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**Commission on Narcotic Drugs**

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Agenda item 3

**Policy directives to the drug programme of the United Nations Office on Drugs and Crime and strengthening the drug programme and the role of the Commission on Narcotic Drugs as its governing body, including administrative, budgetary and strategic management questions**

**Commission on Crime Prevention and Criminal Justice**

Reconvened twentieth session

Vienna, 12-13 December 2011

Agenda item 3

**Strategic management, budgetary and administrative questions**

**Consolidated budget for the biennium 2012-2013 for the United Nations Office on Drugs and Crime****Report of the Advisory Committee on Administrative and Budgetary Questions****I. Introduction**

1. The Advisory Committee on Administrative and Budgetary Questions has considered the report of the Executive Director on the consolidated budget for the biennium 2012-2013 for the United Nations Office on Drugs and Crime (UNODC) (E/CN.7/2011/16-E/CN.15/2011/22). During its consideration of the report, the Advisory Committee met with the Deputy Executive Director and other representatives of UNODC.

2. The consolidated budget for the biennium 2012-2013 for UNODC is to be submitted to the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice, pursuant to General Assembly resolutions 46/185 C and 61/252, section XI. During its consideration of the report of the Executive Director, the Advisory Committee was informed that, in response to a recommendation of the Joint Inspection Unit, as the two Commissions recommended, the Economic and Social Council, in its decision 2011/259, decided that the Commissions would hold joint meetings during their reconvened sessions to discuss administrative, budgetary and strategic management issues (see A/66/315/Add.1, para. 5). The first such joint meetings would take place in December 2011. It was expected that this development would enhance effectiveness



and efficiency by, inter alia, eliminating the need to present the same information separately to each Commission. **The Advisory Committee welcomes this development.**

3. The Advisory Committee notes from paragraph 3 of the report of the Executive Director that the Secretary-General's strategic framework for the period 2012-2013 identifies drug control, crime prevention and combating international terrorism in all its forms and manifestations as one of the eight priorities of the United Nations for the period 2012-2013 (see A/65/6/Rev.1).

## II. Format and presentation

4. As indicated in paragraph 4 of the report of the Executive Director, the consolidated budget for the biennium 2008-2009 for UNODC was the first presented in a results-based format (see E/CN.7/2007/17-E/CN.15/2007/18). In its related report, the Advisory Committee welcomed the efforts made in that regard by UNODC and recommended that further steps be taken to improve programme performance management (see E/CN.7/2007/18-E/CN.15/2007/19, para. 9). In its report on the consolidated budget for the biennium 2010-2011 for UNODC, the Advisory Committee encouraged UNODC to continue to develop and further refine the elements of its results-based framework (see E/CN.7/2009/14-E/CN.15/2009/24, para. 3).

5. With regard to the consolidated budget for the biennium 2012-2013, the Advisory Committee notes that additional improvements have been made to the results-based format, including the harmonization of the logical frameworks with those set out in section 16 of the proposed programme budget for 2012-2013 (A/66/6 (Sect. 16) and Corr.1). The Committee also notes that the updated strategy for UNODC for the period 2012-2015 will guide the formulation of clearly defined objectives and indicators of achievement, which will provide a framework to measure the performance of the Office. **The Advisory Committee remains of the view, however, that there is scope for further refinement of the results-based framework, particularly in terms of strengthening the relationship between indicators of achievement and the relevant performance measures.**

## III. Programme of work

6. The Advisory Committee notes from the report of the Executive Director that, in order to enhance the Office's effectiveness, accountability and control, the programme of work for 2012-2013 has been reorganized into seven subprogrammes, six of them thematic and one relating to policy guidance, operational responses and support to policymaking organs. Those subprogrammes are tailored to the global, regional, subregional and national priorities identified in full consultation with Member States, which have given rise to the integrated programme approach. Each subprogramme falls within the current three-division organizational structure, which allows for the leveraging of complementarities and synergies between divisions and field operations (E/CN.7/2011/16-E/CN.15/2011/22, paras. 6-8). **The Advisory Committee notes the reorganization of the programme of work so that it responds more clearly to the thematic priorities identified by UNODC.** The

Committee has commented in more detail on the integrated programme approach in paragraphs 26 to 28 below.

