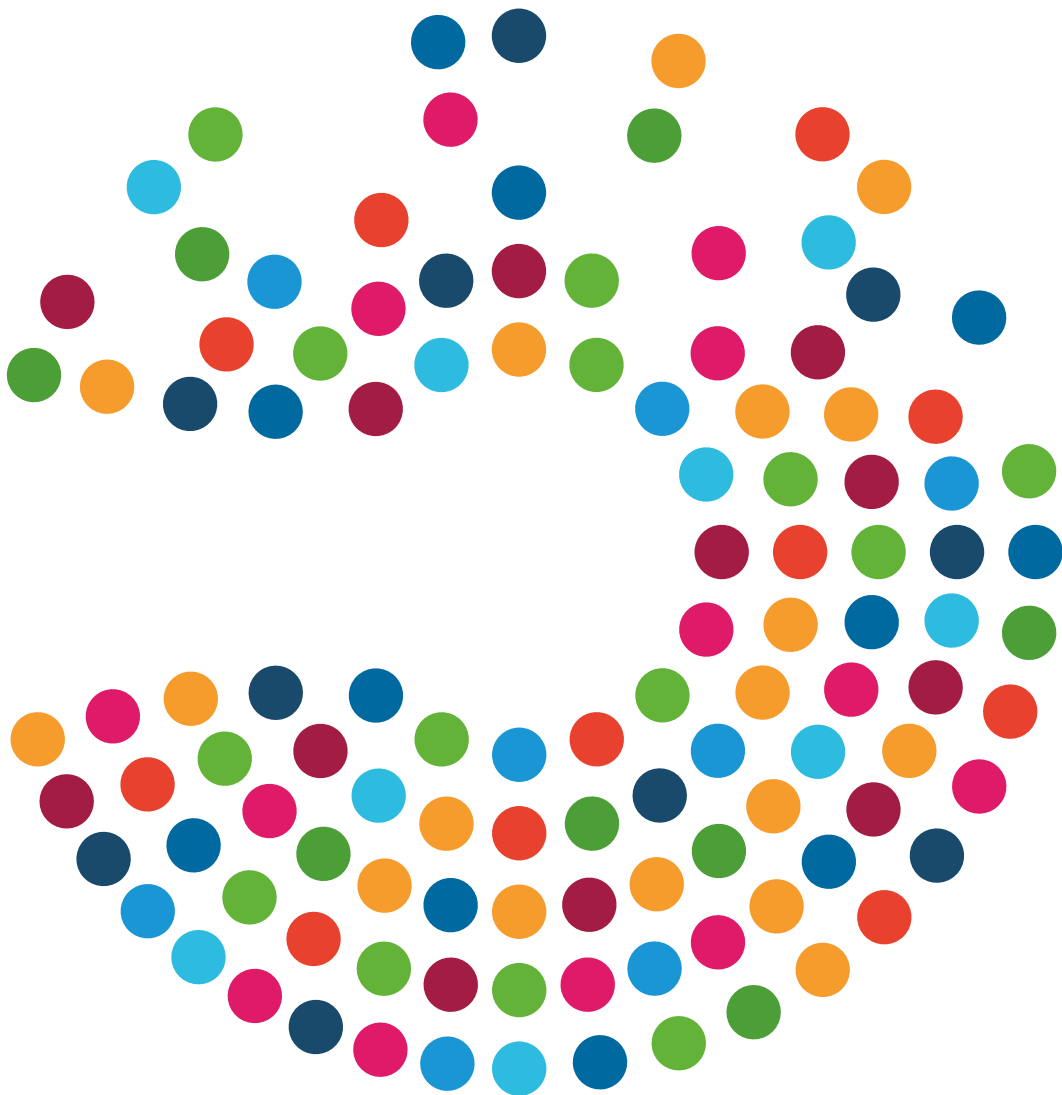


STRATEGY FOR **GENDER EQUALITY AND THE EMPOWERMENT OF WOMEN** (2022–2026)



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

**STRATEGY FOR GENDER EQUALITY
AND THE EMPOWERMENT OF WOMEN
(2022–2026)**



UNITED NATIONS
Vienna, 2022



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FOREWORD

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

The United Nations Office at Vienna/United Nations Office on Drugs and Crime Strategy for Gender Equality and the Empowerment of Women (2022–2026) is a commitment and call to transformative action. It takes a two-pronged approach: we will strive for excellence through determined, systematic steps to ensure that our workplace is diverse, inclusive, enabling and gender-equal; and by embodying the change we seek in the world, our Offices will be fit for purpose, delivering results that mainstream gender and empower women and girls across our programmes and activities.

As the United Nations entity entrusted with mandates addressing drug control, organized crime, terrorism and corruption, we have a special responsibility. Women, men, boys and girls are affected by these threats in different ways, and they have different experiences when accessing justice and coming into contact with criminal justice systems. At the same time, women remain underrepresented in the criminal justice institutions that address these challenges, particularly when it comes to leadership positions.

By promoting gender equality and the empowerment of women and girls, we can help to ensure that crime prevention and criminal justice responses are fair, effective and accountable, meeting the needs of all members of society, leaving no one behind.

This Strategy, which builds on the inaugural 2018–2021 Strategy, will serve as a guide for our collective efforts, and I count on each and every colleague to contribute. I also call upon Member States to support us in supporting you to mainstream gender equality perspectives, in line with international commitments, and promote gender equality and the empowerment of women and girls everywhere.

