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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: work of the United Nations Office on Drugs and Crime and policy directives

Commission on Crime Prevention and Criminal Justice

Twentieth session

Vienna, 11-15 April 2011 Items 3, 6 and 8 of the provisional agenda*** Strategic management, budgetary and administrative questions

World crime trends and emerging issues and responses in the field of crime prevention and criminal justice

Use and application of United Nations standards and norms in crime prevention and criminal justice

Activities of the United Nations Office on Drugs and Crime

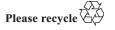
Report of the Executive Director

Summary

The present report outlines the activities of the United Nations Office on Drugs and Crime during 2010 in the areas of the rule of law; prevention, treatment and reintegration; research, trend analysis and scientific and forensic support; and executive direction and management. It includes reporting on the realignment of the functions of the Division for Treaty Affairs and the Division for Operations of the Office pursuant to General Assembly resolution 65/227. During the period under review, the United Nations Office on Drugs and Crime supported Member States through research, normative work and field-based technical cooperation programmes. The report also provides information on the follow-up to the Political Declaration and Plan of Action on International Cooperation towards an Integrated and Balanced Strategy to Counter the World Drug Problem.

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I. Introduction and strategic orientation

- 1. In 2010, the United Nations Office on Drugs and Crime (UNODC) worked towards advancing the Secretary-General's goal of reform aimed at adapting the United Nations to current global challenges. Those challenges include achieving security and justice, preventing terrorism, attaining universal access to health and shielding people from drug addiction and HIV, helping countries to fight transnational organized crime, protecting women, men and children from being trafficked, abused and enslaved, and protecting communities from corruption.
- 2. In accordance with the Millennium Development Goals, UNODC has continued to promote security and development by focusing on five thematic areas, namely, organized crime and trafficking in illicit drugs, persons and firearms; criminal justice reform and crime prevention; corruption; drug use and HIV among drug users, prisoners and other vulnerable groups; and prevention terrorism. Corresponding thematic programmes have been developed by the Office to provide policy guidance in the respective sectors. UNODC has built on its comparative advantages to confront these global challenges through three interconnected pillars of work, research, implementation of the conventions and operations in the field, in assisting Member States in formulating and implementing policies. At the core of the UNODC mandates is a commitment to human rights and to the construction of effective, transparent and accountable systems of criminal justice.
- 3. Key priorities for UNODC in the past year have included improving dialogue with Member States, partner international organizations, civil society and the private sector, and further enhancing the policy profile of UNODC in line with its mandates. UNODC also worked on increasing its visibility in the General Assembly, the Security Council, the Economic and Social Council and the governing and treaty-based bodies. Focus has been placed on strengthening coordination with other United Nations entities in the context of the United Nations Development Group, at the global, regional and national levels.
- 4. Over the past two years, Governments, with the assistance and expertise of the Secretariat, have launched a number of regional programmes to promote security and the rule of law. The programmes are aligned with regional and national policies and priorities, and promote ownership by partner countries. They are coordinated with other multilateral development agencies and encourage mutual accountability for results. For an overview of the progress made by the UNODC regional programmes, see the report of the Executive Director on support for the development and implementation of the regional programmes of UNODC (E/CN.7/2011/6-E/CN.15/2011/6).
- 5. The Commission on Narcotic Drugs, in its resolution 52/13, and the Commission on Crime Prevention and Criminal Justice, in its resolution 18/3, called for the establishment of a standing open-ended intergovernmental working group on improving the governance and financial situation of UNODC, which the Economic and Social Council approved in its decision 2009/251. The working group is mandated to discuss and formulate recommendations on how to improve the governance and financial situation of UNODC. Framing priorities for the future and attracting more resources will require work of a high standard and impact from

UNODC, and more tangible and sustainable results. The mandate of the working group is due for consideration by the commissions in 2011.

- 6. While the issues that UNODC addresses are all global challenges and high priorities for the United Nations, the General Assembly allocates to UNODC less than 1 per cent of the regular budget of the United Nations. A number of steps have been taken to address the financial situation of the Office, including to attract additional resources from the United Nations regular budget, a major cost-cutting effort in 2009 and some progress achieved in broadening the donor base. However, the Office needs more adequate funding to be able to continue to meet the growing demand for its services. There is a real risk of a deficit in the UNODC budget in 2011 given the decline over the past two years in general-purpose contributions. Unless this can be averted, the Office will be forced to downsize a number of vital support and operational services.
- 7. The more the demand for the services of UNODC grows, the more precarious its core operations become. If UNODC is to remain viable in the medium to long term, it needs a more efficient governance system and a funding model that is sustainable, predictable and stable, which combines additional regular budget resources with voluntary contributions, and that will strengthen the institutional capacity to deliver, manage and monitor the Office's technical assistance programmes.

