps in required resources to the expected standards set by the offices and by the Secretary-General. United Nations recommended benchmarks provide a useful reference to undertake this task.
- Expand the dedicated human resources required to implement the next GEEW Strategy. This will require including the work undertaken by HRMS in the formal gender architecture and, as such, reflecting their work as part of the resources required. Due consideration should also be given to GEEW mainstreaming throughout sections and field offices, for example, by having full-time gender officers or advisers and/or staff with appropriate gender expertise and dedicated gender duties built in their terms of reference.
- Explore possibilities to finance part of the future gender function through a type of funding that ensures the sustainability of this core function, such as programme support cost.
- Make sure that all members of the gender architecture (at HQ and field offices) have the necessary skills and grade to be able to be present in the appropriate decision-making bodies. Special consideration should be given to creating a senior management post for the future gender function at HQ.

RECOMMENDATION 2: A THEORY OF CHANGE AND FOLLOW-UP MECHANISMS

For the Gender Team and HRMS

The next GEEW Strategy should complement the UN-SWAP 2.0 framework with a holistic theory of change that can be adapted to contexts at different levels (e.g., country offices or sections/units) and revised regularly to validate assumptions. The theory of change should support the next GEEW Strategy and Action Plan. Initiatives in this framework should be accompanied by mechanisms for monitoring results.

Key suggestions on how to implement this recommendation:

- Seek appropriate technical expertise to develop a useful and user-friendly theory of change and related monitoring framework relevant to the mandates of UNOV/UNODC.
- Ensure UNOV/UNODC offices, programmes and projects fully mainstream GEEW and reflect the GEEW Strategy and theory of change in their own results frameworks and strategies.
- Include tools to adapt strategies to different contexts and assess how they contribute to changes as well as compliance with human resources policies related to gender impact within the monitoring system for the implementation of initiatives. For example, clear accountability mechanisms for incentives and reporting tools to assess how learning derived from training and campaigns is used by personnel. It could also mean provisions made for the practical implementation of measures to advance GEEW that are required or suggested, for example, that work-life balance measures are adequately resourced and incentivized.
- Maintain expertise and knowledge within the gender architecture to monitor the contribution to changes.

RECOMMENDATION 3: TRUST IN INSTITUTIONAL PROCESSES RELATED TO GEEW

For the Division for Management, in coordination with the Gender Team, HRMS and other Divisions and with approval by the Executives Committee.

Identify and roll out concrete measures for increasing trust in institutional processes addressing GEEW by strengthening inclusive management skills, fostering regular open spaces for dialogue, establishing forums for personnel to voice concerns and creating a communication campaign with related actions to address GEEW and trust.

Key suggestions on how to implement this recommendation:

- Identify and strengthen knowledge and expertise available within UNOV/UNODC on measures to increase trust in institutional processes.
- Develop a concrete action plan, including addressing the measures identified above.

RECOMMENDATION 4: PROHIBITED CONDUCT

For the Division for Management, in coordination with the Gender Team, HRMS and other Divisions and with approval by the Executives Committee.

Conduct a dedicated assessment of the prevalence of prohibited conduct in UNOV/UNODC. Based on this assessment and on good practices from comparable entities, develop a concrete set of actions to address prohibited conduct. These should include promoting and making available the full range of related tools to personnel and managers at large to address and prevent instances of prohibited conduct.

Key suggestions on how to implement this recommendation:

- Include concrete measures to increase the trust of potential victims in these mechanisms as part of the actions taken.
- Consider options such as setting up a confidential network of survivors of sexual harassment, building and facilitating peer-to-peer networks around different issues and promoting positive spaces for dialogue.
- Ensure that financial and human resources are channelled towards these efforts.

RECOMMENDATION 5: BEYOND TRADITIONAL CATEGORIES

For the Gender Team

To further advance GEEW in UNOV/UNODC, the next GEEW Strategy should focus on disaggregating the traditional categories of women and men, integrating and empowering more women from the Global South and women with contracts other than P+ and integrating men in a way to act as agents of change.

Key suggestions on how to implement this recommendation:

- Conduct gender analysis to understand how to incorporate variables such as disability, race and ethnicity, gender identity, age and sexual orientation, among others.
- Integrate men in a more differentiated way: (a) as agents of change who contribute to advancing GEEW; and (b) as a specific audience with challenges and resistances in understanding and embracing GEEW.

RECOMMENDATION 6: CAPACITIES AND MINDSETS

For HRMS in coordination with the Gender Team

Design an organization-wide learning plan on GEEW to support the implementation of the next GEEW Strategy and mainstreaming GEEW within UNOV/UNODC. The plan should be integrated/embedded within existing organizational learning approaches and strategies, stratify initiatives by audience and include follow-up mechanisms to measure how learning translates into behaviour.

Key suggestions on how to implement this recommendation:

- Clarify the roles and responsibilities of the FPWs and GSFPs. It is suggested to develop targeted workplans, including the formal allocation of work time to support specific processes and ensure that those entrusted with these tasks have the right set of skills.
- Identify a menu of short courses on relevant subjects for all, such as communication in adverse situations, gender discrimination, unconscious bias, understanding and addressing implicit gender bias in everyday work, etc.
- Offer a specific GEEW induction course for all new personnel that can be adapted to specific geographic and thematic contexts by gender officers (or advisers).
- Offer gender-responsive leadership and management training.
- Develop specialized training for teams involved in GEEW efforts, for example, on gender budgeting, gender-sensitive competency-based interviewing, dealing with victims of sexual harassment, etc.
- Provide informal (but facilitated) spaces for exchanging and learning on GEEW across UNOV/UNODC.

RECOMMENDATION 7: FEMALE TALENT

For HRMS in collaboration with the Executives Committee

Maintain and further enhance targeted human resources initiatives for developing the career prospects of less powerful profiles to retain talent by challenging gender stereotypes in different tasks and jobs and ensuring equal application and promotion of work-life balance mechanisms.

Key suggestions on how to implement this recommendation:

- Expand the mentoring and coaching programmes focusing on the career development of women from the Global South and women holding national positions, including those under G positions, to encourage development pathways that can bring them to P+ positions or other career advancements such as within General Service category. This could involve encouraging temporary assignments that can give these women an opportunity to gain the experience needed.
- Reinforce work-life balance through flexible working arrangements, monitoring the consequences of the organizational culture related to unrealistic deadlines and expectations.
- Design communication campaigns and dedicated policies to increase the presence of women in sectors and positions traditionally held by men and vice versa, for example, encouraging men to take up administrative positions.
- Design and implement appropriate mobility policies to facilitate women's access to certain positions where they are underrepresented. In particular, the rotation policy between field offices and HQs should be reviewed, considering the gender perspective and the mobility policy between G and P posts.

V. GOOD PRACTICES

Modus operandi of the Gender Team	The magnitude of the task facing the Gender Team in 2017 was (and remains) an enormous challenge. Its modus operandi has been determined, strategic, orderly, persevering and reliable. This has been a determining factor in the fact that almost everything that was planned has been implemented at an excellent level of quality.
Gender Team at the heart of UNOV/UNODC	The placement of the Gender Team directly in the Office of the Director-General/Executive Director has given this function the centrality it requires. It allows them to work more legitimately with all the teams and sends a clear message that it is a core function for all to consider.
Keeping GEEW on the agenda	Keeping GEEW in discussions with Member States, particularly in FINGOV, has been instrumental in exercising accountability. In addition to the Gender Team, HRMS is credited with bringing constant updates (based on evidence) and food for thought to the table. Other teams, such as the Independent Evaluation Section, have also been very consistent in presenting their work from a gender perspective in FINGOV.
GEEW in corporate communications	It is considered good practice how UNOV/UNODC positions GEEW in their public communications in a broad sense. This means how women are incorporated into expert panels, how gender-sensitive language is promoted, and, most significantly, how the new Director-General/Executive Director consistently refers to GEEW in most of her public interventions. All this contributes to an image of UNOV/UNODC that is more in line with their commitment to GEEW.
Developing knowledge products in a participatory way	The five gender mainstreaming briefs for thematic areas were developed in close collaboration with experts and thematic teams in those areas. This has increased their quality and potential use and impact on the GEEW technical capacity of those involved.
Adaptation of knowledge products to the contexts	On several occasions, GEEW products have been adapted to specific contexts, significantly increasing their relevance. These adaptations have been bidirectional from HQ to field offices and, in both directions, are considered good practice. For example, the Gender Team developed a specific GEEW module for the Islamic Republic of Iran Office. This would be an example of how products are adapted from HQ. The Regional Office for South-East Asia and the Pacific used the resources at its disposal to create its own reflection on sexual abuse in the region. This would be an example of field offices adapting available resources with their own means.
GSFPs who are experts and/or activists.	Appointing people to GSFPs who are experts and/or activists on GEEW issues significantly increases their capacity to influence and transform. Divisions or field offices that have done this understood that the work of the GSFPs is technical and that they either must have the skills to do it (experts) or have the networks to find the expertise outside (activists).
Strategic intermediate steps	Several very strategic measures have been introduced but have not yet been properly followed through. This does not mean that their introduction is not an excellent practice, and they should be maintained and celebrated. For example, the requirement to have GEEW goals in performance plans or to have GSFPs who are P-4+.
Women in powerful positions	It cannot be overstated how important it has been for GEEW that UNOV/UNODC finally have a woman at the helm. In addition to the Director-General/Executive Director, other women have also been recruited at a very senior level. Maintaining a gender balance in leadership positions is essential to further transform UNOV/UNODC into inclusive spaces and provide role models for other women.
Collaboration with others	Collaboration with GEEW-dedicated institutions is not systematically promoted, but it has had significant results when it has happened. For example, this is the case of HRMS and the Gender Team, which collaborate closely with UN-Women, among others.

ANNEXES

ANNEX I. GLOSSARY OF GEEW-RELATED TERMS¹

Discrimination against women	Any distinction, exclusion or restriction made on the basis of sex which has the effect or purpose of impairing or nullifying the recognition, enjoyment or exercise by women, irrespective of their marital status, on the basis of equality of men and women, of human rights and fundamental freedoms in the political, economic, social, cultural, civil or any other field. ²
Empowerment (of women)	Individual and collective empowerment implies people taking control over their lives: setting their own agendas, gaining skills (or having their own skills and knowledge recognized), increasing self-confidence, solving problems and developing self-reliance. It is both a process and an outcome. Specifically, the empowerment of women implies an expansion in women’s ability to make strategic life choices in a context where this ability was previously denied to them.
Feminism(s)	Political frameworks and social movements that identify patriarchal power as a fundamental source of injustice and inequality, and hence call to transform gender power relations in all domains. Feminisms are diverse in their origins and expressions and include analyses and actions around how patriarchal power intersects with other systems of power such as race, class, heterosexuality and ability; and in a range of contexts such as language, the environment, technology, popular culture, and all areas of social, political and economic life.
Feminist movements	Movements that align themselves with feminism as a political ideology and seek to challenge inequalities and injustices between women and men, framing these as a challenge to patriarchy and patriarchal power relations. Feminist movements have historically been built and constituted by women, although men and trans individuals and movements also align themselves with the politics of feminism.
Gender	The array of socially constructed roles and relationships, personality traits, attitudes, behaviours, values, relative power and influence that society ascribes to women and men on a differential basis. Whereas genetic and anatomical characteristics determine biological sex, gender is an acquired identity that is learned, changes over time and varies widely within and across cultures. Gender is relational and refers not simply to women or men, but to their power relations. The concept of gender reveals how the subordination of women, girls and gender minorities (or men’s domination) is not biologically predetermined or fixed forever. As a socially constructed subordination, it can be changed and ended.

¹Main sources: (1) Glossary of Terms in UNEG (2014). *Integrating Human Rights and Gender Equality in Evaluation*; (2) “Glossary of terms” in UNOV/UNODC GEEW Strategy; and (3) “Glossary on gender-related terms” in UNODC (2021). *Guidance Note on Gender Mainstreaming in UNODC*. The definitions in GEEW and the UNODC guidance note 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. As the guidance note explains, it should be noted that definitions vary in different United Nations and government usage.