#### **IV. Consolidated income projections**

7. As indicated in paragraph 18 of the report of the Executive Director, while UNODC continues to strive for the greatest possible conceptual and operational integration of the drug and crime programmes, voluntary contributions are budgeted and accounted for separately under the Fund of the United Nations International Drug Control Programme and the United Nations Crime Prevention and Criminal Justice Fund. The financial position of the two funds is presented in section VII of the report and summarized in tables 25 and 26. The Advisory Committee notes from paragraph 18 of the report that, as was the case for the biennium 2010-2011, the consolidated budget for the biennium 2012-2013 focuses on the general purpose resources of the two funds, i.e., the unearmarked voluntary contributions that finance core elements of the executive direction and management of UNODC, as well as programme and programme support activities at headquarters (Vienna) and in the field. Those resources are also used to fund temporary advances for projects and other field operations.

8. A summary of the resource projections for UNODC for the bienniums 2010-2011 and 2012-2013 is provided in table 1 of the report of the Executive Director. The total resources projected for the biennium 2012-2013 amount to \$561,465,500, an increase of \$10,657,500, or 1.9 per cent, over the revised level of \$550,808,000 projected for 2010-2011. Of that amount, the combined projections for the Fund of the United Nations International Drug Control Programme and the United Nations Crime Prevention and Criminal Justice Fund, excluding the regular budget portion, are estimated at \$475,482,500. The remaining amount of \$85,983,000 is included in the proposed programme budget for the biennium 2012-2013 (A/66/6) under sections 1, 16, 23 and 29F. As indicated in paragraph 22 of the report, the consolidated budget for the biennium 2012-2013 presents, as it did in the biennium 2010-2011, a single general support budget and a single programme support cost budget which in each case includes both the drug programme and crime programme funds. The budgets for the two funds' project portfolios financed with special purpose resources remain separate, as most contributions are specifically earmarked under each fund.

9. With regard to the distribution of resources between headquarters and the field, the Advisory Committee notes from the supplementary financial information provided to it that \$317.0 million of the two funds' combined projected expenditures of \$475.5 million, or 67 per cent, will be allocated to the UNODC field offices, and \$157.7 million, or 33 per cent, will be allocated to UNODC headquarters. By way of comparison, during the bienniums 2010-2011 and 2008-2009, the proportion of resources allocated to field offices amounted to 64.5 per cent and 60 per cent, respectively, and the proportion allocated to UNODC headquarters amounted to 35.5 per cent and 40 per cent, respectively. The Advisory Committee also notes that 114 of the 243 posts of a continuing nature budgeted under the two funds for 2012-2013 are in field offices. As of 16 September 2011, an additional 1,183 project positions were financed from the two funds, of which only 119 are based at UNODC

headquarters (see also para. 15 below). **The Advisory Committee welcomes the increased focus by UNODC on activities in the field.**

10. In his report, the Executive Director indicates that, during the biennium 2012-2013, total general purpose expenditure for the drug programme and crime programme funds is expected to reach \$21.1 million, a net increase of \$500,000, or 2.4 per cent, over the 2010-2011 revised expenditure of \$20.6 million. The increase is due primarily to the strengthening of the Office of the Executive Director and the field office network and the establishment and upward reclassification of a number of posts (E/CN.7/2011/16-E/CN.15/2011/22, para. 27). Requirements against programme support cost resources are anticipated to increase by \$4.6 million, or 14.8 per cent, from \$31.2 million in 2010-2011 to \$35.8 million in 2012-2013. The increase mainly reflects the transfer of resources from general purpose funds to programme support cost funds (see para. 12 below), the strengthening of a number of organizational units, as well as recosting of posts against the 2012-2013 standard salary cost schedule used for the proposed programme budget of the United Nations (see E/CN.7/2011/16-E/CN.15/2011/22, para. 28). Total special purpose expenditure for the two funds is expected to increase slightly in 2012-2013, from \$415.5 million in 2010-2011 to \$418.5 million, reflecting a decrease in project delivery under the drug programme fund, offset by an increase in project delivery under the crime programme fund (see E/CN.7/2011/16-E/CN.15/2011/22, para. 29).

