



# **Executive Board of the United Nations Entity for Gender Equality and the Empowerment of Women**

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Background note in English only

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Item 3 of the provisional agenda<sup>1</sup>

**Financial, budgetary and administrative matters**

## **Integrated Budget estimates for the United Nations Entity for Gender Equality and the Empowerment of Women for the biennium 2022–2023**

### **Management response to Report of the Advisory Committee on Administrative and Budgetary Questions**

1. This paper provides the management response of UN-Women in response to the report of the ACABQ dated 13 August 2021 on the 2022-2023 Integrated Budget.

#### **I. Conclusion of ACABQ report**

2. The Advisory Committee references Para. 76 of the Integrated Budget where, as per paragraph (c), the Executive Board is requested to approve the institutional component of the integrated budget estimates of UN-Women for 2022-2023 in the amount of \$204.4 million including \$39.3 million for cost recovery from other resources.

#### **II. Integrated budget**

##### *Overview*

3. The Executive Director is proposing an integrated budget with projected voluntary contributions of \$1,040.6 million for the biennium 2022-2023 which represents an increase of \$37.9 million or 3.8 per cent compared with the projection for the biennium 2020-2021. In addition, the Executive Director

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<sup>1</sup> [UNW/2021/L.4](#).

*Note:* the present document was processed in its entirety by UN-Women.

requests the Executive Board to approve an institutional budget of \$204.4 million, representing the same amount as the approved institutional budget for 2020-2021.

4. The Executive Director’s report indicates that the total resources for 2022- 2023 are estimated at \$1,230.1 million, inclusive of \$1,000.0 million of voluntary contributions and \$5 million in other income and reimbursements, along with the projected unspent balance to be carried forward of \$225.1 million. The total resources would comprise \$466.3 million of regular resources (unearmarked voluntary contributions) and \$763.8 million of other resources (earmarked voluntary contributions).

*Cost recovery*

5. The Executive Director’s report indicates that the effective cost recovery rate for 2020 is 6.9 per cent, and that the UN-Women’s notional cost recovery rate for the Integrated Budget 2022-2023 period is 9.2 per cent. Upon enquiry, the Advisory Committee was informed that the estimated cost recovery income of \$39,300,000 is based on applying an estimated effective cost recovery rate of 7 per cent on the total estimated programmable contribution. Due to the application of differentiated cost recovery rates, UN-Women has applied an estimated 7 per cent effective rate, which is based on the historical 2018-2020 average effective cost recovery rate of 6.92 per cent.

*Resource allocation*

6. The report indicates that in terms of the utilization of resources, a total of \$890,300,000 (85.6 per cent) would be dedicated to development activities; \$34,700,000 (3.3 percent) would finance United Nations coordination activities; \$97,200,000 (9.3 per cent) would be allocated to management activities; \$12,300,000 (1.2 per cent) would provide for independent oversight and assurance activities; and \$6,200,000 (0.6 per cent) would be dedicated to special purpose activities. The largest share of UN-Women resources is allocated in support of programmes for the achievement of UN-Women thematic impact areas. The annual levels of programmable regular resources available for allocation are based on actual donor contributions. Upon enquiry, with regard to the trends of percentage distribution of resources for development activities, management activities and independent oversight and assurance activities for UN-Women in comparison to other funds and programmes, the Advisory Committee was provided with information as contained in the table below.

Categories	UN Women		UNDP	UNFPA	UNICEF
	2020-2021	2019-2018			
a. Development Activities	84.9%	83.8%	90.8%	85.3%	88.9%
b. Management Activities	10.3%	11.5%			
Evaluation and Audit and Investigation	1.3%	1.3%			

7. The Advisory Committee notes the projected increase in available funds in the 2020-2021 integrated budget period, as well as the increased percentage of resources dedicated to development activities. Nonetheless, the Committee recalls that, in the years from 2015 to 2018, actual funds received have remained

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below the amount projected. **The Committee continues to encourage the strengthening of UN-Women’s fundraising efforts, including by engaging with the private sector with a view to increase the resources for development activities.**