²Source: Convention on the Elimination of All Forms of Discrimination against Women (CEDAW)-
www.un.org/womenwatch/daw/cedaw

Gender analysis	The study of differences in the conditions, needs, participation rates, access to resources and development, control of assets, decision-making powers, etc. between women and men taking into account their assigned gender roles. It involves collecting and analysing sex-disaggregated data to reveal any differential impact of an action on women and men and the effects of gender roles and responsibilities. It also involves qualitative analyses that help to clarify how and why these differential roles, responsibilities and impacts have come about. Gender analysis explores these differences so that policies, programmes and projects can identify and meet the different needs of men and women. Gender analysis also facilitates the strategic use of women and men's specific knowledge and skills, which can significantly improve the long-term sustainability of interventions.
Gender-based violence	Violence committed against women as women; violence particular to women, such as rape, sexual assault, female circumcision or dowry burning; violence against women for failing to conform to restrictive social norms; the 1993 Vienna Declaration ³ specifically recognized gender-based violence as a human rights concern. ⁴
Gender blindness	The failure to recognize that men and boys' and girls' roles and responsibilities 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 discrimination	Discrimination based on socially constructed ideas and perceptions of men and women.
Gender equality	Gender equality implies that all human beings, both men and women, are free to develop their abilities and make choices without the limitations set by stereotypes, rigid gender roles or prejudices. Gender equality means that women and men's different behaviours, aspirations and needs are considered, valued and favoured equally. Gender equality does not imply that women and men have to become the same, but that their rights, responsibilities and opportunities will not depend on whether they are born male or female. It also recognizes the diversity of different groups of women and men. De jure equality (sometimes called formal equality) refers to equality under the law, such as the Constitution. De facto equality refers to equality in practice, meaning that women and men are treated equally before the law or by policies and that different needs and roles are reflected accordingly. It means that female and male victims have equal access to justice. This can be assessed by reviewing attrition rates of assaults against men versus assaults against women.
Gender identity	The gender that a person sees him/herself as. This can include people who do not identify as either male or female. Gender identity is also often conflated with sexual orientation, but this is inaccurate. Gender identity does not cause sexual orientation.
Gender issues	Gender issues are all aspects and concerns of how women and men, and boys and

³ Accessible at: www.ohchr.org/EN/ProfessionalInterest/Pages/Vienna.aspx

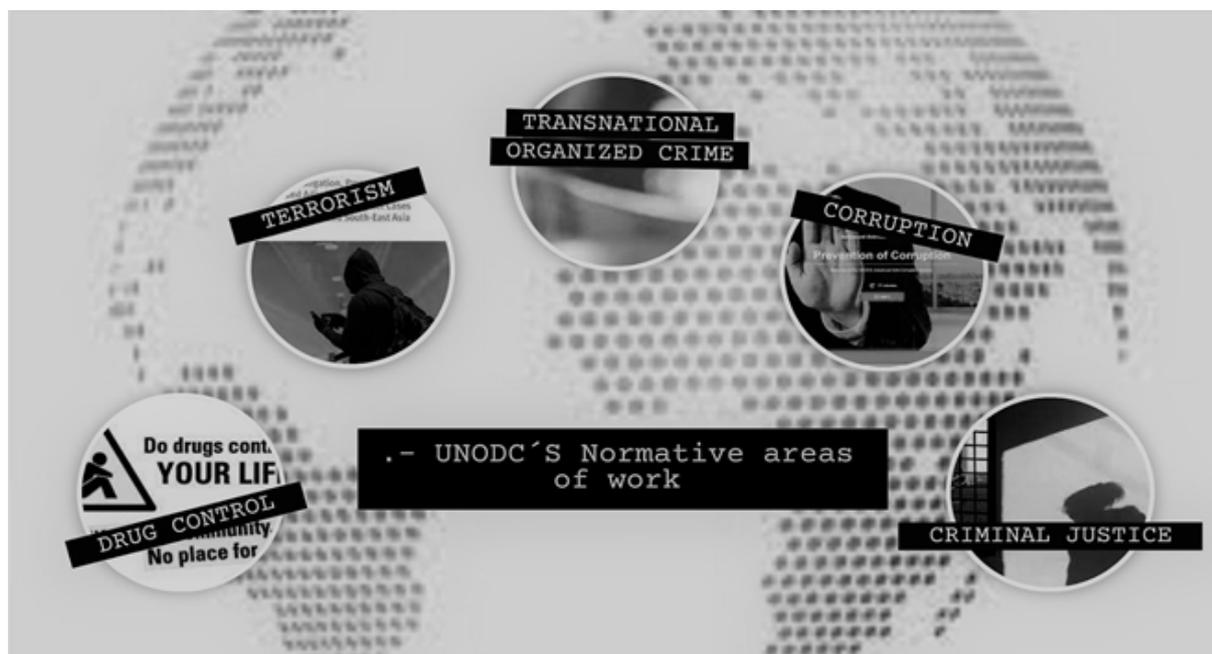
⁴ For further information, see the Declaration on the Elimination of Violence Against Women (1993) www.un.org/documents/ga/res/48/a48r104.htm

	girls, interrelate, their differences in access to and use of resources, their activities, and how they react to changes, interventions and policies.
Gender mainstreaming	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 and 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. ⁵
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	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 crucial for achieving gender equality and is one of the twin strategies alongside gender mainstreaming.
Gender perspective	It is a way of approaching or examining an issue, paying particular attention to the potentially different ways that men and women are or might be impacted. This is also called using or looking through a "gender lens". In a sense, it is precisely that: a filter or a lens that highlights explicitly real or potential differences between men and women.
Gender relations	The social relationships between men, women, girls and boys which shape how power is distributed between women, men, girls and boys and how that power translates into different positions in society. Gender relations vary depending on other social relations, such as class, age, ethnicity, sexual orientation, gender identity, etc.
Gender-responsive	Policies, programmes, initiatives and attitudes that consider gender norms, roles and inequality and take measures to actively reduce their harmful effects.
Sex	Sex refers to the biological characteristics which define humans as female or male. These sets of biological characteristics are not mutually exclusive as there are individuals who possess both.
Sex-disaggregated data	Collection and presentation of all statistics separately for female, male, transgender and other identities. It means that all data is cross classified by gender, presenting information separately for each gender. Sex-disaggregated data reflect roles, shares, participation and presence at events in numbers or percentages. Sex-disaggregated data is essential for assessing the reality of gender differences in a society or specific sector at a given point in time and identifying barriers to gender equality.
Temporary special measures	This term refers to actions aimed at accelerating de facto equality between women and men that may favour women in the short term. Other terms that are often

⁵Source: Economic and Social Council resolution 1997/2- https://data.unaids.org/publications/external-documents/ecosoc_resolution1997_en.pdf

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 (CEDAW) 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.”

ANNEX II. UNODC AREAS OF ACTIVITY



The mission of UNODC “to contribute to global peace and security, human rights and development by making the world safer from drugs, crime, corruption and terrorism by working for and with MS to promote justice and the rule of law and build resilient societies” is articulated through three primary functions: (a) normative work; (b) technical assistance to Member States; and (c) analytical/research work.

The normative areas of activity of UNODC are grounded in international instruments for which UNODC acts as guardian and advocate: the Convention on Narcotic Drugs (1961), amended by a Protocol in 1972; the Convention on Psychotropic Substances (1971); the Convention against the Illicit Traffic in Narcotic Drugs and Psychotropic Substances (1988); the United Nations Convention against Corruption; the United Nations Convention against Transnational Organized Crime and its protocols; the United Nations Standards and Norms in Crime Prevention and Criminal Justice; and 19 international conventions and protocols against terrorism.⁶

UNODC provides substantive and secretariat support to its two governing bodies (CCPCJ and CND), the United Nations Congresses on Crime Prevention and Criminal Justice, the Commission on Narcotic Drugs, the International Narcotics Control Board (INCB),⁷ and FINGOV.

UNODC governing and consultative bodies

Commission on Narcotic Drugs (CND)	Main policymaking body in the United Nations system on drug-related issues. The Commission is composed of 53 Member States, elected by the Economic and Social Council for a four-year period. In addition to its policymaking role, the Commission has normative functions under the three international drug control conventions
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⁶ www.unodc.org/unodc/en/terrorism/index.html

⁷ The INCB is a stand alone international expert body, for which the Secretariat is located within UNODC. It was established in 1968 as an independent and quasi-judicial monitoring body to implement the United Nations international drug control conventions. It deals with the licit manufacture of, trade in and use of drugs to ensure that adequate supplies of drugs are available for medical and scientific uses and that the diversion of drugs from licit sources to illicit channels does not occur. The INCB also monitors Governments’ control over chemicals used in the illicit manufacture of drugs and assists them in preventing the diversion of those chemicals into illicit production.

	<p>(1961, 1971 and 1988 Conventions) and advises the Economic and Social Council on all matters pertaining to the control of narcotic drugs, psychotropic substances and their precursors. It reviews and analyses the global drug situation and monitors and supports the implementation of international policy commitments on all aspects of the world drug problem. The Commission takes action through resolutions and decisions. It also has operational functions as one of the governing bodies of UNODC.</p>
<p>Commission on Crime Prevention and Criminal Justice (CCPCJ)</p>	<p>Principal policymaking body of the United Nations on crime prevention and criminal justice. It is composed of 40 Member States, elected by the Economic and Social Council for a three-year period. The Commission guides the activities of the United Nations in the field of crime prevention and criminal justice, and its mandates and priorities include improving international action to combat national and transnational crime and the efficiency and fairness of criminal justice administration systems. It is the preparatory body to the United Nations Crime Congress, whose political declarations are transmitted through the Commission and the Economic and Social Council to the General Assembly for endorsement. The Commission provides a forum to foster the implementation of the international commitments made in the field of crime prevention and criminal justice. The Commission also acts as one of the two governing bodies of UNODC.</p>
<p>United Nation Congress on Crime Prevention and Criminal Justice (Crime Congress)</p>	<p>World's largest and most diverse gathering of policymakers, practitioners, academia, inter- and non-governmental organizations in the field of crime prevention and criminal justice. The Crime Congress has been held every five years since 1955, influencing national and international policies and professional practices. It is not a policymaking body but considered a consultative body. It is the CCPCJ that considers the outcomes of the congresses and takes decisions on appropriate follow-up measures.</p>
<p>Standing open-ended intergovernmental working group on improving the governance and financial situation of the UNODC (FINGOV)</p>	<p>Established in 2009 as an information-sharing, not decision-making, forum that deals with UNODC governance and financial matters, the consolidated budget, policies and progress made in implementing regional and global programmes, evaluation and oversight, human resources management and mainstreaming a gender perspective into programmes. The Economic and Social Council renewed its mandate upon recommendation of CND/CCPCJ until the end of 2021 (ECOSOC decision 2021/218). FINGOV is led by two co-chairs in a personal capacity elected by CND/CCPCJ and supported by the UNODC Secretariat of Governing Bodies.</p>

UNODC is also part of different United Nations inter-agency cooperation efforts. As its mandated areas span across all pillars of the United Nations, the Executive Director regularly briefs the Security Council and the Third Committee of the General Assembly responsible for human rights, humanitarian affairs and social matters. The Executive Director represents UNODC on Principals' level at the Executive Committee of the United Nations Network on Migration, the Committee of Co-sponsoring Organizations of UNAIDS, the Inter-Agency Coordination Group against Trafficking in Persons (ICAT), of which UNODC is the permanent coordinator, and the United Nations Sustainable Development Group. The Executive Director is also a member of the Chief Executive Board for Coordination and a member of the Secretary-General's Senior Management Group in both capacities as Director-General of UNOV and Executive Director of UNODC.

ANNEX III. TERMS OF REFERENCE OF THE EVALUATION

BACKGROUND AND CONTEXT

Gender equality and the empowerment of women (GEEW) are integral to the achievement of the Agenda 2030 and the Sustainable Development Goals (SDGs). UNOV and UNODC, as Secretariat entities, have a mandate to address GEEW at both the institutional and programmatic levels. The programmatic work includes all interventions contributing and supporting the efforts of Member States to respond to organized crime, corruption and terrorism and to promote criminal justice reform, law enforcement, illegal drug demand reduction and HIV/AIDS prevention, thus contributing to the achievement of the 17 SDGs. The institutional work includes efforts to promote GEEW within UNOV/UNODC, including achieving and sustaining gender parity, creating and nourishing an enabling working environment and developing capacity for GEEW.

In 2013, as a first step towards ensuring the integration of a gender perspective into all aspects of work, UNODC developed a *Guidance Note on Gender Mainstreaming*.⁸ Following this, in May 2017, the Global Programme on Gender Equality and the Empowerment of Women in UNOV and UNODC (GLOW25) was developed and the UNOV Director-General/UNODC Executive Director became part of a network of International Gender Champions determined to use their influence and stature to make GEEW a working reality.

GENDER ARCHITECTURE AT UNOV/UNODC

- **The Director-General/Executive Director** has the ultimate responsibility for adopting an institutional approach to gender mainstreaming and accomplishing the goals and targets set out in the Gender Strategy.
- **Executives Committee** is the highest decision-making body, with responsibility for monitoring and overseeing progress in implementing the Gender Strategy.
- **Gender strategy focal point (GSFP) network**, at HQ and in the field offices, provides assistance to colleagues on gender mainstreaming, shares best practices and lessons learned, and reports and takes part in relevant gender coordination groups. The UNOV/UNODC focal points for women are included in the GSFP network and provide support to staff and senior managers, in terms of achieving gender parity by promoting greater awareness of gender issues and contributing to gender-sensitive recruitment as well as an enabling work environment.
- **For all other staff**, performance on GEEW is monitored by supervisors through performance documents and annual performance evaluations.

This institutional structure is coordinated and supported within the framework of the Global Programme on Gender, implemented by a dedicated **Gender Team** located in the Office of the Director-General/Executive Director, which also plays a coordinating and facilitating role in the implementation of the Gender Strategy and Action Plan.

As a result of the Global Programme, the UNOV/UNODC Strategy for Gender Equality and the Empowerment of Women (2018–2021) was developed. The Gender Strategy was launched as a determined response to the revised United Nations System-wide Action Plan on Gender Equality and Empowerment of Women (UN-SWAP 2.0) and the United Nations System-wide Strategy on Gender Parity. The UNOV/UNODC Gender Strategy

⁸ www.unodc.org/documents/Gender/UNODC-GuidanceNote-GenderMainstreaming.pdf

has a dual approach, focusing both on gender mainstreaming in operational activities (programmatic work, goal A) as well as on organizational capacity (institutional work, goal B) to deliver results on GEEW. In December 2018, the Action Plan to implement the Gender Strategy was launched to clarify milestones and departmental responsibility for achieving the targets of the Gender Strategy, including a set of indicators to monitor progress. Besides the accountability and learning offered by evaluating the work of UNOV/UNODC on GEEW, both the Global Programme and the Gender Strategy, as well as the associated Action Plan, require a final independent evaluation. To meet these requirements, the evaluation will be undertaken as a strategic evaluation of GEEW work covering UNOV and UNODC.