GHADA WALY

Director-General/Executive Director

United Nations Office at Vienna/United Nations Office on Drugs and Crime



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GENDER
EQUALITY



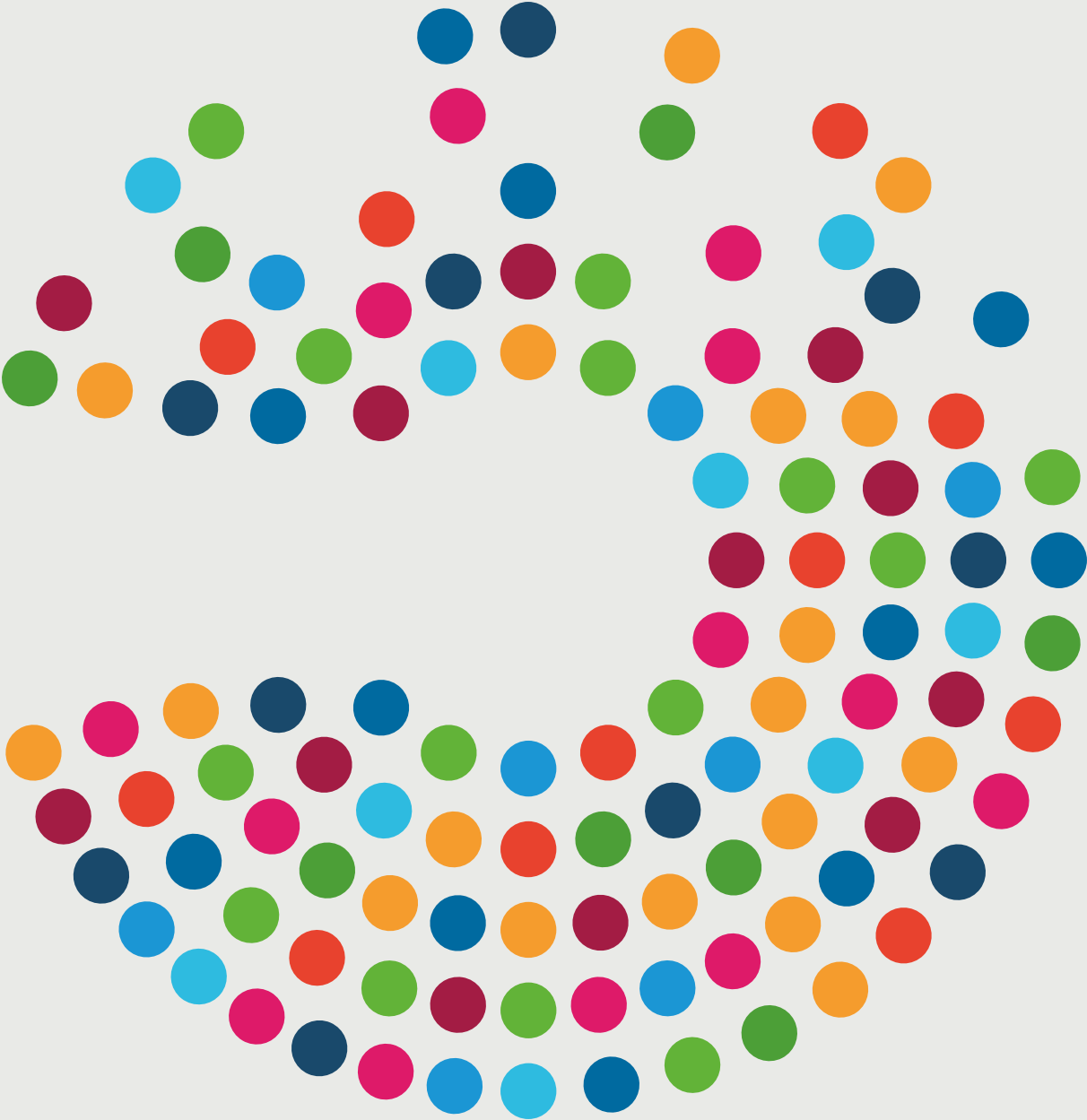
صنفي مساوات

EVACUATION PLAN
(In Case of Fire)

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INTRODUCTION

The Strategy for Gender Equality and the Empowerment of Women (2022–2026) will be implemented during a period in which hard-fought gains for the rights of women and girls are under threat and a reversal in the many gains that have been made towards gender equality is being seen. The economic and social costs of the climate crisis and the protracted global pandemic, the rise in displacement and migration, widening inequalities within and between countries and poverty and insecurity have all had a disproportionate impact on women and girls, including through greater exposure to gender-based abuse and violence.



Gender equality and the empowerment of women and girls are universally agreed-upon objectives deriving from the Charter of the United Nations, in which the equal rights of all individuals, regardless of sex and gender, are unequivocally affirmed. The United Nations Office on Drugs and Crime (UNODC) plays its part in furthering global measures to achieve sustainable development, peace, security and human rights through its mission of making the world safer from drugs, crime, corruption and terrorism and by working for and with Member States. The United Nations Office at Vienna has administrative functions, some shared with UNODC, in the areas of finance, human resources, information and communications technology and support services, including procurement and infrastructure. The United Nations Information Service, which is part of the Department of Global Communications of the Secretariat, aims to help fulfil the purposes of the United Nations by communicating the activities and concerns of the Organization to the public.

In this Strategy, the Offices recommit to contributing to the global efforts towards the achievement of just, inclusive and resilient societies. The Strategy outlines how the Offices will accomplish this over the period 2022–2026. The implementation of the Strategy will continue to strengthen the work of UNODC throughout its five thematic areas by ensuring stronger analysis of stakeholders and improving understanding of the different impacts of criminal justice, organized crime, terrorism and corruption on the whole of society. Women are still disproportionately underrepresented at the policy, decision-making and managerial levels. This underrepresentation is particularly acute in the criminal justice and law enforcement sectors and in legislative and parliamentary bodies, which remain heavily male-dominated. UNODC will therefore continue to engage with Member States to remedy this situation.

This Strategy is underpinned by the requirement that all United Nations entities institute a gender-mainstreaming approach and is guided by international and regional instruments (see annex I) and commitments of Member States to mainstream a gender-equality perspective into their legislation and policies and to adopt temporary special measures to promote gender equality and the empowerment of women and girls.



The purpose of the Strategy is to ensure that an intersectional approach to gender equality is applied to all aspects of the Offices' institutional systems, processes, programmatic work and activities, as a core component of ensuring that no one is left behind. The Strategy:

(a) **Takes forward the significant achievements**¹ made by the United Nations Office at Vienna and UNODC under the inaugural Strategy for Gender Equality and the Empowerment of Women (2018–2021), with a distinct focus on mainstreaming gender equality and the empowerment of women and girls at both the institutional and programmatic levels;

(b) **Builds on the recommendations** arising from the 2022 independent strategic evaluation on the work of the United Nations Office at Vienna and UNODC on gender equality and the empowerment of women, as well as from in-house consultations and other sources;

(c) **Defines commitments for results** on gender equality and the empowerment of women and girls in the fields of drugs, crime, corruption and terrorism, in line with the UNODC 2021–2025 Corporate Strategy, the UNODC Strategic Vision for Africa 2030, the Strategic Vision for Latin America and the Caribbean 2022–2025 and subsequent UNODC regional and country strategies;

(d) **Covers crisis prevention and management** in the context of pandemics, climate change, ongoing and potential political instability, conflict and other emergencies.²

STRATEGY SCOPE

The Strategy covers UNODC³ and all organizational units in the United Nations Office at Vienna directly accountable to the Director-General/Executive Director, including the United Nations Information Service.⁴

¹ The Independent Evaluation Section noted, in its evaluation of the work of the Offices to promote gender equality and the empowerment of women (February 2022), that the Offices had successfully implemented most of the planned work to advance gender equality and the empowerment of women and girls at the institutional level since 2017. Only a few, but important, initiatives could not be delivered, namely, dedicated training for the network of gender strategy focal points and managers and initiatives to further engage male personnel in structures and activities aimed at achieving gender equality and the empowerment of women and girls. This was a result of resource constraints (financial and human). Although the delivery ratio was very high, the evaluation found that the magnitude of the planned actions under the Strategy for Gender Equality and the Empowerment of Women 2018–2021 was not sufficient to match the expectations set by the Secretary-General in relation to gender equality and the empowerment of women and girls at the institutional level.

² See UNODC, "The future is gender-inclusive: global responses in crisis management and recovery – summary of recommendations emanating from the 2020 Vienna Discussion Forum" [27 November 2020]. Available at www.unodc.org.

³ In accordance with the Secretary-General's bulletin on the organization of the United Nations Office on Drugs and Crime (ST/SGB/2004/6), the Human Resources Management Service, the Financial Resources Management Service and the Information Technology Service come under UNODC. However, for the purposes of gender parity target-setting, and in accordance with the targets established by the Office of Human Resources of the Secretariat, those services are included under the United Nations Office at Vienna.

⁴ In accordance with the Secretary-General's bulletin on the organization of the United Nations Office at Vienna (ST/SGB/2004/5), the United Nations Information Service reports to both the Director-General of the United Nations Office at Vienna and the Under-Secretary-General for Global Communications. The United Nations Information Service is included under both the present Strategy and the policy on gender equality and the empowerment of women for the period 2020–2022 of the Department of Global Communications.

Gender inequality in UNODC mandate areas: examples drawn from UNODC sources

Criminal justice

Violence against women is among the most underreported of all crimes, and among the least likely to end in conviction. About one in three women worldwide have experienced sexual and/or other forms of violence. Women are also much more likely than men to be killed by their intimate partners or family members. Survivors often face significant obstacles in access to justice owing to gaps in criminal law and procedure, gender stereotypes, victim-blaming and inadequate responses of criminal justice institutions and professionals, leading to secondary victimization.



Organized crime

- Young girls are featured in 86 per cent of child sexual abuse material on the Internet.
- For every 10 victims of trafficking in persons detected globally, 5 are adult women and 2 are girls.
- Evidence shows that most of the world's estimated 875 million small arms and light weapons are in the hands of men.

World drug problem

Men far outnumber women as drug treatment clients. Even though one in three people who use drugs is a woman, only one in five people who use drugs and are in treatment is a woman. Treatment services often do not respond to the needs of women with drug use disorders and are designed to respond to the needs of the majority, namely, men with drug use disorders. Women who use drugs are typically stigmatized for their drug use behaviour, which marginalizes them from mainstream society. They report social stigma in private as well as professional contexts as a barrier to treatment.