II. Rule of law

A. Supply reduction

- 8. Effective responses to organized crime require knowledge and the productive analysis of information transformed into operational intelligence. UNODC programme assistance supported States in that effort through such initiatives as the Central Asian Regional Information Coordination Centre, the Criminal Information Centre to Combat Drugs, in Qatar, the Triangular Initiative, and the West Africa Coast Initiative, which have collectively added to the effectiveness of domestic countermeasures.
- 9. UNODC helps law enforcement agencies to identify and inspect high-risk containers, adaptable for trafficking in illicit drugs and precursor chemicals. The Container Control Programme has developed stronger border management procedures through the establishment of inter-agency port control units and training, promoted inter-agency cooperation and enabled direct exchange of operational information between authorities. In 2010, the Programme led to seizures by the joint port control units that included 94 kilograms (kg) of heroin, 430 kg of cocaine, 3.78 tons of cannabis, 15.8 tons of acetic anhydride, over 6,000 cartons of counterfeit footwear, 905 master cases containing, in total, 9.05 million counterfeit cigarettes, approximately 2,000 boxes of various other counterfeit cigarettes, several containers of fake products, such as cloth, toothpaste and babies' nappies, as well as various containers with misdeclared goods.
- 10. The Airport Communication Project, started in January 2010, established specialized anti-trafficking units at international airports to target illicit drug trafficking. Cape Verde, Mali, Nigeria and Senegal were the participating countries

- in 2010. This initiative, supported by the World Customs Organization and the International Criminal Police Organization (INTERPOL), will upgrade professional skills, introduce new work practices and build stronger partnerships between drug enforcement agencies.
- 11. In partnership with the World Customs Organization, UNODC is building the capacity of customs services and other border control agencies to identify and prevent illicit cash smuggling across borders. New procedures and the enhancement of existing practices have been developed to interdict and investigate illicit cash movements, to forfeit such funds and to identify the criminal networks involved.

B. Transnational organized crime

- 12. The fifth session of the Conference of the Parties to the United Nations Convention against Transnational Organized Crime was held in Vienna in October 2010, marking the tenth anniversary of the adoption of the Convention. The Conference of the Parties reflected on the importance of universal adherence and full implementation of the Convention and underlined its relevance in responding to traditional and emerging forms of transnational organized crime.
- 13. Efforts to promote ratification of the Organized Crime Convention and its Protocols were bolstered by a General Assembly high-level meeting and special treaty event on transnational organized crime convened pursuant to General Assembly resolution 64/179 and held in June 2010. As at 1 November 2010, the Convention had been ratified by 157 States, the Protocol to Prevent, Suppress and Punish Trafficking in Persons, Especially Women and Children, supplementing the Convention,² by 141 States, the Protocol against the Smuggling of Migrants by Land, Sea and Air³ by 125 States and the Protocol against the Illicit Manufacturing of and Trafficking in Firearms, Their Parts and Components and Ammunition⁴ by 82 States. In 2010, UNODC assisted States in implementing the Convention and its Protocols through training and workshops on international cooperation, organized crime and terrorism, and investigating and prosecuting the crimes of smuggling of migrants and trafficking in persons.
- 14. UNODC has engaged in tackling new and emerging forms of transnational organized crime by enhancing regional and national-level responses to cybercrime and environmental crime and by increasing the capacity of States to prosecute maritime piracy. The Commission on Crime Prevention and Criminal Justice considered the issue of protection against trafficking in cultural property at its nineteenth session.⁵
- 15. The UNODC Counter-Piracy Programme, which focuses on supporting Kenya's piracy prosecutions, began in May 2009 and has greatly expanded in 2010, delivering more than \$8 million in assistance activities in Kenya, Seychelles and

¹ United Nations, Treaty Series, vol. 2225, No. 39574.

² Ibid., Treaty Series, vol. 2237, No. 39574.

³ Ibid., Treaty Series, vol. 2241, No. 39574.

⁴ Ibid., Treaty Series, vol. 2326, No. 39574.

⁵ Official Records of the Economic and Social Council, 2010, Supplement No. 10 (E/2010/30), chap. II, and Economic and Social Council resolution 2010/19.

Somalia. The Programme provides capacity-building to police, prosecutors, courts and prisons to ensure that piracy trials and detentions are fair and efficient and take place within a sound rule of law framework with due respect for human rights. While UNODC support concentrates on piracy trials, the delivery strategy ensures that that investment benefits the national criminal justice system as a whole, through access to training, introduction of improved practices and procedures, infrastructure development and the development of cooperative regional networks.

16. Recommendations from two expert group meetings convened pursuant to decision 4/1 of the Conference of the Parties to the Convention, entitled "Possible mechanisms to review implementation of the United Nations Convention against Transnational Organized Crime and the Protocols thereto", guided the launch of a voluntary pilot programme to explore the possible establishment of a review mechanism for the Convention. The fifth session of the Conference of the Parties decided to establish a working group to explore options and make proposals on this topic for possible adoption at its sixth session, in 2012, and requested that the UNODC comprehensive self-assessment software program (the "omnibus survey") be used to collect information under the planned mechanism.