In preparation for the evaluation, a scoping phase was conducted in September–October 2020 to better define the evaluation’s scope and focus areas as well as identifying the type of engagement with various stakeholders and the specific expertise and skills required for the evaluation team. In addition, a midterm assessment of the Gender Strategy and Action Plan was undertaken in 2020. Its results may also provide input for the strategic evaluation.

These terms of reference have been developed based on the scoping phase and outline the purposes and uses, questions and methodology, as well as the timeline and deliverables and the roles and responsibilities of evaluation stakeholders.

PURPOSE AND SCOPE OF THE EVALUATION

PURPOSE

The purpose of this assignment is to undertake an independent strategic evaluation of the organizational/institutional capacity efforts of UNOV/UNODC efforts to advance gender equality and the empowerment of women (GEEW) within the organizations. This overall purpose will include:

- **Facilitating** an advanced understanding in UNOV and UNODC of what GEEW means and entails for the entities’ mandate and work.
- **Identifying and assessing** the results achieved through GEEW efforts at the institutional level.
- **Learning** how institutional changes related to GEEW occur, that is, identifying relationships of cause and effect (“connecting the dots”). This includes mapping what institutional changes have occurred and identifying areas where further efforts are needed for comprehensive change.
- **Empowering** key internal and external stakeholders, particularly the senior management of UNOV/UNODC, including Director-General of UNOV/Executive Director of UNODC and gender architecture, in the analysis of change around GEEW.
- **Informing** strategic planning and future decision-making related to GEEW in UNOV/UNODC.
- **Guiding** the development of the next phase of the UNOV/UNODC Strategy for Gender Equality and the Empowerment of Women which will be in place by January 2022.
- **Practising accountability and building legitimacy and credibility** related to GEEW with stakeholders. The evaluation and subsequent management response will feed into reports related to the institutional commitments of UNOV/UNODC on GEEW. The results of the evaluation will also be reflected in the relevant reports to the Governing Bodies of UNODC (the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice), the standing open-ended intergovernmental working group on improving the governance and financial situation of the UNODC (FINGOV), Member States and other stakeholders.
- **Discussing and disseminating** the results with internal and external stakeholders will be fundamental to further sustain the use of results.

In addition, the strategic evaluation will respond to CCPCJ 28/4 and CND 62/9 resolutions calling for more strategic evaluations to be carried out within UNODC.

TIME SCOPE

The evaluation will cover UNOV/UNODC GEEW efforts at the organizational/institutional level from 2016 to 2020. However, this time frame will remain flexible as it is envisaged that the evaluation may use information prior to 2016 as a baseline or benchmark and also reflect the actions that will be carried out in the first half of 2021 through the full data collection phase of the evaluation and under the implementation of the Gender Strategy and associated Action Plan.

SUBSTANTIVE SCOPE

As anticipated, the strategic evaluation will examine the institutional dimension of the work of UNOV/UNODC on GEEW, including gender parity and creating and supporting an enabling environment. This dimension was identified as the most critical for the GEEW work of UNOV/UNODC during the scoping phase. Also, institutional capacity is considered the main contributing factor to achieving gender mainstreaming holistically in an organization. Finally, the majority of UN-SWAP indicators address institutional aspects of the organization.

The specific institutional aspects to assess will be further confirmed during the inception phase. It may include the accountability frameworks for GEEW, knowledge management frameworks and the funding mechanism to resource GEEW efforts, gender parity and other human resources-related policies, including the Enabling Environment Guidelines for the United Nations system and the field-specific Enabling Environment Guidelines, aiming at creating and supporting an enabling environment for GEEW. These aspects will be examined within the framework of the expected results of the Global Programme and Gender Strategy and to the extent possible United Nations system-wide frameworks and good practices.

This strategic evaluation therefore does not cover programmatic aspects related to GEEW. Whether or not gender dimensions have been translated through projects and programmes into verifiable change will not be covered in this evaluation. These aspects could not be included given resource constraints induced by COVID-19 and may be dealt with through different oversight exercises in the future, provided resources are available.

EVALUATION CRITERIA

The strategic evaluation will cover the OECD Development Assistance Committee (DAC) criteria⁹ of relevance, coherence, efficiency, effectiveness, contribution impact and sustainability, and lessons learned and best practices. However, the final criteria covered, along with the specific questions, will be determined during the inception phase. To the extent possible human rights, gender equality and leaving no one behind principle, including intersectionality, will be mainstreamed within the evaluation questions.

EVALUATION QUESTIONS

While the evaluation questions will be based on the OECD/DAC criteria as mentioned above, to address the information needs of UNOV/UNODC, the evaluation questions have been developed specifically to address the institutional dimensions of GEEW in the work of UNOV/UNODC. The final evaluation criteria and questions will be further refined by the evaluation team in the drafting of the inception report.

Questions	Related OECD/DAC Criteria
How effective have UNOV/UNODC been in introducing and maintaining initiatives and supporting structures and processes to advance gender equality and the empowerment of women at the organizational level? What has worked and what has not?	Effectiveness and efficiency

⁹ <http://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>

<p>To what extent did organizational GEEW initiatives address the specific needs and requirements of UNOV/UNODC and contribute to changes to advance GEEW? Where are the changes located: visible/invisible; individual/systemic? Where are the gaps?</p>	<p>Relevance, effectiveness, contribution to impact, coherence and sustainability</p>
<p>To what extent did UNOV/UNODC incorporate required change elements to support GEEW at the institutional level? What are the key factors contributing to and hindering organizational changes?</p>	<p>Relevance, efficiency, coherence and effectiveness</p>
<p>To what extent do these changes have potential to support the programmatic dimensions of GEEW? To what extent have they supported them so far? How do they interconnect?</p>	<p>Efficiency and contribution to impact</p>

EVALUATION METHODOLOGY

The strategic evaluation will be both summative and forward-looking as it works to identify and document results and changes as well as lessons learned across the organizations and provide evidence and input for the next phase of the Global Programme on Gender and the UNOV/UNODC Gender Strategy. It will be conducted in a participatory manner, drawing on the experience of internal, mostly, and external stakeholders at HQ, regional and country levels. While the specific details of the approach, methodology and stakeholders (number, gender, grade, diversity) will be outlined within the inception report, the evaluation will incorporate the following principles:

Participatory: While maintaining independence, the evaluation will promote an interactive approach involving the participation of different stakeholders. The key stakeholder groups are the Evaluation Reference Group (ERG), Core Learning Partners (CLP), Senior Management, Gender Team, the UNOV/UNODC Gender Strategy Focal Point (GSFP) Network, the Independent Evaluation Section (IES) and the evaluation team. The channels and procedures for communication and engagement with the different stakeholders will be determined through the development of an engagement strategy during the inception phase.

Forward-looking: The evaluation will “look backward (what has been) to inform the future (what might be) based on the present trajectory (what is happening now). Evaluators (will) examine what has worked and not worked in the past, not just to capture history, but to inform the future”.¹⁰

Rigorous: Following an evidence-based approach and using a variety of data collection methods and sources to ensure all findings are triangulated and maximize the quality, credibility and utility of the evaluation.

Flexible: Combining different approaches and tools adapted to the needs, opportunities and contexts that the process may require, including adjusting to any constraints or limitations related to the COVID-19 pandemic.

Aware of backlashes: Allowing for the assessment and proper interpretation of adverse reactions and resistance to change not as failures but as evidence of effectiveness and possible impact.

Women’s voices at the heart: Putting women's voices and experiences at the centre of the evaluation approach and favouring tools that privilege their perspectives.

Intersectional: Considering and addressing intersectional factors that combined create different modes of discrimination and privilege, such as ethnicity and race, sexual diversity, age, gender identity and expression, diverse abilities and others.

Efficient and time-sensitive: While ensuring fully participatory and representative processes, ensuring that processes meet the evidence needs of the organization in a timely manner and avoid overburdening stakeholders; cognizant of any additional workload created.

¹⁰Michael Quinn-Patton (2019). *Blue Marble Evaluation: Premises and Principles*.

The evaluation team will be asked to present a summarized methodology (including an evaluation matrix) in the inception report outlining the final evaluation questions, indicators, sources of information and methodologies and techniques of data collection. The evaluation methodology must conform to the United Nations Evaluation Group (UNEG) Norms and Standards as well as the UNODC Evaluation Policy.

The limitations to the evaluation, including those linked to the COVID-19 pandemic, as well as the chosen mitigating measures need to be identified and discussed by the evaluation team in the inception report. The inception report should also clearly outline an engagement and communication strategy, addressing when and how to engage with various stakeholders, specifically including the UNOV/UNODC Director-General/Executive Director and Member States.

Navigating COVID-19: To ensure a safe, flexible, adaptive and caring process, this evaluation will adopt a virtual first approach, using a combination of synchronous and asynchronous virtual collaborative tools and platforms. All data collection methods will be adapted to ensure a safe and robust process. This will limit the need for travel, should conditions not improve sufficiently.

The main elements of the evaluation process are the following:

- Preparation and submission of an inception report (containing a desk review summary, refined evaluation questions, data collection instruments, sampling strategy, limitations to the evaluation, communication/engagement plan, and timetable) to IES through Unite Evaluations (<https://evaluations.unodc.org>) for review and clearance at least one week before any data collection phase may take place (may entail several rounds of comments); engagement with the IES communication expert to determine what and when to communicate throughout the evaluation process.
- Interviews, both individually and (as appropriate) in small groups/focus groups, with management and other UNODC staff as well as stakeholders, as well as using anonymous surveys/questionnaires or any other relevant quantitative and/or qualitative tools as a means to collect relevant data for the evaluation (respecting potential COVID-related restrictions on travel and in-person meetings);
- Regular engagement and briefings to identified stakeholders, including the Director-General/Executive Director and Member States as per the engagement plan developed during inception phase.
- Briefings and feedback sessions with the Evaluation Reference Group (ERG) at appropriate evaluation phases.
- Analysis of all available information.
- Oral briefings of initial observations to key stakeholder groups; this will take place in the form of a series of workshops. An engaging approach, including a visual tool that will serve as a basis for workshops will be developed to discuss the preliminary findings of the evaluation with identified stakeholder groups.
- Preparation of the draft evaluation report (based on the Template Report). The evaluation team submits the draft report to IES only through Unite Evaluations for review and clearance (may entail several rounds of comments). A briefing on the draft report with project/programme management may also be organized. This will be based on discussion with IES and project/programme management.
- Preparation of the final evaluation report and an evaluation brief (two-pager) (based on the Template Brief) including full proofreading and editing, submission to IES through Unite Evaluations for review and clearance (may entail several rounds of comments). It further includes a PowerPoint presentation on final evaluation findings and recommendations.
- Presentation of a final evaluation report with its findings and recommendations to the target audience, stakeholders etc. (in person or if necessary, through Skype/Teams, etc.).

In conducting the evaluation, the UNODC and the UNEG Evaluation Norms and Standards are to be taken into account. All tools, norms and templates to be mandatorily used in the evaluation process can be found on the IES website: www.unodc.org/unodc/en/evaluation/guidelines-and-templates.html

TIME FRAME AND DELIVERABLES

Evaluation stage	Start date ¹¹ (dd/mm/yy)	End date (dd/mm/yy)	Subsumed tasks, roles	Guidance/process description
Inception report (3-5 weeks)	30/04/21	30/5/2021	Draft inception report; Review by IES, focal point; Final inception report	Includes two weeks for review by IES, focal points and briefing to ERG
Data collection (incl. field missions) (2-6 weeks) ¹²	07/06/21	02/08/21	Observation; interviews; surveys, etc.	Coordination of data collection dates and logistics with IES, focal points and ERG
Preliminary results workshops	16/08/21	20/08/21	Briefing and discussion on preliminary evaluation results	Workshops coordinated with IES, focal points, ERG and GSFP
Draft report (6-9 weeks)	02/08/21	30/08/21	Drafting of report; by evaluators	Includes 2 weeks for review by IES, 1 week by focal points and ERG
	30/08/21	30/09/21	Final review by IES; review by focal point and ERG; revision of draft	
Draft report for CLP comments (2 weeks)	11/10/21	25/10/21	Compilation of comments by IES	Comments will be shared by IES with evaluators
Final report, brief and PowerPoint slides (3-4 weeks)	15/11/21	30/11/21	Revision by eval; review/approval by IES; completion of management response and EFP by focal point	Evaluation report, brief and slides are finalized. Includes 1 week for review by IES and 1 week for focal points
Presentation (1 day)	30/11/21	30/11/21	Presentation organized	Date of presentation of final results to be agreed with focal points

The UNODC Independent Evaluation Section may change the evaluation process, timeline, approach, etc. as necessary at any point throughout the evaluation process.

¹¹ Required preparations before the start: completed terms of reference; two-week review of the terms of reference by the Core Learning Partners; finalized terms of reference based upon comments received; clearance by IES; assessment of qualified evaluation team candidates; clearance by IES; recruitment (Vienna HR for international consultants requiring a minimum of two weeks; UNDP for national consultants which may take up to several weeks); desk review materials compiled.

¹² Data collection is currently likely to take longer than usual due to competing priorities of stakeholders due to COVID-19.

