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**Strengthening the crime programme of the  
 United Nations Office on Drugs and Crime and  
 the role of the Commission on Crime  
 Prevention and Criminal Justice as its  
 governing body, including administrative,  
 strategic management and budgetary questions**

## Consolidated budget for the biennium 2008-2009 for the United Nations Office on Drugs and Crime

### Report of the Executive Director

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\* E/CN.7/2007/1/Add.1.

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## **I. Introduction**

1. The Executive Director of the United Nations Office on Drugs and Crime (UNODC) hereby submits the consolidated budget for the biennium 2008-2009 for the Office to the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice, in accordance with General Assembly resolutions 46/185 C of 20 December 1991 and 61/252, section XI, of 22 December 2006.

2. UNODC is mandated to assist Member States in their struggle against illicit drugs, crime and terrorism in all its forms and manifestations. The policy directions for the Office are based on: (a) the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice and their respective resolutions and decisions; (b) the international drug control conventions, the United Nations Convention against Transnational Organized Crime and the Protocols thereto (General Assembly resolutions 55/25, annexes I-III, and 55/255, annex), the United Nations Convention against Corruption (Assembly resolution 58/4, annex) and the universal legal instruments against terrorism in all its forms and manifestations; (c) the United Nations Millennium Declaration (resolution 55/2); (d) key resolutions of legislative organs, in particular General Assembly resolution 46/152, establishing the crime prevention and criminal justice programme, and resolutions 45/179 and 46/185 (C) on the drug control programme; (e) the twentieth special session of the General Assembly on countering the world drug problem together; (f) the Vienna Declaration on Crime and Justice: Meeting the Challenges of the Twenty-first Century, adopted by the Tenth United Nations Congress on the Prevention of Crime and the Treatment of Offenders (resolution 55/59, annex), the related plans of action (resolution 56/261, annex) and the Bangkok Declaration on Synergies and Responses: Strategic Alliances in Crime Prevention and Criminal Justice, adopted by the Eleventh United Nations Congress on Crime Prevention and Criminal Justice (resolution 60/177, annex); (g) the recommendations resulting from the 2005 World Summit Outcome (resolution 60/1); and (h) the United Nations Global Counter-Terrorism Strategy (resolution 60/288).

### **Strategy for the period 2008-2011 for the United Nations Office on Drugs and Crime**

3. Globalization has created an environment where illicit drugs, crime and terrorism in all its forms and manifestations can flow easily across borders. The welfare gains to be derived from open trade and the flow of public goods are offset by the globalization of threats to the survival, dignity and livelihood of individuals. The activities of UNODC are therefore designed to contribute to the achievement of security and justice for all: making the world safer from crime, drugs and terrorism. That vision constitutes the framework for the strategy for the period 2008-2011 for UNODC (E/CN.7/2007/14-E/CN.15/2007/5), which was prepared in response to Commission on Narcotic Drugs resolution 48/14, in which the Commission urged UNODC to continue to develop an overarching strategy, in consultation with Member States. The strategy responds to the needs of its many stakeholders and grew out of extensive consultations with Member States, intergovernmental and

non-governmental organizations and other stakeholders. It was approved by the Economic and Social Council, on the recommendation of the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice, in its resolution 2007/12.

4. The mission of UNODC, as outlined in the strategy, is to contribute to the achievement of security and justice for all by making the world safer from crime, drugs and terrorism. The strategy translates that vision into a platform for action. It is based on the existing mandates of the Office and links those mandates to results.

5. The strategy is built on five premises:

(a) Crime, drugs and terrorism are universal challenges, effective responses to which should be national, regional and international, based on the principle of shared responsibility;

(b) The United Nations helps define these international responses; becomes custodian of the relevant international legal instruments when adopted; facilitates international cooperation; keeps the world informed about how the problem in question is evolving; and assists Member States, when requested, in building domestic capacity and in translating multilateral standards into national practice;

(c) An important part of the UNODC mandates is to facilitate the ratification and implementation of international conventions on crime, drugs and terrorism;

(d) UNODC has a comparative advantage to contribute to this multilateral response in offering and providing, upon request:

(i) Normative services: facilitating the implementation of international legal instruments and their transformation into global norms, as well as facilitating negotiation of international legal instruments;

(ii) Research and analysis: increasing knowledge and understanding of drug, crime and terrorism issues and expansion of the evidence base for policymaking and operational decisions;

(iii) Technical assistance: providing expertise to Member States in preparation of their signing and ratifying international legal instruments and facilitating their implementation and providing Member States with legislative assistance and facilitating national capacity-building, inter alia, in the area of multilateral standards and norms;

(e) These services must be consistent with, and indeed contribute to, the wider efforts of the United Nations towards peace, security and development.

6. The strategy, and its implementation through the present budget, follows a result-based approach, encompassing a set of expected accomplishments (corresponding to result areas and results) and relevant indicators of achievement. The objectives and results of the strategy concentrate on three themes: rule of law; policy and trend analysis; and prevention, treatment and reintegration, and alternative development. The strategy, with objectives and result areas for each theme, is set forth in Economic and Social Council resolution 2007/12, in which the Council requested the Executive Director to submit to the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice a report identifying the medium-term activities projected for the period 2008-2009 and the

estimated costs to implement them. That information is provided in chapter V below and in annex I, which provides a summary by region and by theme of UNODC activities funded from special-purpose (earmarked) voluntary contributions.

## II. Overview

7. While the greatest possible conceptual and operational integration of the drug and crime programmes is sought, voluntary contributions are budgeted and accounted for separately under the Fund of United Nations International Drug Control Programme (UNDCP) and the United Nations Crime Prevention and Criminal Justice Fund. The consolidated budget for the biennium 2008-2009 for UNODC focuses on the general-purpose resources of the two funds. General-purpose funds are unearmarked voluntary contributions, which finance the executive direction and management of UNODC, as well as programme and programme support costs both at headquarters (Vienna) and in the field. They are also used to fund advances for projects and other field operations.

8. The consolidated budget for the biennium 2008-2009 for UNODC also provides information on the projected allocation of special-purpose funds and the programme support cost income earned from special-purpose contributions, as well as the resources of the regular budget of the United Nations. Special-purpose funds are earmarked voluntary contributions, which finance the Office's technical cooperation and other substantive activities at headquarters (Vienna) and in the field. Programme support costs are recovered through the application of a charge against activities funded from special-purpose contributions. In accordance with administrative instruction ST/AI/286 of 3 March 1982, those resources finance central administrative and programme management functions at headquarters and project management functions in the field offices.

9. United Nations policy governing the utilization of programme support cost revenue, as defined in administrative instruction ST/AI/286, requires that such funds be credited to a special account for programme support costs. To ensure proper application of the instruction, UNODC will on 1 January 2008 open distinct special accounts for its two funds. From 2008-2009, UNODC will record and report programme support cost income earned from special-purpose contributions as a separate category of funds. In previous biennia such resources were classified as general-purpose funds. It is hoped that Member States will view this measure as a step forward in achieving transparency and accountability.

10. In 2008-2009, programme support cost income to the two UNODC funds will also be programmed in accordance with the administrative instruction, which requires that programme support cost income be used in areas where a demonstrable relationship exists between the supporting activity concerned and the activities that generated the programme support revenue and directs that such income be distributed equitably between project management, programme management and central administrative functions. Mindful of the fact that all three UNODC subprogrammes can claim to earn and require programme support funds, such funds are limited. In that regard, in 2008-2009, approximately two thirds of programme support revenue will be assigned to operations (the Division for Operations, UNODC field offices and payments to external executing agencies) and one third

will go to the Division for Management (see tables 15 and 16 below). This distribution substantially reduces the Division for Management's requirements from general-purpose voluntary contributions.

11. Regular budget resources are received from the biennial programme budget of the United Nations. The regular budget resources shown in the present budget are submitted to the General Assembly in sections 1, 16, 22 and 28F of the proposed programme budget for the biennium 2008-2009 (A/62/6) and finance:

(a) The UNODC policymaking organs, executive direction and management, programme and programme support costs in Vienna and at United Nations Headquarters;

(b) Other United Nations operations in Vienna whose activities benefit UNODC, including those pertaining to the United Nations Office at Vienna, the Department for General Assembly and Conference Management, the Department of Safety and Security and the Office of Internal Oversight Services.

## Resource projections

12. Table 1 provides a summary of UNODC resource projections for the biennium 2008-2009 and revised expenditures for 2006-2007. Since no distinction was made between the programme support cost income earned from special-purpose contributions and other general-purpose funds in 2006-2007, related projections for the biennium 2008-2009 must be combined to facilitate volume change comparisons. In that regard, as shown in tables 15 and 16 below, total general-purpose and programme support cost expenditures for the two UNODC funds will decline by 0.6 million (1 per cent), from \$54.1 million in 2006-2007 to \$53.5 million in 2008-2009. The budgetary consequences of that decline are described in chapters IV-VI below. Compared with the total number of general-purpose and programme support cost posts approved for 2006-2007, there is a net increase of nine posts in 2008-2009. In real terms, however, there is a decrease in the number of general-purpose and programme support cost funded positions as a result of the conversion to posts in 2008-2009 of 16 general temporary assistance positions that are of a continuing nature. That conversion enables UNODC to comply with the recommendation of the Advisory Committee on Administrative and Budgetary Questions on the use of temporary assistance for specific positions and approved budgetary practice (A/54/7/Add.5, para. 38).

Table 1  
**Resource projections 2006-2007, 2008-2009**

Category	Resources (thousands of United States dollars)		Posts <sup>a</sup>	
	2006-2007	2008-2009	2006-2007	2008-2009
<b>A. UNDCP Fund</b>				
General-purpose funds				
Post	33 708.7	18 070.1	226	67
Non-post	7 782.4	2 363.9	-	-
Special-purpose funds	144 826.7	162 051.2	-	-

Category	Resources (thousands of United States dollars)		Posts <sup>a</sup>	
	2006-2007	2008-2009	2006-2007	2008-2009
Programme support cost funds				
Post	-	15 280.4	-	124
Non-post	-	3 284.7	-	-
External executing agencies	2 877.0	798.0	-	-
<b>Subtotal, A</b>	<b>189 194.9</b>	<b>201 848.2</b>	<b>226</b>	<b>191</b>
<b>B. United Nations Crime Prevention and Criminal Justice Fund</b>				
General-purpose funds				
Post	6 799.3	5 754.2	18	21
Non-post	1 707.9	682.8	-	-
Special-purpose funds	64 954.6	79 245.0	-	-
Programme support cost funds				
Post	-	5 271.3	-	41
Non-post	-	1 432.1	-	-
External executing agencies	1 245.0	571.0	-	-
<b>Subtotal, B</b>	<b>74 706.8</b>	<b>92 956.5</b>	<b>18</b>	<b>62</b>
<b>C. Regular budget<sup>b</sup></b>				
Post	45 481.1	48 792.2	210	212
Non-post	26 471.1	27 257.7	-	-
<b>Subtotal, C</b>	<b>71 952.2</b>	<b>76 049.9</b>	<b>210</b>	<b>212</b>
<b>Grand total (A+B+C)</b>	<b>335 853.9</b>	<b>370 854.6</b>	<b>454</b>	<b>465</b>

<sup>a</sup> Posts funded from special-purpose funds are not included in the staffing tables. Many such posts are of a temporary nature. Their level is subject to frequent changes and they are not all administered by UNODC.

<sup>b</sup> Includes regular budget resources contained in sections 1, 16, 22 and 28F of the proposed programme budget for 2008-2009 (A/62/6).

13. For the UNDCP Fund, combined general-purpose and programme support cost expenditure is projected to decrease by \$4.6 million (10 per cent), from \$44.4 million in 2006-2007 to \$39.8 million in 2008-2009. While the cost base in 2008-2009 continues to benefit from efficiencies achieved in 2006-2007, including the freezing of posts that are proposed for abolition in 2008-2009, the main reason for the reduction is that, from 2008-2009, UNODC general-purpose costs will be shared between the two funds based upon the cost-sharing formula described in annex II. In that context, and if general-purpose income to the UNDCP Fund remains stable, \$3.8 million will be set aside to cover the unfunded balance of the Fund's end-of-service and post-retirement liabilities. The effect of the decrease in expenditures on the financial position of the UNDCP Fund is shown in table 15 below.

14. For the United Nations Crime Prevention and Criminal Justice Fund, combined general-purpose and programme support cost expenditure is projected to increase by \$3.9 million (40 per cent), from \$9.8 million in 2006-2007 to \$13.7 million in 2008-2009. The main reason for the increase is that from 2008-2009 the Fund will be required to finance a 25 per cent share of total general-purpose expenditures (see annex II). The effect of the increase in costs on the financial position of the Fund is shown in table 16.

15. Total special-purpose expenditure of the two UNODC funds is projected to increase by \$31.5 million (15 per cent), from \$209.8 million in 2006-2007 to \$241.3 million in 2008-2009. An explanation of this growth, by geographical region and programme area, is provided in annex I. For the UNDCP Fund, project delivery is projected to grow by \$17.3 million (12 per cent), from \$144.8 million in 2006-2007 to \$162.1 million in 2008-2009 (see the table in annex I). This follows 19 per cent increases in project delivery in 2004-2005 and 2006-2007. For the United Nations Crime Prevention and Criminal Justice Fund, project delivery is projected to grow by \$14.2 million (22 per cent) from \$65 million in 2006-2007 to \$79.2 million in 2008-2009 (see the table in annex I). This follows 182 per cent and 122 per cent increases in project delivery in 2004-2005 and 2006-2007, respectively.

16. The regular budget resources allocated to UNODC do not distinguish between the drug and crime programmes (see section 16, International drug control, crime and terrorism prevention and criminal justice, of the proposed programme budget of the United Nations (A/62/6 (Sect. 16))). Those resources are projected to increase by \$2,661,800 (8 per cent) after recosting, from \$32,838,400 in 2006-2007 to \$35,500,200 in 2008-2009. Total regular budget resources provided against section 28F, Administration, Vienna, of the programme budget are projected to increase by \$1,256,600 (4 per cent) after recosting, from \$35,297,400 in 2006-2007 to \$36,554,000 in 2008-2009 (see A/62/6 (Sect. 28F)). Regular budget resources provided against section 1, Overall policymaking, direction and coordination, are projected to increase by \$122,400 (5 per cent) after recosting, from \$2,416,300 in 2006-2007 to \$2,538,700 in 2008-2009 (see A/62/6 (Sect. 1)). Regular budget resources provided against section 22, Regular programme of technical cooperation, are projected to increase by \$56,900 (4 per cent) after recosting, from \$1,400,100 in 2006-2007 to \$1,457,000 in 2008-2009 (see A/62/6 (Sect. 22)).

### **III. Policymaking organs**

17. The Commission on Crime Prevention and Criminal Justice is the principal policymaking body of the United Nations in crime prevention and criminal justice. The Commission on Narcotic Drugs is the principal policymaking organ of the Organization in international drug control. The International Narcotics Control Board is an independent treaty-based body with the responsibility to promote governmental compliance with the provisions of international drug control conventions and to assist them in that effort. The Conference of the Parties to the United Nations Convention against Transnational Organized Crime was established to improve the capacity of Member States to combat transnational organized crime and to promote and review the implementation of the Convention and its Protocols. The Conference of the States Parties to the United Nations Convention against Corruption was established to improve the capacity of and cooperation between Member States to achieve the objectives set forth in the Convention and to promote and review its implementation.

18. During the biennium 2008-2009, UNODC will service these principal policymaking organs, including the high-level meeting of the Commission on Narcotic Drugs to assess the progress made in meeting the objectives and targets established by the General Assembly at its twentieth special session, held in 1998,

and will initiate the preparatory work for the Twelfth United Nations Congress on Crime Prevention and Criminal Justice, to be held in 2010.

Table 2

**Resource projections: policymaking organs**

Category	Resources (thousands of United States dollars)		Posts	
	2006-2007	2008-2009	2006-2007	2008-2009
Regular budget				
Post	-	-	-	-
Non-post	1 186.8	1 556.6	-	-
<b>Total</b>	<b>1 186.8</b>	<b>1 556.6</b>	-	-

19. The resource requirements for servicing the above-mentioned policymaking organs are provided from the regular budget in section 16 of the proposed programme budget for the biennium 2008-2009. The relevant special-purpose voluntary contributions are reflected under theme 1, Rule of law, for projects relating to the assessment of progress in meeting the goals of the twentieth special session and the work of the INCB secretariat.

#### IV. Executive direction and management

20. The Executive Director is responsible for coordinating and leading all United Nations drug control and crime prevention activities to ensure the coherence and the coordination, complementarity and non-duplication of such activities across the United Nations system. In that capacity, the Executive Director participates in the work of the United Nations System Chief Executives' Board for Coordination. The responsibilities of Executive Director are combined with those of Director-General of the United Nations Office at Vienna. The Office of the Executive Director is integrated with that of the Director-General and is supported by resources from the regular budget under section 1C of the budget.

21. The core functions of the Office of the Executive Director are: (a) to assist the Executive Director in the overall executive direction and management of UNODC; (b) to facilitate inter-office cooperation in the implementation of workplans and administrative matters; and (c) to ensure the timely implementation of decisions and coordination of inputs from all organizational units to the activities of the Office. In 2007, the Independent Evaluation Unit was moved from the Division for Policy Analysis and Public Affairs (subprogramme 2) to the Office of the Executive Director. Accordingly, the resource requirements for the Unit are now reflected under executive direction and management.

Table 3  
**Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

**Objective:** To ensure full implementation of legislative mandates and compliance with United Nations policies and procedures with respect to the management of the programme of work and of staff and financial resources.

<i>Expected accomplishments</i>	<i>Indicators of achievement</i>
(a) Programme of work effectively managed	(a) Timely delivery of outputs and services <i>Performance measures</i> Percentage of the Office's workplan implemented in a timely manner 2004-2005: 96 per cent Estimate 2006-2007: 98 per cent Target 2008-2009: 98 per cent
(b) Timely recruitment and placement of staff	(b) Reduction in the average number of days a Professional post remains vacant <i>Performance measures</i> 2004-2005: 115 days Estimate 2006-2007: 110 days Target 2008-2009: 93 days
(c) Improved geographical representation and gender balance of staff	(c) (i) Increased percentage of staff recruited from unrepresented and underrepresented Member States in the Office <i>Performance measures</i> 2004-2005: 5.6 per cent Estimate 2006-2007: 5 per cent Target 2008-2009: 6 per cent (ii) Increased percentage of women in the Professional category and above for appointments of one year or more <i>Performance measures</i> 2004-2005: 44 per cent Estimate 2006-2007: 45 per cent Target 2008-2009: 50 per cent
(d) Identification of emerging issues that require attention by Member States	(d) Increase in the number of occasions when Member States address issues that have been brought to their attention <i>Performance measures</i> Number of meetings where issues have been brought to the attention of Member States 2004-2005: 18 meetings Estimate 2006-2007: 25 meetings Target 2008-2009: 25 meetings

<i>Expected accomplishments</i>	<i>Indicators of achievement</i>
(e) Increased effectiveness in the delivery of UNODC programmes through continually improved evaluation activities	<p>(e) Improved quality of evaluations that contribute to better programme delivery and policy development</p> <p><i>Performance measures</i></p> <p>Number, scope and depth of evaluations conducted and recommendations supported</p> <p>2004-2005: Not applicable</p> <p>Estimate 2006-2007:</p> <p>5 thematic evaluations, with 75 per cent of recommendations adopted and implemented</p> <p>62 project evaluations (managed by UNODC field offices), with 80 per cent of recommendations adopted and implemented</p> <p>Target 2008-2009:</p> <p>4 thematic evaluations of greater scope and depth, with 80 per cent of recommendations adopted and implemented</p> <p>2 project evaluations (managed by the Independent Evaluation Unit) of greater scope and depth, with 80 per cent of recommendations adopted and implemented</p> <p>50 project evaluations (managed by UNODC field offices) of greater scope and depth, with 85 per cent of recommendations adopted and implemented</p>

### External factors

22. The Office is expected to achieve its objectives and accomplishments on the assumption that:

- (a) There are no delays in the recruitment of staff;
- (b) Collaborating partners facilitate the timely delivery of outputs.