***Management response:***

8. Voluntary contributions constituting both Regular and Other Resources to UN-Women have been growing year on year, increasing from \$307 million in 2015 to \$539 million in 2020. In 2019 and 2020, contributions exceeded the projected amount by \$60.4 million and \$53.9 million respectively, mainly because of the increase in other (non-core) resource contributions. Other resources surpassed the amount projected in 2019 by \$117.5 million and in 2020 by 88.2 million, although the OR projections were increased from \$240 million in 2018-2019 to \$285 million in 2020.
9. Since 2017, UN-Women has maintained the regular (core) resources projection at \$200 million per year. We recognize this as an ambitious and forward-looking projection, representing the optimum amount required for the organization to reach critical mass to carry out its triple mandate, particularly to deliver on its normative support and United Nations system coordination functions that are especially dependent on regular resources. This aligns with the QCPR as well as the Structured Dialogue on Financing.
10. Between 2017 - 2020, core resources have increased overall by 13%, with a 2% gain from 2017 to 2018, a 4% drop from 2018 to 2019, and a 16% gain from 2019 to 2020. In 2020 despite the competing priorities on resources resulting from the COVID-19 pandemic, UN-Women was very close to reaching the projection, largely due to strong support from Member States. We received a total of \$ 166 million in regular resources, only \$34 million short of the projection.
11. Acknowledging ACABQ’s emphasis, UN-Women will continue to strengthen its fundraising efforts to ensure that the Entity is adequately resourced to deliver at the level of impact and scale envisaged in the Strategic Plan. Our strategy in this regard will encompass:
  - a) strengthening existing public sector partnerships and nurturing relations with emerging partners;
  - b) continuing to grow partnerships with the private sector, including corporations and foundations, strengthening the network of national committees to increase contributions from private individual giving, and leveraging existing partnership platforms and expanding new partnerships to grow and attract more financing for the gender equality and women’s empowerment agenda, as well as exploring ways to generate increased revenue for the organization;
  - c) influencing more and different actors and partners in support of gender equality and women’s empowerment to create impact at scale, for example through increased engagement with other UN agencies and intergovernmental organizations, including International Financial

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Institutions and Development Financial Institutions, to achieve joint results.

- 12. To enable a full review, the Committee considers that the presentation of the integrated budget should include the evolution of expenditures (actual and projected) by object or categories of expenditures against planning estimates and justification for projected resource requirements. The Committee trusts that such information will be reflected in future integrated budget proposals.**

***Management Response:***

13. UN-Women takes note of ACABQ's observation and confirms that a comparison of budget and expenditures by cost classification, as already included in the Annual Financial Statements, will be shared in future submissions.

***Institutional budget***

- 14. As noted in paragraph 1 above, an appropriation of \$204,400,000 is proposed for the institutional budget for the biennium 2022-2023, which is the same amount as the appropriation for the biennium 2020-2021. However, the proposed biennium budget for 2022-2023 indicates increases for information and communications technology (\$2,000,000) and change management (\$300,000), which would be offset by cost savings and efficiency through: direct cost apportionment in Headquarters rent costs (\$1,600,000); savings due to telecommuting arrangements (\$200,000); and efficiencies achieved by securing a learning management system at a competitive price (\$500,000). **The Advisory Committee notes the significant savings and efficiency gains expected during the biennium 2022-2023 and trusts that updated information will be provided to the Executive Board at the time of its consideration of the present report and included in the next budget submission.****

***Management Response:***

15. UN-Women appreciates ACABQ's acknowledgement of the significant savings and efficiency gains as expected during the 2022-2023 Biennium. As this relates to the 2022-2023 timeline, updated information on the savings and efficiency gains realized will be provided during the implementation period and included in the next Integrated Budget.

***Cost-sharing arrangement***

16. The report indicates that the proposed institutional budget for 2020-2021 included a cost of \$2,600,000, reflecting the doubling of the share of the UN-Women's contribution to the cost-sharing arrangement of the UN Sustainable Development Group (UNSDG) compared to the biennium 2018-2019, as mandated by the General Assembly in its resolution 72/279. Upon enquiry, the Advisory Committee was informed that this increase has indirect implications for UN-Women's financial capacity to support, influence and coordinate in a synergistic manner gender integration in Cooperation Frameworks which is in the process of development. At the regional level, UN-Women regional offices provide technical support through the UNSDG regional architecture and peer support groups, in particular the Cooperation Framework roll-out and gender mainstreaming efforts by the United Nations Country Teams. The Committee was

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also informed that UN-Women headquarters and regional offices are engaged in discussions on how to best resource the required capacities related to Cooperation Frameworks. Additionally, UN-Women is also discussing with the United Nations Development Coordination Office various options to support these capacities through the mobilization of additional resources.