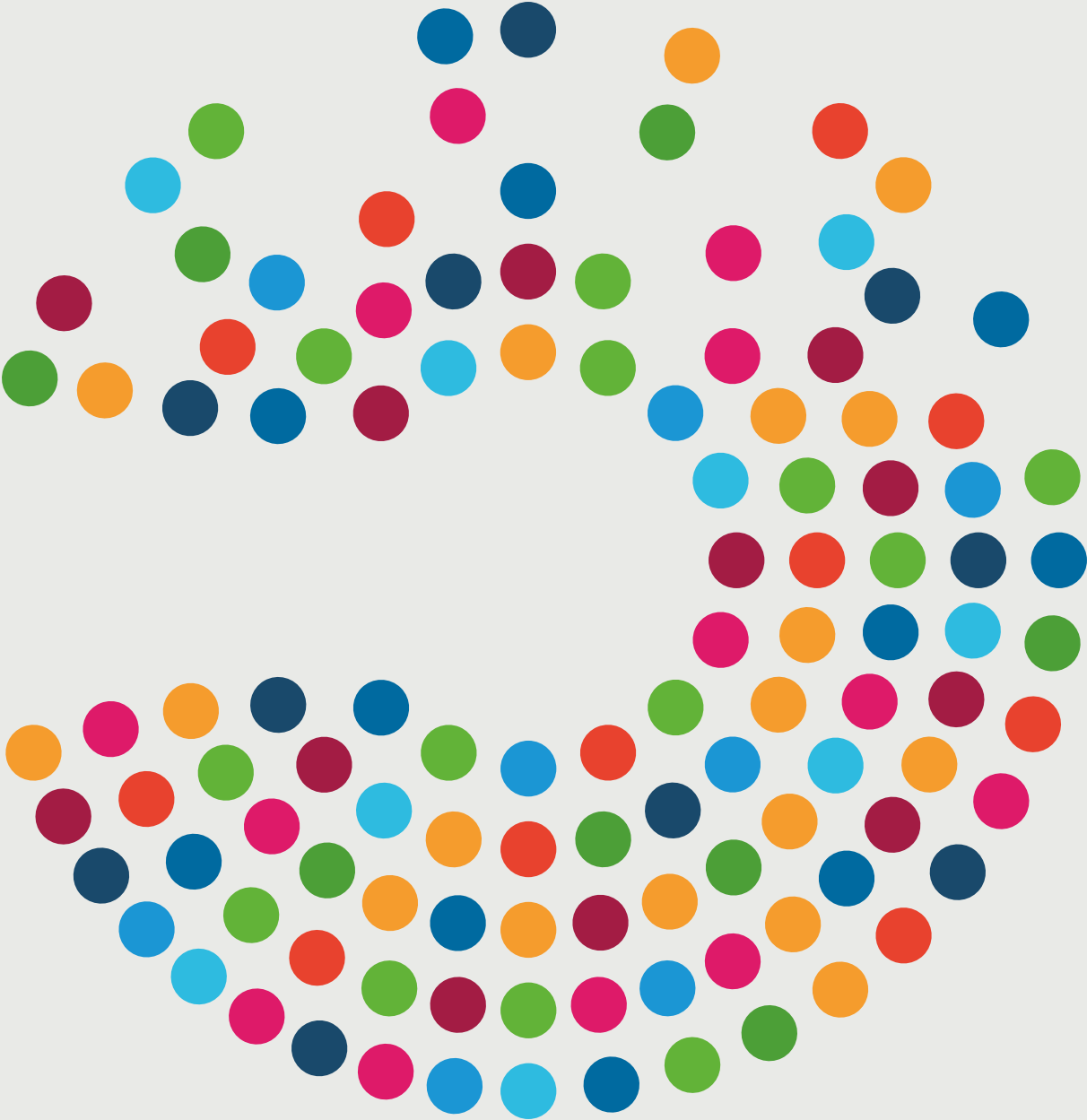
Corruption

Numerous links have been drawn between gender and intersecting identities and corruption in terms of both the likelihood of corruption and the different effects of corruption. Potential policy implications are that where gender inequalities exist, reducing corruption may help reduce them and, in turn, the empowerment of women may reduce corruption.

Terrorism

- Men and women can be vulnerable in different ways when a terrorist attack occurs. The different impacts of terrorism on women and girls are connected to structural gender-based inequalities and include gender-based violence such as abduction, early and forced marriage, rape, sexual slavery, forced labour, attacks on women's human rights defenders, attacks on girls' access to education and restrictions on their freedom of movement. In some communities, women, particularly those facing multiple forms of discrimination, can be among the most marginalized in society and, therefore, can be particularly detrimentally affected by the social impacts of terrorist activities while having fewer resources to aid recovery.
- Structural causes of gender inequality, such as gendered social roles and expectations, could also be conducive to radicalization to violent extremism, including influencing the different ways in which women and men can and/or choose to engage with terrorist groups. These include sex and gender-based discrimination and gender-based violence.





1. METHODOLOGY AND THEORY OF CHANGE

METHODOLOGY

The United Nations Office at Vienna and UNODC engage two internationally agreed strategies for attaining gender equality and the empowerment of women and girls: gender mainstreaming and gender equality-targeted approaches. The dual strategy applies to workplace activities (human resources management, including work on creating an enabling environment, gender parity and the empowerment of women) and operational activities (normative work, research and analysis, technical assistance and advocacy and communication work). The Offices acknowledge that gender equality and the empowerment of women inside the workplace also contribute to programmatic results.

A number of assumptions underlie this theory of change:

- Member States will fully resource the implementation of the present Strategy to match the expectations set by the Offices for mainstreaming gender equality at the institutional and programmatic levels.
- All personnel, including middle and senior management and executive leadership, will take responsibility and accountability for implementation.
- Each team (units, branches, sections, divisions and field offices) will adapt this theory of change to their context and regional or country workplans and programmatic priorities.
- Implementing partners and national counterparts will be, where possible, responsive to the requirements of the Strategy and their obligations under international norms and standards for gender equality and the empowerment of women and girls.
- The actions and results specified in the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women, the theory of change for gender equality and the empowerment of women developed by United Nations entities⁵ and the UNODC Strategy (2021–2025), as well as regional and country strategies, will be impactful and relevant to contributing to gender equality and the empowerment of women and girls.



⁵ Available at www.unwomen.org/sites/default/files/Headquarters/Attachments/Sections/How%20We%20Work/UNSystemCoordination/UN-SWAP/UN-SWAP-2-Theory-of-change-for-system-wide-gender-related-results.pdf.

THEORY OF CHANGE

The theory of change outlines how the United Nations Office at Vienna and UNODC propose to contribute to and realize the changes required under United Nations standards and commitments on gender equality and the empowerment of women and girls.

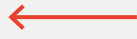
The theory of change is that if the Offices' internal processes and operations are examined to ensure that they reflect intersectional gender equality and the empowerment of women and girls in their mandated areas (drugs, organized crime, criminal justice, corruption and terrorism), changes in their systems, processes and activities and in the behaviours of personnel,⁶ including sustained leadership engagement, will be required. The figure below outlines the pathway to change.



⁶ The term "personnel" includes all staff, interns, volunteers, consultants, contractors and secondees.

STRATEGIC PURPOSE:
what are we aiming for?

The strategic purpose is that intersectional gender equality and the empowerment of all women and girls are integral parts of all aspects of the United Nations Office at Vienna and UNODC institutional processes, programmatic work and activities to make the world safer from drugs, crime, corruption and terrorism.



The Strategy focuses attention on seven priority impact areas.

- Member States improve delivery of equal access to justice, gender-responsive policing and activities related to preventing organized crime and trafficking, countering corruption, preventing terrorism and radicalization, and providing health care and drug use rehabilitation.
 - A comprehensive set of norms, policies and standards are developed in relation to ensuring equitable access to justice and to preventing organized crime and trafficking, countering corruption, preventing terrorism, promoting sustainable livelihoods and providing health care and drug use rehabilitation.
 - Research activities strive to maximize the collection, processing, analysis and visualization of sex-disaggregated data in domains where they are relevant and where enough disaggregated information is available; in doing so, illuminating where gaps and inequality are most acute.
- Data and knowledge are generated, managed and transferred to enhance the integration of gender equality and the empowerment of women into activities related to drugs, crime, corruption and terrorism.
 - Women are integrated into and influence policy- and decision-making and managerial structures.
 - Women and girls are supported to live a life free from gender-based violence, stigma and stereotypes, through more effective, fair and accountable criminal justice systems.
 - Men and boys act as champions and agents of change who actively contribute to advancing gender equality and the empowerment of women and girls.