Table 4

### Resource projections: executive direction and management

<i>Category</i>	<i>Resources (thousands of United States dollars)</i>		<i>Posts</i>	
	<i>2006-2007</i>	<i>2008-2009</i>	<i>2006-2007</i>	<i>2008-2009</i>
<b>A. UNDCP Fund</b>				
General-purpose funds				
Post	651.0	1 416.1	4	5
Non-post	551.5	253.1	-	-
Special-purpose funds	-	1 492.9	-	-
Programme support cost funds				
Post	-	-	-	-
Non-post	-	-	-	-
<b>Subtotal, A</b>	<b>1 202.5</b>	<b>3 162.1</b>	<b>4</b>	<b>5</b>

Category	Resources (thousands of United States dollars)		Posts	
	2006-2007	2008-2009	2006-2007	2008-2009
<b>B. United Nations Crime Prevention and Criminal Justice Fund</b>				
General-purpose funds				
Post	-	420.0	-	2
Non-post	-	136.4	-	-
Special-purpose funds	-	-	-	-
Programme support cost funds				
Post	-	-	-	-
Non-post	-	-	-	-
<b>Subtotal, B</b>	<b>-</b>	<b>556.4</b>	<b>-</b>	<b>2</b>
<b>C. Regular budget</b>				
Post	2 700.9	2 844.2	11	11
Non-post	389.1	406.7	-	-
<b>Subtotal, C</b>	<b>3 090.0</b>	<b>3 250.9</b>	<b>11</b>	<b>11</b>
<b>Grand total (A+B+C)</b>	<b>4 292.5</b>	<b>6 969.4</b>	<b>15</b>	<b>18</b>

23. Under general-purpose funds, the amount of \$2,225,600 provides for four posts in the Office of the Executive Director (one P-5, one P-4, one P-2 and one GS (Other level)) and for three posts in the Independent Evaluation Unit (one P-5, one P-3 and one GS (Other level)). Non-post resources will cover temporary assistance, consultants and experts, travel of staff, hospitality and general operating expenses. The net increase of \$1,023,100 over 2006-2007 reflects: (a) the inward redeployment of the Independent Evaluation Unit, previously reflected under subprogramme 2 (post costs of \$788,000); (b) an increase of \$40,000 for consultants and \$21,000 mainly for printing and some other operating costs as a result of the inward redeployment of the Independent Evaluation Unit; (c) an increase of \$397,100 for P-4 and P-2 level posts (including increases in standard salary costs) that were temporarily frozen in 2006-2007 in order to achieve general-purpose fund savings; and (d) a reduction in temporary assistance requirements of \$223,000, reflecting the utilization of the P-4 and P-2 posts mentioned in (c) above. The general-purpose resources for executive direction and management are allocated between the two UNODC funds according to the 75:25 ratio explained in annex II.

24. Regular budget resource requirements for the Office of the Executive Director are presented in section 16 of the proposed programme budget for 2008-2009. The amount of \$712,200 after recosting provides for the post of the Executive Director (USG) (\$505,000) and non-post resources of \$207,200 covering temporary assistance, consultants and experts, travel of staff, hospitality and supplies and materials. The regular budget resources for the Office of the Director-General of the United Nations Office at Vienna are located under section 1C of the proposed programme budget for 2008-2009. The amount of \$2,538,700 after recosting provides for 10 posts (two P-5, one P-4, one P-3, one GS (Principal level) and five GS (Other level)) costing \$2,339,200 and non-post resources of \$199,500, covering temporary assistance, travel of staff and other operational costs. It should be noted that while the Office of the Director-General is integrated with, and supports that, of the Executive Director, the Director-General is also responsible for

the Secretary-General's representation in Vienna, the executive direction and management of the United Nations Office at Vienna, including the Office for Outer Space Affairs and the United Nations Information Service, and the maintenance of liaison with the host Government, permanent missions and international and non-governmental organizations based in Vienna.

## V. Programme of work

### Subprogramme 1. Rule of law

25. This subprogramme corresponds to theme 1 of the strategy for 2008-2011 for UNODC and is currently reflected as subprogramme 2 (Services for policymaking and treaty adherence) in programme 13 of the biennial programme plan for the period 2008-2009. The subprogramme structure will be aligned in the context of the strategic framework for the biennium 2010-2011. Substantive responsibility for this subprogramme is vested primarily with the Division for Treaty Affairs, with contributions by the Division for Operations for distinct results as shown in the logical framework under subprogramme 3 below.

Table 5

#### Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

**Objective:** To promote effective responses to crime, drugs and terrorism by facilitating the implementation of relevant international legal instruments and to promote fair and humane criminal justice systems through the use and application of United Nations standards and norms in crime prevention and criminal justice.

<i>Expected accomplishments</i>	<i>Indicators of achievement</i>
(a) Universal ratification of the international drug control conventions, the United Nations Convention against Transnational Organized Crime and the Protocols thereto, the United Nations Convention against Corruption and the relevant international conventions and protocols relating to terrorism	(a) (i) Increased number of States parties ratifying the Organized Crime Convention and its Protocols with the assistance of UNODC <i>Performance measures</i> 2004-2005: 15 additional Member States Estimate 2006-2007: 40 additional Member States Target 2008-2009: 40 additional Member States (ii) Increased number of States ratifying the Convention against Corruption with the assistance of UNODC <i>Performance measures</i> 2004-2005: 15 additional Member States Estimate 2006-2007: 40 additional Member States Target 2008-2009: 40 additional Member States (iii) Increase in the total number of ratifications of international conventions and protocols related to terrorism

<i>Expected accomplishments</i>	<i>Indicators of achievement</i>
	<i>Performance measures</i>
	a. Total number of ratifications of the 16 international conventions and protocols related to terrorism by States that have received assistance since 2003: 2004-2005: 285 Estimate 2006-2007: 395 (110 additional) Target 2008-2009: 470 (75 additional)
	b. Total number of States having ratified all of the first 12 international conventions and protocols related to terrorism End 2004-2005: 75 States Estimate 2006-2007: 90 States Target 2008-2009: 115 States
	c. Total number of States having ratified the International Convention for the Suppression of Acts of Nuclear Terrorism (the 13th convention) End 2004-2005: not applicable Estimate 2006-2007: 15 States Target 2008-2009: 30 States
(b) Improved national capacity for the enactment of domestic legislation in line with the above-mentioned conventions and protocols	(b) States that have adopted national legislation for implementing the provisions of the legal instruments relating to drugs, crime and terrorism, with the assistance of UNODC <i>Performance measures</i> (i) National legislation implementing drug-related legal instruments 2004-2005: to be determined Estimate 2006-2007: to be determined Target 2008-2009: to be determined (ii) National legislation implementing the instruments against transnational organized crime 2004-2005: 10 Estimate 2006-2007: 10 Target 2008-2009: 15 (iii) National legislation implementing the instruments against corruption 2004-2005: 5 Estimate 2006-2007: 10 Target 2008-2009: 15 (iv) National legislation implementing the instruments against terrorism 2004-2005: 7 Estimate 2006-2007: 25 Target 2008-2009: 40

<i>Expected accomplishments</i>	<i>Indicators of achievement</i>
(c) Improved capacity of national criminal justice systems to implement the provisions of the above-mentioned conventions and protocols	<p>(c) (i) Number of criminal justice institutions and officials that have received legal advisory services and other substantive input for the implementation of the drug, crime and terrorism conventions</p> <p><i>Performance measures</i></p> <p>a. Criminal justice institutions in receipt of assistance in the application of the drug conventions 2004-2005: 10 Estimate 2006-2007: 10 Target 2008-2009: 15</p> <p>b. Criminal justice institutions in receipt of assistance in the application of the crime conventions 2004-2005: 10 Estimate 2006-2007: 10 Target 2008-2009: 15</p> <p>c. Criminal justice officials trained/briefed on the application of the counter-terrorism conventions</p> <p><i>Performance measures</i></p> <p>2004-2005: 2,350 Estimate 2006-2007: 2,800 Target 2008-2009: 3,000</p> <p>(ii) Number of legal tools and good practices developed by Member States to implement the crime conventions</p> <p><i>Performance measures</i></p> <p>2004-2005: 2 Estimate 2006-2007: 3 Target 2008-2009: 5</p>
(d) High-quality services provided to treaty-based organs and governing bodies related to drugs, crime and terrorism	<p>(d) (i) Percentage of members of the extended bureaux of the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice expressing full satisfaction with the quality and timeliness of technical and substantive services provided by the Secretariat</p> <p><i>Performance measures</i></p> <p>a. Commission on Narcotic Drugs 2004-2005: 75 per cent Estimate 2006-2007: 80 per cent Target 2008-2009: 85 per cent</p> <p>b. Commission on Crime Prevention and Criminal Justice 2004-2005: 75 per cent Estimate 2006-2007: 80 per cent Target 2008-2009: 85 per cent</p> <p>(ii) Percentage of members of the relevant bodies expressing full satisfaction with the quality and timeliness of technical and substantive services provided by the Secretariat</p>

<i>Expected accomplishments</i>	<i>Indicators of achievement</i>
	<i>Performance measures</i>
	a. Conference of the Parties to the United Nations Convention against Transnational Organized Crime and the Protocols Thereto
	2004-2005: 75 per cent
	Estimate 2006-2007: 80 per cent
	Target 2008-2009: 80 per cent
	b. Conference of the States Parties to the United Nations Convention against Corruption
	<i>Performance measures</i>
	2004-2005: n/a
	Estimate 2006-2007: 50 per cent
	Target 2008-2009: 60 per cent
	(iii) Percentage of members of the International Narcotics Control Board expressing full satisfaction with the quality and timeliness of substantive services provided by the Secretariat
	<i>Performance measures</i>
	2004-2005: 60 per cent
	Estimate 2006-2007: 70 per cent
	Target 2008-2009: 75 per cent
(e) Enhanced capacity for international cooperation against crime, organized crime, corruption, drug trafficking and terrorism, as well as in asset recovery, mutual legal assistance and extradition	(e) (i) Provision of advisory services and training for central authorities in international cooperation, with special emphasis on extradition and mutual legal assistance
	<i>Performance measures</i>
	a. Number of central authorities receiving training in international cooperation in criminal matters
	2004-2005: n/a
	Estimate 2006-2007: 10
	Target 2008-2009: 15
	b. Number of States that have received advisory services for the establishment and effective operation of central authorities on international cooperation in criminal matters
	2004-2005: 50
	Estimate 2006-2007: 60
	Target 2008-2009: 60
	(ii) Strengthened capacity of Member States in international cooperation, as indicated by the number of criminal justice officials who have received training from UNODC in international cooperation in criminal matters in accordance with the relevant drug and crime conventions
	<i>Performance measures</i>
	2004-2005: 450
	Estimate 2006-2007: 900
	Target 2008-2009: 1,000

<i>Expected accomplishments</i>	<i>Indicators of achievement</i>
	(iii) Number of Member States that have drawn on UNODC assistance for the specialized briefing/training of criminal justice officials in international cooperation in criminal matters relating to counter-terrorism <i>Performance measures</i> 2004-2005: 59 Estimate 2006-2007: 80 Target 2008-2009: 85
(f) Enhanced capacity of Member States, in particular States in post-conflict or transitional situations, to develop and maintain accessible and accountable domestic criminal justice systems in accordance with international standards and norms	(f) Increased provision of legal advisory services, in particular to States in post-conflict or transitional situations, for the development of criminal justice systems <i>Performance measures</i> 2004-2005: 6 States Estimate 2006-2007: 8 States Target 2008-2009: 10 States
(g) Improved capacity of national criminal justice systems to use and apply relevant United Nations standards and norms in crime prevention and criminal justice	(g) Development of tools to assist national criminal justice systems in the use and application of the United Nations standards and norms in crime prevention and criminal justice <i>Performance measures</i> 2004-2005: n/a Estimate 2006-2007: 3 Target 2008-2009: 3
(h) Enhancing the capacity of Member States to address the legal aspects of countering terrorism as reflected in the United Nations Global Counter-Terrorism Strategy	(h) Number of States provided with assistance in addressing relevant elements of the United Nations Global Counter-Terrorism Strategy <i>Performance measures</i> 2004-2005: n/a Estimate 2006-2007: 80 States Target 2008-2009: 85 States
(i) Enhanced legal knowledge and expertise of Member States in issues of terrorism prevention through, inter alia, the holding of training programmes, workshops and seminars	(i) Number of criminal justice officials briefed/trained by UNODC in the application of provisions of the international conventions and protocols related to terrorism <i>Performance measures</i> 2004-2005: 2,350 Estimate 2006-2007: 2,800 Target 2008-2009: 3,000

### **External factors**

26. The subprogramme is expected to achieve its objectives and accomplishments on the assumption that:

(a) Member States are ready to accede to the United Nations conventions and treaties (drug control treaties, the Organized Crime Convention and its Protocols, the Convention against Corruption and the international conventions and protocols relating to terrorism) and to undertake criminal justice reform;

(b) Member States are capable of complying with the provisions of treaties and conventions on drugs, crime, corruption and the prevention of terrorism in all its forms and manifestations, as well as of applying the United Nations standards and norms, and fulfilling their relevant reporting obligations, including provision of treaty-mandated data;

(c) Member States are willing to strengthen judicial cooperation among themselves, especially in matters involving extradition and mutual legal assistance, including money-laundering and confiscation procedures;

(d) Governments are willing to collaborate with each other;

(e) There are no significant shortfalls in extrabudgetary resources and specialized expertise is available for timely delivery of assistance.

### **Outputs**

27. During the biennium, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) General Assembly:

a. Substantive servicing of meetings: Third Committee (12 meetings); Second Committee, for matters relating to corruption (2); and Sixth Committee, for matters relating to terrorism (2);

b. Parliamentary documentation: contribution to the annual report on measures to eliminate international terrorism (2 annual reports); contribution to the annual report on the implementation of the United Nations Global Counter-Terrorism Strategy (2 annual reports); reports on international cooperation against the world drug problem (2); quinquennial evaluation of the implementation of the outcome of the twentieth special session of the General Assembly (1); annual reports on preventing and combating corrupt practices and transfers of funds of illicit origin and returning such funds to the countries of origin (2); annual reports on the African Institute for Crime Prevention and Criminal Justice (2); reports on specific issues pertaining to technical assistance for combating terrorism (2); the work of the Conference of the States Parties to the United Nations Convention against Corruption (2 publications); the work of the Conference of the Parties to the United Nations Convention against Transnational Organized Crime (1 publication); and annual reports on strengthening the United Nations Crime Prevention and Criminal Justice Programme, in particular its technical cooperation capacity (2);

(ii) Economic and Social Council:

a. Substantive servicing of meetings of the Council (12 meetings);

b. Parliamentary documentation: annual reports of the Commission on Narcotic Drugs (2); annual reports of the International Narcotics Control Board (2); and annual reports on the work of the Commission on Crime Prevention and Criminal Justice (2);

(iii) Commission on Crime Prevention and Criminal Justice:

a. Substantive servicing of meetings: meetings of the Commission (32); parallel meetings of the Committee of the Whole (24); intersessional meetings of the Bureau and consultations with permanent missions (10); and plenary meetings in the reconvened session of the Commission (4);

b. Parliamentary documentation: reports on information-gathering instruments on selected categories of standards and norms in crime prevention and criminal justice (8); the activities of the institutes comprising the United Nations Crime Prevention and Criminal Justice Programme network (1); the use and application of United Nations standards and norms in crime prevention and criminal justice (2); and strengthening international cooperation and technical assistance in preventing and combating terrorism (2);

(iv) Commission on Narcotic Drugs:

a. Substantive servicing of meetings: meetings of the Committee of the Whole (16); plenary meetings (32); plenary meetings and working group sessions of subsidiary bodies of the Commission (90); plenary meetings in the reconvened session of the Commission (4); and intersessional meetings of the Bureau of the Commission and consultations with permanent missions (10);

b. Parliamentary documentation: annual reports of the Executive Director on the activities of the Office (2); annual reports on the meetings of the five subsidiary bodies of the Commission (2); reports on each action plan and set of measures adopted by Governments on the follow-up to the special session (6); annual reports on changes in the scope of control of substances (2); report on the International Narcotics Control Board elections to be held in 2009 (1); and reports on precursors and chemicals frequently used in the illicit manufacture of narcotic drugs and psychotropic substances (2);

(v) International Narcotics Control Board:

a. Substantive servicing of meetings: International Narcotics Control Board and its Standing Committee on Estimates (120 meetings);

b. Parliamentary documentation: reports and documentation on the functioning of international control over the licit supply of narcotic drugs and psychotropic substances and on the monitoring of precursors, including the estimates system for narcotic drugs and the assessment system (12); reports on intersessional developments, Board missions and special studies (4); technical reports on narcotic drugs, psychotropic substances and precursors and supplements, such as estimates of narcotic drugs, as well as any other reports the Board may decide to publish (6); reports on analysis of data to identify new developments in illicit drug manufacture and evaluation of chemicals (precursors) (2); reports on articles 14, 19 and 22 of the Single Convention on Narcotic Drugs of 1961 as amended by the 1972 Protocol, the Convention on Psychotropic Substances of 1971 and the Convention against Illicit Traffic in Narcotic Drugs and Psychotropic Substances of 1988, respectively (2); reports on evaluation of follow-up actions by Governments to Board missions (2); reports on progress made by Governments to reduce drug abuse and illicit drug trafficking (2); and reports on whether to initiate amendments to tables I and II of the 1988 Convention (2);

c. Ad hoc expert groups: ad hoc expert group meetings to advise the Board on matters concerning implementation of articles 12, 13 and 22 of the 1988 Convention as it relates to precursor control (1); and ad hoc expert group meetings to assist the Board in its review of matters related to the implementation of the international drug control treaties (2);

(vi) Conference of the Parties to the United Nations Convention against Transnational Organized Crime and the Protocols Thereto:

a. Substantive servicing of meetings: Conference of the Parties (1 session of 2 weeks) (20 meetings);

b. Parliamentary documentation: reports transmitting the questionnaire to collect information on issues related to the Organized Crime Convention and its three Protocols (4); report on the work of the Conference of the Parties (1); and reports on selected issues on the implementation of the Convention and its Protocols for the Conference of the Parties (4);

(vii) Conference of the States Parties to the United Nations Convention against Corruption:

a. Substantive servicing of meetings: Conference of the States Parties (two sessions of two weeks) (40 meetings);

b. Parliamentary documentation: reports to the Conference of the States Parties on selected issues of implementation of the Convention against Corruption (4); annual reports on the work of the Conference of the States Parties (2);

(viii) Other services provided:

a. Substantive services to intergovernmental organizations and other regional or international organizations with a drug control mandate, such as Interpol, the Council of Europe (Pompidou Group), the Organization of American States (Inter-American Drug Abuse Control Commission) or the European Police Office (6); and to the Steering Committee of Operation Cohesion and the Project Prism Task Force, all of which are intensive international tracking programmes for chemicals used in the manufacture of illicit drugs (10);

b. Questionnaires to collect information on issues related to the Convention against Corruption (4); and reports for Project Prism Task Force, an international initiative to prevent the diversion of chemicals used for the illicit manufacture of amphetamine-type stimulants (8);

c. Ad hoc expert groups: on alternatives to imprisonment (2 meetings); to revise and update the United Nations criminal justice standards for peacekeeping police (1); to develop guidelines on the practical application of mutual legal assistance in corruption cases, in particular asset recovery (1); intergovernmental expert group meeting to review drug control-related information-gathering instruments (1); regional expert group meetings on technical issues of common regional concern on the implementation of the Convention against Corruption (3); expert group meeting to develop best practices on transfer of criminal proceedings and transfer of sentenced persons (1); regional workshop for law enforcement and judicial personnel to

facilitate cooperation among countries of origin, transit and destination in combating trafficking in persons and smuggling (1); regional expert group meetings on technical issues of common regional concern on the implementation of the Organized Crime Convention and its three Protocols (3); regional expert group for the computer and telecommunication system for national and international drug control (4); intergovernmental expert group meeting to present proposals on the mechanisms for the follow-up to the 10-year review of the goals and targets by the General Assembly at its twentieth special session to the Commission on Narcotic Drugs at its fifty-third session (1); to review experiences and challenges faced in the ratification and implementation of the International Convention for the Suppression of Acts of Nuclear Terrorism (1); and to review experience and challenges faced regarding international cooperation in criminal matters in the area of counter-terrorism (1);

(b) Other substantive activities (regular budget):