C. Trafficking in persons and smuggling of migrants

17. Throughout 2010, UNODC carried out technical assistance activities addressing trafficking in persons and smuggling of migrants in all regions, providing assistance to over 80 countries. It also continued to produce technical publications aimed at strengthening the criminal justice response to both issues, including the *Needs Assessment Toolkit on the Criminal Justice Response to Human Trafficking*⁶ and the *Basic Training Manual on Investigating and Prosecuting the Smuggling of Migrants*, and published the *Toolkit to Combat Smuggling of Migrants*, which provides guidance, showcases promising practices and recommends resources for all actors, and the International Framework for Action to Implement the Trafficking in Persons Protocol, which is intended to assist in identifying and addressing gaps in the current response. To guide lawmakers in adopting legislation in compliance with the international instruments, UNODC produced the Model Law against the Smuggling of Migrants, and conducted related legal assessments and legal drafting workshops.

18. Further to the adoption of the United Nations Global Plan of Action to Combat Trafficking in Persons (General Assembly resolution 64/293), UNODC established the United Nations Voluntary Trust Fund for Victims of Trafficking in Persons, Especially Women and Children. It also initiated work to study trafficking in

⁶ Available from www.unodc.org/documents/human-trafficking/Needs Assessment Toolkit ebook 09-87518 June 2010.pdf.

⁷ United Nations publication, Sales No. E.10.IV.7. Available from www.unodc.org/documents/ human-trafficking/Basic Training Manual e-book E Introduction 10-54402 June 2010.pdf.

⁸ Available from www.unodc.org/unodc/en/human-trafficking/toolkit-to-combat-smuggling-of-migrants.html.

⁹ Available from www.unodc.org/documents/human-trafficking/Framework_for_Action_TIP.pdf.

¹⁰ Available from www.unodc.org/documents/human-trafficking/Model_Law_Smuggling_of_Migrants_10-52715_Ebook.pdf.

persons for the removal of organs and the linkages between organized crime, trafficking in persons and smuggling of migrants.

19. Major activities under the Global Initiative to Fight Human Trafficking (UN.GIFT) included the development of joint programmes, the awarding of grants to non-governmental organizations (NGOs) and victim service providers through the small grants facility, further progress on public-private partnerships and the launch of the UN.GIFT.HUB,¹¹ a virtual knowledge hub to enable stakeholders to share and access knowledge on human trafficking. UN.GIFT also commissioned an independent evaluation of its programme to assess its relevance, effectiveness, efficiency, impact, sustainability, governance and partnerships (see CTOC/COP/2010/CRP.3).

D. Corruption

- 20. UNODC provides expertise and technical assistance to promote integrity and combat corruption, in accordance with the four pillars of the United Nations Convention against Corruption: 12 prevention, criminalization and law enforcement, international cooperation and asset recovery. Assistance focuses on: (a) establishing legal and policy frameworks consistent with the provisions of the Convention; (b) strengthening the capacity of domestic institutions, in particular anti-corruption bodies and criminal justice institutions; (c) enhancing integrity, accountability and transparency in the public and private sectors; (d) supporting relevant government institutions in international cooperation and the recovery of assets; (e) developing strategic and thematic partnerships with members of the international community and the United Nations system to ensure consistency in the delivery of technical assistance; and (f) supporting the establishment of networks and platforms for policy dialogue and peer learning among Member States at the regional and international levels.
- 21. UNODC organized training workshops to assist States parties under review and reviewing States parties in preparing for the first round of reviews under the mechanism for the review of the implementation of the Convention, established by the Conference of the States Parties to the United Nations Convention against Corruption at its third session, held in Doha from 9 to 13 November 2009. In March 2010, UNODC developed a thematic programme on corruption to consolidate all areas of action against corruption and reflect the activities undertaken by UNODC in achieving its mandates.
- 22. UNODC provided technical assistance in the area of combating corruption in the framework of its global Anti-Corruption Mentor Programme. The Programme, launched in 2007, has the overall objective of providing top-level and long-term specialized expertise through the placement of anti-corruption experts within government institutions tasked with the prevention and control of corruption. Beneficiaries in 2010 included regional mentors based in Kenya, Panama and Thailand and assistance is planned for the Democratic Republic of the Congo.

¹¹ See www.ungift.org/knowledgehub.

¹² United Nations, Treaty Series, vol. 2349, No. 42146.