PRIORITY AREAS:
what specific results do we expect to see?

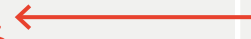


GOAL A: contribute to the delivery of global results on gender equality and the empowerment of women and girls through the activities of the United Nations Office at Vienna and UNODC.
GOAL B: strengthen the institutional capacity and effectiveness of the United Nations Office at Vienna and UNODC to enhance the delivery of results on intersectional gender equality and the empowerment of women

The goals are to be achieved through the following 14 strategic performance areas:

1. Commit to defining and supporting gender-related Sustainable Development Goal results in strategic planning documents, processes and implementation
2. Report regularly on the approach of UNODC to gender mainstreaming
3. Systematically coordinate institutional gender mainstreaming (Gender Team)
4. Evaluate the performance of field offices and headquarters and evaluate gender equality-targeted performance in particular
5. Develop and keep up to date the Strategy for Gender Equality and the Empowerment of Women and accompanying Action Plan
6. Provide the leadership required to enable implementation of the Strategy and Action Plan in the field and at headquarters
7. Deliver gender-responsive performance management throughout the United Nations Office at Vienna and UNODC
8. Work towards the adoption of a financial resource tracking and allocation mechanism
9. Establish a representative gender architecture that is fit for purpose both in field offices and at headquarters
10. Attain and sustain representative gender parity in both the United Nations Office at Vienna and UNODC
11. Foster an enabling organizational culture both in field offices and at headquarters
12. Build the capacity of personnel, including management and leadership, for gender equality and the empowerment of women both in the field and at headquarters
13. Build and communicate gender-focused knowledge of the mandates of the United Nations Office at Vienna and UNODC
14. Contribute to inter-agency coherence with regard to gender equality and the empowerment of women

What do we need to achieve internally to obtain our strategic purpose and strategy objectives, as outlined in chapter 3 of the Strategy?



APPROACH:
how do we make it happen?

We will use the Twin Track Strategy, i.e. gender mainstreaming: a gender-responsive and gender transformative approach is integrated across organizational systems, process and activities and accompanied by targeted interventions focusing on the empowerment of women and girls and gender equality.

BUILDING BLOCKS:
what do we need to put in place to make this happen?

• Accountability of all personnel to play their part • Coherence • Communication • Equal representation • Evaluation and audits • Evidence generation • Gender architecture • Leadership and political commitment • Organizational culture • Performance management • Personnel learning and capacity • Programmes and projects • Reporting • Resourcing • All personnel, including male engagement and allyship

INTERSECTIONAL APPROACH

The present Strategy confirms the intersectional approach to gender equality of the United Nations Office at Vienna and UNODC, including gender mainstreaming. An intersectional approach to gender equality ensures that interventions are based on an understanding of the convergence of different backgrounds, identities and characteristics. In practical terms, it means that when, for example, conducting a gender analysis, personnel should consider which additional characteristics are compounding men’s, women’s, boy’s and/or girl’s experiences of discrimination and marginalization. This applies both to efforts to strengthen the enabling work environment for all and to programmatic interventions. See the box below for examples.

This approach does not compromise the empowerment of women and girls but it does recognize that the experiences, needs, priorities and capacities of women, men, girls and boys are not homogenous. Intersectional characteristics such as ethnicity, race, religion, culture, age, sexual orientation, gender identity and class can compound discrimination based on sex and on gender roles founded upon the cultural meanings given to being male or female. For example, women engaged in prostitution and sex work tend to be inherently vulnerable to being routinely targeted by law enforcement officers and subject to arbitrary arrest and detention. In this case, understanding the intersection of gender roles and other forms of discrimination that these women face will help ensure appropriate interventions.

The result is that all groups of people in society are included in an equal and equitable manner and that, ultimately, no one is left behind.



Examples of how to apply an intersectional gender approach

- Recognize differences. When conducting a gender analysis ask “which women?” and “which men?” to better understand who you are actually analysing and who you are excluding to ensure that you are not unintentionally leaving anyone behind.
- Develop intersectional gender indicators and targets based on your gender analysis. For example, are you targeting young women, or refugee ethnic minority women? This should be accompanied by relevant monitoring activities.
- Disaggregate gender parity data by geographical diversity and age groups.
- Evaluate expenditure to assess the degree to which and how it addresses gender equality and the empowerment of women and girls.
- Examine the discriminatory stereotypes that affect different groups of women or men differently and how you might be perpetuating them. For example, using a photo of a young male (of a particular race or ethnicity) on a publication about violent crime could unintentionally reinforce a stereotype that young males of that race or ethnicity are more prone to violence.
- When designing a new initiative, ensure that you aren’t consulting with one homogeneous group of, for example, women of a certain age or social class. Think about how to include representation from different groups of women to ensure that you are targeting your intervention appropriately.
- When supporting the development of a new policy or law, think about the ways that different communities, and subgroups within those communities, experience policies and laws.
- When organizing an event, consider who you might be unintentionally excluding. For example, if you are targeting women, are women with differing identities and experiences represented? Or have you unintentionally invited only those who are urban, educated, etc.? Have the needs of breastfeeding mothers or of women beneficiaries and rights-holders been taken into account?



2. STRATEGIC GOALS

The present Strategy has two goals:

GOAL A: contribute to the delivery of global results on gender equality and the empowerment of women and girls through the activities of the United Nations Office at Vienna and UNODC

GOAL B: strengthen the institutional capacity and effectiveness of the United Nations Office at Vienna and UNODC to enhance the delivery of results on intersectional gender equality and the empowerment of women and girls⁷

The United Nations Office at Vienna and UNODC will strive to mobilize sufficient and predictable funding to correspond with the institutional commitments over the period covered by the Strategy.



⁷ The [United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women](#) contains 17 performance indicators. The present Strategy focuses on 14 strategic performance areas, which are based on the 17 performance indicators. The performance indicator on audit is not included as it is not relevant to the United Nations Office at Vienna and UNODC, because the audit function is based at United Nations Headquarters. For the purpose of this Strategy, the following performance indicators have been merged: financial resource tracking and financial resource allocation; and capacity assessment and capacity development. The System-wide Action Plan performance indicator on the equal representation of women has been entitled “gender parity”, in line with the system-wide strategy on gender parity.

3. STRATEGY OBJECTIVES

The objectives of UNODC, as the guardian of conventions and other legal instruments on drug control, organized crime, terrorism and corruption, and of the United Nations Office at Vienna, through the provision of common services and management and administrative functions, are to:

- Ensure and promote the effective mainstreaming of gender equality and the empowerment of women and girls throughout its normative, research and technical assistance work
- Build capacities and promote the equitable participation of women throughout the criminal justice system and government bodies and, in particular, in decision-making positions, including in the drafting of legal and policy frameworks
- Strengthen knowledge and capacities for mainstreaming gender equality and human rights principles to ensure that policies and programmes address and prioritize the needs of those who are furthest behind
- Ensure the implementation of global commitments on gender equality and the empowerment of women, including the Sustainable Development Goals, specifically, Goal 5, on gender equality and the empowerment of women and girls
- Create transformative change and an enabling working environment that embraces equality, eradicates bias and is inclusive of all personnel, with the goal of achieving gender parity at all levels by 2028

This Strategy will enable the United Nations Office at Vienna and UNODC to:

- Systematically plan, steer, deliver and report more effectively on how they are making progress
- Excel in meeting the requirements of the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women
- Provide structured support to Member States in implementing United Nations commitments and obligations with regard to gender mainstreaming



4. STRATEGIC PERFORMANCE AREAS

As a catalyst for advancement towards gender mainstreaming, the Offices commit to full implementation of the principles and requirements of the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women through the below strategic performance areas.