(i) Recurrent publications: ad hoc publications prepared pursuant to requests by the International Narcotics Control Board (1); annual reports questionnaire for 2007 on the working of the international drug control treaties (black and white) (1); annual reports questionnaire for 2008 on the working of the international drug control treaties (black and white) (1); annual reports questionnaire for 2008 on the working of the international drug control treaties (full colour) (1); biennial report on the questionnaire for reporting on action plans and measures adopted by the General Assembly at its twentieth special session, reporting cycle June 2006/June 2008 (1); laws and regulations adopted by States parties to the drug control conventions to implement those conventions (120 publications); *Manufacture of narcotic drugs, psychotropic substances and their precursors* (1); *Narcotic drugs: estimated world requirements and statistics* (2); quarterly update of assessments of medical and scientific requirements for substances included in schedules II, III and IV (8); reports of the International Narcotics Control Board on the implementation of article 12 of the 1988 Convention (2); supplements to *Narcotic drugs: estimated world requirements and statistics* and two advance estimated world requirements (8); reports of the Board in accordance with article 15 of the 1961 Convention and article 18 of the 1971 Convention (2); quarterly issues of the directory of competent national authorities under articles 6, 7 and 17 of the 1988 Convention (8); directories of competent national authorities under the international drug control treaties (3); directories on manufacturers of narcotic drugs and psychotropic substances and their precursors under the international drug control treaties (3); legislative index of national laws and regulations promulgated to give effect to international drug control treaties (2 publications); and psychotropic substances: statistics (assessments of medical and scientific requirements for substances) (2 publications);

(ii) Non-recurrent publications: booklet of commentary on the provisions of the Convention against Corruption (1); booklet of commentary on the provisions of the Organized Crime Convention and its Protocols (1); booklet on guidelines on the practical application of mutual legal assistance in corruption cases, in particular asset recovery (1); model law on the asset recovery chapter of the Convention against Corruption (1); model law on the

criminalization chapter of the Convention against Corruption (1); brochure on best practices in the transfer of criminal proceedings and the transfer of sentenced persons (1); brochure on guidelines on measures for the security of travel and identity documents under the trafficking and migrant protocols (1); brochure on practical guidelines for the identification of victims of trafficking in persons for the purpose of labour exploitation (1); brochure on combating illegal trafficking in firearms (1); brochure on combating international terrorism (2); guide for the implementation of the International Convention for the Suppression of Acts of Nuclear Terrorism and related instruments (1); guide on good practices in strengthening the capacity of criminal justice systems to implement the universal legal instruments against terrorism (1); brochure on the functions and work of the Commission and its subsidiary bodies (full colour) (1); leaflet on United Nations standards and norms in crime prevention and criminal justice (1); legislative guide for the ratification of the Convention against Corruption (1); official records of the drafting of the Convention against Corruption (*travaux préparatoires*) (1); revision to the guide for the legislative incorporation and implementation of the universal anti-terrorism instrument (1); revised legislative guide to the universal anti-terrorism conventions and protocols (1); toolkit on international cooperation in criminal matters in counter-terrorism cases (1); toolkit on international legal cooperation (including model treaties on extradition and mutual legal assistance, model laws, etc.) (1); brochure on standards and norms in crime prevention and criminal justice, with commentaries on persons in custody, non-custodial sanctions, juvenile justice and restorative justice (1); brochure on standards and norms in crime prevention and criminal justice, with commentaries on good governance, the independence of the judiciary and the integrity of criminal justice personnel (1); brochure on standards and norms in crime prevention and criminal justice, with commentaries on crime prevention and victim issues (1); brochure on standards and norms in crime prevention and criminal justice, with commentaries on legal, institutional and practical arrangements for international cooperation (1); and official records of the drafting of the Organized Crime Convention and its Protocols (*travaux préparatoires*) (1);

(iii) Press releases, press conferences: liaison maintained with United Nations information centres, participation in press conferences, responses to requests from the media, contribution to speeches and interventions of members of the Board at international meetings, including those of the Commission on Narcotic Drugs and the Economic and Social Council; and wide dissemination of the findings and reports of the International Narcotics Control Board to decision makers and the general public;

(iv) Technical materials:

a. Annual update of the list of narcotic drugs under international control (“yellow list”);

b. Annual update of the list of psychotropic substances under international control (“green list”);

- c. Annual updates of the list of substances frequently used in the illicit manufacture of narcotic drugs and psychotropic substances under international control (“red list”);
- d. Annual update of training materials on the control of narcotic drugs, psychotropic substances and precursors;
- e. Biannual updates of the table reflecting countries’ requirements concerning import authorizations for psychotropic substances in schedules III and IV of the 1971 Convention;
- f. Annual updates of form D used by Governments to furnish data required under article 12 of the 1988 Convention and related resolutions of the Economic and Social Council;
- g. Annual updates of forms A, B and C for use by Governments to furnish the Board with the statistical data and estimates required under the 1961 Convention;
- h. Annual updates of forms P, A/P and B/P for use by Governments to furnish the data required under the 1971 Convention and related resolutions of the Economic and Social Council;
- i. Four updates of the information package relevant to the control of precursors and chemicals frequently used in the illicit manufacture of narcotic drugs and psychotropic substances;
- j. Update of two limited international special surveillance lists of chemicals frequently used in illicit drug manufacture;
- k. Development and maintenance of databases on national legislation pertaining to drug control and crime;
- l. Expanded coverage and regular updating of the database on counter-terrorism laws with relevant source materials;
- m. Maintenance and development of two comprehensive databases on licit activities related to narcotic drugs, psychotropic substances and precursors;
- n. Setting up and maintaining a secure website for competent authorities for judicial cooperation, under the international drug and crime treaties, to access information on other competent authorities;
- (v) Promotion of legal instruments:
  - a. Issuance of approximately 35 notes verbales as notifications under the drug control treaties;
  - b. Provision of legal and other related advisory services for the ratification and implementation of international legal instruments relating to the prevention and suppression of international terrorism;
  - c. Proposals on additional or alternative measures relating to treaty compliance to Governments, the Board and the Commission;
  - d. Provision of legal information and advice to States on becoming parties to the conventions and towards their full implementation;

e. Data and analyses of information to establish and maintain a special international surveillance list of non-scheduled chemicals to prevent their use by traffickers;

f. Data and analyses of information on the licit manufacture trade and patterns in the use of precursors to facilitate identification of suspicious transactions and development and maintenance of the database;

g. Data and analyses of information on relevant indicators to assist Governments to better evaluate their needs for narcotic drugs;

h. Studies and analyses of data to identify new developments in and comparative analyses of the licit supply of and demand for narcotic drugs and psychotropic substances, such as amphetamine-type stimulants;

i. Studies on the availability of narcotic drugs and psychotropic substances for medical purposes;

(vi) Substantive servicing of inter-agency meetings: coordination and participation in meetings of relevant international, regional and subregional organizations active in the area of counter-terrorism; inter-agency coordination and liaison on the implementation of the United Nations Global Counter-Terrorism Strategy; inter-agency coordination and liaison through participation in relevant coordination meetings of the specialized agencies of the United Nations system, the World Bank and the network of crime prevention and criminal justice institutes; participation in the governance structure of the United Nations Global Compact and in the inter-agency meetings of the Compact; participation in meetings on improving judicial cooperation with the Commonwealth Secretariat, the International Maritime Organization, Eurojust, the European Judicial Network, the Council of Europe and the International Criminal Court;

(c) Technical cooperation (regular budget and extrabudgetary):

(i) Advisory services: legal advice and services relating to memorandums of understanding, contracts and working arrangements with the Office's partners inside and outside the United Nations system; provision of advisory services to States on ratification and implementation of the international legal instruments relating to the prevention and suppression of international terrorism; provision of advisory services to countries on accession to and implementation of the Convention against Corruption; provision of advisory services to States on accession to and implementation of the Organized Crime Convention and its three Protocols; provision of advisory services to States on accession to and implementation of the drug control conventions; provision of advisory services to States on combating trafficking in human beings, organized crime and corruption and on promoting criminal justice reform, including juvenile justice and prison reform; and provision of legal advice and services to the Office for conclusion of subregional cooperation agreements, financing of activities, modalities of project execution and review of contracts;

(ii) Training courses, seminars and workshops: national and subregional training workshops on selected technical issues in combating terrorism; on the implementation of the drug, crime and corruption conventions and the relevant domestic legislation and arrangements; organization of and participation in

international training activities, workshops and consultations for national drug control administrators; training courses, seminars and workshops on international cooperation in criminal matters in the area of counter-terrorism;

(iii) Field projects: provision of legal advice and training on the implementation of the drug control conventions and provisions related to international cooperation of other relevant international instruments by legal advisers in the field; ratification and implementation of the universal legal instruments against terrorism; and support at the national, regional and/or international levels for the ratification of the Convention against Corruption.

Table 6  
**Resource projections: subprogramme 1. Rule of law**

Category	Resources (thousands of United States dollars)		Posts	
	2006-2007	2008-2009	2006-2007	2008-2009
<b>A. UNDCP Fund</b>				
General-purpose funds				
Post	22.5	-	1	-
Non-post	1.2	-	-	-
Special-purpose funds	3 175.7	3 286.9	-	-
Programme support cost funds				
Post	-	-	-	-
Non-post	-	-	-	-
<b>Subtotal, A</b>	<b>3 199.4</b>	<b>3 286.9</b>	<b>1</b>	<b>-</b>
<b>B. United Nations Crime Prevention and Criminal Justice Fund</b>				
General-purpose funds				
Post	-	-	1	-
Non-post	68.8	-	-	-
Special-purpose funds	19 523.3	20 764.7	-	-
Programme support cost funds				
Post	-	-	-	-
Non-post	-	-	-	-
<b>Subtotal, B</b>	<b>19 592.1</b>	<b>20 764.7</b>	<b>1</b>	<b>-</b>
<b>C. Regular budget</b>				
Post	14 705.2	15 863.5	64	65
Non-post	3 411.6	3 543.0	-	-
<b>Subtotal, C</b>	<b>18 116.8</b>	<b>19 406.5</b>	<b>64</b>	<b>65</b>
<b>Grand total (A+B+C)</b>	<b>40 908.3</b>	<b>43 458.1</b>	<b>66</b>	<b>65</b>

28. Subprogramme 1 will only receive special-purpose and regular budget funds in 2008-2009, resulting in a decrease of \$92,500 in the general-purpose allocation compared with 2006-2007. That decrease reflects the abolition of one P-3 post and one GS (Other level) post in 2008-2009, which became vacant and were frozen in 2006. The absence of general-purpose and programme support cost resources under the subprogramme results first and foremost from the relative scarcity of such funds. It must also be noted that subprogramme 1 receives a relatively large regular

budget allocation and a large proportion of its special-purpose funds is soft-earmarked for programme activities.

29. Regular budget requirements are set forth in section 16 (subprogramme 2) of the proposed programme budget for 2008-2009. Subprogramme 1 will also receive two thirds of the regular budget resources provided under section 22, International drug control, crime and terrorism prevention and criminal justice. In 2008-2009, regular budget requirements total \$19,406,500, representing net growth of \$1,289,700. The funds set forth in section 16 provide for 65 posts (\$15,863,500) and non-post resources (\$2,571,700) relating to temporary assistance, consultants and experts, travel of staff and contractual services. The allocation under section 22 of \$971,300 for non-post resources will cover temporary assistance, consultants and experts, travel, contractual services, operating expenses and grants and contributions.

## Subprogramme 2. Policy and trend analysis

30. This subprogramme correlates to theme 2 of the strategy for 2008-2011 for UNODC, and is currently reflected under subprogramme 1 (Research, analysis and advocacy) of programme 13 of the biennial programme plan for the period 2008-2009. The subprogramme structure will be aligned in the context of the strategic framework for the biennium 2010-2011. Substantive responsibility for subprogramme 2 is vested with the Division for Policy Analysis and Public Affairs. In 2007 the Independent Evaluation Unit was transferred from this subprogramme to executive direction and management.

Table 7

### Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

**Objective:** To enhance knowledge of thematic and cross-sectoral trends for effective policy formulation, operational response and impact assessment in order to increase support for the prevention and reduction of illicit drugs, crime and terrorism.

<i>Expected accomplishments</i>	<i>Indicators of achievement</i>
(a) Enhanced knowledge of trends, including emerging trends in drugs and specific crime issues, available to Member States and the international community	(a) (i) Number of publications downloaded from the website <i>Performance measures</i> 2004-2005: 3.6 million Estimate 2006-2007: 7.3 million Target 2008-2009: 10 million (ii) Volume/quantity of data available in the central database on drugs and crime <i>Performance measures</i> 2004-2005: 300,000 records Estimate 2006-2007: 328,216 records Target 2008-2009: 350,000 records

<i>Expected accomplishments</i>	<i>Indicators of achievement</i>
	(iii) Number of references to UNODC research publications <i>Performance measures</i> 2004-2005: n/a Estimate 2006-2007: General: 265,000 Scientific literature only: 650 Target 2008-2009: General: 350,000 Scientific literature only: 700
(b) Enhanced capacity of Member States and the international community to formulate strategic responses to address emerging trends in drugs and crime	(b) Qualitative description of reports, special studies, papers and recommendations that are taken into account in and contribute to strategic responses at the national, regional and international levels <i>Performance measures</i> 2004-2005: n/a Estimate 2006-2007: 0 Target 2008-2009: 1 assessment by UNODC experts
(c) Scientific and forensic capacity: improved scientific and forensic capacity of Member States to meet internationally accepted standards	(c) (i) Increased number of institutions requesting technical information and materials available through the UNODC <i>Performance measures</i> 2004-2005: 300 Estimate 2006-2007: 310 Target 2008-2009: 320  (ii) Number of laboratories in receipt of UNODC assistance reporting enhanced scientific and forensic capacity <i>Performance measures</i> 2004-2005: n/a Estimate 2006-2007: 70 Target 2008-2009: 80  (iii) Increased number of laboratories participating actively in the international collaborative exercise <i>Performance measures</i> 2004-2005: n/a Estimate 2006-2007: 55 Target 2008-2009: 65
(d) Increased use of scientific information and laboratory data, supported by UNODC, in strategic operations, policy and decision-making	(d) Number of instances where UNODC has facilitated participation in relevant inter-agency programmes with law enforcement, regulatory, judicial and/or health aspects <i>Performance measures</i> 2004-2005: n/a Estimate 2006-2007: 1 instance/year/laboratory Target 2008-2009: 2 instances/year/laboratory

<i>Expected accomplishments</i>	<i>Indicators of achievement</i>
(e) Adequate general-purpose and special-purpose funding mobilized in line with the strategic objectives and budgetary requirements of the biennium 2008-2009, including through expansion of strategic partnerships and systematic engagement with the private sector	(e) (i) Portfolio improvement by better alignment between funding and operational needs (strategy); by attracting more soft-earmarked special-purpose funding <i>Performance measures</i> 2004-2005: n/a Estimate 2006-2007: 10 per cent Target 2008-2009: 20 per cent (ii) Number of co-financing and/or cost-sharing agreements with donors, the European Commission and international financial institutions <i>Performance measures</i> 2004-2005: 425 Estimate 2006-2007: 450 Target 2008-2009: 480 (iii) Private sector fund-raising and co-sponsoring, including in-kind contributions, of relevant thematic/regional events (e.g. the United Nations Global Initiative to Fight Human Trafficking, identity-related crime, drug abuse prevention and computer-based training) <i>Performance measures</i> 2004-2005: 0 Estimate 2006-2007: 1 Target 2008-2009: 2
(f) Increased public awareness of issues related to drugs, crime and terrorism in all its forms and manifestations, as well as the relevant United Nations standards and norms in crime prevention and criminal justice	(f) (i) Number of broadcasters around the world that air UNODC public service announcements, radio interviews, video news releases and television footage <i>Performance measures</i> 2004-2005: 125 Estimate 2006-2007: 135 Target 2008-2009: 145 (ii) Issues effectively projected outside the United Nations as evidenced by the number of press articles published covering the work of UNODC <i>Performance measures</i> 2004-2005: n/a Estimate 2006-2007: n/a Target 2008-2009: 6,000 articles

### **External factors**

31. The subprogramme is expected to achieve its objectives and accomplishments on the assumption that:

(a) There are no significant shortfalls in extrabudgetary resources to assist Member States in meeting the goals and targets of the Political Declaration adopted by the General Assembly at its twentieth special session and other mandated activities;

(b) Sufficient statistics on drugs and crime at the country level are available and they are reported by Member States;

(c) Governments have the establishment or improvement of forensic support facilities high on their list of priorities, appreciate the value of scientific support and forensic evidence to the judicial system and integrate forensic laboratories into the national drug control and crime prevention framework;

(d) National laboratories cooperate with each other and with relevant authorities (e.g. law enforcement, regulatory and health) within and between countries and with UNODC;

(e) Radio and television stations or networks are willing to provide free air time for the broadcast of UNODC public service announcements.

## Outputs

32. During the biennium, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget): ad hoc expert groups: annual meetings of the standing panel on the international quality assurance programme to analyse and evaluate the outcome of the two rounds per year of the international collaborative exercises (2); expert group meeting on illicit crop monitoring methods (1); expert group meeting on matters covered in the *World Drug Report* and various other drug-related issues (1); expert group meeting for the revision of the questionnaire of the United Nations survey on crime trends and the operations of criminal justice systems (1); and expert group meeting related to drug/precursor analysis and scientific support in drug control (1);

(b) Other substantive activities (regular budget and extrabudgetary):

(i) Recurrent publications: *Bulletin on Narcotics* (annual) (2); *Forum on Crime and Society* (annual) (2); manuals/guidelines on procedural approaches and analytical methods for identification and analysis of controlled substances/forensic analysis and practical laboratory procedures and best practices (3); catalogue of promotional videos (1); updated directory of non-governmental organizations active in drug control and crime prevention (1); revised manuals/guidelines on methods for the identification and analysis of controlled drugs/forensic analysis (2); revised *Multilingual dictionary of narcotic drugs and psychotropic substances under international control* (addendum) to cover newly scheduled substances (1); *UNODC Newsletter* (quarterly) (8); technical publications on the state of crime and justice in the world (2); and *World Drug Report* (2);

(ii) Booklets, fact sheets, wallcharts, information kits; public awareness television and radio spots and other promotional material; and photographs;

(iii) Special events: annual United Nations City of Vienna Civil Society Award (2); observance of the International Day against Drug Abuse and Illicit Trafficking and International Anti-Corruption Day (4); development of new resource mobilization initiatives and fund-raising and strategic partnership with donors, international financial institutions and private and/or corporate foundations; and conferences for parliamentarians on major drug control issues and/or transnational organized crime and corruption issues (2);

(iv) Technical material: design, maintenance and improvement of the UNODC website; provision of reference samples to national drug-testing

laboratories; provision of drug and precursor testing kits to national competent authorities; scientific and technical notes; selected bibliographies and articles on the identification and analysis of controlled drugs, chemicals and precursors and other forensic analyses; summary reports of the results of the international collaborative exercises (including individual laboratory evaluations); training modules on drug/precursor analysis and scientific support in drug control; and implementation of national monitoring systems and publication of monitoring surveys of illicit crops;

(v) Audio-visual resources: issuance of promotional videos; and maintenance and enhancement of the photographic, slide and film/video lending library;

(vi) Substantive servicing of inter-agency meetings: inter-agency coordination and liaison through participation in meetings of the High-Level Committee on Programmes of the United Nations System Chief Executives' Board for Coordination and inter-agency meetings within the United Nations system;

(c) Technical cooperation (regular budget and extrabudgetary):

(i) Advisory services: provision of expert advice to Member States on illicit crop monitoring; provision of high-quality scientific support, information and advice to Governments and national and international organizations and institutions on a wide range of scientific and technical issues related to drug and forensic matters;

(ii) Training courses, seminars and workshops: regional and subregional workshops or meetings of heads of forensic laboratories, law enforcement officers and regulatory, health and judicial authorities to promote collaboration between laboratory services and agencies involved in drug control and crime prevention;

(iii) Fellowships and grants: training of 30 scientists and heads of national drug-testing laboratories;

(iv) Field projects: national and regional projects related to strengthening and/or establishing national forensic laboratories.