### *Staffing structure*

17. The Executive Director's report indicates that the institutional budget will provide for the continuation of 465 posts (1 ASG, 4 D-2, 20 D-1, 86 P-5, 55 P-4, 46 P-3, 10 P2-/1, 47 GS (PL), 120 GS (OL)). While the overall number of posts remains unchanged compared to the 2020-2021 biennium, the information provided to the Advisory Committee shows the following changes between 2021 and 2022: an increase of 1 P-5, 3 P2/1 and 1 GS (OL) level posts; and a reduction of 4 P-3 and 1 GS (PL) level posts. **The Advisory Committee notes again that a significant portion of the institutional budget posts are at levels P-5 and above. The Committee expects that UN-Women will continue to review its overall staffing structure and ensure that its staff levels are commensurate with the mandated tasks entrusted to the Entity.**

### *Management Response:*

18. UN-Women always strives to ensure that its human and financial resources are efficiently distributed and utilized. UN-Women takes note of the Advisory Committee observation and will take this into account during the ongoing realignment change management initiative where the staffing structure and funding sources will be looked at in greater detail. In this regard, it is worth highlighting that the institutional budget distribution of posts is not representative of the entire staffing breakdown by levels. When accounting for positions funded from both unearmarked and earmarked voluntary contributions, as of 30 June 2021, the overall distribution of staff on managerial positions (P5 and above) was only 12.5%, compared to staff on levels P4 and below, constituting 87.5%. Among International Professional and Higher staff categories alone, the staff at P5 and above levels were 25.6%, compared to 74.4% of staff at P4 to P1 levels,
19. With regard to the location of the UN-Women workforce, the report indicates that, in 2022-2023, 34 per cent of the institutional posts (or 159 posts) would be located at headquarters, together with the 49 posts financed by the UN regular budget, which is the same distribution as for the biennium 2020-2021. The report of the Executive Director indicates, however, that a key focus of UN-Women's Strategic Plan 2022-2025 is to achieve impact at scale for gender equality and women's empowerment, notably through a more field-focused approach and better synergies between global, regional and country-level work. It is also indicated that the proposed changes will require the organization to notably align staff capacities with a view to rebalancing further to the field. The Advisory Committee was informed upon enquiry, that the change management activities will include a further review of headquarters functions to be decentralized in the field.

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20. **The Advisory Committee notes that the distribution of posts between headquarters and field locations would remain the same in the biennium 2022-2023 as in the biennium 2020-2021. The Committee considers that this distribution should be kept under review and adjusted on the basis of a thorough analysis of UN-Women’s mandate and functions and giving full consideration to the placement of country offices to address the needs of those most vulnerable and in need of support. The Advisory Committee trusts that detailed information on the distribution of activities and functions of UN-Women personnel at headquarters and field locations including the criteria applied in determining the location of offices, will be included in the next budget submission of the Entity. The Committee encourages UN-Women to renew its decentralization effort.**

***Management Response:***

21. UN-Women will continue to review its ratio of HQ to Field posts and expects that as part of the ongoing Business Transformation efforts, further decentralization of functions to field locations will be implemented over the coming years based on a continued and thorough analysis of the Entity’s mandate and to address the most vulnerable in need of support. It should be noted that UN-Women looks at multiple variables as related to its approach, process and criteria for establishing/changing field locations including a definition of typical office functions. In addition, as part of the 2022-2025 Strategic Plan, the OEE carries an indicator specifically measuring Field vs. HQ distribution of budgeted posts for more targeted monitoring and compliance.
22. In terms of gender distribution among staff members, the Advisory Committee was informed, upon enquiry, that as of 30 June 2021, 75.7 per cent of UN-Women posts at the Professional level and above, 77.2 per cent of National Professional Officer posts, and 66 per cent of posts at the General Service level funded through regular budget and extra-budgetary resources were currently encumbered by women. **While appreciating the importance of ensuring that the perspectives and contributions of women are fully considered in fulfilling the mandate of UN-Women, the Advisory Committee again encourages the Entity to continue its efforts towards gender balance.**