23. UNODC continued to develop and strengthen partnerships with other organizations, including the Global Compact, the International Anti-Corruption Academy and the United Nations Development Programme (UNDP), through joint programming. The joint UNODC/World Bank Stolen Asset Recovery (StAR) Initiative continued in 2010 to develop knowledge products and to finalize a practitioner's handbook on asset recovery, a guide on income and asset declarations, and studies on illicit enrichment and the misuse of corporate vehicles. The StAR/INTERPOL Asset Recovery Focal Point Database, launched on 19 January 2009, contains the contact data of focal points in 74 countries. StAR provides training in asset recovery and preparatory assistance to States in the area of mutual legal assistance; to date, formal requests for assistance have been received from 23 States and discussions have been held with additional States.

E. International cooperation against terrorism

- 24. In 2010, including during the second review by the General Assembly of the United Nations Global Counter-Terrorism Strategy and the Security Council's thematic meeting on terrorism, UNODC was encouraged to continue assisting States in organizing a criminal justice response to terrorism. UNODC implements its counter-terrorism work in close coordination with Security Council bodies and actively contributes to the work of the Counter-Terrorism Implementation Task Force.
- 25. In 2010, 32 countries were assisted directly by the Terrorism Prevention Branch of UNODC, 85 countries were reached through 19 regional or subregional workshops and over 1,500 criminal justice officials were trained. Since 2003, 168 countries have been assisted, over 10,700 officials trained and 20 technical assistance tools developed. An estimated 556 new ratifications have been concluded by assisted countries, including 34 in 2010. Since 2003, an estimated 79 assisted countries prepared new or revised counter-terrorism legislation.
- 26. Much remains to be done to achieve universal adherence of the international legal instruments. The Protocol of 2005 to the Convention for the Suppression of Unlawful Acts against the Safety of Maritime Navigation¹³ and the Protocol of 2005 to the Protocol for the Suppression of Unlawful Acts against the Safety of Fixed Platforms Located on the Continental Shelf¹⁴ entered into force in July 2010, but are still lagging behind in terms of adherence. Moreover, the international legal framework is further evolving through the adoption in September of the Convention on the Suppression of Unlawful Acts Relating to International Civil Aviation and the Protocol Supplementary to the Convention for the Suppression of Unlawful Seizure of Aircraft, both done at Beijing on 10 September 2010, requiring enhanced assistance by UNODC.
- 27. An additional significant challenge is the increased demand for capacity-building assistance. In response, the Terrorism Prevention Branch was reorganized in 2010, increasing decentralization of programming and delivery in the field

¹³ Adopted on 14 October 2005 by the Diplomatic Conference on the Revision of the SUA Treaties (LEG/CONF.15/21).

¹⁴ Adopted on 14 October 2005 by the Diplomatic Conference on the Revision of the SUA Treaties (LEG/CONF.15/22).

combined with enhanced substantive expertise and policy guidance from headquarters.

- 28. During 2010, UNODC developed enhanced counter-terrorism programmes for Afghanistan, Yemen and the Sahel region. A two-year programme was agreed upon with Colombia and integrated regional programmes were developed for the regions of East/South-East Asia and the Pacific Islands. Strengthening international cooperation in criminal matters remained a focus, including through setting up judicial platforms for practitioners (e.g. in the Sahel region) aimed at facilitating extradition and mutual legal assistance.
- 29. In response to an enhanced mandate to address the legal needs of victims in criminal justice systems, the Terrorism Prevention Branch organized an expert group meeting in Vienna in May 2010 with a view to preparing a specialized publication. The safety of maritime navigation was addressed in focused regional workshops for West Africa and countries of the Black Sea Economic Cooperation Organization, while countering the use of the Internet for terrorist purposes was dealt with in Latin America. In the area of chemical, biological, radiological and nuclear terrorism, UNODC continued to work as an official observer to the Global Initiative to Combat Nuclear Terrorism.
- 30. The Terrorism Prevention Branch's *Digest of Terrorist Cases*, which shares practical investigative and judicial experiences, provided the basis for hands-on training in Jamaica. A first module of a comprehensive training curriculum for criminal justice practitioners was finalized, facilitating a train-the-trainers approach. Building on experience from online training courses, a permanent virtual training and communication platform is being established, enabling former trainees to remain connected both with UNODC and with each other.

F. Follow-up to the Twelfth United Nations Congress on Crime Prevention and Criminal Justice

- 31. The Twelfth United Nations Congress on Crime Prevention and Criminal Justice was held in Salvador, Brazil, from 12 to 19 April 2010. Participants stressed the role of UNODC in crime prevention and criminal justice, and underscored the importance of integrating measures against crime into initiatives concerning sustainable development, human rights, social inclusiveness, rule of law and good governance. A report on the follow-up to the Twelfth Congress will be before the Commission on Crime Prevention and Criminal Justice at its twentieth session (E/CN.15/2011/15).
- 32. The Twelfth Congress adopted the Salvador Declaration on Comprehensive Strategies for Global Challenges: Crime Prevention and Criminal Justice Systems and Their Development in a Changing World, ¹⁵ endorsed by the General Assembly in its resolution 65/230, in which it invited Governments to take the Salvador Declaration into consideration in formulating legislation and policy directives and to make all efforts to implement the principles contained therein.