EVALUATION TEAM COMPOSITION

Role	Number of consultants ¹³ (national/international)	Specific expertise required ¹⁴
Evaluation expert	1 (international/national consultant)	Evaluation methodology
Substantive expert	1 (international/national consultant)	Expertise in gender equality and the empowerment of women
Substantive expert	1 (international/national consultant)	Expertise in gender and diversity in organizations
Substantive expert	1 (international/national consultant)	Expertise in crime and criminal justice
Substantive expert	1 (international/national consultant)	Senior adviser on gender equality and empowerment of women

The evaluation team will not act as representatives of any party and must remain independent and impartial. The qualifications and responsibilities for each evaluation team member are specified in the respective job descriptions provided during recruitment and contracting. The evaluation team will report exclusively to the Chief or Deputy Chief of the UNODC Independent Evaluation Section, who are the exclusive clearing entity for all evaluation deliverables and products.

ABSENCE OF CONFLICT OF INTEREST

According to UNODC rules, the evaluation team must not have been involved in the design and/or implementation, supervision or coordination of and/or have benefited from the programme/project or theme under evaluation. Furthermore, the evaluation team shall respect and follow the UNEG Ethical Guidelines for conducting evaluations in a sensitive and ethical manner.

MANAGEMENT, ROLES AND RESPONSIBILITIES OF THE EVALUATION PROCESS

Roles and responsibilities and stakeholder involvement will be further elaborated throughout the inception phase which will include the development of an engagement and communication strategy.

ROLES AND RESPONSIBILITIES OF THE EVALUATION FOCAL POINTS (GENDER TEAM AND HRMS):

The evaluation focal points are responsible for:

- Providing input and feedback on the terms of reference
- Identifying stakeholders and coordinating with IES on the selection of CLP (representing a balance of men, women and other marginalized groups) and informing them of their role
- Collaborating with IES the selection and recruitment of the evaluation team

¹³ Please note that an evaluation team needs to consist of at least two independent evaluators – at least one evaluation expert and one substantive expert.

¹⁴ Please add the specific technical expertise needed (e.g. expertise in anti-corruption; counter terrorism, etc.). Please note that at least one evaluation team member needs to have expertise in human rights and gender equality.

- Providing available budget for use in evaluation, including the work breakdown structure element code
- Compiling and providing desk review materials (including data and information on men, women and other marginalized groups) to the evaluation
- Conducting data collection and data analysis
- Providing input and feedback on draft inception report
- Coordinating the preliminary results workshops with the evaluation team and IES
- Reviewing the draft report and draft evaluation brief for factual errors
- Coordinating the completion of the management response and the evaluation follow-up plan for usage of the evaluation results
- Facilitating the presentation of final evaluation results
- Coordinating the dissemination of the final evaluation report, evaluation brief and any other evaluation-related materials, communicating evaluation results to relevant stakeholders in coordination with IES
- Utilization of recommendations in GEEW work and recording of the status of the implementation of the evaluation recommendations in Unite Evaluations (to be updated once per year)

The Gender Team will be in charge of **providing logistical support** to the evaluation team including arranging the field missions, if any, of the evaluation team, including but not limited to:

- All logistical arrangements for the travel/data collection phase
- All logistical arrangements for the meetings/interviews/focus groups/etc., (respecting potential COVID-related restrictions on travel and in-person meetings), ensuring interview partners adequately represent men, women and other marginalized groups and arrangements for the presentation of the evaluation results

ROLES AND RESPONSIBILITIES OF THE INDEPENDENT EVALUATION SECTION

The Independent Evaluation Section (IES) provides mandatory normative tools, guidelines and templates to be used in the evaluation process.¹⁵ Furthermore, IES provides guidance, quality assurance and evaluation expertise, as well as interacting with the project manager (Gender Team), the ERG and the evaluation team throughout the evaluation process.

Per resolutions CND 62/9 and CCPCJ 28/4, this evaluation, as the first institutional level evaluation being undertaken in UNOV/UNODC, will be mainly funded by programme support costs funding with contributions from GLOW25. The evaluation will be managed by IES with regular updates throughout the process, and specifically the final results, to both the Director-General/Executive Director as well as to Member States.

IES reviews, comments on and clears all steps and deliverables during the evaluation process: Terms of reference; selection of the evaluation team; inception report; draft evaluation report; briefing materials; final evaluation report; evaluation brief and PowerPoint slides on the final evaluation results; evaluation follow-up plan. This includes ensuring all processes and deliverables meet UNEG norms and standards as well as UNODC quality criteria.

For this evaluation, IES will also act as the Secretariat for the Evaluation Reference Group and coordinate, in collaboration with the Gender Team and the evaluation team, updates to the Director-General/Executive Director, Member States and other stakeholders. IES will also review and provide feedback on all briefing and workshop materials for ERG and other stakeholders.

¹⁵ Please find the respective tools on the IES website www.unodc.org/unodc/en/evaluation/guidelines-and-templates.htm.

IES further publishes the final evaluation report and the evaluation brief on the UNODC website, as well as sending the final evaluation report to an external evaluation quality assurance provider.

IES may change the evaluation process, timeline, approach, etc. as necessary at any point throughout the evaluation process.

ROLES AND RESPONSIBILITIES OF THE EVALUATION REFERENCE GROUP

The Evaluation Reference Group (ERG), consisting of senior UNOV/UNODC management, has specific terms of reference outlining the specific roles and responsibilities of the group. The overall expectations include:

- Providing feedback for all evaluation phases and deliverables, for example, terms of reference, inception report, draft report.
- Acting as key informant for data collection, including participating in interviews/discussions and providing relevant information and data.
- Actively participating in workshop on preliminary findings, conclusions and recommendations.
- Providing feedback to management response and recommendation implementation, as appropriate.
- Disseminating and sharing evaluation report and results, internally and externally, as appropriate.

PAYMENT MODALITIES

The evaluation team will be issued consultancy contracts and paid in accordance with UNODC rules and regulations. The payment will be made by deliverable and only once cleared by IES. Moreover, 75 per cent of the daily subsistence allowance and terminals is paid in advance before travelling. The balance is paid after the travel has taken place, upon presentation of boarding passes and the completed travel claim forms. Deliverables which do not meet UNODC and UNEG evaluation norms and standards will not be cleared by IES.

IES is the sole entity to request payments to be released in relation to evaluation.

ANNEX IV. THE EVALUATION: APPROACH AND PROCESS

EVALUATION PRINCIPLES

The evaluation team considered UNODC Evaluation Policy and the United Nations Evaluation Group (UNEG) Evaluation Norms and Standards in conducting the evaluation. Specifically, human rights, gender equality and leaving no one behind principles were mainstreamed within the evaluation process. Additionally, the evaluation incorporated the following principles:

- **Appreciative inquiry:** Building on strengths to inspire and inform a better future. This also meant that the evaluation team addressed challenges and concerns with a sense of goodwill to empower and not discourage stakeholders.
- **Inclusion and participation:** While maintaining independence, promoting an interactive approach involving the participation of different stakeholders in the various stages and spaces of the evaluation process. Thus, the evaluation prioritized power-aware, respectful, inclusive and participatory spaces for sense-making and collaborative exchange, avoiding merely extractive data gathering. The ultimate aim of this participatory design was to ensure that everyone who wanted to contribute to the evaluation could do so as far as possible within the time constraints of the evaluation.
- **Forward-looking:** The evaluation “look(ed) backward (what has been) to inform the future (what might be) based on the present trajectory (what is happening now). Evaluators examine(d) what has worked and not worked in the past, not just to capture history, but to inform the future”.¹⁶
- **Rigour:** Following an evidence-based approach and using various data collection methods and sources to ensure all findings were triangulated and to maximize the evaluation’s quality, credibility and utility.
- **Anonymity:** Taking the utmost care to preserve the identity of informants.
- **Flexibility:** Combining different approaches and tools adapted to the needs, opportunities and contexts that the evaluation process might require.
- **Efficiency and time sensitivity:** Meeting the evidence needs of UNOV/UNODC on time and avoiding overburdening stakeholders, aware of any additional workload created.
- **Navigating COVID-19:** Adopting a virtual first approach to ensure a safe, flexible, adaptive and caring evaluation process.
- **Situated knowledge:** Understanding and acknowledging that evaluators and stakeholders participating in the evaluation process have their singular position in the world and in UNOV/UNODC that influences their views and knowledge.¹⁷
- **Women’s voices at the heart:** As the evaluation explored gender equality and women’s empowerment, taking care of the format and dynamics of data gathering tools and exchanging spaces to hear and amplify the voices and perspectives of women without compromising the participation of men during the evaluation process.
- **Intersectionality:** While gender discrimination was the focus of the evaluation, understanding and acknowledging that gender discrimination interacts with other forms of discrimination (racial, age, economic, migratory status, gender identity).
- **Awareness of backlashes:** Allowing for the assessment and proper interpretation of adverse reactions and resistance to change not as failures but as evidence of effectiveness and possible impact.

¹⁶Michael Quinn-Patton (2019). *Blue Marble Evaluation: Premises and Principles* <https://bluemarbleeval.org/>

¹⁷Donna Haraway (1988). “Situated Knowledge: The Science Question in Feminism and the Privilege of Partial Perspective” in *Feminist Studies* 14, no. 3: 575-599.

PROCESS: STAGES, TOOLS AND PRODUCTS

Scoping phase: In preparation for the evaluation, a scoping phase took place to identify the evaluation's scope and areas of focus. Primary intended users of the evaluation were also identified, and an engagement plan to involve them in a meaningful way was developed to ensure the ownership of the evaluation process (not just the outputs) remained with UNOV/UNODC. Also, the specific expertise and skills required for the evaluation team were identified. As a result of this phase, the terms of reference of the evaluation were developed.

Inception phase: The evaluation team was able to provide a general picture of the work of UNOV/UNODC on GEEW at the internal level and, in consultation with key stakeholders, conceptualize what UNOV/UNODC needed to know in an analytical framework adapted to the substantive scope.

The analytical framework for the evaluation includes two analytical dimensions. The first dimension is intended to map the most salient GEEW efforts on promoting GEEW at the institutional level and assess their level of quality according to different parameters, that is, technical quality, timeliness and outreach. The second dimension is intended to understand to what extent and in what way efforts have contributed to individual and systemic changes¹⁸ at three different layers:¹⁹ (a) technical; (b) political; and (c) cultural. The framework also recognizes that organizational dynamics are not always visible and therefore adds a scale that will help highlight more visible changes/transformations and more subtle ones.²⁰

This analytical framework was used to review the original evaluation questions proposed in the terms of reference and develop a detailed evaluation matrix. The methodology and workplan were also defined during the inception phase, and key stakeholders were identified and classified. All these elements were part of an inception report validated by IES, EFP and ERG.

Data-gathering phase: the evaluation team gathered primary and secondary data relevant to the evaluation questions through the following methods:²¹

- **Desk review:** A total of 786 documents were compiled and used. Of these, 693 UNOV/UNODC documents, 71 United Nations system documents and 22 external documents.²²
- **An anonymous online survey** (in English, French and Spanish) addressed to all UNOV/UNODC personnel (3,184 people, 495 of them stationed at HQ in Vienna²³). A total of 407 people (38 per cent male, 57 per cent female, 0,5 per cent other and 4 per cent preferred not to say) from HQ and field offices answered the survey, giving a response rate of 13 per cent. As the total number of respondents did not constitute a representative statistical sample of UNOV/UNODC personnel and was self-selecting in potentially important yet unknown ways, survey data were interpreted with caution and used primarily as triangulating support within the broader suite of methodologies employed.
- **One-to-one or group key informant interviews and focus group discussions:** A total number of 104 people (93 UNOV/UNODC personnel and 11 partners) were interviewed remotely: 32 per cent male and 68 per cent female. The selection was based mainly on intentional non-probabilistic sampling to get the voices of people with richer information about the questions posed in the evaluation matrix.

¹⁸According to the Gender at Work framework, change has to happen at two different levels for gender equality to be achieved: at the individual level, referring to changes in personnel/people, and the systemic level, referring to changes in the organization's ideas, structures, and mechanisms.

¹⁹According to the TCP model, organizations need to manage change by looking at three critical areas of change, i.e., ideas and structures, falling under the systemic level in our framework, and people, under the individual level. Organizations also need to consider three internal dynamics, i.e., technical, referring to the organization of social, financial and technical resources; political, referring to who influences and deals with what and whom, and how resources and power are allocated; and, cultural, referring to how societal and organizational beliefs, norms and values shape the organization.

²⁰According to Schein's model, organizational dynamics are not always visible. Those dynamics that are not visible (less visible and hidden, according to Schein's terminology) must also be considered and addressed for change to happen. Similarly, according to the Gender at Work framework, for GEEW to be achieved in organizations, formal (visible) and informal (not visible) changes have to take place at different levels.

²¹Refer to annex VI for a complete list of stakeholders consulted.

²²See annex VII for the complete list of documents used by the evaluation team.

²³Source: UNOV/UNODC staff-anonymized data set consolidated provided by HRMS in June 2021.

A second round of key informant interviews and focus group discussions was undertaken for individuals who nominated themselves for participation through the online survey.