11. The Advisory Committee recalls that, during the biennium 2008-2009, UNODC faced a difficult financial situation, due partially to the global financial crisis, which resulted in a sharp decline in general purpose income in 2009 (see E/CN.7/2009/14-E/CN.15/2009/24, para. 6). During its consideration of the Executive Director's proposals for 2012-2013, the Committee was informed that, in order to address that situation, vacant posts at UNODC headquarters in Vienna had been frozen in 2009; the field office network had been restructured; and the number of positions in the field had been reduced. As a result, general purpose expenditures had been reduced to the level of projected income. The Committee notes from paragraph 24 of the current report of the Executive Director that general purpose income stabilized during the biennium 2010-2011 thanks to a one-time contribution of \$7 million to the drug programme fund, and that income projections for the biennium 2012-2013 are anticipated to be at a similar level as in 2011, for a total of \$21.5 million for the two years. **The Advisory Committee commends UNODC for the measures it has taken to stabilize its financial situation and expects that the Office will continue to closely monitor general purpose income and expenditure. In this connection, the Committee encourages UNODC to explore opportunities to further broaden its donor base.**

12. In paragraph 23 of his report, the Executive Director indicates that, in order to realign resources to the most directly applicable source of funding, several post and non-post items are being transferred between the general purpose fund and programme support cost funds in the biennium 2012-2013. Upon enquiry, the Advisory Committee was informed that the resources being transferred from the general purpose fund to programme support cost funds were those relating to support functions, such as posts in co-financing and partnership, advocacy, independent evaluation and some administrative functions, as well as the related non-post resources.

13. The Advisory Committee also notes from paragraph 23 of the report that UNODC is taking steps to review its funding model with a view to assessing the nature of support costs and their behaviour against programmatic activities and programme volumes, and re-evaluating the effectiveness of the current use of its funding sources. Upon enquiry, the Advisory Committee was informed that the existing funding model of UNODC was not aligned with integrated programming or with the purpose of its funding sources, relied overly on general purpose funds, was inconsistent in its cost recovery practices and offered limited predictive capabilities. Accordingly, and also bearing in mind the recommendation of the Joint Inspection Unit (see JIU/REP/2010/10, recommendation 5), UNODC had established an interdivisional task force to review its funding model and evaluate its effectiveness. The task force, which expected to complete its draft proposals by mid-2012, had decided that it would focus on the following four issues: programme delivery functions; proximity of functions to programme execution; cost behaviour; and adequacy of funding sources. It was seeking to propose a corporate model with clear approaches to the costing of activities, the full costing of outputs, the direct/indirect cost recovery of support functions and cost-to-volume predictions. The task force would also endeavour to identify simplified ways of assessing costs.

14. The Advisory Committee was further informed that the task force's efforts coincided with the initiative currently under way within the Office of Programme Planning, Budget and Accounts to review the cost recovery and programme support cost recovery arrangements of the United Nations Secretariat. The Committee notes from the comments of the Secretary-General on the recommendations of the Joint Inspection Unit that the target date for full implementation of the task force's proposals is the end of 2012 (see A/66/315/Add.1 and Corr.1, para. 9). **The Advisory Committee welcomes the decision by UNODC to take a critical look at its funding strategy with a view to evaluating and ultimately enhancing its effectiveness, and trusts that the task force will complete its work in a timely manner. The Committee looks forward to receiving information on the follow-up to the task force's proposals at the appropriate time.**

## V. Staffing proposals

15. Table 1 of the report of the Executive Director provides an overview of the human resources projected for UNODC for 2012-2013, as well as those approved for 2010-2011. As indicated in the table, 59 posts are proposed under general purpose funds and 184 under programme support cost funds. An additional 231 posts have been requested in the context of the proposed programme budget for the biennium 2012-2013. The Advisory Committee notes from the footnote to the table that posts funded from special purpose funds are not included in the 2012-2013 staffing tables, since many of those posts are of a temporary nature and subject to frequent changes, and they are not all administered by UNODC. Upon enquiry, the Advisory Committee was informed that, as at 16 September 2011, there were a total of 227 such posts (1 D-1, 20 P-5, 76 P-4, 68 P-3, 23 P-2 and 39 General Service (Other level)), as well as a further 950 project positions administered by the United Nations Development Programme. **While the Advisory Committee recognizes that these figures provide only a snapshot of the staff situation at any given time, it considers that the provision of such information would lead**

**to greater transparency regarding the overall staffing complement of UNODC. The Committee therefore recommends that the number and level of temporary posts funded from special purpose funds be included in future budget submissions.**

16. The Advisory Committee recalls that, in accordance with General Assembly resolution 35/217, section II, the concurrence of the Committee is to be sought for the establishment of new extrabudgetary posts at the D-1 level and above. In his report, the Executive Director is proposing the establishment of two such posts and the upward reclassification to the D-1 level or above of five posts.