Goal A

Contribute to the delivery of global results on gender equality and the empowerment of women and girls through the activities of the United Nations Office at Vienna and UNODC

1. Commit to defining and supporting gender-related Sustainable Development Goal results in strategic planning⁸ documents, processes and implementation

- In line with its corporate and regional and country strategies, UNODC will continue to work towards the achievement of transformative,⁹ intersectional, gender-related Sustainable Development Goal results in the context of the respective mandate and/or thematic focus at the global, regional and country levels, and to systematically monitor and report on implementation.
- UNODC strategic planning documents will include expected accomplishments on gender equality and the empowerment of women and girls in each subprogramme, in line with Sustainable Development Goal targets, including the Goal 5 targets.
- UNODC will develop targeted activities to comprehensively address the unique and specific needs of women and girls.
- UNODC will update its action plan for crisis prevention and management to ensure that gender equality aspects are fully integrated throughout crisis management responses, including in the context of pandemics, climate crises, potential political conflict and other emergencies.

⁸ In the United Nations System-wide Action Plan for the Implementation of the CEB Policy on Gender Equality and the Empowerment of Women: UN-SWAP 2.0 Performance Indicators, Framework and Technical Notes it is noted that entities that do not work directly on achieving results or that have a mainly administrative function, such as the United Nations Office at Vienna, should continue to report on gender parity in staffing.

⁹ Transformative results are results that contribute to changes in social norms, cultural values, power structures and the root causes of gender inequalities and discrimination. They go beyond meeting individual needs to addressing systemic causes, for the benefit of all members of society.

- UNODC will continue to support Member States to improve delivery of equal access to justice, gender-responsive policing and activities related to preventing organized crime and trafficking, countering corruption, preventing terrorism and radicalization, and providing health care and drug use rehabilitation.
- UNODC will continue to support the development of a comprehensive set of norms, policies and standards on gender equality and the empowerment of women and girls in relation to ensuring equitable access to justice and to preventing organized crime and trafficking, countering corruption, preventing terrorism, promoting sustainable livelihoods and providing health care and drug use rehabilitation.
- UNODC will, with others, continue to advocate for appropriate and sustainable financing for targeted interventions on gender equality and the empowerment of women and girls in the context of its programme of work.
- UNODC will continue to play its part to ensure that women and girls live a life free from gender-based violence, stigma and stereotypes, through more effective, fair and accountable criminal justice systems.
- UNODC will contribute to ensuring that data and knowledge are generated, managed and transferred, both internally and externally, to enhance the integration of intersectional gender equality and the empowerment of women and girls into activities related to drugs, crime, corruption and terrorism.
- UNODC will work to support women's integration in, and influence over, policy- and decision-making and managerial structures and assist Member States in improving gender balance in law enforcement, judicial and criminal justice institutions.

2. Report regularly on the approach of UNODC to gender mainstreaming

In the United Nations context, normative and development results are usually defined as support to Member States and other counterparts, such as civil society, in achieving national, regional and international priorities, for example as set out in the Sustainable Development Goals.

- The Strategic Planning and Inter-Agency Affairs Unit will continue to build capacity to ensure the systematic inclusion of intersectional sex-disaggregated data as part of reporting on the annual programme plan, where such data are available, relevant and current. Where intersectional sex-disaggregated data are not available, this will be noted, along with any initiatives to facilitate the use of sex-disaggregated data in the future.
- As custodian of 16 Sustainable Development Goal indicators, alone or in partnership with other international organizations, UNODC will continue to collect data and report on indicators, highlighting different patterns for women and men and girls and boys.



- 
- The Gender Team will monitor institutional and global developments and best practices in pursuing gender equality and the empowerment of women and girls and contribute to in-house activities, as relevant, such as the collection and systematic dissemination of good practices and advice throughout the United Nations Office at Vienna and UNODC.
 - The Offices will create an institutional baseline and overview of projects and programmes and will report on expected gender-related results as assessed on the basis of gender marking and categorization. The Offices will develop a matrix with an overview of the proportion of outputs (revised and/or extended projects and programmes) reflecting gender considerations to determine how UNODC contributes to the gender dimensions of the 2030 Agenda on Sustainable Development.

3. Systematically coordinate institutional gender mainstreaming¹⁰ (Gender Team)

The Gender Team will continue to coordinate the implementation of the Gender Strategy and the accompanying Action Plan by promoting them in a systematic and comprehensive way.

4. Evaluate the performance of field offices and headquarters and evaluate gender equality-targeted performance in particular¹¹

UNODC will continue to be committed to fully mainstreaming a gender equality perspective into evaluation processes, and will be guided in this regard by the Independent Evaluation Section under its three work pillars: *(a)* national evaluation capacity-building in the context of the Sustainable Development Goals; *(b)* evaluation results; and *(c)* evaluation knowledge products.

- The Independent Evaluation Section will ensure that all evaluation guidance and knowledge products that are developed are contextually appropriate for conducting gender-responsive evaluations of UNODC-mandated areas of work. All evaluations will adhere to a gender-responsive evaluation process (from design to evaluation criteria, questions, etc. to methodology and data collection and dissemination) and will conform to the United Nations Evaluation Group gender-related norms and standards.

¹⁰ It is noted in the *United Nations System-wide Action Plan for the Implementation of the CEB Policy on Gender Equality and the Empowerment of Women: UN-SWAP 2.0 Performance Indicators, Framework and Technical Notes* that entities, such as the United Nations Office at Vienna, not involved with directly supporting programmatic initiatives should rate this performance indicator as “not applicable”. However, the Office for Outer Space Affairs of the Secretariat does directly support programmatic initiatives, as part of the United Nations Office at Vienna, and is therefore included.

¹¹ This section applies only to UNODC, which has a stand-alone evaluation function. The work of the United Nations Information Service is evaluated through the Evaluation and Communications Research Unit of the [Department of Global Communications](#), based on the Department’s evaluation policy. The United Nations Office at Vienna does not have an evaluation unit and is not a United Nations Evaluation Group member.

Goal B

Strengthen the institutional capacity and effectiveness of the United Nations Office at Vienna and UNODC to enhance the delivery of results on intersectional gender equality and the empowerment of women

5. Develop and keep up to date the Strategy for Gender Equality and the Empowerment of Women and accompanying Action Plan

- All personnel are aware of this Strategy, of its implications for the Offices and of their roles and responsibilities in its implementation.
- UNODC field offices will contextualize the Strategy and its Action Plan to complement cross-cutting regional and country gender-related priorities and concerns, as set out in UNODC policy and programming documents.
- The Executives Committee of the United Nations Office at Vienna and UNODC will monitor and oversee progress in implementing the Strategy. The Executives Committee is chaired by the Director-General/Executive Director and is composed of all the senior directors of the Offices.
- A mid-term review in the third quarter of 2024 will be conducted to take stock of implementation, assess progress and make any changes that may be required to the Action Plan.
- The Independent Evaluation Section of UNODC will conduct a final independent evaluation of the implementation of the Strategy and the Action Plan in 2026 to assess progress made and to feed into the development of the subsequent strategy. The specific scope will be determined during consultation with the Independent Evaluation Section and stakeholders and will be dependent on available funding.

6. Provide the leadership required to enable implementation of the Strategy and Action Plan in the field and at headquarters

Senior management will:

- Establish concrete measures to ensure follow-through on initiatives for gender equality and the empowerment of women and girls and to strengthen inclusive management skills

Middle and senior management will:

- Lead by example through mitigating unexamined biases and stereotypes, intervening in cases of everyday sexism and being visible catalysts for organizational change
- Manage, allocate and develop budgets, procurement processes and resources



- Proactively promote progress against United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women performance indicators and set specific programmatic objectives and managerial targets for any given year, outlining clear roles and responsibilities at the highest levels

7. Deliver gender-responsive performance management throughout the United Nations Office at Vienna and UNODC

- Managers will ensure that personnel have had appropriate training on setting performance goals on strengthening intersectional gender equality and the empowerment of women, as well as on promoting a diverse and respectful workplace culture free of any form of prohibited conduct.¹²
- First and second reporting officers will monitor the implementation of gender-related workplan goals and hold personnel accountable for meeting their goals, guided by the Human Resources Management Service.
- The Human Resources Management Service will continue to provide detailed guidance to first and second reporting officers, as well as staff at large, on the requirement to include a goal on workplace culture and gender equality in individual workplans as part of training sessions and information material on performance management.
- Senior and executive leadership will continue to recognize outstanding work and activities promoting intersectional gender equality and the empowerment of women and girls through the annual United Nations Office at Vienna and UNODC Gender Award.
- Managers will ensure that gender strategy focal points and gender focal points are allocated the time required to fulfil these functions and reflect this role in performance evaluation.