- **Private line:** The evaluation team enabled a safe space for participants to provide input on specific sensitive topics upon request. Five people utilized this tool. The information collected in these one-to-one sessions was treated strictly anonymously. In some instances, the information supplied was confidential and has not been included in the findings of the evaluation; in other cases, the private line provided a channel for important insights to be gained which have contributed to the findings in various ways.
- **ParEvo:**²⁴ Thirteen people (15 per cent male and 85 per cent female) from HQ (2) and field offices (11) were selected from among those who volunteered to collectively elaborate a set of storylines on how they (or others) had experienced GEEW in UNOV/UNODC. This was an asynchronous, collaborative methodology that allowed people from different parts of UNOV/UNODC to contribute together, generating scenario-stories that reflected aspects of gender and gendered experience that might have been missed by the other methods employed. Once the storylines were complete, a second online survey was sent to all UNOV/UNODC personnel to validate the stories.

Data analysis phase: Data analysis included three interconnected levels involving the participation of various stakeholders:

- **Analysis of the evaluation team:** The information collected throughout the evaluation process was systematically compiled and coded using qualitative research software (Depose and NVivo), analysed thematically and integrated using triangulation techniques to validate findings.
- **Debriefings:** The evaluation team organized five sessions with IES, EFPs, the GSFP network and ERG to share and make sense of the main themes emerging and identify strategic recommendations. Sixty-two (62) UNOV/UNODC personnel (21 per cent male and 79 per cent female) from HQ and field offices participated in these meetings.
- **Quality assurance:** IES reviewed and provided feedback and insights to the draft of the evaluation report, acting as a quality assurance entity for all evaluation deliverables. The evaluation report will also be reviewed externally as part of the IES quality assurance processes.

Report writing phase: This included the preparation of the draft evaluation report to be reviewed by IES, EFP, ERG and CLP. Based on the feedback from these stakeholders, the evaluation team prepared the final evaluation report.

GOVERNANCE AND MANAGEMENT

An **Evaluation Reference Group (ERG)**, composed of managers at HQ and field offices, was established in the early stages of the evaluation and engaged throughout the evaluation process to contribute to the relevance, credibility and utility of the evaluation by offering in an advisory capacity a range of viewpoints and ensuring a transparent process. It was chaired by the senior adviser to the evaluation team (see below).

HRMS and the Gender Team were the **evaluation focal points**.

The **Core Learning Partnership (CLP)** was a group of 33 stakeholders (Member States, United Nations entities and donors), who gave feedback on the main evaluation deliverables (inception report and draft evaluation report).

The UNOV/UNODC **Director-General/Executive Director** was regularly briefed on the evaluation's progress and intermediate and final results, and engaged at appropriate evaluation stages.

IES managed the entire evaluation exercise and ensured the secretariat of the ERG.

²⁴<https://parevo.org/>

THE COMPOSITION OF THE EVALUATION TEAM

The **evaluation team** was composed of a team leader, three substantive experts and a senior adviser, as follows:

- **Eva Otero Candelera** (evaluation expert) has more than 20 years of experience in international development. Since 2008, she has been an independent consultant specialized in conducting evaluations and other learning processes. Eva has worked with international non-governmental organizations and multilateral bodies such as the United Nations, including UNODC, both at HQ and in the field in different parts of the world.
- **Cristina Santillán Idoate** (substantive expert) is a historian with more than 20 years of experience in international development. She is a consultant specializing in gender equality and women's empowerment in programming, research and evaluation. She works worldwide supporting a myriad of stakeholders (grass-roots groups and social movements, academic institutions, national and international non-governmental organizations, governmental entities and the United Nations system).
- **Mark Brown** (substantive expert) is a legal and criminal justice systems expert with more than 30 years of experience in research and evaluation, including previously for UNODC. He is the Director of the Centre for Criminological Research at the University of Sheffield, United Kingdom, where he is also Deputy Head of the School of Law.
- **Neha Chatwani** (substantive expert) is an organizational psychologist with more than 20 years of experience in human resources management and organizational development across a variety of sectors including international organizations. She is an academic lecturer/researcher and published author in her field as well as the founder of *the workplace atelier*.
- **Ambassador Miroslava Beham** (senior adviser) has more than 30 years of experience in gender equality and the empowerment of women across different professional fields. She was Permanent Representative and Ambassador of the Republic of Serbia to the International Organizations in Vienna, including UNODC, and Senior Gender Adviser of the Organization for Security and Co-operation in Europe. She works now as a consultant for women, peace and security issues.

The evaluation team also benefited from the valuable support of **Dr. Rick Davies**, an independent M&E consultant with more than 30 years of experience in the sector, who is the developer of ParEvo, one of the data gathering tools utilized in the evaluation.

LIMITATIONS TO THE EVALUATION

The small budget available and the compressed timelines, driven by the need to provide timely, focused and actionable recommendations to inform the upcoming GEEW Strategy 2022–2026 strategy, for the evaluation of such a broad and multilayered topic affected the depth and breadth of the analysis. To partly overcome this limitation, the evaluation team carefully sharpened the focus of the issues to be addressed and prioritized open-ended exploration of emerging themes rather than examining every GEEW initiative that UNOV/UNODC have implemented. It also affected the capacity of the evaluation team to gather and analyse disaggregated data, for example, by geographic location, type of contract, age, cultural background and the like.

Baseline data were missing for some of the aspects being assessed, sometimes because those factors are quite complex and would not ordinarily be measured (e.g., on organizational culture), but in other cases because UNOV/UNODC do not routinely collect some data regarding GEEW issues (e.g. movement/mobility of women and men between HQ and field office locations). Thus, in some cases, the evaluation ended up providing a situation analysis, looking at these aspects as they are at one point in time rather than an evaluative assessment of measurable change over time.

While the evaluation team devised innovative methods to promote participation, such as the use of storytelling, the private line, **competing priorities** and **travel restrictions due to COVID-19** that impeded field missions affected stakeholders' engagement to various degrees. Thus, the evaluation survey had a 13 per cent response rate and approximately 100 people rejected or did not respond to invitations of the evaluation team to participate in the evaluation process.

The **evaluation team was also not as diverse** as it was initially intended. All evaluation team members acknowledge a common cultural positionality (Western) and some commonalities that shaped their knowledge and practice (cisgender, middle-class, middle-aged, primarily white, with no important limitations in their physical and psychological capacities). To partly overcome this limitation, an intersectional sensitive approach was applied when designing frameworks, methods and tools; attentive and sensitive listening was promoted when engaging informants and analysing information; and space and time were devoted to challenging team perspectives.

ANNEX V. EVALUATION MATRIX

Questions	Subquestions	Zooming in	Sources of information	Data gathering tools
1. How effective have UNOV/UNODC been in introducing and maintaining initiatives and supporting structures and processes to advance GEEW at the institutional level?	To what extent were GEEW activities and outputs <u>delivered as planned</u> ?	What was done? What facilitated implementation?	Gender team HRMS GSFP network, including FPWs Secondary data	Key informant interviews Focus group discussions Workshops Content analysis
		What was planned but not done? Why?		
	What is the quality of these outputs?	Parameters: <ul style="list-style-type: none"> - Technical quality - Timeliness - Outreach 	Gender team HRMS GSFP network, including FPWs Champions who have used outputs External bellwethers Member States Secondary data	Key informant interviews Focus group discussions Workshops Content analysis
2. To what extent has GEEW work contributed to individual changes in UNOV/UNODC personnel? How do these changes support the work of UNOV/UNODC?	In the <u>capacity and expertise</u> of personnel to address GEEW issues	<u>Technical quality of the GEEW capacity and expertise</u> (e.g., the capacity and expertise of the gender team, the GSFP network, the gender experts/consultants)	Gender team HRMS GSFP network, including FPWs Champions who have used outputs All personnel External bellwethers Member States Secondary data	Key informant interviews Focus group discussions Workshops Survey Content analysis

STRATEGIC EVALUATION OF THE WORK OF UNOV/UNODC TO PROMOTE GEEW

		<u>Use of gender knowledge and expertise</u> (e.g., gender-specific resources, gender-sensitive and sex-disaggregated baseline information, gender experts/consultants)	Management at HQ Gender team GSFP network, including FPWs Representatives and deputies in field offices Champions who have used outputs All personnel Secondary data management at HQ	Key informant interviews Focus group discussions Workshops Survey Content analysis
	In the <u>incentives and opportunities</u> for personnel to address GEEW	Inclusion of the GEEW perspective in <u>reward/incentive systems</u> (e.g., sanctions to discourage gender biases)	Gender team HRMS GSFP network, including FPWs All personnel Representatives and deputies in field offices HR personnel in field offices Secondary data	Key informant interviews Focus group discussions Workshops Survey Content analysis
		<u>Specific mentoring actions to support women and gender experts and champions</u>	Gender team HRMS GSFP network, including FPWs HR personnel in field offices Selected women who received mentoring All personnel Secondary data	Key informant interviews Focus group discussions Workshops Survey Content analysis
		<u>Infrastructure to enable</u> personnel (men and women) to carry out their work (e.g., in relation to a safe working environment - security, location, toilet facilities, transport arrangement, etc.).	Gender team HRMS GSFP network, including FPWs UNOV/UNODC HR personnel in field offices All personnel Secondary data	Key informant interviews Focus group discussions Workshops Survey Content analysis

STRATEGIC EVALUATION OF THE WORK OF UNOV/UNODC TO PROMOTE GEEW

	In how personnel understand and express <u>concern and commitment</u> about GEEW	Personnel's <u>beliefs, awareness and understanding</u> of gender inequalities and gender mainstreaming	Management at HQ GSFP network, including FPWs All personnel Representatives and deputies in field offices 13 selected personnel	ParEvo Survey Focus group discussions
		Personnel's <u>willingness and commitment</u> to promote GEEW	Management at HQ GSFP network, including FPWs Representatives and deputies in field offices All personnel 13 selected personnel	ParEvo Survey Focus group discussions
		Personnel's <u>behaviours</u> to promote GEEW (including language and jokes)	Management at HQ GSFP network, including FPWs Representatives and deputies in field offices All personnel 13 selected personnel	ParEvo Focus group discussions Workshops Survey Content analysis
3. To what extent has GEEW work contributed to systemic changes in UNOV/UNODC? How do these changes support the work of UNOV/UNODC?	In what ways do the <u>division of tasks and responsibilities</u> reflect and promote GEEW	<u>Gender parity and working conditions:</u> gender balance at different levels, mechanisms that monitor gender balance in different kinds of job contracts and in wages, etc.	Management at HQ Gender team HRMS All personnel GSFP network, including FPWs Representatives and deputies in field offices HR personnel in field offices Secondary data 13 selected personnel	Focus group discussions Workshops Survey Content analysis

STRATEGIC EVALUATION OF THE WORK OF UNOV/UNODC TO PROMOTE GEEW

		<u>Gender architecture</u> : Gender team and network of GSFs – their weight and fit in the structure of UNOV/UNODC; how GEEW expertise is structurally embedded in organizational processes	Management at HQ HRMS Gender team GSFP network, including FPWs Representatives and deputies in field offices HR personnel in FOs Champions who have used outputs All personnel Member States Secondary data	Key informant interviews Focus group discussions Workshops Survey Content analysis
	In how formal and informal <u>decision-making</u> supports and actively pursues GEEW	<u>Gender balance in decision-making mechanisms</u>	Management at HQ HRMS Gender team GSFP network, including FPWs All personnel Member States Secondary data	Key informant interviews Focus group discussions Workshops Survey Content analysis
		<u>Integration of GEEW perspective in decision-making mechanisms</u>	Management at HQ HRMS Gender team GSFP network, including FPWs All personnel Member States Secondary data	Key informant interviews Focus group discussions Workshops Survey Content analysis
		<u>Gender-specific decision-making mechanisms</u> (such as mechanisms to address sexual harassment)	HRMS Gender team GSFP network, including FPWs HR personnel in field offices All personnel Secondary data	Focus group discussions Workshops Survey Content analysis

STRATEGIC EVALUATION OF THE WORK OF UNOV/UNODC TO PROMOTE GEEW

	In how <u>organizational learning</u> supports and actively pursues GEEW	Mechanisms for organizational gender learning <u>within the organization</u> , both horizontally and vertically	Management at HQ HRMS Gender team GSFP network, including FPWs Representatives and deputies in field offices All personnel Secondary data	Focus group discussions Workshops Survey Content analysis
		Forms of exchange, collaboration and other forms of interaction for organizational learning <u>with external GEEW stakeholders</u> , e.g., women's/feminist organizations, GEEW interest groups, gender researchers and research institutions, gender experts consultants, United Nations agencies, Member States, etc.	Management at HQ Gender team GSFP network, including FPWs Representatives and deputies in field offices All personnel External bellwethers Member States Secondary data	Key informant interviews Focus group discussions Workshops Survey Content analysis
		Organizational <u>approach to new</u> , innovative ideas and practices	Management at HQ Gender team GSFP network, including FPWs Representatives and deputies in field offices All personnel Secondary data	Key informant interviews Focus group discussions Workshops Survey Content analysis
	In how <u>organizational policies</u> (including strategies, regulations and procedures) incorporate and reflect GEEW	Inclusion of <u>GEEW in policies, strategies, regulations and other documents</u> (for example policies for advocacy and communication; human resource development, promotion, wages, sexual harassment, etc.)	Management at HQ Representatives and deputies in field offices HRMS Gender team GSFP network, including FPWs All personnel Secondary data	Key informant interviews Focus group discussions Workshops Survey Content analysis