***Management Response:***

23. UN-Women will continue to monitor the representation of women and men working for UN-Women. While the relative share of women and men has remained stable over the years, since 2017 there has been a 33% increase in the number of men among staff proportional to UN-Women’s overall staff growth. This is further supported by organization’s increased efforts to improve diversity in recruitment and specifically through outreach activities.
24. With regard to the geographical distribution of UN-Women’s staff members, the Advisory Committee was informed upon enquiry, that 59 countries were not represented among the Entity’s staffing complement. The Committee encourages UN-Women to increase its effort to achieve broader geographical representation and trusts that updated information on the geographical composition of UN-Women’s staff will be provided to the Executive Board at the time of its consideration of the present report.

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***Management Response:***

25. UN-Women is committed to improving geographic representation among its workforce. Since December 2020, UN-Women has engaged a Senior Advisor on Diversity, Inclusion and Shared Leadership to provide guidance and leadership for the implementation of diversity and inclusion programmes within UN-Women. Furthermore, UN-Women is developing a Diversity and Inclusion plan for the organization which, among other topics, will focus on achieving a broader geographical composition by ensuring that its workforce is genuinely representative of all regions and inclusive of under-represented countries and groups. A more diverse candidate pool has also been the aim of the organization's outreach efforts. Internally, hiring managers are strongly encouraged to ensure that there is diversity in the pool of applicants, including for senior-level positions. Data and information on gender and geographic representation are discussed through the various stages of the recruitment process and is part of the documentation provided to the compliance review bodies.
26. Please refer to Annex 1 for a table reflecting the geographical composition (nationality) of UN-Women's staff as at 30.06.2021.

***Contractual status of personnel***

27. With respect to the contractual status of personnel, the Advisory Committee was informed upon enquiry that, as of 30 June 2021, 35 per cent of UN-Women employees were engaged under staff contracts, while 65 per cent were engaged under non-staff contracts (29 per cent were under service contracts; 26 per cent were consultants under special service agreements; 7 per cent were UN Volunteers, and 1 per cent were interns). The Advisory Committee recalls that it has previously highlighted UN-Women's staffing and contractual practices in its reports dated 7 August 2017 and 6 August 2019, in which it noted the increasing trend in the utilization of non-staff contracts, particularly the proportion of personnel engaged as consultants under special service agreements.
28. Upon enquiry, the Advisory Committee was also informed that, given the continued trend of increase in non-core funding (in 2019 and 2020, an average of 70.2 per cent of total contributions were non-core), it is to be expected that there will be some increase in non-staff contractual modalities (primarily service contracts and consultants) that are specifically meant for engaging personnel for project implementation.
- 29. The Advisory Committee notes again with concern that the percentage of UN-Women's non-staff personnel is on the increase and expects that efforts to address this trend and reduce reliance on such personnel, both at headquarters and the field will be prioritized, The Committee trusts that progress towards this end will be reported in the context of the implementation of the integrated budget report for the biennium 2022-2023.**

***Management Response:***

30. UN-Women takes note of the ACABQ concern and affirms that the Entity closely monitors and reviews the usage of various contract modalities to ensure contracts

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are issued in accordance with the applicable policies and guidelines. The current administrative instruction documents provide clear instruction on the proper application of each modality.

31. As previously stated, UN-Women will also continue to engage consultants for a limited period to provide expert or advisory services, technical skills or knowledge for the performance of a specific task or piece of work. Most consultants work part-time / home-based and are engaged for short-term functions / roles (for example: translation, research for reports, etc.). Updated information on the usage of non-staff personnel will be included in the next Integrated Budget.
32. Lastly, the use of non-staff personnel also reflects resource constraints, especially as it relates to RR funding, leaving UN-Women with no option but to present a zero-growth budget since the last three Biennia.
33. The Committee was also informed that UN-Women adheres to the United Nations Development Programme (UNDP) Service Contracts Policy. UN-Women Officers and their local UNDP counterparts establish the level of involvement of UNDP (as the service providers for contract administration) in the UN-Women service contract recruitment and contracting processes, usually through memorandums of understanding, service level agreements or other mechanisms. The Committee was further informed that UNDP has recently launched the personnel services agreement modalities to largely replace the service contract and individual contract modalities, and that these new modalities are intended to provide better service conditions and entitlements, as well as more flexibility for both managers and personnel in applying the appropriate contract type, based on the nature of assignment.
- 34. The Committee trusts that further information on the new personnel service agreement modalities and their envisaged utilization by UN-Women will be provided to the Executive Board for its review at the time of its consideration of the present report and included in the next budget submission.**