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

- In 2023, a baseline will be defined for an overall target or benchmark across all budgets that should be dedicated to intersectional gender equality and the empowerment of women. This benchmark should be set as a percentage of total financial resources.
- The Gender Team, together with relevant divisions and units and with the support of the Co-financing and Partnership Section, will develop a fundraising strategy to ensure that adequate funding is made available for the implementation of this Strategy.
- United Nations Office at Vienna and UNODC leadership will request donors to adequately support the full implementation of the Strategy.

¹² This includes staff who are on fixed-term, continuing or permanent appointments, as these goals can be monitored through the e-performance system.

9. Establish a representative gender architecture that is fit for purpose both in field offices and at headquarters

- Managers will ensure that appointed gender strategy focal points and alternates, as well as gender focal points, are allocated sufficient time to fulfil their role, alongside their other areas of responsibility. This will include the development of targeted workplans to support specific processes in their respective functional units and ensure that those entrusted with those tasks have the right set of skills.
- Effort will be made to anchor this Gender Strategy in the UNODC mandated areas as well as in global, regional and country-level contexts.


10. Attain and sustain representative gender parity in both the United Nations Office at Vienna and UNODC

- Gender parity will be reached at all levels in the Professional category in the United Nations Office at Vienna and UNODC and in the General Service category in UNODC, in line with the system-wide strategy on gender parity promulgated by the Secretary General, and the targets and timelines for achieving parity will be reached and adhered to.
- The recruitment, promotion and placement of women will continue to be closely followed and monitored to ensure that all personnel have equal opportunities to progress in their careers.
- The Human Resources Management Service will focus on developing the career prospects of underrepresented groups to retain talent, challenging gender stereotypes in different tasks and jobs and ensuring equal application and promotion of work-life balance mechanisms.
- A gender parity goal will continue to be included in the workplans of all personnel in managerial and non-managerial roles to strengthen accountability to reach gender parity.

11. Foster an enabling organizational culture both in field offices and at headquarters

- The United Nations Office at Vienna and UNODC will develop an explicit set of actions to further address prohibited conduct in both Offices and to improve the use of the system for addressing prohibited conduct, on the basis of a dedicated assessment.
- The United Nations Office at Vienna and UNODC will continue to ensure that United Nations ethics-related legal arrangements are complied with.



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- The United Nations Office at Vienna and UNODC will continue to implement, promote and monitor United Nations rules and regulations on work-life balance,¹³ flexible working arrangements and part-time work¹⁴ and policies on maternity, paternity, adoption, family and emergency leave, breastfeeding and childcare.
 - The United Nations Office at Vienna and UNODC will define minimum standards to create an enabling environment for intersectional gender equality and ensure that they are in place and that a participatory gender audit or equivalent is carried out at least every five years.
 - The Human Resources Management Service will continue to conduct exit surveys when a staff member leaves, as well as a staff engagement survey every two years, which will include questions on organizational culture, as well as other dimensions.
 - The Human Resources Management Service, in coordination with the Gender Team and other relevant functional units, will continue to strengthen a coaching culture in which staff can continuously reflect, learn and thrive.
 - Men will play a critical role as champions and agents of change in the implementation of the present Strategy.

12. Build the capacity of personnel, including management and leadership, for gender equality and the empowerment of women both in the field and at headquarters¹⁵

- The Human Resources Management Service, in coordination with the Gender Team, will design a learning plan on intersectional gender equality and the empowerment of women. This will be integrated into and embedded within existing organizational learning approaches and strategies.
- The Gender Team, in coordination with the Human Resources Management Service, will coordinate institutional efforts to enhance procedures and substantive knowledge to strengthen gender mainstreaming in UNODC activities by developing sector-specific knowledge products that will be made available to personnel at headquarters and in field offices.
- The learning plan will stratify initiatives by audience (all personnel, personnel in field offices or headquarters, gender strategy focal points, managers, senior managers, etc.) and include mechanisms to measure how learning translates into changes in behaviour. It will also include a focus on UNODC-mandated areas. Additional resources will be required to ensure that training and capacity-building reaches all field office and headquarters personnel, and that tailored training is provided for senior and middle managers.

¹³ This includes financial support for parents travelling with a child, as well as phased retirement.

¹⁴ This includes staggered working hours, telecommuting, scheduled breaks for extended learning activities, and compressed work schedules.

¹⁵ The following performance indicators have been merged: capacity assessment and development.

13. Build and communicate gender-focused knowledge of the mandates of the United Nations Office at Vienna and UNODC

- UNODC will implement its communications action plan for the period 2021–2023 that includes, as an integral component, internal and public information dissemination in relation to mandated areas to further shape global, regional and country-level advocacy on gender.
- The United Nations Information Service will continue to promote gender equality and the empowerment of women and girls, in line with United Nations and Department of Global Communications priorities.
- The Offices will adopt a gender-sensitive approach when publishing and will strive for a 50/50 gender balance in all materials, including visual and audio-visual materials.
- UNODC will engage academia, the private sector and civil society organizations in gender equality and the empowerment of women and girls knowledge-building and related activities.
- The Gender Team will continue to ensure that information and knowledge products on gender equality and the empowerment of women and girls that are substantially related to UNODC areas of work are systematically captured, documented and shared internally and externally, with the support of the Advocacy Section and the United Nations Information Service, as applicable.

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

- The United Nations Office at Vienna and UNODC will continue to systematically participate and contribute to inter-agency task forces and coordination mechanisms on gender equality and the empowerment of women and girls, including the Inter-Agency Network on Women and Gender Equality, and will support the participation of the Independent Evaluation Section in the United Nations Evaluation Group working group on gender equality and human rights.
- The United Nations Office at Vienna and UNODC will actively engage in United Nations system-wide processes and actions related to gender equality and the empowerment of women and girls.



5. ACCOUNTABILITY

ROLES AND RESPONSIBILITIES

This Strategy sets out the accountabilities of different levels of personnel, including senior and middle managers,¹⁶ for the promotion and advancement of gender equality and the empowerment of women and girls.

INSTITUTIONAL MECHANISMS FOR MONITORING AND REPORTING

The gender mainstreaming architecture depicted below will ensure institutional accountability for the implementation of the Strategy and Action Plan. This internal monitoring mechanism will be crucial for assessing compliance with United Nations commitments to promote and advance gender equality and the empowerment of women and girls, documenting challenges in implementation and good practices and tracking performance.

Ultimate authority and responsibility for achieving gender mainstreaming, gender parity and the empowerment of women and girls for accomplishing the goals and targets set out in the Strategy lie with the Director-General/Executive Director.

The Executives Committee, being the highest decision-making body, is responsible for monitoring and overseeing progress in implementing the Strategy and Action Plan.¹⁷ The Committee is chaired by the Director-General/Executive Director and includes all directors of the two Offices and the Programme Coordinator (when gender-related issues are considered). It is the main institutional mechanism through which the Director-General/Executive Director will build the transformative forms of leadership required to achieve the goals of the Strategy.

Senior leadership (D level and above) and senior and middle managers (P-4 and P-5 levels) are responsible for the promotion and advancement of gender equality within their teams and among national counterparts and beneficiaries.