STRATEGIC EVALUATION OF THE WORK OF UNOV/UNODC TO PROMOTE GEEW

		<u>Mechanisms for operationalizing</u> policies, strategies and regulations on GEEW or including GEEW (for example allocation of appropriate budget, specific action and MEAL systems)	HRMS Gender team GSFP network, including FPWs HR personnel in field offices All personnel Secondary data	Key informant interviews Focus group discussions Workshops Survey Content analysis
In how organizational <u>polycymaking</u> supports and actively pursues GEEW		Responsibility (commitment) of <u>management and governance bodies</u> for GEEW strategic/policy development and implementation	Management at HQ Gender team GSFP network, including FPWs Representatives and deputies in field offices All personnel Member States Secondary data	Key informant interviews Focus group discussions Workshops Survey Content analysis
		Type of <u>influence and credibility of the gender team</u> and network of GSFPs in strategic/policy development	Management at HQ Gender team GSFP network, including FPWs All personnel Representatives and deputies in field offices Member States Secondary data	Key informant interviews Focus group discussions Workshops Survey Content analysis
		<u>Interactions and partnerships with external GEEW stakeholders</u> for policymaking, such as women's/feminist organizations, researchers and research institutions, consultants, United Nations agencies, Member States, etc.	Management at HQ HRMS Gender team GSFP network, including FPWs External bellwethers Member States Secondary data	Key informant interviews Focus group discussions Workshops Survey Content analysis

STRATEGIC EVALUATION OF THE WORK OF UNOV/UNODC TO PROMOTE GEEW

	In how organizational beliefs, values and not visible norms support and/or show concern about GEEW	How <u>espoused values</u> are demonstrated – GEEW positioning in strategic communications (languages, images, etc.).	Gender team GSFP network, including FPWs All personnel External bellwethers Member States Secondary data	Key informant interviews Focus group discussions Workshops Survey Content analysis
		GEEW linked to the <u>reputation</u> of UNOV/UNODC on different levels	Managers at HQ Gender team GSFP network, including FPWs Representatives and deputies in field offices All personnel External bellwethers Member States Secondary data	Key informant interviews Focus group discussions Workshops Survey Content analysis
		GEEW influences the “ <u>way we do things around here</u> ” (including support of work-life balanced or gender-sensitive leaderships)	All personnel 13 selected personnel	Survey ParEvo Focus group discussions
		Basic <u>underlying assumptions</u> around GEEW (“if you really want to get the job done, give it to a man”)	All personnel 13 selected personnel	Survey ParEvo Focus group discussions

ANNEX VI. STAKEHOLDERS CONSULTED DURING THE EVALUATION

STAKEHOLDERS THAT PROVIDED INPUT THROUGH KEY INFORMANT INTERVIEWS, FOCUS GROUP DISCUSSIONS, EMAIL EXCHANGE, PRIVATE LINE INTERVIEWS AND PAREVO

Type of stakeholder	Number of stakeholders	Gender disaggregated data
UNODC HQ	52	Male: 13 Female: 39
UNODC field offices	49	Male: 14 Female: 35
UNOV	5	Male: 3 Female: 2
Member States	3	Male: 2 Female: 1
External partners	8	Male: 2 Female: 6
TOTAL	117 stakeholders (via key informant interviews, focus group discussions, email exchange, private line interviews and ParEvo)	Male: 34 Female: 83

STAKEHOLDERS THAT RESPONDED TO THE EVALUATION SURVEY

Type of stakeholder	Number of stakeholders	Gender-disaggregated data
UNOV/UNODC personnel (segregation by type of stakeholder not reliable in the survey)	407 (via survey)	Male: 149 Female: 224 Fluid: 2 Not stated: 32

Time constraints, competing demands and the inability to carry out field missions due to the COVID-19 pandemic affected the engagement of stakeholders negatively. Thus, the evaluation survey had a 13 per cent response rate and approximately 100 people rejected or did not respond to invitations from the evaluation team to participate in the evaluation process.

ANNEX VII. LIST OF CONSULTED DOCUMENTS

UNOV/UNODC DOCUMENTS

1. 28th_CCPCJ_Side_Events_Report-revenabling
2. A 75 5 Add 10 UNODC Financial statements 2019 ODS
3. Agenda_Comite Personal_08Marzo2021_KH
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6. Board of auditor's reports 2016 A_72_5_Add.10_E
7. Board of auditor's reports 2017 A_73_5_Add.10_E
8. Board of auditor's reports 2018 A_74_5_Add.10_E
9. Board of auditor's reports 2019 A_75_5_Add.10_E
10. CCPCJ agenda December 2016
11. CCPCJ agenda December 2017
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13. CCPCJ agenda December 2019
14. CCPCJ Agenda December 2020
15. CCPCJ agenda May 2016
16. CCPCJ agenda May 2017
17. CCPCJ agenda May 2018
18. CCPCJ agenda May 2019
19. CCPCJ agenda May 2021
20. CCPCJ report regular and reconvened December 2020
21. CCPCJ report December 2016
22. CCPCJ report December 2017
23. CCPCJ report December 2018
24. CCPCJ report December 2019
25. CCPCJ report May 2016
26. CCPCJ report May 2017
27. CCPCJ report May 2018
28. CCPCJ report May 2019
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31. CCPCJ_programme_ebook 17
32. CCPCJ_Programme_ebook 21
33. CCPCJ_Resolution_28-4_budget
34. CCPCJ-Resolution-26-3_gender
35. CDN agenda April 2021
36. CN Consultative meeting on gender indicator_FINAL2
37. CND agenda December 2016
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41. CND agenda March 2016
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44. CND agenda March 2019
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46. CND agenda reconvened December 2020
47. CND and CCPCJ high-level virtual event Beijing+25_ 2020

48. CND report December 2019
49. CND report December 2016
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53. CND report March 2017
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55. CND report March 2019
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57. CND Report reconvened December 2020
58. CND Resolution_59_5_gender
59. CND_61st_Session_Side_Events_Report
60. CND_62nd_Side_Events_Report 2019
61. CND_Resolution_62-9_budget
62. CND_Side_Event_Report_2020
63. Comité Directivo # 1 (febrero 2021) – Minuta-LEPOMEX
64. Comité Directivo # 2 (marzo 2021) – Minuta-LEPOMEX
65. Comité Directivo # 3 (abril 2021) – Minuta-LEPOMEX
66. Comparative analysis report-interview panel
67. Compendium for creating an enabling work environment in the UNODC Field Offices
68. Concept Note. UNOV UNODC Gender Award scheme. January 2021
69. Conference of the States Parties-closing-201219
70. Conference Room Paper 2019
71. CONIG_Dec 2020
72. Data on recruitment figures data (roster, external/internal)
73. Data on telecommuting and Compressed work 2016-2019 UNOV-UNODC
74. Delegates Handbook UNODC and CCPCJ 2019
75. Description of integration of gender in Generic Job Profiles
76. Discurso Pierre Lapauze Proyecto Recolectoras MPTF-PNUD-UNODC
77. Discurso trata 4 de abril v2
78. Draft Annual Programme Implementation Plan for 2020_December 2018
79. Draft Inputs Habitat GPM Safer Cities Event 270520_rv5
80. Drug Control and Crime Prevention Officer Applicant_Gender_Ratio_P4 M
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89. FINGOV 23rd informal meeting_ - 26 April 2021
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99. Further Information on Flexible Working Arrangements
100. Gender and the role of women in the areas of the UNODC mandates

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103. Gender Bulletin Issue 3. March 2021
104. Gender Bulletin Issue 4. October 2021
105. Gender Capacity-building plan and training programme - 2019
106. Gender Capacity Development Plan_2017
107. Gender Equality training assessment questionnaire 2018
108. Gender Parity Strategy Implementation Report_UNOV-UNODC_december 2020
109. Gender References from ROSA (27.05.21)
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169. HRMS Newsletter October 2020
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183. Informal brainstorming meeting_Let's Talk Gender_30 September
184. Initiatives undertaken by SGB_informal brainstorming meeting gender 30 September
185. Innovation update for ExCom 20 September 2019
186. Introductory Statement Dennis Thatchaichawalit 13 April 2021- CND
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189. LoP_25 CCPCJ reconvened_2016
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195. LoP_28 CCPCJ reconvened_2019
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208. Mentoring data 2018-2020 female participants
209. Message from ED-DG to all staff on Code of Conduct
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217. Minuta Reunión GIG_feb
218. Next_Normal_Dialogues_report
219. OI return to the office_Covid
220. Overview of gender issues raised at the Executives Committee meetings 2017-July 2021 by Gender Team
221. Palabras Pierre Lapaque Día contra la Trata – Min Interior ACTUALIZADO
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223. PPT on Gender-Inclusive Communication_SGB_November 2019
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226. Programme_CND_2019
227. Programme_CND_2020_Ebook_revised
228. Programme_CND_60th_Ebook 17
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240. Report of the Advisory Committee on Administrative and Budgetary Questions 2019 UNODC
241. Report of the Executive Director on the consolidated budget 2019 UNODC
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247. Report on Gender Equality Training Assessment_DRAFT_Dec 2018
248. Report UNOV-UNOC (2019) addressing prohibited conduct in the workplace
249. Report_card_UNOV-UNODC_2020
250. REPORT_Global_Study_on_Firearms_Trafficking_2020_web
251. REPORT_side_events_2017
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253. Research_brief_wildlife_su 2017
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257. Review of UN-SWAP 2019
258. ROCA_gender mainstreaming (003) 2021.04
259. ROCA HRMS/SDU Workshop Schedule 24-27 September 2018
260. ROSEAP draft ToR Persons of Trust with ANNEX
261. ROSEAP sexual harassment survey results - 2020 Retreat sexual harassment session FINAL
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263. Sample of Web stories_Advocacy and Comms
264. Senior Management Retreat Participation Women & Men 2017-2021
265. Sesión plenaria MGCI 20042021
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268. Speech Deputy DG at COC event_February 2020
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270. Social Media Content Plan UNODC
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273. Summary_UNOV-UNODC_2019 SWAP Report
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275. Summary for 2020 and 2021 of all selections under UNODC at P-4 and P-5 level and the corresponding number of rostered candidates by gender
276. The Blue Heart Campaign against Human Trafficking Fact_sheet_english
277. Toolkit Launch - DTA Director - Speech
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279. Turning the tide for women and girls who use drugs in Afghanistan
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288. UNODC Compact_performance review_2016
289. UNODC DNR_research_brief 2017
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291. UNODC Evaluation_Meta-Synthesis_2017-2018_IES
292. UNODC Exhibition_COAFG
293. UNODC Gender and Geographical Diversity Figures
294. UNODC GuidanceNote-GenderMainstreaming 2013
295. UNODC GuidanceNote-GenderMainstreaming 2021
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301. UNODC Selection data 2020
302. UNODC Strategy 2021-2025
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316. UNOV UNODC Mid_Term_AssessmentReport_Gender_FINAL
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- 513.-543. Package of 30 summaries of FINGOV meetings 2017-2021
- 544.-582. Package of 39 random UNODC evaluation reports to scan
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Total number of UNOV/UNODC documents consulted: 693

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9. Implementation of the System-wide Strategy on Gender Parity & Impediments to Achieving Gender Parity – UN-Women.
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13. Maxine Molyneux, Adrija Dey, Malu A.C. Gatto and Holly Rowden Background Paper Prepared for The 25th Anniversary Of The Beijing Platform For Action, 64th Session Of The Commission On The Status Of Women (April 2021)
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34. Supplementary guidance on the Enabling Environment Guidelines for the United Nations System. 2019
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39. UN Mobility Portal
40. UN system-wide Policy on gender equality and the empowerment of women. 2006
41. UN system-wide Action Plan on Gender Equality and the Empowerment of Women/UN-SWAP 1.0
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Total number of United Nations system documents consulted:71

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Total number of external documents consulted: 22

ANNEX VIII. EVALUATION TOOLS

SURVEY TO ALL UNOV/UNODC STAFF AND PERSONNEL²⁵

This short survey is part of the UNOV/UNODC strategic evaluation of the internal institutional work being carried out towards advancing gender equality and women's empowerment. The survey is one way to collect data and observations to feed into the strategic evaluation (see the email of the Independent Evaluation Section/IES of 15 June 2021).

The survey is sent to you as the experiences and views of each of the women and men that work for UNOV/UNODC are important in composing an accurate picture of how gender-related issues affect your work. Your honest feedback will help the Offices to advance gender equality and women's empowerment and make UNOV/UNODC a fairer and more equitable place for everyone.

All of the responses collected through this survey will be anonymous. You will be asked for your opinion on some short statements. Please note that there are no right or wrong answers. If, for any reason, you do not feel strongly about something, please choose the "I don't know" option.

The survey should take no more than 10 minutes of your valuable time. The deadline to respond to the survey is 24 June 2021.

For any questions, please reach out to Ms Eva Otero Candelera, lead evaluator (eva.otero@leitmotivsocial.com) and/or Ms Cristina Santillán Idoate, gender expert (cristinasantillanidoate@gmail.com).

We appreciate your support and timely response. Thank you.

²⁵Here we present the survey in English. It was translated into French and Spanish and shared with all the staff.