Table 8

**Resource projections: subprogramme 2. Policy and trend analysis**

<i>Category</i>	<i>Resources (thousands of United States dollars)</i>		<i>Posts</i>	
	<i>2006-2007</i>	<i>2008-2009</i>	<i>2006-2007</i>	<i>2008-2009</i>
<b>A. UNDCP Fund</b>				
General-purpose funds				
Post	6 330.9	5 440.1	33	24
Non-post	1 048.1	761.5	-	-
Special-purpose funds	6 764.2	6 963.3	-	-
Programme support cost funds				
Post	-	-	-	-

Category	Resources (thousands of United States dollars)		Posts	
	2006-2007	2008-2009	2006-2007	2008-2009
Non-post	-	-	-	-
<b>Subtotal, A</b>	<b>14 143.2</b>	<b>13 165.0</b>	<b>33</b>	<b>24</b>
<b>B. United Nations Crime Prevention and Criminal Justice Fund</b>				
General-purpose funds				
Post	455.7	1 628.6	2	7
Non-post	174.7	226.5	-	-
Special-purpose funds	1 290.6	1 488.6	-	-
Programme support cost funds				
Post	-	-	-	-
Non-post	-	-	-	-
<b>Subtotal, B</b>	<b>1 921.0</b>	<b>3 343.7</b>	<b>2</b>	<b>7</b>
<b>C. Regular budget</b>				
Post	5 522.6	6 163.1	22	23
Non-post	809.6	801.1	-	-
<b>Subtotal, C</b>	<b>6 332.2</b>	<b>6 964.2</b>	<b>22</b>	<b>23</b>
<b>Grand total (A+B+C)</b>	<b>22 396.4</b>	<b>23 472.9</b>	<b>57</b>	<b>54</b>

33. In 2008-2009, general-purpose funds for subprogramme 2 are provided from the two UNODC funds. The resources relating to the Policy Analysis and Research Branch are primarily funded from the UNDCP Fund. That allocation and the corresponding activities of the Branch will be reviewed during the course of 2008-2009 and adjusted if necessary. The resources for the remaining offices are allocated between the two UNODC funds according to the 75:25 ratio explained in annex II. Total general-purpose resources of \$8,056,700 provide for 4 posts in the office of the Director (1 P-4, 1 P-3, and 2 GS (Other level)), 14 posts in the Policy Analysis and Research Branch (1 D-1, 4 P-4, 1 P-3 and 8 GS (Other level)), 6 posts in the Co-Financing and Partnership Section (including the Brussels Liaison Office) (2 P-4, 2 P-3 and 2 GS (Other level)), 5 posts in the Advocacy Section (1 P-4, 1 P-3 and 3 GS (Other level)) and 2 posts in the New York Liaison Office (1 P-3 and 1 GS (Other level)). Non-post resources will cover temporary assistance, consultants, travel of staff, hospitality, staff training, rental and maintenance, general operating expenses, supplies and materials and furniture and equipment.

34. The net general-purpose resource increase of \$47,300 over 2006-2007 expenditures is summarized as follows:

(a) A \$282,100 net increase in post costs, reflecting: (i) an increase of \$312,300 following the addition of a P-4 Programme Management Officer post in the Policy Analysis and Research Branch (a post that was previously funded from special-purpose funds); (ii) an increase of \$312,300 following the addition of a P-4 Research Officer post in the Policy Analysis and Research Branch to undertake and lead mandated collaborative international studies on the linkages between crime and sustainable development and human security and governance, the results of which will provide in depth and cross-sectoral analytical information of under-researched areas, thereby assisting the international community in the identification of crime prevention priorities for policymaking; (iii) an increase of

\$71,700 following the reclassification of a P-3 post to the P-4 level in the Advocacy Section for a Civil Affairs Officer who will be responsible for UNODC's growing outreach and engagement with non-governmental and civil society organizations; (iv) an increase of \$63,700 following the reclassification of a P-2 post to the P-3 level in the Co-Financing and Partnership Section (Brussels Liaison Office) (to promote strategic partnerships with European institutions, in particular the European Commission, the European Parliament and the European Investment Bank, with a view to enhancing cooperation and developing joint ventures in fields related to UNODC mandates); (v) a decrease of \$192,300 following the abolition of a P-2 post in the Co-Financing and Partnership Section; (vi) the abolition of a P-3 post in the Policy Analysis and Research Branch and a GS (Other level) post in the Advocacy Section (vacant and frozen in 2006 for general-purpose savings); (vii) a decrease of \$630,500 following the outward redeployment of the Independent Evaluation Unit (one P-5, one P-3 and one GS (Other level)) to executive direction and management; (viii) a decrease of \$712,600 resulting from the funding of monitoring posts from special-purpose funds in 2008-2009 instead of from general-purpose funds as was the case for part of the biennium 2006-2007; (ix) increases in standard salary costs of \$360,000; and (x) increases of \$697,500 owing to vacancies and the use of other available funding sources to save general-purpose funds in 2006-2007, which are not expected to recur in 2008-2009;

(b) A net decrease of \$234,800 in non-post resources, reflecting: (i) an increase of \$2,700 under temporary assistance to allow for the provision for up to 24 work-months of professional support (at P-3 rates) in the Co-Financing and Partnership Section to assist with managing UNODC relations with donor Governments, as well as relations with the United Nations Trust Fund For Human Security, the United Nations Development Account, the Joint United Nations Programme for HIV/AIDS and the Drug Abuse Prevention Centre (Japan), and for the replacement of staff on extended sick leave and maternity leave and for assistance during peak workload periods; (ii) a decrease in other non-post resources (\$76,500); and (iii) the outward redeployment of non-post resources for the Independent Evaluation Unit to executive direction and management (\$161,000).

35. Regular budget resources are provided for under section 16 (subprogramme 1) of the proposed programme budget for 2008-2009. The amount of \$6,964,200 provides for 23 posts (\$6,163,100) and non-post resources of \$801,100 covering temporary assistance, consultants and experts, travel of staff and maintenance of and supplies for laboratory equipment.

### **Subprogramme 3. Prevention, treatment and reintegration, and alternative development**

36. This subprogramme correlates to theme 3 of the strategy for 2008-2011 for UNODC and is currently reflected under subprogramme 3, Technical assistance and advice, of programme 13 of the biennial programme plan for the period 2008-2009. Substantive responsibility for subprogramme 3 is vested in the Division for Operations, but it must be noted that the field offices serve the entire UNODC programme. The Division for Operations also contributes, both at headquarters and in the field, to the achievement of results under the first of the three pillars of the strategy for 2008-2011 for UNODC, subprogramme 1, Rule of law.

**Overall objective**

37. The overall objective of subprogramme 3 is to sustainably reduce drug abuse, illicit drug production and drug trafficking, trafficking in human beings, money-laundering, corruption and other forms of transnational crime and to assist Member States, upon request, in the prevention and treatment of drug abuse and with domestic criminal justice issues, including criminal justice reform.

**A. Rule of law**

38. Implementation of the objectives and achievement of results under subprogramme 1, Rule of law, by the Division for Operations, as explained in paragraph 36 above, are described below.

Table 9

**Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

**Objective:** To promote effective responses to crime and drugs by facilitating the implementation of relevant international legal instruments and to promote fair and humane criminal justice systems through the use and application of the United Nations standards and norms in crime prevention and criminal justice.

<i>Expected accomplishments</i>	<i>Indicators of achievement</i>
(a) Improved capacity of national criminal justice systems to implement the provisions of the conventions and protocols	<p>(a) (i) Increased number of good practice guidelines, toolkits and other capacity-building materials provided to and used by Member States to implement the conventions</p> <p><i>Performance measures</i></p> <p>Organized Crime Convention: 2004-2005: 2 capacity-building materials provided Estimate 2006-2007: 2 capacity-building materials provided Target 2008-2009: 2 capacity-building materials provided</p> <p>Convention against Corruption: 2004-2005: n/a Estimate 2006-2007: 3 capacity-building materials provided Target 2008-2009: 5 capacity-building materials provided</p> <p>(ii) Increased number of countries that have received advisory services and other technical input relevant to the implementation of the provisions of the conventions</p> <p><i>Performance measures</i></p> <p>Organized Crime Convention 2004-2005: 6 Estimate 2006-2007: 6 Target 2008-2009: 6</p> <p>Convention against Corruption 2004-2005: n/a Estimate 2006-2007: 20 Target 2008-2009: 35</p>

<i>Expected accomplishments</i>	<i>Indicators of achievement</i>
(b) Strengthened capacity of Member States to establish comprehensive and effective regimes against money-laundering related to organized crime, drug trafficking, corruption and financing of terrorism, in accordance with relevant General Assembly resolutions	(b) Increased assistance to countries to support them to comply with international standards to combat money-laundering <i>Performance measures</i> 2004-2005: 40 Estimate 2006-2007: 45 Target 2008-2009: 45
(c) Enhanced capacity for international cooperation in asset recovery	(c) Increased number of countries that have received advisory services and other technical input in support of mechanisms for the recovery/return of assets <i>Performance measures</i> 2004-2005: n/a Estimate 2006-2007: 1 Target 2008-2009: 15
(d) Enhanced capacity for law enforcement cooperation against crime, organized crime, corruption, drug trafficking and the diversion of precursors, including effective use of special investigative techniques and the protection of witnesses	(d) (i) Increased participation in regional law enforcement cooperation, such as Central Asian Regional Information and Coordination Centre and the Gulf Centre for Criminal Intelligence, with UNODC assistance <i>Performance measures</i> 2004-2005: n/a Estimate 2006-2007: n/a Target 2008-2009: 12 participating countries (ii) The development of regional responses and national compliance goals through collective agreements reached at United Nations regional forums such as the Heads of National Drug Law Enforcement Agencies and the Subcommittee on Illicit Drug Traffic and Related Matters in the Near and Middle East <i>Performance measures</i> 2004-2005: 2 Estimate 2006-2007: 3 Target 2008-2009: 4 (iii) Number of countries assisted in the implementation of action-oriented programmes aimed at achieving measurable results in their fight against drug trafficking and organized crime <i>Performance measures</i> 2004-2005: 34 Estimate 2006-2007: 35 Target 2008-2009: 40
(e) Enhanced capacity of Member States, in particular States in post-conflict or transitional situations, to develop and maintain accessible and accountable domestic criminal justice systems in accordance with international standards and norms	(e) (i) Increased number of tools, manuals and training materials produced and successfully utilized for improving criminal justice procedures and practices <i>Performance measures</i> 2004-2005: n/a Estimate 2006-2007: 4 Target 2008-2009: 6

<i>Expected accomplishments</i>	<i>Indicators of achievement</i>
	(ii) Increased UNODC participation in assessment missions to countries in post-conflict or transitional situations with a view to improving criminal justice procedures and practices
	<i>Performance measures</i>
	2004-2005: 4
	Estimate 2006-2007: 6
	Target 2008-2009: 8

## Outputs

39. During the biennium, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget and extrabudgetary):

(i) Commission on Narcotic Drugs: parliamentary documentation: official reports on world drug supply and trafficking situation (2); reports on regional trafficking trends in the Near and Middle East/South-West and Central Asia (2); reports on regional drug trafficking trends in the American region (2); report on regional drug trafficking trends in Europe (1); reports on regional drug trafficking trends in Asia and the Pacific (2); and reports on regional drug trafficking trends in Africa (2);

(ii) Ad hoc expert groups: expert group meeting on implementation of the Protocol against the Illicit Manufacturing of and Trafficking in Firearms, Their Parts and Components and Ammunition, supplementing the Organized Crime Convention (1); expert group meeting on best practices to combat smuggling of migrants (1); and review of the technical guide for the implementation of the Convention against Corruption, 2008 (1);

(b) Other substantive activities (regular budget and extrabudgetary):

(i) Recurrent publications: biannual seizure reports (4);

(ii) Non-recurrent publications: advanced training manual for law enforcement officers and the judiciary on trafficking in persons (1); assessment tools on trafficking phenomenology at the country level (1 publication); assessment tools on human trafficking (1 publication); toolkit on assessing state responses to smuggling of migrants (1); brochure on combating smuggling of migrants (1); manual on best practices for law enforcement personnel and customs officers on cash couriers (1); global report on human trafficking (1); guide on best practices for criminal justice reform in societies in transitional and post-conflict situations (1); guidelines on implementation of special investigative techniques (1); guidelines on implementation of the Firearms Protocol (1); guidelines for the protection of witnesses in criminal proceedings involving organized crime (1); guidelines on the implementation of the Protocol on the Smuggling of Migrants by Land, Sea and Air (1); implementation guide on the non-legislative aspects of the Migrants Protocol (1); *Legislative Assessment Toolkit on Human Trafficking* (1); manual on best practices for the regulation of alternative remittance systems (1); manual on the implementation of the Bangalore

Principles of Judicial Conduct (1); *Policy Response Assessment Toolkit on Human Trafficking* (1); report on human trafficking in Central America, the Caribbean and Mexico (1); report on human trafficking in Eastern Asia (1); report on human trafficking in Eastern and Central Africa (1); report on human trafficking in North Africa (1); report on human trafficking in South-Eastern and Eastern Europe (1); report on human trafficking in South America (1); report on human trafficking in South-Central Asia (1); report on human trafficking in South-Eastern Asia (1); report on human trafficking in Southern Africa (1); report on human trafficking in West Africa (1); report on human trafficking in Western Asia and Turkey (1); report on human trafficking in Central Asia and the Caucasus (1); technical guide to promote the implementation of the Convention against Corruption (1); and *United Nations Handbook on Anti-Corruption Measures for Investigators and Prosecutors* (1);

(iii) Technical material: publication of studies and research on money-laundering; processing of annual reports questionnaires on illicit drug supply (part III) (220 publications);

(c) Technical cooperation (extrabudgetary):

(i) Advisory services (upon request): missions to assist Member States with technical advice on law enforcement; missions to assist States with technical advice on drafting and implementing legislation to combat money-laundering; provision of advisory services to countries on combating trafficking in human beings, organized crime and corruption and on promoting criminal justice reform; and provision of advisory services on the ratification and implementation of the Organized Crime Convention and its Protocols;

(ii) Training courses, seminars and workshops: regional or subregional workshops or meetings of law enforcement, legal and/or financial sector personnel to promote best practices in combating money-laundering; and training courses, seminars and workshops on selected topics in crime prevention and criminal justice, especially transnational organized crime, trafficking in human beings and smuggling of migrants, corruption and criminal justice reform;

(iii) Field projects: projects at the national, regional and/or international levels to support combating corruption, combating trafficking in human beings and smuggling of migrants, drug control, the ratification and implementation of the Organized Crime Convention and its Protocols and combating transnational organized crime by building knowledge and expertise, reinforcing institutional capacities and training of personnel.

## **B. Prevention, treatment and reintegration, and alternative development**

40. Objectives and achievement of results pertaining exclusively to subprogramme 3 are described below.

Table 10  
**Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

**Objective:** (a) To reduce opportunities and incentives for illicit activities and gains, drug abuse, HIV/AIDS (as related to injecting drug abuse, prison settings and trafficking in human beings), criminal activity and victimization with a special focus on women and children, as well as dissemination of information and successful practices in those areas; (b) to organize effective prevention campaigns, care and reintegration into society of drug users and offenders and to provide assistance to victims of crime; and (c) to foster and strengthen international cooperation based on the shared responsibility principle in sustainable alternative development, including, where appropriate, preventive alternative development.

<i>Expected accomplishments</i>	<i>Indicators of achievement</i>
(a) Enhanced understanding and use of international standards and norms for crime prevention	(a) Countries that have adopted/implemented crime prevention strategies/programmes in line with the Guidelines for the Prevention of Crime with UNODC assistance <i>Performance measures</i> 2004-2005: n/a Estimate 2006-2007: 10 Target 2008-2009: 20
(b) Enhanced national capacity to prevent drug abuse	(b) (i) Number of countries having a mechanism available for the assessment of drug abuse <i>Performance measures</i> 2004-2005: 78 Estimate 2006-2007: 81 Target 2008-2009: 84 (ii) Countries that have adopted/implemented drug abuse prevention strategies/programmes in line with the Declaration on the Guiding Principles of Drug Demand Reduction <i>Performance measures</i> 2004-2005: n/a Estimate 2006-2007: 10 Target 2008-2009: 20
(c) Increased awareness of human trafficking among relevant authorities, the general public and vulnerable groups	(c) Number of countries utilizing UNODC tools, manuals and training materials in order to improve criminal justice procedures and practices in relation to human trafficking <i>Performance measures</i> 2004-2005: 10 Estimate 2006-2007: 60 Target 2008-2009: 70
(d) Enhanced capacity of Member States in establishing and strengthening effective independent anti-corruption bodies and in the effective development and implementation of preventive anti-corruption policies in compliance with the Convention against Corruption	(d) Number of countries drawing on UNODC assistance that have: (i) adopted anti-corruption policies/strategies; and (ii) established anti-corruption bodies <i>Performance measures</i> (i) 2004-2005: n/a Estimate 2006-2007: 5 Target 2008-2009: 20 (ii) 2004-2005: n/a

<i>Expected accomplishments</i>	<i>Indicators of achievement</i>
(d) Enhanced capacity of Member States in establishing and strengthening effective independent anti-corruption bodies and in the effective development and implementation of preventive anti-corruption policies in compliance with the Convention against Corruption	(d) Number of countries drawing on UNODC assistance that have: (i) adopted anti-corruption policies/strategies; and (ii) established anti-corruption bodies <i>Performance measures</i> (i) 2004-2005: n/a Estimate 2006-2007: 5 Target 2008-2009: 20 (ii) 2004-2005: n/a Estimate 2006-2007: 1 Target 2008-2009: 8
(e) Enhanced integrity and transparency of criminal justice systems in the context of corruption prevention by enhancing national capacity	(e) Number of countries adopting mechanisms to ensure the integrity of the judiciary, prosecution services and police with UNODC assistance <i>Performance measures</i> 2004-2005: 3 Estimate 2006-2007: 8 Target 2008-2009: 15
(f) Expanded capacity of Member States to reduce the spread of HIV/AIDS among injecting drug users and in prison settings	(f) Number of: (i) national HIV/AIDS strategies for prevention and care services for injecting drug users; and (ii) prevention and care programmes established in prisons, adopted with UNODC assistance <i>Performance measures</i> (i) 2004-2005: 13 Estimate 2006-2007: 15 Target 2008-2009: 15 (ii) 2004-2005: n/a Estimate 2006-2007: 10 Target 2008-2009: 10
(g) Enhanced capacity of Member States to design and implement sustainable alternative development programmes, including, where appropriate, preventive alternative development programmes, within their broader development context, aimed at preventing, reducing and eliminating the illicit cultivation of opium poppy, coca bush and cannabis plants	(g) Increased use by countries of appropriate tools, training, advisory services and technical assistance to support effective alternative development with UNODC assistance <i>Performance measures</i> 2004-2005: 10 Estimate 2006-2007: 11 Target 2008-2009: 11
(h) Increased capacity of Member States to provide treatment and support services to drug-dependent persons, including abusers of new and emerging types of drug	(h) Increased percentage of countries that: (i) provide access to quality services for drug abuse treatment and rehabilitation; and (ii) have established appropriate services for abusers of new and emerging types of drug <i>Performance measures</i> (i) 2004-2005: 24 per cent Estimate 2006-2007: 30 per cent Target 2008-2009: 35 per cent (ii) 2004-2005: n/a Estimate 2006-2007: 5 per cent

<i>Expected accomplishments</i>	<i>Indicators of achievement</i>
(h) Increased capacity of Member States to provide treatment and support services to drug-dependent persons, including abusers of new and emerging types of drug	(h) Increased percentage of countries that: (i) provide access to quality services for drug abuse treatment and rehabilitation; and (ii) have established appropriate services for abusers of new and emerging types of drug <i>Performance measures</i> (i) 2004-2005: 24 per cent Estimate 2006-2007: 30 per cent Target 2008-2009: 35 per cent (ii) 2004-2005: n/a Estimate 2006-2007: 5 per cent Target 2008-2009: 10 per cent
(i) Increased capacity of Member States to apply international standards on the professional management/operation of prisons, treatment of prisoners and on diversions, restorative justice and non-custodial sanctions, where appropriate	(i) Number of countries utilizing tools, manuals and training materials to improve criminal justice procedures and practices, in particular in relation to vulnerable groups such as women and children in prison <i>Performance measures</i> 2004-2005: 5 Estimate 2006-2007: 8 Target 2008-2009: 10
(j) Enhanced capacity of Member States to apply international standards and norms on juvenile justice	(j) Number of countries implementing international standards and norms on juvenile justice with UNODC assistance <i>Performance measures</i> 2004-2005: 2 Estimate 2006-2007: 3 Target 2007-2008: 4
(k) Strengthened capacity of Member States to implement victim assistance programmes for the most vulnerable segments of society, including women and children	(k) (i) Capacity of countries to provide victim assistance programmes for women and children <i>Performance measures</i> 2004-2005: 4 Estimate 2006-2007: 4 Target 2008-2009: 4 (ii) Number of countries in which good practices training courses with an emphasis on human trafficking are held <i>Performance measures</i> 2004-2005: 3 Estimate 2006-2007: 20 Target 2008-2009: 30 (iii) Number of national HIV/AIDS prevention and care programmes established for victims of human trafficking <i>Performance measures</i> 2004-2005: 0 Estimate 2006-2007: 12 Target 2008-2009: 12
(l) Heightened awareness among relevant authorities, the general public and vulnerable groups of issues and the risks involved	(l) Number of countries drawing on UNODC assistance to implement awareness-raising and information campaigns on: (i) trafficking in persons; (ii) smuggling of migrants; and (iii) corruption

<i>Expected accomplishments</i>	<i>Indicators of achievement</i>
(1) Heightened awareness among relevant authorities, the general public and vulnerable groups of issues and the risks involved	(1) Number of countries drawing on UNODC assistance to implement awareness-raising and information campaigns on: (i) trafficking in persons; (ii) smuggling of migrants; and (iii) corruption <i>Performance measures</i> (i) 2004-2005: 45 Estimate 2006-2007: 45 Target 2008-2009: 50 (ii) Estimate 2006-2007: 5 Target 2008-2009: 10 (iii) 2004-2005: 15 Estimate 2006-2007: 30 Target 2008-2009: 50

### **External factors**

41. The subprogramme is expected to achieve its objectives and accomplishments on the assumption that:

- (a) Timely and high-quality data and statistical information are provided by Member States;
- (b) Member States are committed to eliminating illicit cultivation of and trafficking in drugs, money-laundering, human trafficking, organized crime and corruption;
- (c) Sufficient extrabudgetary resources are made available;
- (d) Conditions on the ground do not prevent the implementation of planned activities.