17. In paragraph 116 (a) of his report, the Executive Director proposes the establishment, under general purpose funds, of one D-1 post of Representative, New York Liaison Office, citing the need to strengthen the delivery of services and coordination at the Office. According to the Executive Director, the proposed post is required to deal with the significantly expanded scope of work of the New York Liaison Office, as evidenced by increased calls from the General Assembly and the Security Council to mainstream drug control and crime prevention into the broader work of the United Nations, as well as the creation in 2011 of the United Nations system task force on transnational organized crime and drug trafficking as threats to security and stability, which is chaired jointly by UNODC and the Department of Political Affairs. It also responds to the need for greater coordination with new and existing United Nations bodies, agencies and commissions based in New York in the context of the “One United Nations” system, as well as the need for greater collaboration with external partners headquartered in North America.

18. During its consideration of the consolidated budget, the Advisory Committee was informed that, prior to 2004, the post of Representative, New York Liaison Office had been at the D-1 level and funded under general purpose funds. However, as part of the consolidated budget for the biennium 2004-2005, that post had been redeployed to the UNODC Regional Office for Central Asia, located in Uzbekistan. Since then, the functions of the post had been performed at the P-5 level through a post funded from the regular budget. The Committee was also informed, upon enquiry, that the most essential new function of the New York Liaison Office was the responsibility to lead the work by UNODC on the new system-wide task force referred to in paragraph 17 above. The Advisory Committee was provided, upon request, with the terms of reference of the task force. **Having considered the information provided to it, and in view of the additional responsibilities conferred on the New York Liaison Office due to the establishment of the task force, the Advisory Committee has no objection to the Executive Director’s proposal for the establishment of a new post, at the D-1 level, of Representative, New York Liaison Office.** The Advisory Committee notes, in this connection, that the UNODC organization chart provided to it at the time of its consideration of section 16 of the proposed programme budget for the biennium 2012-2013 did not make any reference to the proposed establishment of a new D-1 post in the New York Liaison Office. **In future, an organization chart giving a full picture of the current and proposed staffing of UNODC, regardless of source of funding, should be provided in the context of the proposed programme budget.**

19. It is also proposed to establish one new D-1 post of Chief, Research and Trend Analysis Branch. The incumbent would be responsible for managing the Branch and for directing and coordinating the research, analysis, scientific and forensic

activities of UNODC. He/she would guide and oversee the preparation of UNODC flagship publications, as well as the technical and analytical reports for which the Branch is responsible, and lead the development and promotion of indicators for the purposes of collecting data on drug and crime trends. The Advisory Committee notes from the report that the D-1 post had previously existed but was abolished in 2009 as part of the general purpose fund saving measures. According to the Executive Director, the post should be re-established to strengthen the management structure and improve the delivery of the subprogramme (see E/CN.7/2011/16-E/CN.15/2011/22, para. 104 (a)). **The Advisory Committee has no objection to the Executive Director's proposal.**

20. In paragraph 83 (d) of his report, the Executive Director proposes the upward reclassification from the D-1 to the D-2 level of the post of UNODC Representative at the Country Office in Afghanistan. The proposed reclassification reflects the expanded scope of responsibilities of the post, from implementation of the Afghanistan country programme to the development, launch, implementation, coordination and strategic oversight of the regional programme for Afghanistan and neighbouring countries, which covers eight countries including Afghanistan. It also reflects the dual role of this particular post, the incumbent of which also serves as the Senior Adviser to the Special Representative of the Secretary-General for Afghanistan and Head of the United Nations Assistance Mission in Afghanistan. Upon enquiry, the Advisory Committee was informed that the proposed reclassification reflected the efforts by UNODC to re-profile the post of Representative in Afghanistan in order to provide the appropriate high-level political guidance in counter-narcotics and criminal justice, as well as to promote more coherent international engagement in those key sectors. **The Advisory Committee has no objection to the proposed reclassification.**

21. Paragraph 43 (a) of the report contains a proposal to reclassify, from the P-5 to the D-1 level, the post of Chef de Cabinet in the Office of the Executive Director owing to the higher level of responsibilities associated with properly establishing the integrated Office of the Director-General/Office of the Executive Director as an integral part of the UNOV/UNODC senior management structure and delivering on the growing mandates of the Office. **The justification provided by the Executive Director is not sufficient to convince the Advisory Committee of the need for the proposed reclassification. The Committee therefore recommends against acceptance of the proposal.**

22. It is also proposed to reclassify, from the P-5 to the D-1 level, three posts of UNODC representative at the following offices: the Regional Office for Brazil and the Southern Cone; the Regional Office for Mexico, Central America and the Caribbean; and the Regional Office for West and Central Africa (see E/CN.7/2011/16-E/CN.15/2011/12, para. 83 (a)). The Executive Director indicates that the proposal responds to the development of new strategies for the countries covered by those Offices and the new partnership approach (see also para. 27 below), as well as the development of innovative responses to existing and emerging challenges, which will increase the responsibilities of the posts.