STRATEGIC EVALUATION OF THE WORK OF UNOV/UNODC TO PROMOTE GEEW

Please agree or disagree with the following statements.	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	I don't know
At UNOV/UNODC there are very clear rewards for including a gender perspective in our work.						
At UNOV/UNODC there are very clear sanctions for not including a gender perspective in our work.						
UNOV/UNODC offer a safe and conducive physical working environment (security, location, toilet facilities, etc.) for me to carry out my work well.						
I do not have a problem with jokes about gender stereotypes. After all, they are only about stereotypes and are not meant to offend.						
I promote gender equality and the empowerment of women in my daily work in UNOV/UNODC.						
I have witnessed people being stereotyped based on their gender in the last six months at UNOV/UNODC.						
Women are often given less stimulating work than men at UNOV/UNODC.						
Women at UNOV/UNODC face hurdles in developing their careers because of maternity leave breaks and ongoing childcare responsibilities.						
Data relating to gender equality and the empowerment of women (for example, sex-disaggregated data) are an important part of informed decision-making at UNOV/UNODC.						
I am confident that any complaints about gender-related discriminatory practices will be treated appropriately at UNOV/UNODC.						
The United Nations System-wide Strategy for Gender Parity and related United Nations recruitment policies, including monitoring progress and conducting outreach, are adequately implemented in UNOV/UNODC.						

STRATEGIC EVALUATION OF THE WORK OF UNOV/UNODC TO PROMOTE GEEW

Please agree or disagree with the following statements.	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	I don't know
Flexible working arrangements (i.e., part-time work, staggered working hours, telecommuting, scheduled breaks for extended learning activities) are favourably considered at UNOV/UNODC.						
My employment at UNOV/UNODC allows me to balance work and private life issues in a good way.						
At UNOV/UNODC managers and staff are held responsible for incorporating a gender perspective in their work.						
Diversity and inclusivity are core values that permeate all areas of work in UNOV/UNODC.						
At UNOV/UNODC there are many opportunities to share and learn about gender equality and the empowerment of women from other colleagues in the organization.						
At UNOV/UNODC we are encouraged to collaborate with external advocates and expert organizations on gender equality and the empowerment of women.						
At UNOV/UNODC new ideas and practices are adequately incorporated into existing practices and activities.						
At UNOV/UNODC there are clear standards for a gender-responsive approach to innovation.						
I think that gender equality and the empowerment of women are adequately integrated into policies, strategies and regulatory frameworks in UNOV/UNODC.						
Resources allocated to gender equality and the empowerment of women at UNOV/UNODC are adequate.						
UNOV/UNODC have efficient mechanisms to monitor and report on the advancement of gender equality and the empowerment of women.						

STRATEGIC EVALUATION OF THE WORK OF UNOV/UNODC TO PROMOTE GEEW

Please agree or disagree with the following statements.	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	I don't know
The opinions of gender strategy focal points are sought in strategic/policy development in UNOV/UNODC.						
Strategic partnerships with gender equality-focused organizations are pursued when developing policies and programmes at UNOV/UNODC.						
At UNOV/UNODC we are all required to use gender-sensitive language and images.						
Achieving gender equality and the empowerment of women is important for the reputation of UNOV/UNODC.						
UNOV/UNODC senior management "walk the talk" regarding gender equality and women's empowerment issues.						
The leadership style at UNOV/UNODC is modern and inclusive enough to be gender-sensitive.						
UNOV/UNODC value staff that exhibit characteristics such as rationality, assertiveness, autonomy, competitiveness and individuality rather than characteristics such as collaboration, empathy, asking and giving support.						

STRATEGIC EVALUATION OF THE WORK OF UNOV/UNODC TO PROMOTE GEEW

How effective do you think the coaching/mentoring sessions for female staff to support their professional career in UNOV/UNODC are?	Very effective	Effective	Neither effective nor ineffective	Ineffective	Very ineffective	I don't know
To what extent is gender equality and empowerment of women a priority for decision makers at UNOV/UNODC?	The most important priority	A top priority but not the most important	Important but lower priority	Not too important	Not important at all	I don't know
In the last six months, I have had fruitful professional exchanges with the gender strategy focal points at UNOV/UNODC.	Very frequently	Frequently	Now and then	A few times	Never	I don't know
In the future, do you think that your gender will make it harder or easier for you to advance in your career in UNOV/UNODC, or will it not make much of a difference?	Harder	Easier	Not much difference	I don't know		
In the last six months, I have experienced discrimination based on my gender at UNOV/UNODC.	Yes	No	I don't know			

Would you like to contribute more information?

If you would like to contribute further to this evaluation process, please provide your name, email address and a short note about what you would like to share.

The evaluation team will revert to you shortly to assign you to a relevant focus group discussion led by the evaluation team. If you would like to share a sensitive issue that is not suitable for a focus group discussion, please write "sensitive issue" and the topic, such as "Return from maternity leave". The evaluation team will try to allocate you time for a one-to-one session. Please note that attendance at these sessions is limited, but the evaluation team will reach out to you to confirm.

About you

The information below will allow the evaluation team to analyse whether there are different opinions according to the different personal and/or professional attributes of the respondents.

All the information will be treated anonymously. This means that your data and feedback will only be released in an aggregated format where no individuals can be identified.

Your Gender:

- Man
- Woman
- I prefer not to say
- I prefer to self-describe as (please specify)

What is your age?

- Under 30
- 31-40
- 41-50
- 51-60
- 61-70
- 71+
- I prefer not to say

My current nationality is: (List of countries)

Country where I am based: (List of countries)

I work for:

- UNOV
- UNODC
- I prefer not to say

My employee type is: (list of employee type)

My grade is: (list of grades)

I have been in my current position:

- Less than one year
- 1 to 3
- 3 to 5
- 5 to 10
- More than 10 years
- I prefer not to say

My division/branch/section is:

Are you a gender strategy focal point and/or a focal point for women? Yes/No

THANK YOU VERY MUCH FOR YOUR TIME!

PAREVO EXERCISE: UNPACKING GENDER IN UNOV/UNDOC

Timeline: Three (3) weeks

Evaluation questions that this exercise will inform:

- Staff beliefs, awareness and understanding of gender inequalities and gender mainstreaming
- Staff willingness and commitment to promoting GEEW
- Staff behaviours to promote GEEW (including language and jokes)
- GEEW influences the “way we do things around here” (including support of work-life balanced or gender-sensitive leaderships)
- Underlying assumptions around GEEW (“if you really want to get the job done, give it to a man”)

Contributors to the storylines: 12-14 women and men at UNOV/UNODC (they can write in Spanish and French)

Commentators: Evaluation focal points to own the process, create debate in their different corners; to stimulate but not direct.

Observers: Independent Evaluation Section team.

General guidelines to contributors:

We would like you to collaboratively develop a set of stories that can illustrate the role that gender has played in UNOV/UNODC since 2017. We expect that the stories you help develop will provide the evaluation with valuable insights on (a) staff beliefs, awareness and understanding of gender inequalities and gender mainstreaming; (b) staff willingness and commitment to promoting gender equality and women's empowerment; (c) staff behaviours affecting gender equality and women's empowerment (including language and jokes); (d) the role that gender plays in the "way we do things around here" (including work/personal life balance or gender-sensitive leaderships); and (e) underlying assumptions about gender (for example, "if you really want to get the job done, give it to a man").

We are asking you to start off by adding a short text to the seed story below introducing the character of a fictional figure called Ari, who is working at UNOV/UNODC and who will be the protagonist of a number of potential storylines that happened between 2017 and 2021. You can tell us, for example, about her/his gender, age, nationality or family situation (Is she/he married? Does she/he have children?). You can also add details about his/her professional life and her/his position in UNOV/UNODC (Where is Ari based? How long has she/he been with the organization? What is her/his professional background?). This can also be the moment when you start telling us about Ari's personality and her/his beliefs and commitment to gender equality and women's empowerment. In summary, you start building an engaging character providing any details that you feel may be relevant. You don't have to say everything about Ari, though, as some details could be leaked into the storyline later on if and when they become particularly relevant.

You can write up to 150 words. You will have 72 hours to do this. After all the contributors have completed this task, we will make everyone's (anonymized) contributions visible on the ParEvo website only to those participating in the exercise. We will then ask you to read all these contributions, select the one emerging storyline you would most like to continue and add another short paragraph describing what happens next in the storyline you have chosen. You can choose to extend any storyline you want to. The process of selecting a preferred storyline and contributing with a new paragraph will be reiterated every 72 hours, eight (8) times.

Now, some golden rules:

- Write only one paragraph per interaction and limit yourself to 150 words at the most per paragraph.
- Write chronologically. This will make it easier for other contributors to follow the thread of the story.
- Please write in the past tense, as if the story has already taken place. Remember that we are trying to describe what can happen, not what should happen or what we would have liked to see happen.
- Don't accidentally disclose your identity; we want the authors of all contributions to remain anonymous.
- Please bear in mind this is intended as a serious exercise. Therefore, PLEASE avoid humour, sarcasm, irony, rhetoric, exaggeration or fantasy.

Evaluators will review all content before publication. Where necessary, contributors may be asked to edit their contributions to align with the rules mentioned above. Six other people (commentators) will be able to comment on your contributions to the stories once they are published. Their role will be to stimulate (but not to direct) the exercise. At the end of the exercise, we will ask you (and all UNOV/UNODC staff and personnel) to evaluate the surviving storylines regarding their probability and desirability.

Checklist for commentators:

- Do we know all that is relevant about Ari? Gender, age, nationality, marital status, children? Where is Ari stationed at UNOV/UNODC, how long with the organization; her/his professional background.? Do we know enough about her/his personality – collaborative, directive, shy, open, assertive?
- What do we know about Ari's positioning on GEEW? Is Ari a feminist? Is it clear her/his awareness, understanding, commitment to GEEW? Does it matter to the story? Why?
- Do we know enough about the context of the story? For example, where and when did it happen? Do we know enough about relevant contextual factors? Personal, political, institutional, etc.
- Who are the rest of the characters? –what are their beliefs, awareness, understanding, commitment to GEEW? Does it matter? Why?

Workshops: A debriefing workshop where key emerging themes will be analysed jointly. Also, extinct storylines will have a place during this workshop: why? What should people have written?

Final survey: At the end of the exercise, we will ask all UNOV/UNODC staff to evaluate the surviving storylines regarding their probability and desirability.

PROTOCOL FOR FOCUS GROUP DISCUSSIONS

As part of the evaluation, focus group discussions, lasting approximately 90 minutes, are organized with different stakeholders.

Objectives of the focus group discussions:

- Collect the point of view of UNOV/UNODC personnel (and external partners) on the effectiveness and impact of GEEW work 2017–2021 at the internal level
- Discuss the challenges encountered
- Identify good practices and recommendations
- Stimulate conversation, exchange and learning among participants

Deliverable: The focus group discussions will be written down, coded and analysed by the evaluation team members.

Facilitator's guide

1. Introduction (approx. 10 minutes)

- Acknowledgements
- Presentation of the objectives of the evaluation, the role of the IES and its progress
- Presentation of the evaluation team and the facilitator
- Round table
- Reminder: anonymity and (if required) confidentiality
- (Rules for remote speaking)
- Any questions?

2. Which do you consider are the salient efforts and initiatives implemented on GEEW since 2017? (approx. 20 minutes)

* Note 1: We want to identify the most salient initiatives between 2017–2021 according to participants. These can be initiatives led by the Gender Team, by HRMS or by their own divisions/sections/branches. We would also like to understand what would be your overall assessment of the quality of these initiatives (technical quality, timeliness and outreach).

* Note 2: Follow-up questions adapted to the type of stakeholders -see the key informant interview and focus group discussion tool

3. To what extent these efforts have contributed to changes in UNOV/UNODC staff? Strengthening staff access and use of GEEW resources/capacities/knowledge/commitment/ to GEEW? (approx. 25 minutes)

* Note 1: We want to identify if and how they have helped improve capacities/knowledge/commitment to GEEW; awareness, beliefs and behaviours related to GEEW; access to GEEW relevant information and new professional opportunities

* Note 2: Follow-up questions adapted to the type of stakeholders -see the key informant interview and focus group discussion tool.

4. Which would be the progress and key improvements in organizational policies/mechanisms/processes/dynamics and practices? (approx. 25 minutes)

* Note 1: We want to explore if and how things are done differently at the organizational level due to these efforts on GEEW (or other factors) since 2017. Specifically, we want to identify improvements and understand visible changes and not so visible at different levels. For example, if efforts have contributed to gender parity and work-life balance; also, if resources (human and financial) committed to GEEW are adequate; and if GEEW is adequately integrated into policies and strategies and how this is crystalized in regulations and procedures. We will also discuss if these efforts have engendered the policymaking and decision-making processes in UNOV/UNODC (who is invited to policymaking and decision-making). We will discuss senior management commitment and the influence exerted by the gender team and the gender strategy focal point network. We are also interested in less visible aspects. These include organizational learning (how new ideas, specifically those related to GEEW, are received; and who do we learn from) and organizational culture (e.g. the gap, if any, between GEEW values captured in policies, communications, official meetings and "the way we do things around here").