### **Outputs**

42. During the biennium, the following outputs will be delivered:

- (a) Servicing of intergovernmental and expert bodies (regular budget and extrabudgetary):
  - (i) Commission on Narcotic Drugs. Parliamentary documentation: biennial report on follow-up to the Action Plan on International Cooperation on the Eradication of Illicit Drug Crops and on Alternative Development (1); annual reports on the world situation with regard to drug abuse, based on responses to the annual reports questionnaire and supplemental information provided by Governments (2); report on the Action Plan for the Implementation of the Declaration on the Guiding Principles of Drug Demand Reduction based on responses to the biennial questionnaire (1); and report of the Executive Director on implementation of Commission resolution 49/2 on using alternative development programmes to reduce cultivation of cannabis plants (1);
  - (ii) Commission on Crime Prevention and Criminal Justice. Parliamentary documentation: report on action to promote effective crime prevention (1); and

report on combating the spread of HIV/AIDS in criminal justice pre-trial and correctional facilities (1);

(iii) Ad hoc expert groups on effective approaches to providing treatment services for young people (1 meeting); on lessons learned on early intervention to prevent drug abuse among young people (1); expert group meeting to formulate recommendations and proposals to follow up on the Action Plan on International Cooperation on the Eradication of Illicit Drug Crops and on Alternative Development (1); development of a crime prevention needs assessment tool (1); expert group meeting to review the status of the monitoring of drug abuse and demand reduction responses at the global level 10 years after the twentieth special session of the General Assembly (1); strengthening judicial integrity 2008 (1); and criminal justice responses to violence against women (1);

(b) Other substantive activities (regular budget and extrabudgetary):

(i) Recurrent publications: newsletter on prevention among youth (4);

(ii) Non-recurrent publications: brochure on challenges and opportunities for international cooperation on the eradication of illicit drug crops and on alternative development (1); assessment tool on crime prevention needs (1); *Criminal Justice Handbook Series* (1); and manual on the special needs of women in the criminal justice system (1);

(iii) Technical material: maintenance and further enhancement of the international drug abuse assessment system database on drug abuse and demand reduction for analysis and dissemination to Governments, research organizations, other international agencies and the general public;

(iv) Substantive servicing of inter-agency meetings: United Nations inter-agency anti-corruption coordination meetings (4);

(c) Technical cooperation (extrabudgetary):

(i) Advisory services (upon request): provision of advisory services to Member States concerning the implementation of the Declaration on the Guiding Principles of Drug Demand Reduction; for the development of enhanced data collection capacity in accordance with the 1998 Political Declaration; advisory services to assist Member States with alternative development; and advisory services on promoting criminal justice reform, including juvenile justice and prison reform;

(ii) Training courses, seminars and workshops on selected topics in crime prevention and criminal justice, in particular corruption prevention and criminal justice reform; and on the mainstreaming of alternative development objectives into broader development plans, programmes and projects;

(iii) Field projects at the national, regional and/or international levels to support corruption prevention and drug control, reinforcing institutional capacities and training of personnel; and to address other specific issues in crime prevention and criminal justice.

Table 11

**Resource projections**

### A. Subprogramme 3. Prevention, treatment and reintegration, and alternative development

Category	Resources (thousands of United States dollars)		Posts	
	2006-2007	2008-2009	2006-2007	2008-2009
<b>A. UNDCP Fund</b>				
General-purpose funds				
Post	22 075.2	9 835.4	165	30
Non-post	2 292.2	508.0	-	-
Special-purpose funds	133 969.4	150 308.0	-	-
Programme support cost funds				
Post	-	9 410.6	-	94
Non-post	-	2 543.8	-	-
<b>Subtotal, A</b>	<b>158 336.8</b>	<b>172 605.8</b>	<b>165</b>	<b>124</b>
<b>B. United Nations Crime Prevention and Criminal Justice Fund</b>				
General-purpose funds				
Post	5 620.2	3 285.6	7	10
Non-post	873.1	-	-	-
Special-purpose funds	38 152.2	52 558.3	-	-
Programme support cost funds				
Post	-	3 482.6	-	32
Non-post	-	1 017.2	-	-
<b>Subtotal, B</b>	<b>44 645.6</b>	<b>60 343.8</b>	<b>7</b>	<b>42</b>
<b>C. Regular budget</b>				
Post	5 424.2	5 893.5	22	22
Non-post	1 489.8	1 393.7	-	-
<b>Subtotal, C</b>	<b>6 914.0</b>	<b>7 287.2</b>	<b>22</b>	<b>22</b>
<b>Grand total (A+B+C)</b>	<b>209 896.4</b>	<b>240 236.8</b>	<b>194</b>	<b>188</b>

### B. Headquarters

Category	Resources (thousands of United States dollars)		Posts	
	2006-2007	2008-2009	2006-2007	2008-2009
<b>A. UNDCP Fund</b>				
General-purpose funds				
Post	8 089.9	1 947.7	33	7
Non-post	944.1	508.0	-	-
Special-purpose funds	27 414.8	28 484.5	-	-
Programme support cost funds				
Post	-	4 675.3	-	20
Non-post	-	313.3	-	-
<b>Subtotal, A</b>	<b>36 448.9</b>	<b>35 928.9</b>	<b>33</b>	<b>27</b>
<b>B. United Nations Crime Prevention and Criminal Justice Fund</b>				
General-purpose funds				
Post	658.4	328.0	6	2

Category	Resources (thousands of United States dollars)		Posts	
	2006-2007	2008-2009	2006-2007	2008-2009
Non-post	219.9	-	-	-
Special-purpose funds	20 662.3	17 947.1	-	-
Programme support cost funds				
Post	-	1 904.2	-	8
Non-post	-	273.7	-	-
<b>Subtotal, B</b>	<b>21 540.7</b>	<b>20 452.9</b>	<b>6</b>	<b>10</b>
<b>C. Regular budget</b>				
Post	5 424.2	5 893.5	22	22
Non-post	1 489.8	1 393.7	-	-
<b>Subtotal, C</b>	<b>6 914.0</b>	<b>7 287.2</b>	<b>22</b>	<b>22</b>
<b>Grand total (A+B+C)</b>	<b>64 903.6</b>	<b>63 669.0</b>	<b>61</b>	<b>59</b>

43. General-purpose resources for subprogramme 3 at UNODC headquarters finance the Office of the Director and the Human Security Branch. Total general-purpose projections for 2008-2009 of \$2,783,700 provide for two posts in the Office of the Director (one D-2 and one GS (Principal level)) and for seven posts in the Human Security Branch (one P-5, one P-4, one P-3 and four GS (Other level)). Non-post resources will cover temporary assistance, consultants, travel of staff, hospitality and general operating expenses. The projected decrease in general-purpose expenditures of \$7,128,600 reflects the change in the budget presentation outlined in annex II and is offset by a programme support cost allocation of \$7,166,500, resulting in an overall increase of \$37,900 in combined general-purpose and programme support cost expenditure projections for 2008-2009.

44. Programme support cost resources for subprogramme 3 at UNODC headquarters mainly finance the Partnership in Development Branch. Those resources are allocated between the two UNODC funds according to the 75:25 cost-sharing ratio explained in annex II. The requirement of \$7,166,500 provides for 26 posts in the Partnership in Development Branch (1 D-1, 2 P-5, 5 P-4, 6 P-3, 1 P-2 and 11 GS (Other level)) and 2 posts in the Human Security Branch (2 GS (Other level)). The non-post resources cover temporary assistance, consultants and travel of staff.

45. The overall net increase in combined general-purpose and programme support cost requirements of \$37,900 may be summarized as follows:

(a) A net increase of \$106,900 for posts, reflecting: (i) an increase of \$367,500 following the conversion from general temporary assistance of one P-5 in the Human Security Branch for the Chief of the Anti-Trafficking Section; (ii) an increase of \$63,700 following the reclassification of a P-2 post to the P-3 level in the Partnership in Development Branch, Latin America and the Caribbean Section, which responds to the expansion of UNODC activities in that region; (iii) a decrease of \$32,900 following the outward redeployment of one P-5 post to the UNODC Country Office in the Islamic Republic of Iran in exchange for the inward redeployment of a P-4 post from that Office; (iv) a decrease of \$169,600 from the abolition of one P-5 post in the Partnership in Development Branch and of \$288,600 for the abolition of two P-4 posts in the Human Security Branch (vacant posts

frozen in 2006 for general-purpose savings); and (v) increases in standard salary costs of \$166,800;

(b) A net decrease under non-post resources of \$69,000, reflecting: (i) a decrease in temporary assistance and other staff costs of \$653,800 following the conversion to post of the resources for the Chief, Anti-Trafficking Section, position and reduced requirements for the Partnership in Development Branch; (ii) an increase of \$359,000 for consultants, required to assist in programme expansion and the strengthening of the substantive capacity of the field offices, as well as to broaden partnerships leading to joint programming; (iii) proposed increases under travel of \$225,400 to support field office management reviews and assist in strategic positioning, as well as to build, broker and strengthen partnerships with a view to programme expansion; and (iv) a net increase of \$400 in other operating costs.

46. Regular budget resources are set forth in section 16 (subprogramme 3) of the proposed programme budget. Subprogramme 3 will receive one third of the resources provided under section 22, International drug control, crime and terrorism prevention and criminal justice. In 2008-2009, regular budget resources total \$7,287,200, representing net growth of \$373,200. The funds set forth in section 16 provide for the continuation of 22 posts (\$5,893,500) and non-post resources of \$908,000, reflecting a decrease of \$115,100, which will cover temporary assistance, consultants and experts, travel of staff, contractual services and grants and contributions. The net reduction in non-post resources is offset in part by an increase in posts reflecting the delayed impact of one post (P-4) established in 2006-2007. The allocation under section 22 of \$485,667 for non-post resources provides for temporary assistance, consultants and experts, travel, contractual services, operating expenses and grants and contributions.

### Operations in the field

Table 12  
**Resource projections**  
**Subprogramme 3. Field offices**

Category	Resources (thousands of United States dollars)		Posts	
	2006-2007	2008-2009	2006-2007	2008-2009
<b>A. UNDCP Fund</b>				
General-purpose funds				
Post	13 985.3	7 887.7	132	23
Non-post	1 348.0	-	-	-
Special-purpose funds	106 554.6	121 823.5	-	-
Programme support cost funds				
Post	-	4 735.4	-	74
Non-post	-	2 230.5	-	-
<b>Subtotal, A</b>	<b>121 887.9</b>	<b>136 677.0</b>	<b>132</b>	<b>97</b>
<b>B. United Nations Crime Prevention and Criminal Justice Fund</b>				
General-purpose funds				
Post	4 961.8	2 957.6	1	8
Non-post	653.2	-	-	-

Category	Resources (thousands of United States dollars)		Posts	
	2006-2007	2008-2009	2006-2007	2008-2009
Special-purpose funds	17 489.9	34 611.2	-	-
Programme support cost funds				
Post	-	1 578.5	-	24
Non-post	-	743.5	-	-
<b>Subtotal, B</b>	<b>23 104.9</b>	<b>39 890.8</b>	<b>1</b>	<b>32</b>
<b>C. Regular budget</b>				
Post	-	-	-	-
Non-post	-	-	-	-
<b>Subtotal, C</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Grand total (A+B+C)</b>	<b>144 992.8</b>	<b>176 567.8</b>	<b>133</b>	<b>129</b>

47. International staff in UNODC field offices will be funded from general-purpose resources in 2008-2009, while local costs, including those for local staff, will be funded from programme support cost and special-purpose contributions. The general-purpose and programme support cost resources for field operations are allocated between the two UNODC funds according to the 75:25 cost-sharing ratio explained in annex II. Total general-purpose resources of \$10,845,300 will provide for 31 international posts in field offices (8 D-1, 12 P-5, 6 P-4 and 5 P-3). This represents a net decrease of four posts, or \$1,124,000 after taking into account increases in standard salary costs. Changes in the Professional posts in field offices include: (a) the abolition of one P-4 and one P-3 post following the closure of the Regional Office in Barbados in December 2006; (b) the abolition of one P-3 post in the Country Office in Colombia (frozen in 2006 for general-purpose fund savings); (c) the redeployment of one P-4 post for the Country Office in the Islamic Republic of Iran to UNODC headquarters (Partnership in Development Branch) and the inward redeployment of one P-5 post from the Partnership in Development Branch; (d) the downward reclassification of a P-5 post to the P-4 level in the Regional Office in Kenya owing to a stagnation in programme volume; (e) the abolition of a P-4 post in the Country Office in the Lao People's Democratic Republic (frozen in 2006 for general-purpose fund savings); (f) the transfer of a vacant P-3 from the Country Office in Myanmar to the Regional Office in Mexico, which took over responsibility for the Central America and the Caribbean region following the closure of the Regional Office in Barbados in December 2006; and (g) the downward reclassification of a D-1 post to the P-5 level in the Country Office in Peru to reflect equity in grade status in Latin American and the Caribbean offices with respect to programme volume. The overall decrease in general-purpose resources of \$10,103,000 reflects the reduction in international post costs of \$1,124,000 and the shift in 2008-2009 to fund field office local costs from programme support cost funds in line with the budget presentation and methodology changes described in annex II. The decrease is offset in part by a programme support cost allocation in 2008-2009 of \$9,287,800, resulting in an overall decrease of \$815,200 in the cost of UNODC field operations.

48. Total programme support cost resources for 2008-2009 are \$9,287,800, of which \$6,313,800 is for posts and \$2,974,000 is for non-post resources. Ninety-eight local posts are budgeted in field offices (27 National Programme Officer

(NPO) posts and 71 Local level posts) at a total cost of \$7,669,200. However, to more fairly attribute projects with their direct costs, field office local staff costs of approximately \$1,355,400 will be charged directly to special-purpose funded projects in 2008-2009 and the cost to programme support cost funds will be reduced to \$6,313,800, representing a net reduction of \$664,000 against 2006-2007 local post costs after taking into account increases in standard salary costs. Changes in Local level posts include: (a) the addition of one NPO in the Country Office in Afghanistan to strengthen programme capacity, offset in part by the abolition of one Local level post; (b) the abolition of one NPO and three Local level posts following the closure of the Regional Office in Barbados in December 2006; (c) an additional Local level post for the Regional Office in Brazil to strengthen programme capacity; (d) the abolition of one NPO post in the Country Office in Colombia to reduce costs, with the functions to be redistributed among project staff, offset by two additional Local level posts; and (e) one additional Local level post each for the Country Office in Peru and the Regional Office in Southern Africa to strengthen programme capacity.

49. Non-post resources of \$2,974,000 will cover travel, supplies, equipment and other operating costs in field offices. This represents an overall increase of \$972,800 in non-post costs over 2006-2007, which includes an increase of \$882,900 for general operating expenses that would provide for communication, operating expenses and rental and maintenance costs for the field offices. It also includes an increase in other staff costs of \$156,700, which would provide temporary assistance to augment support capacity during peak workload periods and for the replacement of staff during extended leave periods, and an increase of \$210,000 for travel, supplies and materials, furniture and equipment, and hospitality. These increases are offset by a reduction of \$276,800 for programme support costs, which will be saved by the mainstreaming of UNODC's service arrangements with the United Nations Development Programme with those of the wider United Nations Secretariat.

## VI. Programme support

50. The Division for Management supports policymaking organs, executive direction and management and substantive subprogrammes. The services are organized around six entities, the Financial Resources Management Service, the Human Resources Management Service, the Information Technology Service, the General Support Section, the Conference Management Service and the Security and Safety Service. The Conference Management and Security and Safety Services are not included in the sections below as they are reported for separately under sections 2 and 33, respectively, of the proposed programme budget for 2008-2009.

Table 13

### **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

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**Objective:** To provide efficient managerial, administrative, financial, human resource, information technology and other infrastructure support services to the substantive programmes of UNODC.

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*Expected accomplishments*

*Indicators of achievement*

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<i>Expected accomplishments</i>	<i>Indicators of achievement</i>
(a) Integrated and coordinated approach to financial controls, human resource systems, supply chain management, reporting and consolidated decision-making	(a) Increased number of redundant/duplicate data elements consolidated <i>Performance measures:</i> number of workflow applications that are integrated with the Integrated Management Information System (IMIS) and have more than one user group spanning different organizational units 2004-2005: 29 Estimate 2006-2007: 46 Target 2008-2009: 55
(b) Improved monitoring and control of programme budget and extrabudgetary resources	(b) Reduced percentage variance between extrabudgetary allotments and expenditure <i>Performance measures</i> 2004-2005: 28 per cent variance Estimate 2006-2007: 22 per cent variance Target 2008-2009: 20 per cent variance
(c) Improved integrity of financial data	(c) The absence of significant adverse audit findings related to other financial matters <i>Performance measures</i> 2004-2005: 0 adverse audit findings related to financial matters and accepted audit recommendations fully implemented in the course of the succeeding biennium Estimate 2006-2007: 0 adverse audit findings related to financial matters and accepted audit recommendations fully implemented in the course of the succeeding biennium Target 2008-2009: 0 adverse audit findings related to financial matters and accepted audit recommendations fully implemented in the course of the succeeding biennium
(d) Improved versatility of staff	(d) (i) Increase in the staff mobility index <i>Performance measures</i> 2004-2005: 25 per cent of staff demonstrated mobility Estimate 2006-2007: 40 per cent of staff demonstrated mobility Target 2008-2009: 60 per cent of staff demonstrated mobility (ii) Increase in the average number of training and other staff development activities completed per staff member <i>Performance measures:</i> number of training courses completed on average per staff member 2004-2005: 3.3 Estimate 2006-2007: 4 Target 2008-2009: 5
(e) Improved alignment of information and communication technology initiatives with the Organization's operational	(e) Increased proportion of information and communication technology initiatives that can be traced back to the information and communication

<i>Expected accomplishments</i>	<i>Indicators of achievement</i>
(e) Improved alignment of information and communication technology initiatives with the Organization's operational objectives	(e) Increased proportion of information and communication technology initiatives that can be traced back to the information and communication technology strategy <i>Performance measures:</i> Percentage of all applications that can be traced back to the information and communication technology strategy 2004-2005: n/a Estimate 2006-2007: 10 per cent Target 2008-2009: 25 per cent
(f) Enhanced level of quality and timeliness in the acquisition of goods and services	(f) (i) Increased percentage of respondents expressing satisfaction with the procurement service <i>Performance measures</i> 2004-2005: 77 per cent Estimate 2006-2007: 80 per cent Target 2008-2009: 80 per cent (ii) Reduction in procurement processing times <i>Performance measures:</i> days of processing time 2004-2005: 10 days Estimate 2006-2007: 9 days Target 2008-2009: 9 days

### **External factors**

51. The subprogramme is expected to achieve its objectives and accomplishments on the assumption that:

(a) The policies and procedures governing the common support services are coherent;

(b) Implementing partners cooperate by submitting timely and accurate financial reports;

(c) Discrepancies in conditions of service vis-à-vis other United Nations agencies do not adversely affect the retention of staff in hardship duty stations of UNODC operations;

(d) The evolution of technology and developments in related industries will not negatively affect the scope of services.