23. Upon enquiry, the Advisory Committee was provided with detailed information justifying the need for the proposed reclassifications. The Committee was informed, inter alia, that the Regional Office for Brazil and the Southern Cone and the Regional Office for Mexico, Central America and the Caribbean were in the

process of transitioning to liaison and partnership offices, which entailed an increased focus on advocacy, greater visibility, enhanced partnership-building and expanded resource mobilization activities. The new liaison and partnership offices would support the expansion of the UNODC capacity to deliver specialized technical cooperation and policy advice, including through strengthened regional cooperation initiatives. Upon enquiry as to the status of the new Offices, the Committee was informed that the Government of Mexico had approved the substance of a concept note describing the nature and functions of the liaison and partnership office in September 2011 and was now working with UNODC to make the required amendments to the host country agreement. Discussions were still ongoing regarding the re-profiling of the Regional Office for Brazil and the Southern Cone. **In view of the justification provided by the Executive Director, the Advisory Committee has no objection to the proposed reclassifications.**

24. With regard to the Regional Office for West and Central Africa, the Advisory Committee was informed, upon enquiry, that UNODC was implementing an ambitious regional programme for West Africa for the period 2010-2014, the total budget of which amounted to \$190 million. The regional programme was, inter alia, supporting the implementation of the Economic Community of West African States (ECOWAS) Political Declaration on the Prevention of Drug Abuse, Illicit Drug Trafficking and Organized Crime in West Africa and the related Regional Action Plan. In that context, a pledge to ECOWAS of 20 million euros from the European Union, as well as other pledges to the UNODC regional programme and a major new partnership between the European Union, Nigeria and UNODC in the area of organized crime, human trafficking/smuggling of migrants, anti-corruption and justice sector reform, would lead to a significant expansion of programme activities. **In view of the justification provided by the Executive Director, the Advisory Committee has no objection to the proposed reclassification.**

25. **The Advisory Committee trusts that the new and reclassified posts referred to above will further strengthen the capacity of UNODC to successfully implement its mandate.**

## **VI. Other matters**

26. Paragraphs 9-14 of the report of the Executive Director describe the evolution of the integrated programme approach launched by UNODC during the biennium 2008-2009. The aims of the new approach, which comprises multi-year thematic, regional and country programmes and whose implementation was endorsed by the Commission on Narcotic Drugs in its resolution 52/13 and by the Commission on Crime Prevention and Criminal Justice in its resolution 18/3, are to (a) enhance regional and national ownership of UNODC technical cooperation; (b) enhance cooperation with United Nations partners and multilateral bodies by mainstreaming the fight against organized crime, corruption and illicit trafficking into a broader development agenda; and (c) maximize the comparative advantages of UNODC in upstream policy and normative support and in the promotion of strategic cross-border initiatives by regional entities and partner countries.

27. The Advisory Committee notes from the report that, during the biennium 2010-2011, UNODC moved forward with the development and release of



thematic programmes for each of its thematic priorities. Each thematic programme provides a conceptual synthesis of the work of UNODC on a given thematic priority and is designed to provide Member States with a clear overview of the relevant policy framework of the Office. The integrated regional and country programmes developed by UNODC take a bottom-up approach, tailoring the Office's normative policy and global initiatives to regional and national priorities and needs. Each regional programme is developed on the basis of full consultation at the field level with regional entities and partner countries, with individual country programmes created for countries which may require a more intensive, focused set of interventions. The Committee further notes from the report that the process of regional prioritization and review has resulted in a review of the strategic engagement of UNODC with the middle-income countries, leading to a more upstream approach that reinforces national strategies in developing innovative responses to existing and emerging challenges. A feature of that approach is the proposed negotiation of host country agreements to create UNODC partnership and liaison offices in various countries (see also paras. 22 and 23 above).