¹⁵ A/CONF.213/18, chap. I, resolution 1.

- 33. In the Declaration Member States requested the Commission on Crime Prevention and Criminal Justice to establish two open-ended intergovernmental expert groups:
- (a) To conduct a comprehensive study of the problem of cybercrime and responses to it;
- (b) To exchange information on best practices, national legislation, international law and the revision of existing United Nations standard minimum rules for the treatment of prisoners so that they reflect recent advances in correctional science and best practices.
- 34. The open-ended intergovernmental expert group on cybercrime is due to meet in Vienna from 17 to 21 January 2011.

G. Criminal justice

- 35. Preventing crime and strengthening criminal justice systems is a core function of UNODC and a prerequisite for fighting transnational organized crime, corruption and terrorism. In November 2010 UNODC developed a thematic programme on crime prevention and criminal justice. All regional programmes developed by UNODC include crime prevention and criminal justice subprogrammes.
- 36. The crime prevention and criminal justice technical cooperation programmes continued to grow, covering 36 countries. The most significant growth was in programmes on penal reform and alternatives to imprisonment. Programmes were also developed and implemented in the areas of juvenile justice, access to legal aid, police oversight, violence against women and crime and violence prevention. UNODC is also participating in United Nations inter-agency programmes in the area of conflict prevention being implemented in Honduras, Mauritania, Mexico and Panama aimed at achieving the Millennium Development Goals.
- 37. UNODC continued its cooperation and coordination of activities with relevant United Nations system-wide mechanisms such as the Rule of Law Coordination and Resources Group, the inter-agency initiative "Stop Rape Now: United Nations Action against Sexual Violence in Conflict", the Inter-agency Panel on Juvenile Justice and the Armed Violence Prevention Programme. It also continued building strong partnerships, developing joint tools and programmes with other United Nations bodies and agencies, including the Department of Political Affairs and the Department of Peacekeeping Operations of the Secretariat, the United Nations Human Settlements Programme (UN-Habitat), the United Nations Children's Fund (UNICEF), UNDP and the Office of the United Nations High Commissioner for Human Rights, and with regional and non-governmental organizations, including the International Centre for Prison Studies and the International Committee of the Red Cross. UNODC also provided training in the rule of law at a course for judicial affairs officers in United Nations peace operations organized by the Department of Peacekeeping Operations in October 2010.
- 38. UNODC has focused on the development and negotiation of the updated Model Strategies and Practical Measures on the Elimination of Violence against Women in the Field of Crime Prevention and Criminal Justice, adopted by the General Assembly in its resolution 65/228, and the United Nations Rules for the

Treatment of Women Prisoners and Non-custodial Measures for Women Offenders (the Bangkok Rules), adopted by the Assembly in its resolution 65/229.

- 39. The updated Model Strategies and Practical Measures provide assistance to States in developing policies and carrying out actions to eliminate violence against women and to promote gender equality within criminal justice systems. The Bangkok Rules complement and supplement, as appropriate, the Standard Minimum Rules for the Treatment of Prisoners¹⁶ and the United Nations Standard Minimum Rules for Non-custodial Measures (the Tokyo Rules) (General Assembly resolution 45/110, annex) in connection with the treatment of women prisoners and alternatives to imprisonment for women offenders, covering issues such as gendersensitive prisoner classification and security risk assessments, health-care services and guidance on the treatment of children living with their mothers in prison. UNODC is also developing a set of United Nations principles and guidelines on strengthening access to legal aid in the criminal justice system.
- 40. The Office developed tools for policymakers and professionals to facilitate the implementation of the United Nations standards and norms in crime prevention and criminal justice. In 2010, it published as part of the Criminal Justice Handbook Series a Handbook for Prison Leaders: A Basic Training Tool and Curriculum for Prison Managers Based on International Standards and Norms, ¹⁷ a Handbook on Effective Police Responses to Violence against Women, ¹⁸ and a related Training Curriculum on Effective Police Responses to Violence against Women, ¹⁹ and a Handbook on the Crime Prevention Guidelines: Making Them Work. ²⁰ To ensure wider dissemination it continued translating the tools into the official languages of the United Nations and organizing training seminars for policymakers at the regional level.
- 41. Possibilities to use new technologies and learning methods, such as e-learning, have been explored. UNODC is finalizing jointly with UNICEF an online training tool for professionals dealing with child victims and witnesses of crime. In order to strengthen its field capacities, UNODC prepared a guidance note to its field offices on prison reform and alternatives to imprisonment and organized training for field and headquarters staff on crime prevention and criminal justice.