***Management Response:***

35. UN-Women uses the Service Contract (SC) modality to hire personnel in non-Headquarters locations and adheres to the UNDP Service Contracts Policy in this regard. UNDP has introduced a new contract modality, the National Personnel Services Agreement (NPSA), which replaces the existing Service Contract as well as local individual contract modality. Accordingly, UN-Women Service Contracts will also transition to the Personnel Services Agreement modality in a gradual and phased manner (expected timeline 2022-2023). UNDP has also introduced an International Personnel Services Agreement (IPSA), a modality which replaces the international Individual Contract modality for international consultancies.
36. The introduction of these new modalities is intended to provide personnel with better service conditions and entitlements, as well as more flexibility for managers in applying the appropriate contract type, based on the nature of the assignment. UNDP is currently in the pilot phase of the roll-out and UN-Women is actively discussing with them the implementation plan (including timelines) for these modalities within UN-Women. For reference, UNDP has developed a Partner Personnel Services Agreement (PPSA), which will govern the contract



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administration aspects by UNDP as service to its client UN entities, including UN-Women.

*Enterprise Resource Planning system*

37. The report of the Executive Director indicates that the organization is in the process of replacing its current SAP-based Enterprise Resource Planning (ERP) system, named Atlas, with a new system that will be cloud-based. The report also indicates that the agreed scope for the shared new cloud-based ERP solution encompasses all processes supported by the current Atlas system as well as additional functionalities, if and as required.
38. Upon enquiry, the Advisory Committee was informed that the Atlas partnership was launched in 2004 and needs to be replaced, as the platform is becoming obsolete and losing the back-end support needed to support system upgrade and maintenance. A review undertaken by a consulting firm in 2020 concluded that the best and most cost-effective option was to replace Atlas with a 'Next Generation ERP', which is the working title for this interagency project developed in partnership with UNDP, United Nations Capital Development Fund (UNCDF), United Nations Institute for Training and Research (UNITAR), United Nations Volunteers programme (UNV), United Nations University (UNU) and United Nations System Staff College (UNSSC). The Committee was also informed that, following the UNDP's decision to migrate to a new cloud-based ERP, joining another ERP system/partnership, including Umoja, was not considered a good option for UN-Women.
39. In terms of implementation timelines, the Executive Director's report indicates that the project design and specifications began during the last quarter of 2020 and will continue in 2021, with the expectation that the system will be launched in phases over the 2022-2023 period and continue into 2024. Upon enquiry, the Advisory Committee was informed that the project is currently underway and that its deployment is planned in two phases. The first phase, which includes the human resource and procurement functionalities, has already been released. Phase 2, which is the core ERP functionality of financial and project management, is currently planned for release in the first quarter of 2022.
40. With regard to financing, the Executive Director indicates that the investment of \$5,000,000 would be met by using \$2,700,000 of the 2020-21 special purpose budget, while the remaining balance of \$2,300,000 would be funded by internal savings and efficiencies.
41. **The Advisory Committee notes that the SAP-based ERP system upgrade project is already in the implementation phase and that its funding relies partially on savings and efficiency gains, which have yet to materialize. The Committee also considers that employing common or compatible Enterprise Resource Planning systems including Umoja, among entities of the UN system, would build capacity across the entities of the UN development system and advance common business operations. The Committee trusts that detailed information on the ERP system replacement project will be presented to the Executive Board.**

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### ***Management Response:***

42. UN-Women takes note of the ACABQ recommendation regarding the financing of ERP project and confirms that the savings and efficiencies proposed reflect confirmed commitments as related to the budget period. UN-Women acknowledges the importance of common Enterprise Resource Planning systems, and this was an important part of the decision to continue in the existing Atlas Partnership with UNDP as the lead agency. The project is progressing well, with the design-phase reflecting business requirements completed. The inter-agency collaboration in the project has re-emphasized the synergies of the partnership thereby also advancing efforts towards common business operations.