28. The Executive Director indicates that there is full complementarity between the thematic and regional programmes, since the two tools are mutually reinforcing and have been designed to ensure the effective implementation of normative policy in support of the relevant United Nations conventions and protocols. He further states that the cornerstone of the integrated programme approach is the interdepartmental task teams, which were established to harness relevant expertise across the existing subprogrammes and to formulate thematic programmes for the period 2012-2013. The teams bring together participants from all the thematic branches and relevant corporate policy areas, as well as members of the relevant UNODC field office, and are convened periodically for each region at headquarters. Upon enquiry, the Advisory Committee was informed that the meetings of the task teams would not give rise to additional travel costs, since they would either take place on the margins of other scheduled events or be conducted via videoconference. **The Advisory Committee welcomes the shift from a project-based to a programmatic approach, and the corresponding focus on enhancing the strategic engagement of UNODC with its partners and on ensuring regional and national ownership of technical cooperation activities. The Committee expects that the next budget submission will contain an update on the status of implementation of the approach, as well as information on the specific results achieved. The Committee also trusts that the integrated programme approach will lead to strengthened cooperation and coordination between UNODC and special political missions and peacekeeping operations on matters falling within the Office's purview.**

29. The Advisory Committee notes from paragraph 37 of the report that, as requested by the Commission on Narcotic Drugs in its resolution 52/14 and by the Commission on Crime Prevention and Criminal Justice in its resolution 18/6, a sustainable, effective and operationally independent evaluation unit was re-established in the biennium 2010-2011. During the biennium 2012-2013, the Executive Director is proposing to strengthen the Independent Evaluation Unit with three posts funded from the regular budget (1 P-5, 1 P-4 and 1 P-3) and one post (General Service (Other level)) funded from programme support funds. Additional resources in the amount of \$1,185,300 will be provided from special purpose funds (see E/CN.7/2011/16-E/CN.15/2011/22, paras. 37, 42 and 43). Upon enquiry, the

Advisory Committee was provided with the following table showing the resource projections for the Independent Evaluation Unit for the biennium 2012-2013:

<i>Category</i>	<i>Resources (thousands of United States dollars)</i>	<i>Posts</i>
<b>A. General purpose funds</b>		
Post	-	-
Non-post	-	-
<b>Subtotal</b>	<b>-</b>	<b>-</b>
<b>B. Programme support cost funds</b>		
Post (1 General Service (Other level))	182.1	1
Non-post	-	-
<b>Subtotal</b>	<b>182.1</b>	<b>1</b>
<b>C. Special purpose funds</b>		
Drug programme fund	1 185.3	-
Crime programme fund	-	-
<b>Subtotal</b>	<b>1 185.3</b>	<b>-</b>
<b>D. Regular budget</b>		
Post (1 P-5, 1 P-4, 1 P-3)	822.7	3
Non-post	-	-
<b>Subtotal</b>	<b>822.7</b>	<b>3</b>
<b>Total</b>	<b>2 190.1</b>	<b>4</b>

30. The Advisory Committee was also informed, upon enquiry, that the special purpose funds referred to above would allow for the conduct of evaluations at the project and programme levels, the development of evaluation capacity and evaluation management training. Resources would also be used to develop and establish an evaluation culture at Vienna and in field offices, by ensuring follow-up to the implementation of evaluation recommendations, training evaluation focal points at headquarters and in the field, developing an evaluation website and corresponding search engine, and providing Member States with information on evaluation findings. The core functions of the Unit are described in detail in paragraph 39 of the report. From paragraph 38 of the report, the Committee notes that, since January 2010, the Independent Evaluation Unit has guided over 70 independent project evaluations across UNODC. In table 5 of the report of the Executive Director it is indicated that two in-depth evaluations will be carried out during the biennium 2010-2011 and that two more are planned for the biennium 2012-2013.

31. **In view of the emphasis placed by the United Nations system on monitoring and evaluation, the Advisory Committee welcomes the re-establishment of dedicated evaluation capacity in UNODC and supports its strengthening. The Committee expects that the next budget submission will contain detailed information on the evaluation activities undertaken by the Unit during the biennium 2012-2013 and on the specific measures taken to implement the evaluation findings.**

32. On a related matter, the Advisory Committee notes that, in response to the recommendation of the Joint Inspection Unit that an internal system be created to

monitor the implementation of recommendations made by oversight bodies, UNODC is currently exploring the feasibility of expanding its existing audit tracking database to enable electronic tracking of the implementation of relevant recommendations. The target for full implementation of the Joint Inspection Unit's recommendation is mid-2012 (see A/66/315/Add.1, para. 16). **The Advisory Committee expects that information on the status of the database will be included in the next budget submission.**

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