H. Law enforcement

42. Assisting States to strengthen their capacity to investigate organized crime remained integral to the programme of technical assistance. With States of East and West Africa, UNODC and the African Union, the Department of Peacekeeping

¹⁶ Human Rights: A Compilation of International Instruments, vol. I, Part I: Universal Instruments (United Nations publication, Sales No. E.02.XIV.4 (vol. I, Part I)), sect. J, No. 34.

¹⁷ United Nations publication, Sales No. E.10.IV.4. Available from www.icclr.law.ubc.ca/files/2010/Handbook%20for%20Prison%20Leaders.pdf.

¹⁸ United Nations publication, Sales No. E.10.IV.3. Available from www.unodc.org/documents/justice-and-prison-reform/hb_eff_police_responses.pdf.

¹⁹ United Nations publication, Sales No. E.10.IV.5. Available from www.unodc.org/documents/justice-and-prison-reform/newtrainingcurr.pdf.

²⁰ United Nations publication, Sales No. E.10.IV.9. Available from www.unodc.org/documents/justice-and-prison-reform/crimeprevention/10-52410_Guidelines.eBook.pdf.

Operations and INTERPOL supported the establishment of an operational crossborder investigation network of transnational organized crime units, with integrated training in crime scene management, first response and forensic evidence-gathering. An extensive evaluation of criminal intelligence capabilities was undertaken in the countries of the Western Balkans and training was provided with specialized software to recipient counterparts. In Kenya, assistance was provided to the newly established witness protection programme in the form of legislative drafting and mentor support in its operation. Technical assessments relating to witness protection were undertaken in Georgia, Kazakhstan, the Republic of Moldova, Rwanda, Ukraine and the United Republic of Tanzania. In the Gulf States, the neighbouring Near and Middle East and in the regions of South-East and South-West Asia, the Office extended the roll-out of its computer-based training programme for law enforcement. In Latin America, assistance was provided to authorities on border management and to Central American prosecutors to strengthen investigation capacity against organized crime through the Central American Council of Public Ministries.

- 43. The UNODC Global Programme against Money-Laundering contributed to the December 2009/March 2010 launch of an asset forfeiture mechanism for South America in the context of the Financial Action Task Force of South America against Money-Laundering (GAFISUD). In Southern Africa, the Global Programme against Money-Laundering asset forfeiture mentor continued providing close support to the Asset Recovery Inter-Agency Network for Southern Africa, including contributing to its first annual general meeting in July 2010.
- 44. UNODC provided training to prosecutors on the use of special investigative techniques to address the increasingly sophisticated modus operandi of traffickers. Expert working groups were convened and a manual published on good practices in adopting electronic surveillance techniques. In cooperation with INTERPOL, UNODC convened an expert working group that developed best practice guidelines for States in undertaking assessments of the threat from serious organized crime and *Guidance on the Preparation and Use of Serious and Organized Crime Threat Assessments* was developed and made available.²¹

III. Prevention, treatment and reintegration

A. Demand reduction, rehabilitation and related health protection measures

45. UNODC continued its joint work with the World Health Organization in improving drug dependence treatment and care services globally. The coverage and quality of treatment and care services for drug use disorders based on evidence and ethical standards is being improved in almost 30 countries worldwide. UNODC is launching a global programme, starting in Afghanistan, working with children exposed to drugs at a very young age, developing treatment and social protection interventions for that vulnerable group. UNODC has also initiated the identification

²¹ Available from www.unodc.org/documents/afghanistan/Organized_Crime/SOCTA_Manual_2010.pdf.

of science-based practice for the prevention and treatment of the non-medical use of prescription drugs, which has been increasing at alarming rates, in particular among youth and women.

- 46. The Compilation of Evidence-Based Family Skills Training Programmes,²² a supplement to the Guide to Implementing Family Skills Training Programmes for Drug Abuse Prevention,²³ was published providing details about existing evidence-based family skills training programmes in order to assist readers in selecting the programme best suited to their needs. UNODC has initiated the adaptation and implementation of such programmes in six countries in three regions and is planning to extend its work to other countries and regions in 2011, including the training of facilitators who have started to work with families and their children on improving attachment in the family, communication of family values and monitoring of children's activities.
- 47. UNODC continued its work in the area of HIV/AIDS, supporting countries in setting targets, strengthening monitoring and evaluation, reviewing and adapting national policies and legislation and building capacity to move towards universal access to HIV prevention, care, treatment and support for drug users, prisoners and people vulnerable to human trafficking.