### ***Change management***

43. The report of the Executive Director indicates that, in the 2020-2021 biennium, UN-Women initiated a change management process to achieve optimized structures at headquarters, regional and field offices. As indicated in paragraph 11 above, a non-recurring additional cost of \$300,000 is included in the institutional budget for 2022-2023 to coordinate and oversee the changes. Upon enquiry, the Committee was informed that the role of Change Management is to address the organizational changes resulting from General Assembly resolution 72/279 and audit and evaluation findings. Expected change management achievements include: a further review of headquarters functions to be decentralized to the field; formulation of a refined UN-Women Business Model that aligns incentives for growth; development of a refined framework for UN-Women's advisory services; and further standardization/alignment of the UN-Women global footprint through country office and regional office typologies.

### ***Common business initiatives***

44. The Committee was informed, upon enquiry, that UN-Women has participated in the work of the Business Innovation Group since its inception in 2018 and has provided partial funding for one year for the work of a P-3 post, along with other agencies, to provide analysis and assistance. Moreover, UN-Women participated in the data collection exercise for the "first of its kind" annual report on efficiency gains and effectiveness improvements covering 2019-2020. The result of this first report is a step towards the Secretary-General's ambitious annual efficiency gain target of \$310,000,000, as the report reflected roughly \$100,000,000 in efficiency gains across 13 agencies; of which, UN-Women reported a total of \$1,361,000 for 2019-2020. UN-Women noted, however, that efficiency gains cannot be interpreted as actual cash savings that can be redeployed, as they may refer to cost-avoidance and, in cases where time savings have been converted to cash equivalent amount to enable aggregation, the time saved will potentially result in redeployment of capacity, but not actual cost savings.
45. Regarding co-location in common premises, the Committee was informed that UN-Women is ahead of the target of 50 per cent by end-2021, having more than 80 per cent of its field presence in common premises. The Entity's goal is to maintain the achieved results of above 80 per cent common premises worldwide.
46. **The Advisory Committee notes the progress made by UN-Women in terms of common business initiatives and trusts that detailed information thereon,**

including quantifiable savings and efficiency gains, will be included in its next budget submission.

***Management Response:***

47. UN-Women appreciates ACABQ’s acknowledgement of the progress made in terms of common business initiatives and confirms inclusion of detailed information in the next budget submission.

***Services provided by UNOPS***

48. Upon enquiry, the Advisory Committee was informed that services provided by the United Nations Office for Project Services (UNOPS) to UN-Women are engaged in a decentralized manner by UN-Women offices. Best value for money is ensured through the application of the partner selection policy and procedures. The price/rate is established in accordance with the partner agency internal policies and administrative instructions. The expenditures of UN-Women with UNOPS over 2019 and 2020 are reproduced in the table below.

(United states dollars)

<b>Categories</b>	<b>2019</b>	<b>2020</b>	<b>Total</b>
<b>RLA*</b>	-	170,563	<b>170,563</b>
<b>Consultants</b>	-	7,710	<b>7,710</b>
<b>Common services – Premises</b>	204,596	221,502	<b>426,099</b>
<b>Common services – Communications</b>	26,387	24,861	<b>51,248</b>
<b>Vehicle Management</b>	55,855	-	<b>55,855</b>
<b>Construction &amp; Engineering</b>	68,979	-	<b>68,979</b>
<b>UN-Women IATI Contribution**</b>	66,000	-	<b>66,000</b>
<b>United Nations Global Marketplace annual subscription</b>	5,000	-	<b>5,000</b>

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<b>Total</b>	<b>426,817</b>	<b>424,636</b>	<b>851,452</b>
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\*Reimbursable Loan Agreement (RLA)

\*\* International Aid Transparency Initiative (IATI)

**Annex 1 – Staff geographical representation by nationality country (as at 30.06.2021)**

<b>Staff categories by Nationality Country</b>	<b>Female</b>	<b>Male</b>	<b>Grand Total</b>
Afghanistan	7	12	19
Albania	7		7
Algeria	1		1
Antigua and Barbuda	1		1
Argentina	3		3
Armenia	1		1
Australia	17	2	19
Austria	4	1	5
Bangladesh	3	6	9
Barbados	5	2	7
Belarus	1		1
Belgium	6	1	7
Benin	1	1	2
Bolivia (Plurinational State of)	2		2
Bosnia and Herzegovina	5	1	6
Brazil	13	3	16
Bulgaria	1		1
Burkina Faso		1	1
Burundi	4	2	6
Cambodia	1		1
Cameroon	7	3	10
Canada	19	3	22
Chile	1		1