¹⁶ In accordance with the definition provided in the *United Nations System-wide Action Plan for the Implementation of the CEB Policy on Gender Equality and the Empowerment of Women: UN-SWAP 2.0 Performance Indicators, Framework and Technical Notes*, senior managers are defined as personnel of grade D-1 and above levels or equivalent. For the purposes of this Strategy, responsibility for effective implementation of strategy, capacity-building and training initiatives or activities, the definition could also apply to staff at the P-4 level and above or equivalent.

¹⁷ The Office instruction of the Executives Committee of the United Nations Office at Vienna and the United Nations Office on Drugs and Crime (UNOV/OI/1-UNODC/OI/1) will be updated to include a standing agenda item on implementation and monitoring of the Strategy and Action Plan.

The gender strategy focal points and gender focal point network are one of the key institutional arrangements for implementing the Strategy. The network consists of gender strategy focal points who are nominated by senior management for a two-year minimum period and who support the Director-General/Executive Director and the Executives Committee, and act as a catalyst in the process of gender mainstreaming throughout the Offices. The gender focal points provide support to staff and leadership, specifically in terms of achieving gender parity as well as in promoting greater awareness of gender issues and a gender-sensitive work environment.



The institutional structure is coordinated by the Gender Team, within the framework of the Global Programme on Gender Equality and the Empowerment of Women in the United Nations Office at Vienna and UNODC, which is located in the Office of the Director-General/Executive Director. The Global Programme will continue to play a catalytic, coordinating and facilitative role in the implementation of the Strategy and Action Plan.¹⁸

The Human Resources Management Service addresses institutional issues related to achieving gender parity, an enabling environment and a respectful work environment and organizational culture free from any bias, discrimination or harassment, including sexual harassment. The Human Resources Management Service ensures that relevant equality goals are integrated as core values and/or competencies for all personnel through the performance cycle and through human resources processes.


MONITORING MECHANISMS

In the 2022 independent strategic evaluation on the work of the United Nations Office at Vienna and UNODC to promote gender equality and the empowerment of women, the need for a differentiated and comprehensive impact monitoring and accountability framework that takes into consideration the different operational contexts was noted. The below monitoring mechanisms will support the Offices in tracking implementation of the Strategy in a more detailed manner, allowing them to recognize and encourage exemplary performance, as well as to pinpoint areas that require concerted effort:

- The Director-General/Executive Director will report to the Secretary-General on progress under the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women.
- The Directors will report annually to the Executives Committee on their contributions to the promotion and achievement of results on gender equality and the empowerment of women and girls.



¹⁸ The gender strategy focal points and gender focal points will have written terms of reference, which will further outline responsibilities for the implementation of the Strategy.

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- Middle managers will ensure that sufficient time and resources are allocated to achieving goals relating to gender equality and the empowerment of women by the personnel they manage.
 - The gender strategy focal points will review the integration of gender equality and the empowerment of women and girls in programme development and advocacy.
 - The gender focal points will discuss with the Director-General/Executive Director the implementation of the gender parity aspects of the Strategy and other matters related to gender equality and the empowerment of women as relevant to the work of the United Nations Office at Vienna and UNODC.
 - The Gender Team and the Human Resources Management Service will monitor the use and uptake of knowledge products and information generated and how those initiatives change behaviours in favour of gender equality and the empowerment of women.
 - A comprehensive evaluation of the implementation of the Strategy will be conducted in 2026 under the guidance of the Independent Evaluation Section of UNODC to inform the development of the Strategy for the period 2027–2032.

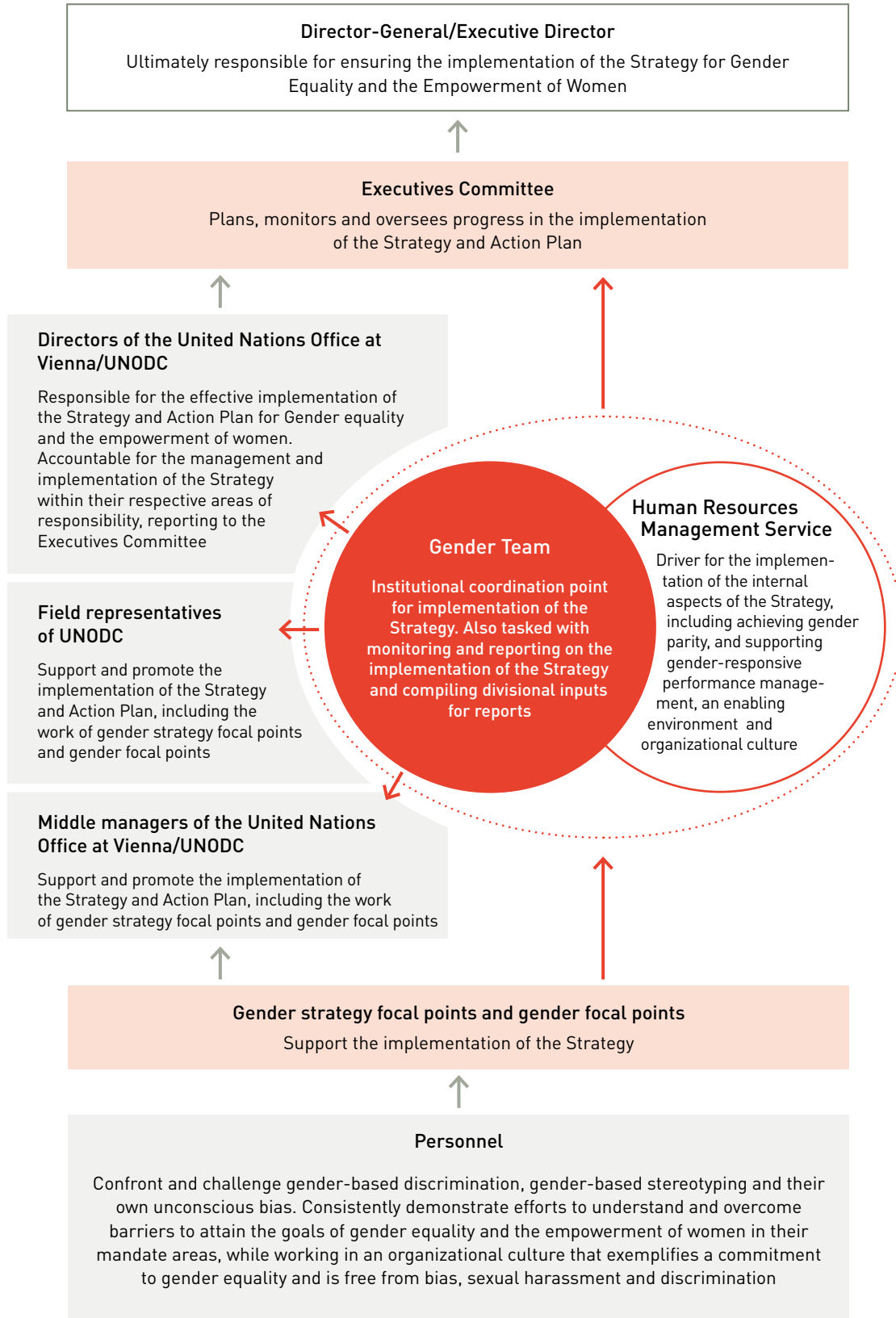
REPORTING MECHANISMS

It is the responsibility of all personnel to monitor and report on progress made towards the implementation of the present Strategy. To ensure that personnel, both in field offices and at headquarters, are aware of progress and to identify potential opportunities for advancing the objectives of the Strategy, guidance on how to develop, collate and monitor indicators and results at the strategic and programmatic levels will be provided.


In line with the commitments in the Strategy, UNODC will continue to report annually to the Commission on Crime Prevention and Criminal Justice and the Commission on Narcotic Drugs, or their subsidiary bodies, on the high-level results on gender equality and the empowerment of women and girls, and on progress in meeting Sustainable Development Goal targets, including on how the entity has supported specific contributions to targets under Sustainable Development Goal 5. Through the report of the Executive Director, UNODC will report annually to the two commissions on the implementation of the Strategy and the accompanying Action Plan.

The reporting process, including timelines for reporting, will be established in the Action Plan of the Strategy.