B. Sustainable livelihoods

1. Illicit crop monitoring

- 48. UNODC and its national counterparts conducted opium surveys in Afghanistan, the Lao People's Democratic Republic and Myanmar and coca surveys in Bolivia (Plurinational State of), Colombia, Ecuador and Peru. In 2009, for the first time, a cannabis survey was conducted in Afghanistan. A technical mission was conducted in Mexico at the invitation of the Government.
- 49. In 2010, cultivation of opium poppy in Afghanistan remained at the level of 2009, while opium production declined significantly as a result of plant diseases. In Myanmar and the Lao People's Democratic Republic, opium production increased significantly in 2010, but without offsetting the decline in Afghanistan. In 2009, cultivation of coca bush declined further, mainly because of a reduction in Colombia, which was not offset by smaller increases in Bolivia (Plurinational State of) and Peru. The 2009 survey in Ecuador confirmed that there was no significant cultivation in the country. Global manufacture of cocaine declined in 2009, but uncertainty existed regarding the level of manufacture in recent years, which might be higher than previously estimated owing to a probable increase in the efficiency of clandestine cocaine laboratories.

2. Cultivation and poverty eradication

50. UNODC continued to support small farmer communities to increase licit agricultural production and sustainably manage and use natural resources in Bolivia

²² Available from www.unodc.org/docs/youthnet/Compilation/10-50018_Ebook.pdf.

²³ United Nations publication, Sales No. E.09.XI.8. Available from www.unodc.org/pdf/youthnet/family%20based/FINAL_ENGLISH_version%20for%20PRINTIN G%20received%20120209.pdf.

(Plurinational State of), Colombia, the Lao People's Democratic Republic and Peru. Particular focus was given to critical food insecurity and poverty issues in the Lao People's Democratic Republic and Myanmar. In the Lao People's Democratic Republic, UNODC, in association with the Royal Project Foundation of Thailand, initiated work targeting current and former opium poppy-farming communities. Project activities began with the delivery of high-yield, disease-resistant varieties of rice along with natural and organic fertilizers and technical assistance, the establishment of rice banks and the extension of farming paddies and fishponds in order to make the communities self-sufficient in rice and other food staples. In 2010, UNODC strengthened its partnership with the Government of Germany and began two new productive projects in La Asunta, Bolivia, and Peru's Upper Huallaga Valley.

51. With a view to broadening the concept of sustainable livelihoods and complementing interventions targeted at populations vulnerable to drugs, HIV/AIDS and crime, UNODC initiated work to provide first-line basic social assistance to support drug and HIV/AIDS prevention and treatment programmes resulting in full recovery, reintegration and human and social development of those marginalized populations. In 2010, as a result of a grant provided by the OPEC Fund for International Development, UNODC designed a sustainable livelihoods programme targeting Ethiopia, Kenya, Uganda, the United Republic of Tanzania and Zambia.

C. Follow-up to the Political Declaration and Plan of Action on International Cooperation towards an Integrated and Balanced Strategy to Counter the World Drug Problem

- 52. The Political Declaration and Plan of Action on International Cooperation towards an Integrated and Balanced Strategy to Counter the World Drug Problem,²⁴ adopted during the high-level segment of the fifty-second session of the Commission on Narcotic Drugs and by the General Assembly in its resolution 64/182, acknowledged that the drug problem continued to pose a serious threat to the health, safety and well-being of all humanity.
- 53. Pursuant to Commission on Narcotic Drugs resolution 52/12 and decision 53/2, two sessions of the expert group on data collection were held in January and October 2010. The expert group finalized a revised annual report questionnaire, which was adopted by the Commission at its reconvened fifty-third session in its resolution 53/16.
- 54. The follow-up to the Political Declaration and Plan of Action was discussed in 2010 as an agenda item at the various meetings of heads of national drug law enforcement agencies and the Subcommission on Illicit Drug Traffic and Related Matters in the Near and Middle East.

²⁴ See Official Records of the Economic and Social Council, 2009, Supplement No. 8 (E/2009/28), chap. I, sect. C; see also A/64/92-E/2009/98, sect. II.A.