### **Outputs**

52. During the biennium, the following outputs will be delivered:

Administrative support services (regular budget and extrabudgetary):

(a) Programme planning, budget and accounts: preparation of the programme budget for the biennium 2010-2011 and budget performance reports for the biennium 2008-2009 (1 strategic framework, 1 budget and 2 performance reports); preparation of draft statements of programme budget implications for approval by Headquarters and provision of related services to the functional

commissions of the Economic and Social Council and other bodies; preparation of the UNODC consolidated budget for 2010-2011; review and clearance of funding agreements, preparation of financial reports to donor countries in compliance with agreements; review of United Nations Office at Vienna/UNODC accounting policies and preparation of the accounts for the adoption of the International Public Sector Accounting Standards; accounting, payroll, payment and disbursement of funds and treasury functions; formulation of administrative responses and monitoring of follow-up to the reports of various oversight bodies, including the Board of Auditors and the Joint Inspection Unit; provision of training and guidance on budgetary and financial issues, establishment of procedures, monitoring of allotment expenditures and maintenance of vacancy statistics; and management of extrabudgetary resources, in particular those pertaining to technical cooperation projects, including review of project documents, issuance of allocations, monitoring of expenditure implementation and financial reporting;

(b) Human resource management:

(i) Substantive and secretariat support to the UNODC central review bodies of the staff selection system; screening of applications for vacant posts; provision of advice to management on selection and placement issues; and administration of tests for recruitment of General Service category staff;

(ii) Implementation of staff development and learning programmes in the context of the central training programme of the Secretariat; provision of career support programmes, including programmes to promote mobility and to support performance management; implementation of mobility mechanisms, including specialized briefing and training; implementation of managed reassignments of entry-level Professional staff; support to managers and staff in the implementation of performance management, including monitoring to ensure consistency of application of the performance appraisal system; provision of related training and advisory services; and provision of counselling to staff on a broad range of concerns;

(iii) Provision of advice to management on the formulation, revision and implementation of personnel policies and rules; provision of legal advice and authoritative interpretations of the Staff Regulations and Rules; preparation and submission of respondents' replies to appeals filed before the Joint Appeals Board and representation of the Secretary-General at hearings; review of disciplinary matters referred to the Service; preparation of charges and compliance with due process requirements; and preparation and submission of written presentations to the Joint Disciplinary Committee and representation of the Secretary-General before the Committee at oral hearings;

(c) Information and communication technology services: applications support encompassing design, implementation and maintenance of workflow application systems, such as the United Nations Office at Vienna and UNODC enterprise resource planning systems (IMIS and Programme and Financial Information Management system (ProFi)) and specialized substantive programmes (e.g. the National Drug Control System and the International Drug Control System); development and maintenance of information technology and telecommunications infrastructure elements, applications and information technology procedures for business continuity/disaster recovery in cooperation with Headquarters, ensuring a

high level of availability of applications and data; end-user support on the effective use of computers through help-desk services and training of staff; enhancing services to the UNODC field offices so that field office staff have the same level of services and functionalities as the staff in Vienna; management of telecommunications services ranging from switchboard, telephone, cellular phone, satellite phone, videoconferencing and integrated messaging services, facsimile/electronic mail/short message service/voice mail over the Internet, wireless to personal digital assistants and personal computers/notebooks; management, support and enhancement of all new information- and communication-based security systems, including the person and vehicle access control and monitoring systems; upgrading of all connectivity and data systems, including the local area network, wide area network, storage area network, remote area network and Internet connectivity; and provision of a full range of remote-access services for staff working away from the office while on mission or off-site employment or working from home;

(d) Other support services: allocation of space and office planning and coordination of building services; inventory control and property management; administration of the garage; issuance of laissez-passer and other travel documents, provision of official travel, shipment of household goods and personal effects of staff to and from locations worldwide, related insurance requirements; operation and maintenance of transportation facilities; mail and pouch operations; registry and archival services; and management of commercial activities in Vienna; in addition, procurement of goods and services for UNODC activities at headquarters and in the field offices, including preparation and issuance of tenders; presentation of cases to the Committee on Contracts; monitoring of procurement procedures at headquarters and in the field; award of purchase orders and contracts and negotiation and execution of contracts for procurement of goods and services; and implementation of other innovative means to increase the efficiency and capacity of procurement both at headquarters and in the field.

Table 14  
**Resource projections: programme support<sup>a</sup>**

Category	Resources (thousands of United States dollars)		Posts	
	2006-2007	2008-2009	2006-2007	2008-2009
<b>A. UNDCP Fund</b>				
General-purpose funds				
Post	4 629.1	1 378.5	23	8
Non-post	3 889.3	841.2	-	-
Special-purpose funds	917.4	-	-	-
Programme support cost funds				
Post	-	5 869.8	-	30
Non-post	-	740.9	-	-

<sup>a</sup> In the biennium 2006-2007, there was no distinction between general-purpose and programme support cost funds in the UNDCP Fund. Therefore, for comparative purposes, the 2006-2007 programme support cost resources for the United Nations Crime Prevention and Criminal Justice Fund have been included with the general-purpose funds.

Category	Resources (thousands of United States dollars)		Posts	
	2006-2007	2008-2009	2006-2007	2008-2009
<b>Subtotal, A</b>	<b>9 435.9</b>	<b>8 830.4</b>	<b>23</b>	<b>38</b>
<b>B. United Nations Crime Prevention and Criminal Justice Fund</b>				
General-purpose funds				
Post	723.5	420.0	8	2
Non-post	591.2	319.9	-	-
Special-purpose funds	5 988.5	4 433.4	-	-
Programme support cost funds				
Post	-	1 788.6	-	9
Non-post	-	414.9	-	-
<b>Subtotal, B</b>	<b>7 303.2</b>	<b>7 376.9</b>	<b>8</b>	<b>11</b>
<b>C. Regular budget</b>				
Post	17 128.2	18 027.9	91	91
Non-post	19 184.2	19 556.6	-	-
<b>Subtotal, C</b>	<b>36 312.4</b>	<b>37 584.5</b>	<b>91</b>	<b>91</b>
<b>Grand total (A+B+C)</b>	<b>53 051.4</b>	<b>53 791.8</b>	<b>122</b>	<b>140</b>

53. In 2008-2009, the UNDCP Fund and the United Nations Crime Prevention and Criminal Justice Fund will allocate resources to the Division for Management from programme support costs. These will finance all related costs other than those relating to ProFi, shared support services and Board of Auditors and internal audit costs, which will continue to be funded from general-purpose funds. The general-purpose and programme support cost resources are allocated according to the 75:25 cost-sharing ratio explained in annex II. Total general-purpose resource requirements of \$2,959,600 provide for 10 posts for ProFi (1 P-3, 1 GS (Principal level)) and 8 GS (Other level)) and non-post resources covering temporary assistance, contractual services, travel of staff, communications, supplies, furniture and equipment and other general operating costs. The net decrease in general-purpose resources of \$6,873,500 reflects the move to fund most of the Division's support costs from programme support costs instead of from general-purpose funds (as described in annex II) and is offset by a programme support cost allocation of \$8,814,200. The overall increase against combined general-purpose and programme support cost resources for the Division for Management in 2008-2009 is \$1,940,700.

54. The Division for Management's programme support cost resource requirements for 2008-2009 total \$8,814,200. This provides for 20 posts in the Financial Resources Management Service (1 D-1, 1 P-4, 1 P-3, 3 GS (Principal level) and 14 GS (Other level)), 8 posts in the Human Resources Management Service (1 P-4 and 7 GS (Other level)), 7 posts in the Information Technology Service (1 D-1, 1 P-4, 1 GS (Principal level) and 4 GS (Other level)) and 4 posts in the General Support Section (4 GS (Other level)). Non-post resources cover temporary assistance, contractual services, workstation support fees for personal computers utilized by UNODC staff funded from extrabudgetary resources, travel and training of staff, furniture and equipment and other general operating expenses.

55. The net increase of \$1,940,700 against combined general-purpose and programme support cost resources is summarized as follows:

(a) An increase in requirements for posts of \$4,104,300. While no increase in the number or grade of posts is proposed, 15 GS (Other level) general temporary assistance positions that are of a continuing nature will be converted to posts in 2008-2009 in order to comply with the recommendations of the Advisory Committee on Administrative and Budgetary Questions on the use of temporary assistance for specific positions and approved budgetary practice (see A/54/7/Add.5, para. 38). The increase is attributable to: (i) an increase of \$2,460,000 following the conversion from general temporary assistance of 15 GS (Other level) posts; (ii) a full provision for six Information Technology Support and ProFi project posts (1 GS (Principal level) and 5 GS (Other level)) in 2008-2009 (financed in part from special-purpose funds in 2006-2007) (\$1,050,500); (iii) other increases, including from the return of staff charged to the United Nations Office of the Special Envoy for Kosovo and other programmes of limited duration (\$246,000); and (iv) increases in the standard salary costs for 2008-2009 of \$347,800. The increase in post costs is offset in part by a decrease in temporary assistance requirements of \$2,324,500, resulting in a net increase for staff costs of \$1,779,800;

(b) A decrease in non-post costs of \$2,163,600, reflecting: (i) a decrease in temporary assistance and other staff costs of \$2,324,100 resulting from the conversion of positions funded from temporary assistance to posts as detailed above; (ii) an increase of \$129,900 for contractual services that would provide for the maintenance of office automation equipment for UNODC both in Vienna and at its field offices, training and external printing and external audit fees; and (iii) a \$30,600 increase for travel, general operating costs, supplies and materials and furniture and equipment.

56. Regular budget requirements of \$1,030,500 are provided as programme support in section 16 of the proposed programme budget for 2008-2009. These resources are used to fulfil UNODC's information technology support needs, including specialized systems development for substantive needs, maintenance and support for workstations and networks and the acquisition and replacement of information technology equipment. Regular budget resources for the Division for Management of the United Nations Office at Vienna are provided against section 28F of the proposed programme budget for 2008-2009. The amount of \$36,554,000 provides for 91 posts and for non-post resources covering temporary assistance, travel of staff, contractual services, operating expenses, furniture and equipment and grants and contributions. It should be noted that while the Division for Management provides administrative support to UNODC, it also provides administrative support to other United Nations offices located in Vienna, including the Office for Outer Space Affairs, the International Trade Law Division, the secretariat of the United Nations Scientific Committee on the Effects of Atomic Radiation, the United Nations Information Service and the Office of Internal Oversight Services. The Division also provides some administrative support on a reimbursable common service basis to other international organizations based in the Vienna International Centre, namely, the International Atomic Energy Agency, the United Nations Industrial Development Organization and the Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization.

## VII. Financial position

### A. Fund of the United Nations International Drug Control Programme

57. The financial position of the UNDCP Fund is summarized in table 15. From 2008-2009, general-purpose funding will no longer be pooled with the programme-support costs recovered from special-purpose funds. It is anticipated that general-purpose income will decline by \$0.7 million (2 per cent), from \$29.7 million in 2006-2007 to \$29 million in 2008-2009. A decline in miscellaneous and interest income, which included unexpected exchange rate gains and higher interest rates in 2006-2007, offset by a small increase in contributions, account for this decrease. Programme-support cost income is expected to increase by \$2.5 million (16 per cent), from \$16.1 million in 2006-2007 to \$18.6 million in 2008-2009, owing mainly to a projected \$17.3 million (12 per cent) increase in special-purpose expenditure, from \$144.8 million in 2006-2007 to \$162.1 million in 2008-2009. Additional programme-support resources are expected to accrue to UNODC through the mainstreaming of its service arrangements with UNDP with those of the wider United Nations Secretariat.

58. Combined general-purpose and programme-support costs expenditure is projected to decrease by \$4.6 million (10 per cent), from \$44.4 million in 2006-2007 to \$39.8 million in 2008-2009. While the cost base in 2008-2009 continues to benefit from efficiencies, including the freezing of posts in 2006-2007 that are being proposed for abolition in 2008-2009, the main reason for this reduction is that from 2008-2009 onwards UNODC's general-purpose costs will be shared between the two UNODC funds based upon their estimated relative share of the total special-purpose project portfolio: a ratio of 75:25. Reductions in general-purpose expenditure against the Fund of UNDCP should result in a \$8.4 million increase in the related fund balance from \$5.4 million at the end of 2007 to \$13.8 million by the end of 2009. In view of this projected increase, UNODC aims to assign \$3.8 million to cover the remaining unfunded balance of the UNDCP end-of-service and post-retirement liabilities. The total end-of-service and post-retirement liabilities included in the UNDCP Fund statement of assets, liabilities and reserves and fund balances is \$18.4 million, including repatriation grant accruals. Since \$12 million of these liabilities can be met from the reserve established for this purpose (see A/61/5/Add.9), this reserve has been reclassified accordingly. A further \$2.6 million of the liabilities will be funded from the repatriation grant accruals of the Fund. In order to ensure appropriate cash flow, the \$3.8 million will be assigned to cover these liabilities in two equal instalments in each of the years of the biennium. These adjustments will make UNODC one of the first United Nations entities to cover all its end-of-service and post-retirement liabilities.

59. In 2008-2009, a further \$1.9 million of the programme-support cost fund balance will be set aside as an operational reserve. This adjustment ensures compliance with administrative instruction ST/AI/286, which stipulates that 20 per cent of estimated annual programme-support income should be set aside to protect against unforeseen shortfalls in delivery, inflation and currency adjustments or to liquidate legal obligations in cases of abrupt termination of activities financed from

extrabudgetary resources. It must be noted that all of these projections assume the absence of unforeseen cost changes, no further declines in general-purpose contributions and continued increases in programme implementation.

60. Special-purpose income increased by \$12.5 million (10 per cent) to \$132.9 million in 2006-2007 from \$120.4 million in 2004-2005 and is projected to grow by a further \$13.1 million (10 per cent) to \$146.0 million in 2008-2009. Most of these increases are expected to come from cost-sharing contributions from Brazil, Mexico and UNAIDS. The Netherlands has also pledged a substantial contribution for Central and Eastern Europe, while European Commission funding is steadily increasing across a wide range of projects. For the UNDCP Fund, programme delivery grew by 19 per cent in 2004-2005 and is expected to grow by a further 19 per cent in 2006-2007. In 2008-2009, delivery is expected to grow by a further 12 per cent. With increased programme implementation, UNODC expects that the special-purpose cash balance of \$43.5 million at the end of 2007 will be reduced to \$27.4 million by the end of 2009.

Table 15

**Drug programme: financial summary of the Fund of the United Nations  
International Drug Control Programme, 2006-2007 and 2008-2009**  
(Thousands of United States dollars)

Item	2006-2007 revised budget			2008-2009 initial budget				
	Special- purpose funds	General- purpose funds	Total	Special- purpose funds	General- purpose funds	Programme- support costs	Subtotal	Total
	a	b	c=a+b	a	b	c	d=b+c	e=a+d
<b>I. Funding</b>								
A. Cash balances at biennium start	55 409	6 421	61 830	43 496	5 420	2 422	7 842	51 338
<b>Total, A</b>	<b>55 409</b>	<b>6 421</b>	<b>61 830</b>	<b>43 496</b>	<b>5 420</b>	<b>2 422</b>	<b>7 842</b>	<b>51 338</b>
B. Income								
Contributions from Member States	107 162	23 219	130 381	111 500	23 600	-	23 600	135 100
Cost-sharing by Member States	22 816	-	22 816	41 596	-	-	-	41 596
Contributions from other governmental organizations	2 739	-	2 739	900	-	-	-	900
Contributions from international organizations	11 632	-	11 632	7 254	-	-	-	7 254
Public donations	565	-	565	550	-	-	-	550
Interest	2 269	5 433	7 702	2 500	5 200	-	5 200	7 700
Miscellaneous	1 817	1 051	2 868	250	250	-	250	500
Total income	149 000	29 703	178 703	164 550	29 050	-	29 050	193 600
Programme support adjustment	(16 086)	16 086	-	(18 553)	(272)	18 825	18 553	-
<b>Total, B</b>	<b>132 914</b>	<b>45 789</b>	<b>178 703</b>	<b>145 997</b>	<b>28 778</b>	<b>18 825</b>	<b>47 603</b>	<b>193 600</b>
<b>Total I (A+B)</b>	<b>188 323</b>	<b>52 210</b>	<b>240 533</b>	<b>189 493</b>	<b>34 198</b>	<b>21 247</b>	<b>55 445</b>	<b>244 938</b>
<b>II. Expenditure</b>								
Executive direction and management	-	1 202	1 202	1 493	1 669	-	1 669	3 162
Division for Treaty Affairs	3 176	24	3 200	3 287	-	-	-	3 287
Division for Policy Analysis and Public Affairs	6 764	7 379	14 143	6 963	6 202	-	6 202	13 165
Division for Operations								
Headquarters	27 415	9 034	36 449	28 485	2 456	4 989	7 445	35 930

Item	2006-2007 revised budget			2008-2009 initial budget				
	Special-purpose funds	General-purpose funds	Total	Special-purpose funds	General-purpose funds	Programme-support costs	Subtotal	Total
	a	b	c=a+b	a	b	c	d=b+c	e=a+d
Field offices	106 555	15 333	121 888	121 823	7 887	6 966	14 853	136 676
Division for Management	917	8 519	9 436	-	2 220	6 611	8 831	8 831
External executing agencies	-	2 877	2 877	-	-	798	798	798
<b>Total II</b>	<b>144 827</b>	<b>44 368</b>	<b>189 195</b>	<b>162 051</b>	<b>20 434</b>	<b>19 364</b>	<b>39 798</b>	<b>201 849</b>
<b>III. Cash balances (I-II)</b>	<b>43 496</b>	<b>7 842</b>	<b>51 338</b>	<b>27 442</b>	<b>13 764</b>	<b>1 883</b>	<b>15 647</b>	<b>43 089</b>
Transfer to operational reserve						(1 883)	(1 883)	(1 883)
Transfer to meet end-of-service and post-retirement liabilities					(3 756)	-	(3 756)	(3 756)
<b>Cash balances at biennium end</b>	<b>43 496</b>	<b>7 842</b>	<b>51 338</b>	<b>27 442</b>	<b>10 008</b>	<b>-</b>	<b>10 008</b>	<b>37 450</b>
<b>IV. Operational reserve</b>								
Balance at biennium start		12 000	12 000				-	-
Transfer to meet end-of-service and post-retirement liabilities		(12 000)	(12 000)				-	-
Transfer from cash balance			-			1 883	1 883	1 883
<b>Balance at biennium end</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1 883</b>	<b>1 883</b>	<b>1 883</b>

## B. United Nations Crime Prevention and Criminal Justice Fund

61. The financial position of the United Nations Crime Prevention and Criminal Justice Fund is summarized in table 16. In 2008-2009, as is the case for the Fund of UNDCP, the Fund's general-purpose resources will no longer be reported as having been pooled with the programme support costs recovered from special-purpose funds.

62. General-purpose income is projected to decline by \$0.4 million (10 per cent) from \$4.1 million in 2006-2007 to \$3.7 million in 2008-2009. A decline in interest income, resulting from a declining cash balance, accounts for this decrease. Programme-support cost income is expected to increase by \$1.6 million (27 per cent), from \$6 million in 2006-2007 to \$7.6 million in 2008-2009, mainly because of projected \$14.2 million (22 per cent) increase in special-purpose expenditure from \$65.0 million in 2006-2007 to \$79.2 million in 2008-2009. Additional programme-support resources are expected to accrue to UNODC through the mainstreaming of its service arrangements with UNDP requirements with those of the wider United Nations Secretariat.

63. Combined general-purpose and programme support cost expenditure is projected to increase by \$3.9 million (40 per cent), from \$9.8 million in 2006-2007 to \$13.7 million in 2008-2009 (\$6.4 million in general-purpose expenditures and \$7.3 million in programme support cost expenditures). While the cost base in 2008-2009 continues to benefit from efficiencies, including the freezing of posts in 2006-2007 that are being proposed for abolition in 2008-2009, the main reason for this increase is that from 2008-2009 the Fund will be required to bear a 25 per cent share of UNODC's total general-purpose budget, as compared with sharing only 25 per cent of its field office costs in 2006-2007. As stated above, this percentage is based on the Fund's share of UNODC's total special-purpose project

portfolio. By funding a 25 per cent share of total general-purpose requirements, the related Fund balance will decline by \$2.8 million, from \$4.0 million at the end of 2007 to \$1.2 million by the end of 2009. This decline is clearly unsustainable. Since this is the first budget presentation made to the Commission on Crime Prevention and Criminal Justice following the adoption of General Assembly resolution 61/252, it is hoped that Member States and other donors will assume responsibility for funding this budget and provide the necessary \$2.8 million increase in general-purpose contributions.