<b>Staff categories by Nationality Country</b>	<b>Female</b>	<b>Male</b>	<b>Grand Total</b>
China	8	3	11
Colombia	14	6	20
Congo	1		1
Costa Rica	3		3
Côte d'Ivoire	5	3	8
Croatia	1		1
Czechia	1	2	3
Democratic Republic of the Congo	1	3	4
Denmark	4	3	7
Dominican Republic	2		2
Ecuador	9	1	10
Egypt	16	13	29
El Salvador	3		3
Ethiopia	23	3	26
Fiji	13	4	17
Finland	14	1	15
France	22	2	24
Georgia	12	1	13
Germany	11	4	15
Ghana	2		2
Greece	3		3
Grenada	1		1
Guatemala	2	1	3
Guinea		1	1
Guyana	2		2
Haiti	5	3	8

<b>Staff categories by Nationality Country</b>	<b>Female</b>	<b>Male</b>	<b>Grand Total</b>
Honduras	3		3
Iceland	1		1
India	31	12	43
Indonesia	6	1	7
Iraq		5	5
Ireland	3	1	4
Israel	1		1
Italy	15	1	16
Jamaica	1		1
Japan	12	1	13
Jordan	12	5	17
Kazakhstan	7	1	8
Kenya	16	10	26
Kiribati	1		1
Kosovo, UNSCR1244 (1999)	2		2
Kyrgyzstan	11		11
Lao People's Democratic Republic		1	1
Latvia		1	1
Lebanon	2	2	4
Liberia	3	5	8
Lithuania	2		2
Luxembourg	1		1
Malawi	6	7	13
Malaysia	1		1
Mali	11	10	21

<b>Staff categories by Nationality Country</b>	<b>Female</b>	<b>Male</b>	<b>Grand Total</b>
Mexico	17	3	20
Mongolia	2		2
Morocco	11	3	14
Mozambique	4	1	5
Myanmar	10	5	15
Namibia	1		1
Nepal	8	7	15
Netherlands	6		6
New Zealand	2		2
Nicaragua	1		1
Niger	1	1	2
Nigeria	7	6	13
North Macedonia	3	1	4
Norway	5		5
Pakistan	9	10	19
Panama	9	3	12
Papua New Guinea	9	2	11
Paraguay	1		1
Peru	3	2	5
Philippines	9		9
Poland	1		1
Republic of Korea	3		3
Republic of Moldova	10	3	13
Romania	2		2
Russian Federation	2		2
Rwanda	7	5	12



<b>Staff categories by Nationality Country</b>	<b>Female</b>	<b>Male</b>	<b>Grand Total</b>
Samoa	1		1
Senegal	13	8	21
Serbia	4		4
Sierra Leone	4	2	6
Slovakia	2		2
Solomon Islands	1		1
Somalia		3	3
South Africa	12	2	14
South Sudan	1	1	2
Spain	28	2	30
Sri Lanka	2	1	3
State of Libya	1		1
State of Palestine	6	2	8
Sudan	5	2	7
Sweden	17		17
Switzerland	9	2	11
Tajikistan	2		2
Thailand	18	2	20
Timor-Leste	6	2	8
Togo	1	1	2
Trinidad and Tobago	2		2
Tunisia	3	1	4
Turkey	19	8	27
Uganda	16	11	27
Ukraine	7	2	9

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<b>Staff categories by Nationality Country</b>	<b>Female</b>	<b>Male</b>	<b>Grand Total</b>
United Arab Emirates	1		1
United Kingdom of Great Britain and Northern Ireland	19	8	27
United Republic of Tanzania	12	2	14
United States of America	91	15	106
Uruguay	4		4
Uzbekistan	1		1
Vanuatu	1		1
Venezuela (Bolivarian Republic of)	1	1	2
Viet Nam	5	1	6
Zambia	1		1
Zimbabwe	16	3	19