* Note 2: Follow-up questions depend on the type of stakeholders (see the key informant interview and focus group discussion tool)

5. What would be suggestions for improvement? (approx. 10 minutes)

* Note: Follow-up on any that they might have mentioned before

Some tips

Preparations

- Send participants an email (use templates available) with the objectives/content, duration and logistics of the group discussion
- Explain that the discussion will be recorded, but the file will not be shared with anyone
- CC Katherine Ashton and Emanuel Lohninger (IES)

Introduction of the group discussion

- Acknowledgements: Thank participants for their availability and emphasize the interest in their point of view and experiences, so there are no wrong or correct answers
- Presentation of the objectives of the evaluation, the role of the IES and its progress
- Presentation of the evaluation team and the facilitator
- Round table
- Reminder: anonymity and (if required) confidentiality
- (Rules for remote speaking)
- Ask if they have any questions about the discussion and explain that they are free not to answer any question they may not feel comfortable with

During the group discussion

- Talk as little as possible; listen. Allow silence
- Be mindful of power dynamics between evaluators and participants and among participants
- Be aware of verbal and non-verbal communication, especially if you don't entirely agree with their views/opinions
- Begin with open, broad open questions, and if they wander off track or do not open up, ask more specific questions
- Follow the rhythm of the dialogue. Some responses provide a bridge to issues to look at on the key informant interview and focus group discussion tool. In that case, you do not have to follow the list of issues/questions, but make sure that all are covered
- Get to the heart of what the participants say by regularly asking, "What do you mean?", "Could you explain that", "Could you say more about that?"
- Repeat if any statement needs clarification. That will often lead to the informants clarifying what they said
- Ask, where applicable, for any documentation that supports the answers
- At the end: Thank you for the time and appreciate their openness

After the group discussion

- Send an email thanking participants and following up on any issue that emerged during the discussion
- Write down notes, code and analyse

KEY INFORMANT SURVEY AND FOCUS GROUP DISCUSSION GUIDANCE TOOL

Evaluation questions	Follow-up issues	Gender Team	HRMS HQ	HR staff in field offices	GSPPs	FPWs	Senior managers at HQ	Representatives & deputies in FOs (champions)	Other representatives & Deputies in field offices	Director-General/Executive Director	UNOV Deputy Director-General	Advocacy Section	Mid-management in field offices (champions)	Mid-management at HQ (champions)	Mid-management at HQ who are not active	Junior staff in field offices (champions)	Junior staff at HQ (champions)	Junior staff at HQ who are not active	Gender partners	Member States	FGD Gender in field offices	FGD Gender at HQ (UNOV/UNODC)	FGD work/life balance	FGD with non-staff
1. How effective have UNOV/UNODC been in introducing and maintaining initiatives?	What was done? What facilitated implementation?	x	x	x	x	x				x	x	x	x	x	x	x			x		x	x	x	
	What was planned but not done? Why?	x	x							x	x	x		x	x									
	What is the quality of the GEEW outputs?	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
2. To what extent has GEEW work contributed to individual changes in UNOV/UNODC's staff? How do these changes support UNOV/UNODC's work?	Technical quality of the GEEW capacity	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x			x		x	x		x
	Use of gender knowledge and expertise	x	x		x	x		x	x			x	x	x	x	x	x			x		x		
	Inclusion of the GEEW perspective in reward/incentive systems	x	x	x	x	x	x	x	x	x	x		x	x	x	x						x	x	x
	Specific mentoring actions to support women and gender experts and champions.	x	x		x	x				x				x	x	x	x	x						

STRATEGIC EVALUATION OF THE WORK OF UNOV/UNODC TO PROMOTE GEEW

Evaluation questions	Follow-up issues	Gender Team	HRMS HQ	HR staff in field offices	GSFPs	FPWs	Senior managers at HQ	Representatives & deputies in FOs (champions)	Other representatives & Deputies in field offices	Director-General/Executive Director	UNOV Deputy Director-General	Advocacy Section	Mid-management in field offices (champions)	Mid-management at HQ (champions)	Mid-management at HQ who are not active	Junior staff in field offices (champions)	Junior staff at HQ (champions)	Junior staff at HQ who are not active	Gender partners	Member States	FGD Gender in field offices	FGD Gender at HQ (UNOV/UNODC)	FGD work/life balance	FGD with non-staff	
			Infrastructure to enable staff	x	x	x	x	x							x	x	x	x					x	x	x
	Staff beliefs, awareness and understanding	x	x	x	x	x			x			x	x	x	x	x	x	x				x	x		x
	Staff willingness and commitment to promote GEEW	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x		x		x	x		x
	Staff behaviours to promote GEEW	x	x	x	x	x			x			x	x	x	x	x	x	x				x	x		x
3. To what extent has GEEW work contributed to systemic changes in UNOV/UNODC? How do these changes support the work of UNOV/UNODC?	Gender parity and working conditions	x	x	x	x	x	x	x	x	x	x		x	x	x	x	x	x				x	x	x	x
	Gender architecture	x		x	x	x	x	x	x	x	x		x	x	x	x	x		x			x	x		x
	Gender balance in decision-making	x					x	x	x	x	x		x	x	x					x		x	x		x
	Integration of GEEW in policy	x			x		x	x	x	x	x		x	x	x						x		x		x
	Gender-specific policymaking	x	x	x	x	x		x	x				x	x	x		x	x				x	x		x
	Organizational gender learning	x	x		x	x	x	x	x	x	x		x	x	x	x	x	x				x	x		
	Organizational learning (general)	x	x		x	x		x	x				x	x	x	x	x	x	x	x	x				
	Innovative ideas and practices	x	x				x	x	x						x		x	x						x	
	Mechanisms for operationalizing	x	x	x	x	x	x	x	x		x	x	x	x	x	x	x	x			x		x	x	x

STRATEGIC EVALUATION OF THE WORK OF UNOV/UNODC TO PROMOTE GEEW

Evaluation questions	Follow-up issues	Gender Team	HRMS HQ	HR staff in field offices	GSFPs	FPWs	Senior managers at HQ	Representatives & deputies in FOs (champions)	Other representatives & Deputies in field offices	Director-General/Executive Director	UNOV Deputy Director-General	Advocacy Section	Mid-management in field offices (champions)	Mid-management at HQ (champions)	Mid-management at HQ who are not active	Junior staff in field offices (champions)	Junior staff at HQ (champions)	Junior staff at HQ who are not active	Gender partners	Member States	FGD Gender in field offices	FGD Gender at HQ (UNOV/UNODC)	FGD work/life balance	FGD with non-staff	
		Responsibility (commitment) of management	x				x		x	x	x		x	x	x	x	x	x				x	x	x	
Influence and credibility of the gender team	x			x	x	x	x	x	x			x	x	x	x	x	x	x	x	x	x	x	x		
Interactions and partnerships	x			x	x			x	x			x	x	x	x	x	x	x	x	x	x	x	x		
Espoused values	x	x		x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Reputation	x						x	x	x	x	x	x	x	x	x	x	x	x	x	x	x				
the "way we do things around here"	x	x		x	x	x	x	x	x	x	x	x	x	x	x	x	x	x			x	x	x	x	x
Basic underlying assumptions	x	x		x	x	x	x	x	x	x	x	x	x	x	x	x	x	x			x	x	x	x	x
Recommendations	Good practices and lessons learned.	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x		x	x	x	x	x	x	x

ANNEX IX. REPORTED INITIATIVES TO PROMOTE AND ADVANCE GEEW WITHIN UNOV/UNODC (2017-2021)

Leading team	Initiatives
Institution-led	<ul style="list-style-type: none"> → Establishment of the Global programme on GEEW (2017) → Establishment of the Gender Team (2017) → Adoption of the GEEW Strategy and associated Action Plan (2018) → Establishment of the gender strategy focal point (GSFP) network (May 2019), including focal points for women (FPWs) → While with some delay, the financial tracking system planned in the GEEW Strategy in alignment with UN-SWAP will be soon functioning. This relates to the recent launch of gender equality markers for Secretariat entities through Umoja2
Gender Team	<ul style="list-style-type: none"> → Support to the GSFP network through provision of information and resources, and facilitation of exchange spaces → Capacity-building initiatives on GEEW institutional framework and gender mainstreaming in programming (2019–2021). This has included periodic Gender Capacity Assessments (2016–17, 2018 and 2021) and capacity development plans (2017 and 2019). Some trainings were tailor-made for specific UNODC field offices: in person for the Liaison and Partnership Office for Mexico (LPOMEX) and the Regional Office for Central Asia (ROCA); and in virtual modality for the Regional Office for South-East Asia and the Pacific (ROSEAP), Regional Office East Africa (ROEA) and country offices of the Islamic Republic of Iran and Nigeria. Other capacity-building efforts were non-tailored webinars replicated several times along 2020 and 2021, and food-for-thought sessions facilitated by gender experts → Development of tools and resources on/for gender mainstreaming on gender mainstreaming tailored to the UNODC mandate: in coordination with UNODC Thematic Sections and Branches (HQ and field offices); five thematic briefs published in 2021 (corruption; health and livelihoods; justice; organized crime illicit trafficking; and terrorism prevention); update of “Gender mainstreaming in the work of UNODC. Guidance note for UNODC staff” (published in 2021); gender mainstreaming checklist for project/programme development, implementation, monitoring and evaluation as well as project/programme revisions (2020); periodic gender bulletin; gender mainstreaming iSeek; dedicated section on gender on the UNODC Internet site; and toolkit for gender mainstreaming training facilitators → Annual UN-SWAP reporting (2017–2020) → Provision of guidance and input to institutional processes, e.g. UNODC 2021–2025 Strategy and management instructions for the development of regional, global thematic programmes, among others

STRATEGIC EVALUATION OF THE WORK OF UNOV/UNODC TO PROMOTE GEEW

	<ul style="list-style-type: none"> → Partnership and participation in inter-agency and United Nations system-wide processes and activities, e.g., with the Inter-Agency Network on Women and Gender Equality (IANWGE) and its working groups at the global level and with Vienna-based organizations (CTBTO, IAEA, IOM Vienna Regional Office, UNIDO, UNOOSA) at HQ, e.g. to launch a social media campaign under #WeMustDoBetter (2020) → Development and presentation of the Gender Award 2022, a system of recognition for high-impact projects, policies, programmes, strategies and practices, by either a team or individuals at HQ and in the field offices, promoting and advancing GEEW at the institutional and programmatic levels
HRMS	<ul style="list-style-type: none"> → Promotion of rules and regulations and control systems on gender parity and enabling environment, including flexible working arrangements and sexual harassment and abuse of authority, among others → Support to focal points for women through provision of information and resources and facilitation of exchange spaces → Capacity-building initiatives on different themes related to gender parity and enabling environment, including diversity and inclusion; unconscious bias; performance management and leadership; competency-based selection and interviewing skills for panel members; and, gender-sensitive language, among others. This also includes different efforts for women’s career development. Capacity-building efforts are based on entity-wide training needs assessments conducted by the HRMS Learning and Organizational Development Unit each year. HRMS also followed-up on mandatory training programme on prevention of harassment, sexual harassment and abuse of authority in the workplace as well as "I know gender" (designed and facilitated by UN-Women) and “United Nations Human Rights Responsibilities” → Collection and dissemination of statistics on gender parity, geographic diversity, disability inclusion, flexible working arrangements, sexual harassment and abuse of authority, among others → Development of resources on HR-related topics: monthly broadcast "HR Vienna Current Affairs" until 2019 and monthly newsletter since 2020; guidelines on gender-sensitive language for outreach and recruitment; "Specific note on good practices in the field (enabling environment)", "I wish I knew initiative"; welcome back package; “Diversity Corner” on iSeek → On a case-by-case basis, mediation on flexible working arrangements and dealing with sexual harassment and abuse of authority claims → Provision of guidance and input to institutional processes related and briefings to FINGOV and Permanent Missions on sexual harassment, gender parity, geographical distribution → United Nations inter-agency exchange and coordination efforts, e.g., enabling environment week in Vienna (October 2020). → With some delay, development of exit interviews and exit questionnaires
Other teams and structures	<ul style="list-style-type: none"> → <i>GSFP network</i>: Gender strategy focal points have supported colleagues with the gender mainstreaming checklist and raised awareness in their respective locations and teams. They have also periodically shared knowledge from the programmes. FPWs have participated in P-5 and above interview panels and advocated for gender parity and enabling environment → <i>Efforts in UNODC field offices</i>: Several field offices organized gender mainstreaming training with the support of the Gender Team (ROCA, ROSEAP, Islamic Republic of Iran and Nigeria, among others). ROSEAP launched a survey on sexual harassment in the workplace and established a

	<p>network of “people of trust” for concerns about sexual harassment and other HR-related issues. Since 2020, LPOMEX has actively engaged in promoting gender equality and work-life balance (establishment of a Human Rights and Gender Equality Unit; gender analysis of contracts and benefits associated; flexible working arrangements standardized and regularized; periodic “cápsulas de aprendizaje”). ROCA gave more opportunities to local personnel to advance in their career. Interestingly, most of these efforts have a committed and well-equipped GSPF behind showing the power of agents of change in these kinds of efforts</p> <ul style="list-style-type: none"> → <i>Advocacy Section</i>: Development of a gender checklist for Advocacy Section content creators; gender-related social media packages; coverage to programme-owned campaigns featuring gender; inclusion of gender in editorial calendar for web stories; and use of gender-neutral language within all communication materials, particularly press releases and UNODC flagship reports → <i>Secretariat of Governing Bodies</i>: Regular updates to Member States at FINGOV on GEEW and development of an internal gender mainstreaming action plan for advancing gender equality in the meetings of the governing bodies. This included the use of gender-sensitive language and images; “let’s talk gender” meetings; initiatives for inclusive participation in the meetings of the Governing Bodies; collection and dissemination of sex-disaggregated data on speakers and participants; and creation of a web page on the work of commissions on gender → <i>Independent Evaluation Section</i>: Development of knowledge and guidance products and organization of training to strengthen its internal capacity for gender mainstreaming in evaluations, and engagement of gender experts → <i>Research and Trend Analysis Branch</i>: In coordination with the Gender Team, organization of a workshop on incorporating the gender dimension in research work
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