64. If additional general-purpose contributions are not provided to finance projected requirements of \$6.4 million, UNODC will have to implement significant cost-reduction measures during the course of 2008-2009 in order to ensure the solvency of the United Nations Crime Prevention and Criminal Justice Fund. These measures will have an impact upon UNODC's ability to support the Fund's special-purpose activities. It must be noted that the Fund is currently dependent on a single donor for almost 50 per cent of its general-purpose income.

Table 16

**Crime programme: financial summary of the United Nations Crime Prevention and Criminal Justice Fund, 2006-2007 and 2008-2009**  
(Thousands of United States dollars)

Item	2006-2007 revised budget			2008-2009 initial budget				
	Special-purpose funds <sup>a</sup>	General-purpose funds	Total	Special-purpose funds <sup>a</sup>	General-purpose funds	Programme-support costs	Subtotal	Total
	a	b	c=a+b	d	e	f	g=e+f	h=d+g
<b>I. Funding</b>								
A. Cash balances at biennium start	53 449	5 302	58 751	61 577	3 957	440	4 397	65 974
<b>Total, A</b>	<b>53 449</b>	<b>5 302</b>	<b>58 751</b>	<b>61 577</b>	<b>3 957</b>	<b>440</b>	<b>4 397</b>	<b>65 974</b>
B. Income								
Contributions	66 365	3 103	69 468	60 839	3 050	-	3 050	63 889
Cost-sharing	3 627	-	3 627	2 704	-	-	-	2 704
Contributions from international organizations	1 792	-	1 792	750	-	-	-	750
Public donations	1 179	-	1 179	507	-	-	-	507
Interest	4 052	800	4 852	5 200	500	-	500	5 700
Miscellaneous	3 016	163	3 179	2 300	150	-	150	2 450
Total income	80 031	4 066	84 097	72 300	3 700	-	3 700	76 000
Programme support adjustment	(5 962)	5 962	-	(7 584)	-	7 584	7 584	-
<b>Total, B</b>	<b>74 069</b>	<b>10 028</b>	<b>84 097</b>	<b>64 716</b>	<b>3 700</b>	<b>7 584</b>	<b>11 284</b>	<b>76 000</b>
<b>Total I (A+B)</b>	<b>127 518</b>	<b>15 330</b>	<b>142 848</b>	<b>126 293</b>	<b>7 657</b>	<b>8 024</b>	<b>15 681</b>	<b>141 974</b>
<b>II. Expenditure</b>								
Executive direction and management	-	-	-	-	556	-	556	556
Division for Treaty Affairs	19 523	69	19 592	20 765	-	-	-	20 765
Division for Policy Analysis and Public Affairs	1 291	630	1 921	1 489	1 855	-	1 855	3 344
Division for Operations								
Headquarters	20 662	878	21 540	17 947	328	2 178	2 506	20 453
Field offices	17 490	5 616	23 106	34 611	2 958	2 322	5 280	39 891

Item	2006-2007 revised budget			2008-2009 initial budget				
	Special-purpose funds <sup>a</sup>	General-purpose funds	Total	Special-purpose funds <sup>a</sup>	General-purpose funds	Programme-support costs	Subtotal	Total
	a	b	c=a+b	d	e	f	g=e+f	h=d+g
Division for Management	5 988	1 315	7 303	4 433	740	2 204	2 944	7 377
External executing agencies	-	1 245	1 245	-	-	571	571	571
<b>Total II (A+B)</b>	<b>64 955</b>	<b>9 752</b>	<b>74 707</b>	<b>79 245</b>	<b>6 437</b>	<b>7 275</b>	<b>13 712</b>	<b>92 957</b>
<b>III. Cash balances (I-II)</b>	<b>62 563</b>	<b>5 578</b>	<b>68 141</b>	<b>47 048</b>	<b>1 220</b>	<b>749</b>	<b>1 969</b>	<b>49 017</b>
Transfer to operational reserve						(749)	(749)	(749)
Transfer to meet end-of-service and post-retirement liabilities	(986)	(1 181)	(2 167)				-	-
<b>Cash balances at biennium end</b>	<b>61 577</b>	<b>4 397</b>	<b>65 974</b>	<b>47 048</b>	<b>1 220</b>	<b>-</b>	<b>1 220</b>	<b>48 268</b>
<b>IV. Operational reserve</b>			-					
Balance at biennium start			-				-	-
Transfer from cash balance			-			749	749	749
<b>Balance at biennium end</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>749</b>	<b>749</b>	<b>749</b>

<sup>a</sup> Includes the sub-fund for the United Nations Interregional Crime and Justice Research Institute.

65. The total end-of-service and post-retirement liabilities included in the Fund statement of assets, liabilities and reserves and fund balances is \$2.5 million, including estimated repatriation grant accruals of \$0.3 million. The remaining \$2.2 million balance of these liabilities was met by a transfer of \$1.2 million from the general-purpose fund balance and \$1 million from the special-purpose fund balance (relating to the United Nations Interregional Crime and Justice Research Institute) in 2006-2007. No further fund balance adjustments are required for this purpose and the Fund's end-of-service and post-retirement liabilities are fully funded. In 2008-2009, \$0.7 million of the programme support cost fund balance will be set aside as an operational reserve.

66. Special-purpose income increased in 2006-2007 by \$18.5 million (33 per cent) to \$74.1 million from \$55.6 million in 2004-2005 but is projected to decline by \$9.4 million (13 per cent) to \$64.7 million in 2008-2009. Of the \$18.5 million increase in 2006-2007, \$15 million pertained to a single project contribution. The receipt of a contribution of similar size has not been factored into the 2008-2009 projection. Project delivery grew by 182 per cent in 2004-2005 and is expected to increase by 122 per cent in 2006-2007. Since previous delivery improvements grew from a low base, the projected 2008-2009 increase in delivery is a more modest 22 per cent. This increase in project implementation will reduce the related special-purpose cash balance of \$61.5 million at the end of 2007 to \$47.0 million by the end of 2009.

## Annex I

### Allocation of special-purpose voluntary contributions

1. The programme of work financed with special-purpose voluntary contributions is projected to increase by \$31.5 million (15 per cent), from \$209.8 million in 2006-2007 to \$241.3 million in 2008-2009. The table below shows a breakdown by theme under each subprogramme and by region. The principal changes projected for 2008-2009, as compared with 2006-2007, are described below. In accordance with the request of the Advisory Committee on Administrative and Budgetary Committee that the United Nations Office on Drugs and Crime (UNODC) carefully monitor changing geographical needs (see E/CN.7/2005/9), the narrative below is presented by region and theme.

#### A. Allocation by region

2. In *Africa and the Middle East*, based on current funding prospects, a decrease of \$1 million (9 per cent) from \$10.9 million in 2006-2007 to \$9.9 million in 2008-2009 is projected for the Fund of the United Nations International Drug Control Programme. This does not mean that it is UNODC policy to reduce its activities in this, or indeed any, region. Should past growth rates be sustained and additional funding be obtained, programme volume could increase to \$16.2 million in 2008-2009. For the United Nations Crime Prevention and Criminal Justice Fund, an increase of \$6.9 million (41 per cent), from \$16.9 million in 2006-2007 to \$23.8 million in 2008-2009, is projected. Of this \$23.8 million, \$14.4 million (61 per cent) pertains to the large ongoing corruption prevention project in Nigeria. Other major new projects are planned in the area of criminal justice systems to support the African Union Commission's plan of action against drugs and crime, in the member States of the Southern African Development Community, in countries in post-conflict situations and in the Middle East. Increases are also expected in international cooperation in criminal justice matters, including activities to combat trafficking in persons and the smuggling of migrants in North and West Africa. Increased funding is expected from the European Commission, the United Nations Trust Fund for Human Security and other donors. Another focus of UNODC special-purpose activities is the development of a comprehensive, continent-wide approach aimed at establishing sustainable and integrated laboratory service facilities for drug and other forensic analyses.

## Programme of work funded from special-purpose voluntary contributions

	<i>Fund of the United Nations International Drug Control Programme</i>			<i>United Nations Crime Prevention and Criminal Justice Fund</i>			<i>Total United Nations Office on Drugs and Crime Funds</i>		
	<i>2006-2007</i>	<i>2008-2009</i>	<i>% change</i>	<i>2006-2007</i>	<i>2008-2009</i>	<i>% change</i>	<i>2006-2007</i>	<i>2008-2009</i>	<i>% change</i>
	<i>a</i>	<i>b</i>	<i>(b-a)/a</i>	<i>c</i>	<i>d</i>	<i>(d-c)/c</i>	<i>e=a+c</i>	<i>f=b+d</i>	<i>(f-e)/e</i>
<b>A. By theme</b>									
1. Rule of law									
(a) Ratification and implementation of conventions and protocols	3 253	2 442	-25	3 167	3 836	21	6 420	6 278	-2
(b) International cooperation in criminal justice matters <sup>a</sup>	38 647	45 804	19	16 357	16 869	3	55 004	62 673	14
(c) Criminal justice systems: more accessible, accountable and effective	1 066	888	-17	5 164	7 572	47	6 230	8 460	36
(d) Terrorism prevention	-	-	-	9 301	9 256	0	9 301	9 256	0
<b>Subtotal, A.1</b>	<b>42 966</b>	<b>49 134</b>	<b>14</b>	<b>33 989</b>	<b>37 533</b>	<b>10</b>	<b>76 955</b>	<b>86 667</b>	<b>13</b>
2. Policy and trend analysis									
(a) Threat and risk analysis	7 866	7 963	1	1 205	2 090	73	9 071	10 053	11
(b) Scientific and forensic capacity	7 087	8 891	25	-	-	-	7 087	8 891	25
<b>Subtotal, A.2</b>	<b>14 953</b>	<b>16 854</b>	<b>13</b>	<b>1 205</b>	<b>2 090</b>	<b>73</b>	<b>16 158</b>	<b>18 944</b>	<b>17</b>
3. Prevention, treatment and reintegration, and alternative development									
(a) Community-centred prevention	13 407	14 561	9	5 516	3 867	-30	18 923	18 428	-3
(b) Corruption prevention	-	-	-	14 751	26 250	78	14 751	26 250	78
(c) HIV/AIDS prevention and care	45 110	52 665	17	-	300	-	45 110	52 965	17
(d) Alternative development	22 161	20 411	-8	-	-	-	22 161	20 411	-8
(e) Treatment and rehabilitation of drug-dependent persons	4 403	4 573	4	-	-	-	4 403	4 573	4
(f) Prison reform	-	-	-	5 760	4 409	-23	5 760	4 409	-23
(g) Juvenile justice	5	200	100+	2 783	3 194	15	2 788	3 394	22
(h) Assistance to victims	65	-	-100	721	738	2	786	738	-6
<b>Subtotal, A.3</b>	<b>85 151</b>	<b>92 410</b>	<b>9</b>	<b>29 531</b>	<b>38 758</b>	<b>31</b>	<b>114 682</b>	<b>131 168</b>	<b>14</b>
4. Programme support	1 757	3 653	100+	230	864	100+	1 987	4 517	100+
<b>Total, A (A.1+A.2+A.3)</b>	<b>144 827</b>	<b>162 051</b>	<b>12</b>	<b>64 955</b>	<b>79 245</b>	<b>22</b>	<b>209 782</b>	<b>241 296</b>	<b>15</b>
<b>B. By region</b>									
Africa and the Middle East	10 942	9 922	-9	16 907	23 766	41	27 849	33 688	21
East-Asia, South-Asia and the Pacific	21 574	23 407	8	2 721	2 862	5	24 295	26 269	8
Central and West Asia	34 075	43 201	27	11 298	11 208	-1	45 373	54 409	20
Central and Eastern Europe	8 109	9 700	20	1 394	1 437	3	9 503	11 137	17
Latin America and the Caribbean	45 753	49 207	8	1 781	4 414	100+	47 534	53 621	13
Global	24 374	26 614	9	30 854	35 556	15	55 228	62 170	13
<b>Total, B</b>	<b>144 827</b>	<b>162 051</b>	<b>12</b>	<b>64 955</b>	<b>79 244</b>	<b>22</b>	<b>209 782</b>	<b>241 295</b>	<b>15</b>

<sup>a</sup> Includes the sub-fund for the United Nations Interregional Crime and Justice Research Institute.

3. In *East Asia, South Asia and the Pacific*, an increase of \$1.8 million (8 per cent), from \$21.6 million in 2006-2007 to \$23.4 million in 2008-2009, is projected for the UNDCP Fund. Project activities are expected to grow in South Asia, in particular in the areas of HIV/AIDS prevention and care. In Myanmar, the project portfolio is projected to increase by 7 per cent owing to growth in HIV/AIDS, prevention and care activities. Project activities in Viet Nam and those managed from the UNODC Regional Centre for East Asia and the Pacific in Bangkok are expected to decrease by 15 and 27 per cent, respectively. These decreases are foreseen in the areas of treatment and rehabilitation of drug-dependent persons as major projects are completed in 2007. Increased funding is expected from the European Commission, the Joint United Nations Programme on HIV/AIDS and other donors. Activities financed from the United Nations Crime Prevention and Criminal Justice Fund are projected to increase by \$0.2 million (5 per cent), from \$2.7 million in 2006-2007 to \$2.9 million in 2008-2009. Should funding for other crime projects in the early stages of development materialize, a larger increase will be possible.

4. In *Central and West Asia*, new partnerships, including with the World Bank, the European Commission, the Fund for International Development of the Organization of the Petroleum Exporting Countries and bilateral donors, are expected to result in an increase of \$9.1 million (27 per cent), from \$34.1 million in 2006-2007 to \$43.2 million in 2008-2009, for activities financed from the UNDCP Fund. The Afghanistan and Central Asia programmes will increase slightly, while project portfolios in the Islamic Republic of Iran and Pakistan are set to increase by more than 100 per cent. Projects on international cooperation in criminal justice matters, in particular in Afghanistan, the Islamic Republic of Iran and Pakistan, will focus, within the framework of the Paris Pact initiative, on strengthening border controls, key maritime trafficking routes and precursor control. Projects on community-centred prevention throughout the region will see additional expansions to address HIV/AIDS prevention and care. Alternative development in Afghanistan will target provinces achieving significant reduction in and eradication of opium poppy cultivation. Increased scientific and forensic capacity is envisaged to monitor opium production in Afghanistan. For the United Nations Crime Prevention and Criminal Justice Fund a small decrease of \$0.1 million (1 per cent) is projected for 2008-2009, owing mainly to the planned completion of a major prison system reform project in Afghanistan.

5. In *Central and Eastern Europe*, an increase of \$1.6 million (20 per cent) from \$8.1 million in 2006-2007 to \$9.7 million in 2008-2009 is projected for the UNDCP Fund. The increase reflects strong growth in HIV/AIDS prevention and care activities funded by the Netherlands and the European Commission. In the area of international cooperation in criminal justice matters, regional training initiatives will support the new enforcement services of the Russian Federation and will integrate CD-ROM enforcement training into the relevant programmes of European and Russian agencies. Activities of the Fund are expected to remain stable at \$1.4 million.

6. In *Latin America and the Caribbean*, an increase of \$3.4 million (8 per cent), from \$45.8 million in 2006-2007 to \$49.2 million in 2008-2009, is projected for the UNDCP Fund. The increase will be funded mainly through government cost-sharing, such as for HIV/AIDS prevention and care in Brazil, alternative development in Peru and community-centred prevention in Mexico. In international

cooperation in criminal justice matters, a major project is also envisaged in Brazil to combat drug trafficking (to be funded in large part by the Government). Activities of the United Nations Crime Prevention and Criminal Justice Fund are expected to increase by \$2.6 million (147 per cent), from \$1.8 million in 2006-2007 to \$4.4 million in 2008-2009, as a number of initiatives come online in international cooperation in criminal justice matters to combat human trafficking in Brazil, Mexico and Central America and in corruption prevention, in particular in Brazil.

7. With respect to *global activities*, an increase of \$2.2 million (9 per cent), from \$24.4 million in 2006-2007 to \$26.6 million in 2008-2009, is projected for the UNDCP Fund. Increased funding is expected from the Joint United Nations Programme on HIV/AIDS for HIV/AIDS prevention and care. A new project will build upon previous work in the area of threat and risk analysis. Projects aimed at improving data collection and reporting are expected to experience an increase in activity in 2008-2009. Increased funding is also expected in the area of scientific and forensic capacity following the adoption of Commission on Narcotic Drugs resolution 50/4, entitled "Improving the quality and performance of drug analysis laboratories". Activities of the United Nations Crime Prevention and Criminal Justice Fund are expected to increase by \$4.7 million (15 per cent), from \$30.9 million in 2006-2007 to \$35.6 million in 2008-2009. The increases are envisaged mainly in corruption prevention.

## **B. Allocation by theme**

### **1. Rule of law**

8. An increase of \$6.1 million (14 per cent), from \$43 million in 2006-2007 to \$49.1 million in 2008-2009, is projected for the UNDCP Fund under the rule of law subprogramme. The programme for the ratification and implementation of conventions and protocols is projected to decrease by \$0.8 million (25 per cent) from \$3.2 million in 2006-2007 to \$2.4 million in 2008-2009. An increase of \$7.2 million (19 per cent), from \$38.6 million in 2006-2007 to \$45.8 million in 2008-2009, is projected for international cooperation in criminal justice matters. Growth is anticipated in relation to the establishment of a drug control cooperation programme with the United Arab Emirates, the expansion of the container control pilot programme, a project to strengthen the capacity of the Brazilian Federal Police to combat drug trafficking, precursor control in South and South-West Asia, counter-narcotics training in Afghanistan, countering traffic in and consumption of Afghan opiates under the Paris Pact initiative, strengthening integrated border control in the Islamic Republic of Iran, border management and cross-border cooperation on Pakistan's western borders, the establishment of a Central Asian regional information and coordination centre for drug control and enhanced cross-border cooperation along the Tajikistan-Uzbekistan border. A decrease of \$0.2 million (17 per cent) is projected, from \$1.1 million in 2006-2007 to \$0.9 million in 2008-2009, for the criminal justice systems programme following the completion of a counter-narcotics criminal justice system project in Afghanistan.

9. For the United Nations Crime Prevention and Criminal Justice Fund, an increase of \$3.5 million (10 per cent) is projected, from \$34 million in 2006-2007 to \$37.5 million in 2008-2009. The programme for the ratification and implementation of conventions and protocols is projected to increase by \$0.6 million (21 per cent),

from \$3.2 million in 2006-2007 to \$3.8 million in 2008-2009, an increase that relates to assistance in the implementation of the Organized Crime Convention. An increase of \$0.5 million (3 per cent) is projected, from \$16.4 million in 2006-2007 to \$16.9 million in 2008-2009, for international cooperation in criminal justice matters. This increase pertains to a major project to combat organized crime in Cape Verde. The criminal justice system programme is expected to increase by \$2.4 million (47 per cent), from \$5.2 million in 2006-2007 to \$7.6 million in 2008-2009. Growth is anticipated in the areas of support for criminal justice reform in the Libyan Arab Jamahiriya, support for the implementation of the African Union's plan of action against crime, countering violence against women and children in South Africa, improving legislative and judicial capacity in the Islamic Republic of Iran to tackle organized crime, money-laundering and the promotion of mutual legal assistance. Terrorism prevention programme activities are expected to remain stable at \$9.3 million in 2006-2007 and 2008-2009.

## **2. Policy and trend analysis**

10. Under this subprogramme an increase of \$1.9 million (13 per cent), from \$15 million in 2006-2007 to \$16.9 million in 2008-2009, is projected for the UNDCP Fund. Expenditures for threat and risk analysis are expected to remain stable at \$7.9 million in 2006-2007 and 2008-2009. An increase of \$1.8 million (25 per cent), from \$7.1 million in 2006-2007 to \$8.9 million in 2008-2009, is projected in the area of scientific and forensic capacity. For the United Nations Crime Prevention and Criminal Justice Fund, an increase of \$0.9 million (73 per cent), from \$1.2 million in 2006-2007 to \$2.1 million in 2008-2009, is projected in the area of threat and risk analysis (monitoring and analysing crime trends).