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



6. RESOURCES



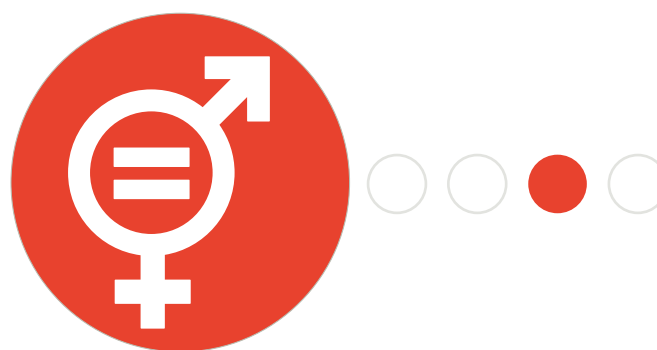
Efforts to mainstream gender within and across entities must be adequately resourced in both human and financial terms. However, a lack of predictable resources remains a key impediment to the implementation of the commitments to gender equality and the empowerment of women and girls as set out in this Strategy. In the 2019 assessment of UNODC by the Multilateral Organisation Performance Assessment Network, it was noted that the volume of core resources that UNODC receives is insufficient to finance functions that in other institutions would be considered integral (e.g. evaluation, gender, results management systems). This was echoed in the 2022 independent strategic evaluation on the work of the United Nations Office at Vienna and UNODC to promote gender equality and the empowerment of women, in which it was highlighted that resources (money, people, expertise, time) were not adequate compared with expectations. Resource requirements go beyond the Gender Team and the Human Resources Management Service and include support to the full gender architecture for gender equality and the empowerment of women and girls and to programmatic resources to be allocated following an intersectional gender analysis. The Offices are expected to exert every effort to ensure that this Strategy and its accompanying Action Plan are fully resourced, monitored and implemented by 2026.

ANNEXES

I. NORMATIVE AND UNITED NATIONS SYSTEM-WIDE FRAMEWORK

The normative and United Nations system-wide framework on gender equality and the empowerment of women includes the Universal Declaration of Human Rights, the Convention on the Elimination of All Forms of Discrimination against Women and the Beijing Declaration and Platform for Action. These measures include legally binding human rights commitments, as well as political commitments, to the right of every woman and girl to enjoy a life of dignity, with full gender equality and no legal, social and economic barriers to their empowerment. These commitments are reinforced by the 2030 Agenda for Sustainable Development, with its central principle of leaving no one behind and starting with those furthest behind, specifically in the context of Sustainable Development Goal 5, on achieving gender equality and empowering all women and girls. The 2030 Agenda commitments relating to gender equality and the empowerment of women and girls build on the Beijing Declaration and Platform for Action, the Convention on the Elimination of All Forms of Discrimination against Women, Security Council resolution 1325 (2000) on women and peace and security, the United Nations Millennium Declaration and relevant resolutions of the General Assembly and the Economic and Social Council, the agreed conclusions of the Commission on the Status of Women, and other applicable United Nations instruments, standards and resolutions.

The item entitled “Women and peace and security” has been formally considered by the Security Council since 24 October 2000. To date, the Security Council has adopted 10 resolutions on women and peace and security: 1325 (2000), 1820 (2008), 1888 (2008), 1889 (2009), 1960 (2010), 2106 (2013), 2122 (2013), 2242 (2015), 2467 (2019) and 2493 (2019). The obligations in the resolutions extend from the international to the national levels. They guide work to promote gender equality and strengthen women’s participation, protection and rights throughout the conflict cycle, from conflict prevention to post-conflict reconstruction.



United Nations system-wide commitments include the United Nations system-wide policy on gender equality and the empowerment of women,¹⁹ the 2012 United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women, the system-wide strategy on gender parity²⁰ and supporting policies.²¹

The commitments relevant to the mandates of the United Nations Office on Drugs and Crime include the Kyoto Declaration on Advancing Crime Prevention, Criminal Justice and the Rule of Law: Towards the Achievement of the 2030 Agenda for Sustainable Development; the political declaration entitled “Our common commitment to effectively addressing challenges and implementing measures to prevent and combat corruption and strengthen international cooperation”, adopted by the General Assembly at its special session against corruption held in 2021; the Doha Declaration on Integrating Crime Prevention and Criminal Justice into the Wider United Nations Agenda to Address Social and Economic Challenges and to Promote the Rule of Law at the National and International Levels, and Public Participation; Commission on Crime Prevention and Criminal Justice resolution 26/3, entitled “Mainstreaming a gender perspective into crime prevention and criminal justice policies and programmes and into efforts to prevent and combat transnational organized crime; Commission on Narcotic Drugs resolution 59/5, entitled “Mainstreaming a gender perspective in drug-related policies and programmes”; and the outcome document of the thirtieth special session of the General Assembly, entitled “Our joint commitment to effectively addressing and countering the world drug problem”.

¹⁹ This policy was endorsed by the Chief Executives Board for Coordination in October 2006 with the goal of enhancing attention to gender equality and the empowerment of women within the policies and programmes of the United Nations system, and implementing Economic and Social Council agreed conclusions 1997/2 (see [CEB/2006/2](#)).

²⁰ The system-wide strategy on gender parity reaffirms commitments to ensuring that both women and men have the right to equal opportunities in human resources management processes, including recruitment and promotion, as well as to working in environments that are free from bias, discrimination and sexual harassment. The strategy is accompanied by the “[Enabling environment guidelines for the United Nations system](#)”.

²¹ For example, the policies on addressing discrimination, harassment, including sexual harassment, and abuse of authority ([ST/SGB/2019/8](#)), protection against retaliation for reporting misconduct and for cooperating with duly authorized audits or investigations (ST/SGB/2017/2 and ST/SGB/2017/2/Rev.1), unsatisfactory conduct, investigations and the disciplinary process (ST/AI/2017/1), employment and accessibility for staff members with disabilities in the United Nations Secretariat ([ST/SGB/2014/3](#)) and the United Nations Disability Inclusion Strategy.

II. GLOSSARY

Gender

The roles, behaviours, activities and attributes that a given society at a given time considers appropriate for men and women, in addition to the social attributes and opportunities associated with being male and female and the relationships between women and men and girls and boys (also taking into account diverse gender identities).

Gender mainstreaming

An approach that requires that all staff, regardless of function or grade, assess the implications for women and men, girls and boys of any planned action in all institutional practices, policies, programmes and other substantive activities.

Gender equality-targeted actions

Actions that seek to address areas of gender inequality, where the need for them is identified.

Gender analysis

A critical examination of how differences in gender roles, activities, needs, opportunities and rights and entitlements affect men, women, girls and boys in certain situations or contexts. Examining the relationships between females and males and their access to and control of resources and the constraints they face relative to each other.

Gender equality

Equal rights, responsibilities and opportunities of women and men and girls and boys. Equality does not mean that women and men will become the same but that women's and men's rights, responsibilities and opportunities will not depend on whether they are born male or female. Gender equality implies that the interests, needs and priorities of both women and men are taken into consideration, recognizing the diversity of different groups of women and men. Gender equality is not a women's issue but should concern and fully engage men as well as women.

Gender parity

Another term for equal representation of women and men in each area.

Gender-responsive


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



Sex-disaggregated data

Data that are cross-classified by sex, presenting information separately for men and women, boys and girls.

Temporary special measures



Actions aimed at accelerating de facto equality between women and men that may, in the short term, favour women. Other terms that are often used to refer to such “special measures” in their corrective, compensatory and promotional sense are “affirmative action”, “positive action”, “positive measures”, “reverse discrimination” and “positive discrimination”. However, the preferred term within the United Nations system is “temporary special measures”. The Convention on the Elimination of All Forms of Discrimination against Women clarifies that adoption by States parties of temporary special measures aimed at accelerating de facto equality between men and women is not to be considered discrimination, but is in no way to entail as a consequence the maintenance of unequal or separate standards and that such measures are to be discontinued when the objectives of equality of opportunity and treatment have been achieved (article 4, paragraph 1).

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