## **3. Prevention, treatment and reintegration, and alternative development**

11. An increase of \$7.2 million (9 per cent), from \$85.2 million in 2006-2007 to \$92.4 million in 2008-2009, is projected for the UNDCP Fund under this subprogramme. Community-centred prevention is expected to increase by \$1.2 million (9 per cent), from \$13.4 million in 2006-2007 to \$14.6 million in 2008-2009. Growth pertaining to the United Nations/Mexico support mechanism for crime prevention is expected to offset decreases in South-East Asia and the Pacific resulting from the completion of major projects. An increase of \$7.6 million (17 per cent) is projected, from \$45.1 million in 2006-2007 to \$52.7 million in 2008-2009, under HIV/AIDS prevention and care. Increases are anticipated in prevention and care programmes for injecting drug users and in prison settings in Estonia, Latvia, Lithuania, Myanmar, Romania and the Russian Federation, as well as in strengthening the role of law enforcement in China's response to HIV and in the prevention of transmission of HIV among drug users in the countries of the South African Association for Regional Cooperation. Activities of the alternative development programme are expected to contract by \$1.8 million (8 per cent), from \$22.2 million in 2006-2007 to \$20.4 million in 2008-2009, as a result of the completion of major projects in Colombia and Myanmar, which will be offset in part by growth in related activities in Afghanistan. The programme for the treatment and rehabilitation of drug-dependent persons is expected to remain stable at \$4.5 million in 2006-2007 and 2008-2009.

12. For the United Nations Crime Prevention and Criminal Justice Fund, an increase of \$9.3 million (31 per cent), from \$29.5 million in 2006-2007 to \$38.8 million in 2008-2009, is anticipated. Community-centred prevention activities are expected to decrease by \$1.6 million (30 per cent), from \$5.5 million in 2006-2007 to \$3.9 million in 2008-2009, as a result of the completion of a large project under the global initiative to fight human trafficking. An increase of \$11.5 million (78 per cent), from \$14.8 million in 2006-2007 to \$26.3 million in 2008-2009, is projected in relation to the prevention of corruption. Growth is expected in a major anti-corruption programme in Nigeria, the expanding Global Programme against Corruption, the implementation of anti-corruption measures in Brazil and the establishment of a national anti-corruption directorate in Afghanistan. The prison reform programme will contract by \$1.4 million (23 per cent), from \$5.8 million in 2006-2007 to \$4.4 million in 2008-2009, following the completion of a major project in Afghanistan. The juvenile justice programme is projected to increase by \$0.4 million (15 per cent) from \$2.8 million in 2006-2007 to \$3.2 million in 2008-2009. This increase pertains to the building of criminal law and criminal justice capacity in Afghanistan. Activities in the area of assistance to victims of crime is expected to remain stable at \$0.7 million in 2006-2007 and 2008-2009.

13. Other increases for the UNDCP Fund of \$1.9 million (100+ per cent), from \$1.8 million in 2006-2007 to \$3.7 million in 2008-2009, are projected to strengthen the Independent Evaluation Unit, change management and image-building. For the United Nations Crime Prevention and Criminal Justice Fund, an increase of \$0.7 million (100+ per cent), from \$0.2 million in 2006-2007 to \$0.9 million in 2008-2009, is expected for increased support to the United Nations Interregional Crime and Justice Research Institute and strengthened image-building.

## Annex II

### **Budget presentation and methodology**

1. In its resolution 2007/12, the Economic and Social Council requested the Executive Director of the United Nations Office on Drugs and Crime (UNODC) to prepare the consolidated budget for the biennium 2008-2009, as well as for the biennium 2010-2011, based, inter alia, on the strategy for the period 2008-2011 for UNODC, and to incorporate the strategy into the United Nations strategic framework. In that regard, regulation 4.5 of the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation requires that the strategic framework be presented by programme and subprogramme and that there shall be congruence, to the extent possible, of the programmatic and organizational structure of the Secretariat. Rule 104.4 (c) further provides that the subprogramme structure shall, to the extent possible, correspond to an organizational unit, normally at the divisional level. In accordance with those rules and regulations, the UNODC consolidated budget for the biennium 2008-2009 presents an alignment of the strategy for the period 2008-2011 with the divisional structure of UNODC. The expected accomplishments and indicators of achievement presented in the budget have been harmonized with the three subprogrammes of programme 13 of the biennial programme plan for 2008-2009 (A/61/6 (Prog. 13)) and with the result areas identified in the UNODC strategy.

2. The format of the consolidated budget for the biennium 2008-2009 has been changed from that of previous biennia. In their resolutions 50/13 and 16/4, respectively, the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice also requested that the presentation of the consolidated budget for 2008-2009 take fully into account the recommendations of the Advisory Committee on Administrative and Budgetary Questions as contained in paragraph 4 of its report on the consolidated budget for the biennium 2006-2007 (E/CN.7/2005/13). In that report, the Advisory Committee pointed out that the absence of clearly defined objectives, benchmarks and quantifiable outputs made it difficult to determine whether UNODC operations were efficient, effective and economical. The Advisory Committee asked that UNODC maintain better coordination with the Budget Division of the Secretariat to ensure compliance with result-based budgeting modalities, as well as to ensure harmonization of budget terminology.

3. In its report on the inspection of programme management and administrative practices in UNODC, (MECD-2006-003), the Office of Internal Oversight Services recommended that UNODC harmonize its different planning documents, budget methodologies, presentation and substantive elements to include all logical framework components regardless of their source of funding, as well as its administrative, management and geographical components, and consolidate them into one. In that recommendation, the Office of Internal Oversight Services also stated that UNODC should use a uniform nomenclature and definitions to be in conformity with the terminology of the United Nations Secretariat.

4. Up to and including the biennium 2006-2007, the UNDCP Fund budget was presented in accordance with the harmonized budget model of the United Nations

funds and programmes. Starting with the biennium 2004-2005, that model was applied to the “consolidated budget”: a budget covering all UNODC resources (the requirements and regular budget estimates of both the UNDCP Fund and the United Nations Crime Prevention and Criminal Justice Fund) (see E/CN.7/2003/20). The harmonization of the UNODC budget with the budgets of the United Nations Children’s Fund, the United Nations Population Fund and United Nations Development Programme resulted in significant differences between UNODC’s consolidated budget and the proposed programme budget of the United Nations. The application of different formats and terminology to the same resources made UNODC’s budget formulation and presentation especially complex and confusing. In their respective resolutions 50/13 and 16/4, the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice invited the Advisory Committee on Administrative and Budgetary Questions to consider the problems associated with the presentation of the harmonized budget in those programmes financed in part through the regular budget, with the aim of facilitating comparison with their respective sections in the regular programme budget of the United Nations. For the biennium 2008-2009, the UNODC consolidated budget is harmonized with the relevant sections (16 and 28 (F)) of the United Nations proposed programme budget for the same financial period. This approach recognizes that, in accordance with rule 105.5 of the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation, the proposed programme budget of the United Nations should present all activities, whether financed from regular budget or extrabudgetary resources.

5. In preparing the consolidated budget for the biennium 2008-2009, UNODC has drawn upon the methodology applied to the determination of regular budget requirements. The revised budget for the current biennium is used as the basis against which changes are measured. Post costs are projected using the same 2008-2009 standard salary cost schedule used in the preparation of the proposed programme budget of the United Nations. That schedule projects, for example, an exchange rate of 0.84 Euro to the United States dollar and a 1.8 per cent annual rate of inflation for the Vienna duty station. Following a review of vacancy statistics, the consolidated budget for 2008-2009 applies a vacancy rate of 3 per cent for Professionals and 0 per cent for the General Service and related categories. Non-post requirements are presented at 2006-2007 rates.

6. The UNODC consolidated budget for the biennium 2008-2009 focuses on general-purpose resources of the UNDCP Fund and the United Nations Crime Prevention and Criminal Justice Fund. In that regard, the preparation of budgets financed from voluntary contributions, such as those credited to the two UNODC funds, must take closer account of anticipated income than is the case with respect to individual budget sections of the proposed programme budget of the United Nations. Cost increases against the regular budget are financed through increases in the assessed contributions paid by Member States. Cost increases against the UNODC consolidated budget must be absorbed from within existing resources. Because post costs cannot be reduced as efficiently as non-post costs, they have been costed at anticipated 2008-2009 rates. Non-post requirements have not been recosted and, in the case of general-purpose voluntary contributions, income projections do not support an increase in those costs.

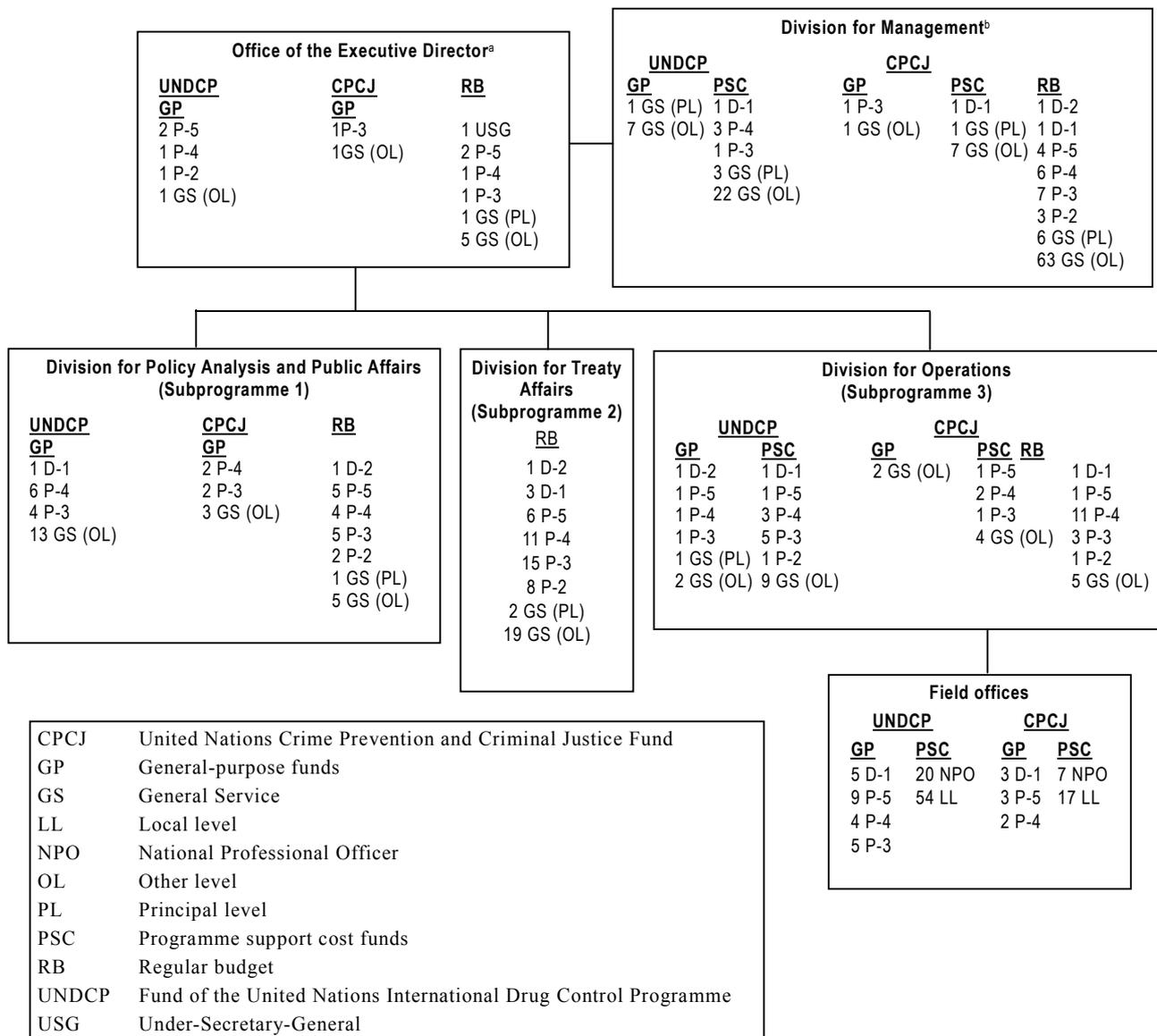
7. While the general-purpose resources presented in the present budget are recorded and reported against the two separate UNODC funds, the integration and rationalization of the UNODC drug and crime programmes, and their executive direction and management, programme and programme support, has required the harmonization of fund categories across the two funds and the establishment and application of clear cost-sharing criteria in order to ensure that the two funds bear an appropriate and proportionate share of those common costs. A simple cost-sharing formula has been established and will be applied in 2008-2009. The formula applies the percentage of total UNODC special-purpose expenditure attributable to the UNDCP Fund and the United Nations Crime Prevention and Criminal Justice Fund<sup>a</sup> respectively to the cost of common services in order to determine what share of those costs should be financed from UNDCP and the United Nations Crime Prevention and Criminal Justice general-purpose funds. In the biennium 2006-2007, the UNDCP Fund financed 75 per cent of UNODC's special-purpose activities and the United Nations Crime Prevention and Criminal Justice Fund financed the remaining 25 per cent. That ratio has been used to assign general-purpose funding requirements to the two funds in 2008-2009. It will be reviewed during the course of 2008-2009 and adjusted if necessary.

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<sup>a</sup> The figure for this Fund excludes the costs of the United Nations Interregional Crime and Justice Research Institute.

## Annex III

### United Nations Office on Drugs and Crime: organizational structure and post distribution for the biennium 2008-2009



<sup>a</sup> Includes regular budget posts contained in sections 1 and 16 of the proposed programme budget for the biennium 2008-2009.

<sup>b</sup> Includes the Financial Resources Management Service, the Human Resources Management Service, the Information Technology Service and the General Service Section of the Division for Management, the United Nations Office at Vienna and the United Nations Office on Drugs and Crime. All regular budget posts are represented in section 28F, Administration, Vienna.

## Annex IV

### **Draft resolution on the budget for the biennium 2008-2009 for the Fund of the United Nations International Drug Control Programme for adoption by the Commission on Narcotic Drugs**

1. The proposed budget for the biennium 2008-2009 for the Fund of the United Nations International Drug Control Programme is covered in the report of the Executive Director of the United Nations Office on Drugs and Crime (UNODC) on the consolidated budget for the biennium 2008-2009 for UNODC (E/CN.7/2007/17-E/CN.15/2007/18), submitted in accordance with Commission on Narcotic Drugs resolution 13 (XXXVI) and article X of the Financial Rules of the Fund. The report of the Advisory Committee on Administrative and Budgetary Questions on the consolidated budget for the biennium 2008-2009 for UNODC is contained in document E/CN.7/2007/18-E/CN.15/2007/19.

2. The following draft resolution, to be recommended to the Commission on Narcotic Drugs for adoption, summarizes the main issues contained in the report of the Executive Director with regard to the budget of the Fund of the United Nations International Drug Control Programme:

#### **Budget for the biennium 2008-2009 for the Fund of the United Nations International Drug Control Programme**

*The Commission on Narcotic Drugs,*

*Exercising* the administrative and financial functions entrusted to it by the General Assembly in its resolution 46/185 C, section XVI, paragraph 2, of 20 December 1991,

*Having considered* the report of the Executive Director of the United Nations Office on Drugs and Crime on the proposed budget for the biennium 2008-2009 for the Fund of the United Nations International Drug Control Programme<sup>a</sup> and the related recommendations of the Advisory Committee on Administrative and Budgetary Questions,

1. *Notes* that the budget is based, inter alia, on the strategy for the period 2008-2011 for the United Nations Office on Drugs and Crime, as approved by the Economic and Social Council in its resolution 2007/12;

2. *Also notes* that the budget is harmonized with the relevant sections (sections 16 and 28F) of the United Nations proposed-programme budget for the same financial period;<sup>b</sup>

3. *Further notes* that the budget focuses on general-purpose funds and that it also includes special-purpose funds and programme support costs earned on special-purpose contributions, as well as regular budget resources;

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<sup>a</sup> E/CN.7/2007/17-E/CN.15/2007/18.

<sup>b</sup> A/62/6.

4. *Notes* that the budget clearly distinguishes between general-purpose funds and programme support costs and that it harmonizes the use and management of these fund categories across the two funds of the United Nations Office on Drugs and Crime;

5. *Approves* the projected use of general-purpose funds in the biennium 2008-2009, and requests Member States to provide contributions totalling at least \$20,434,000;

6. *Endorses* the programme-support cost and special-purpose estimates as indicated below;

#### **Resource projections for the Fund of the United Nations International Drug Control Programme**

<i>Category</i>	<i>Resources (thousands of United States dollars)</i>		<i>Posts</i>	
	<i>2006-2007</i>	<i>2008-2009</i>	<i>2006-2007</i>	<i>2008-2009</i>
General-purpose funds				
Post	33 708.7	18 070.1	226	67
Non-post	7 782.4	2 363.9	-	-
Special-purpose funds	144 826.7	162 051.2	-	-
Programme support cost funds				
Post	-	15 280.4	-	124
Non-Post	-	3 284.7	-	-
External executing agencies	2 877.0	798.0	-	-
<b>Total</b>	<b>189 194.9</b>	<b>201 848.2</b>	<b>226</b>	<b>191</b>

7. *Notes* that the above estimated resource projections are subject to the availability of funding.

## Annex V

### **Draft resolution on the budget for the biennium 2008-2009 for the United Nations Crime Prevention and Criminal Justice Fund for adoption by the Commission on Crime Prevention and Criminal Justice**

1. The proposed budget for the biennium 2008-2009 for the United Nations Crime Prevention and Criminal Justice Fund is covered in the report of the Executive Director of the United Nations Office on Drugs and Crime (UNODC) on the consolidated budget for the biennium 2008-2009 for UNODC (E/CN.7/2007/17-E/CN.15/2007/18), submitted in accordance with paragraph 1 of part XI of General Assembly resolution 61/252 of 22 December 2006. The report of the Advisory Committee on Administrative and Budgetary Questions on the consolidated budget for the biennium 2008-2009 for UNODC is contained in document E/CN.7/2007/18-E/CN.15/2007/19.

2. The following draft resolution, to be recommended to the Commission on Crime Prevention and Criminal Justice for adoption, summarizes the main issues contained in the report of the Executive Director with regard to the budget of the United Nations Crime Prevention and Criminal Justice Fund:

#### **Budget for the biennium 2008-2009 for the United Nations Crime Prevention and Criminal Justice Fund**

*The Commission on Crime Prevention and Criminal Justice,*

*Exercising* the administrative and financial functions entrusted to it by the General Assembly in its resolution 61/252 of 22 December 2006,

*Having considered* the report of the Executive Director of the United Nations Office on Drugs and Crime on the proposed budget for the biennium 2008-2009 for the United Nations Crime Prevention and Criminal Justice Fund<sup>a</sup> and the related recommendations of the Advisory Committee on Administrative and Budgetary Questions,

1. *Notes* that the budget is based, inter alia, on the strategy for 2008-2011 for the United Nations Office on Drugs and Crime, as approved by the Economic and Social Council in its resolution 2007/12;

2. *Also notes* that the budget is harmonized with the relevant sections (sections 16 and 28F) of the United Nations proposed programme budget for the same financial period;<sup>b</sup>

3. *Further notes* that the budget focuses on general-purpose funds and that it also includes special-purpose funds and programme support costs earned on special-purpose contributions, as well as regular budget resources;

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<sup>a</sup> E/CN.7/2007/17-E/CN.15/2007/18.

<sup>b</sup> A/62/6.

4. *Notes* that the budget clearly distinguishes between general-purpose funds and programme support costs and that it harmonizes the use and management of these fund categories across the two funds of the United Nations Office on Drugs and Crime;

5. *Approves* the projected use of general-purpose funds in the biennium 2008-2009, and requests Member States to provide contributions totalling at least \$6,437,000;

6. *Endorses* the programme-support cost and special-purpose estimates as indicated below;

#### **Resource projections for the United Nations Crime Prevention and Criminal Justice Fund**

<i>Category</i>	<i>Resources (thousands of United States dollars)</i>		<i>Posts</i>	
	<i>2006-2007</i>	<i>2008-2009</i>	<i>2006-2007</i>	<i>2008-2009</i>
General-purpose funds				
Post	6 799.3	5 754.2	18	21
Non-post	1 707.9	682.8	-	-
Special-purpose funds	64 954.6	79 245.0	-	-
Programme support cost funds				
Post	-	5 271.3	-	41
Non-post	-	1 432.1	-	-
External executing agencies	1 245.0	571.0	-	-
<b>Total</b>	<b>74 706.8</b>	<b>92 956.5</b>	<b>18</b>	<b>62</b>

7. *Notes* that the above estimated resource projections are subject to the availability of funding.