IV. Research, trend analysis and scientific and forensic support

A. Data collection, research and trend analysis

- 55. The World Drug Report 2010²⁵ showed reductions in the world production of cocaine and heroin and in the consumption of cocaine and cannabis in certain regions, while highlighting the global problem concerning amphetamine-type stimulants. The report quantified the trafficking flows of opiates and cocaine and highlighted the extent of problem drug use globally and the unmet need for treatment and other interventions for dependent drug users. A number of studies on drug issues in Afghanistan were released in 2010. The first Afghanistan Cannabis Survey 2009²⁶ identified large-scale cannabis cultivation in half of Afghanistan's provinces. The Drug Use in Afghanistan: 2009 Survey²⁷ showed a considerable increase in the number of opiate users over the past five years. The Afghanistan Opium Survey 2010: Summary Findings²⁸ highlighted the drastic decrease in opium production as a result of a plant disease, despite levels of cultivation of opium poppy similar to those of the previous year.
- 56. In 2010, UNODC continued regular data collection on selected crimes through the Twelfth United Nations Survey of Crime Trends and Operations of Criminal Justice Systems.²⁹ Available data showed that property crime was decreasing, violent crime stayed largely stable or increased slightly and drug-related crime increased significantly over the period 1995-2008.³⁰ UNODC also expanded and published its database on intentional homicide, containing data for 198 countries and territories. Such data suggest that, despite a general downward trend, homicide rates are increasing in some countries, in particular in Central and South America.³¹ Pursuant to Economic and Social Council resolution 2009/25, UNODC held a meeting of the expert working group on improving the collection, reporting and analysis of crime data in Buenos Aires from 8 to 10 February 2010 (see UNODC/CCPCJ/EG.2/2010/2), which made recommendations for the development of the crime and criminal justice statistics programme, and an informal meeting of experts on the impact of the economic crisis on crime, held on 1 and 2 November 2010 in the context of the Global Pulse initiative.
- 57. UNODC continued its technical support to Member States in the development of crime and criminal justice statistics, including relevant training for justice and home affairs institutions and corruption surveys in Afghanistan and the Western

25 United Nations publication, Sales No. E.10.XI.13. Available from www.unodc.org/documents/wdr/WDR 2010/World Drug Report 2010 lo-res.pdf.

²⁶ Available from www.unodc.org/documents/cropmonitoring/Afghanistan/Afghanistan Cannabis Survey 2009.pdf.

²⁷ Available from www.unodc.org/documents/data-and-analysis/Studies/Afghan-Drug-Survey-2009-Executive-Summary-web.pdf.

 $^{{}^{28}\} Available\ from\ www.unodc.org/documents/cropmonitoring/Afghanistan/Afg_opium_survey_2010_exsum_web.pdf.$

²⁹ Available from www.unodc.org/unodc/en/data-and-analysis/United-Nations-Surveys-on-Crime-Trends-and-the-Operations-of-Criminal-Justice-Systems.html.

³⁰ Data based on trends observed in selected categories of crime recorded by police in countries that consistently completed the United Nations Survey of Crime Trends in the period 1995-2008 (see A/CONF.213/3).

³¹ Available from www.unodc.org/unodc/en/data-and-analysis/homicide.html.

Balkans, and training on the United Nations survey in Central and South America in cooperation with the Organization of American States. UNODC continued interagency efforts on the development of indicators on violence against women and juvenile justice information. A programme to build the capacity of public officials in Iraq to conduct integrity surveys is being implemented in 2010-2011 in cooperation with UNDP.

- 58. UNODC continued to develop analytical work on transnational organized crime. In addition to publishing *The Globalization of Crime: A Transnational Organized Crime Threat Assessment*,³² released in June 2010, UNODC has started assessing how transnational organized crime affects Central Africa and under the auspices of the IMPACT Programme conducted a survey of migrants smuggled from Africa to Europe.³³ Similar analyses were undertaken in Mexico and Central America, considering in particular the impact of the economic crisis, and analysis continued on illicit capital flows emanating from transnational organized crime.
- 59. The programme of research on the illicit Afghan opiate trade focused, inter alia, on trafficking in opiates and related security threats around Afghanistan, and on trafficking in heroin precursors. A report presenting the findings is in preparation. The programme continued to develop a network of field-based analysts and partnerships with other organizations.
- 60. Capacity-building activities in Asia continued under the Global Synthetics Monitoring: Analyses, Reporting and Trends (SMART) Programme, with a view to starting operations in Latin America and the Pacific in 2011. The Programme's 2010 report³⁴ shows patterns and trends of amphetamine-type stimulants and other drugs in East and South-East Asia. The biannual *Global SMART Update* highlights emerging trends and developments concerning the manufacture of, trafficking in and use of synthetic drugs worldwide.³⁵

B. Scientific and forensic support

61. UNODC continued its quality assurance support to national laboratories pursuant to Commission on Narcotic Drugs resolution 52/7 and recorded participation of over 100 laboratories in 45 Member States in its international collaborative exercises (ICE), a proficiency testing scheme. A 50 per cent increase was recorded in the number of participating laboratories using eICE, a web-based portal that provides instant and confidential evaluation of results submitted by laboratories. UNODC provided scientific support to institutions in 120 Member States in the form of drug and precursor reference standards, field testing kits and forensic best practice manuals and guidelines. Extended support to the law enforcement sector saw the launch of the *Guide for the Development of Forensic Document Examination Capacity*³⁶ as a deliverable to the Organized Crime

³² United Nations Publication, Sales No. E.10.IV.6. Available from www.unodc.org/documents/data-and-analysis/tocta/TOCTA Report 2010 low res.pdf.

³³ See www.unodc.org/unodc/en/human-trafficking/impact-programme.html.

³⁴ Available from www.unodc.org/documents/scientific/GSU4 FINAL Web.pdf.

³⁵ See www.unodc.org/unodc/publications-by-date.html.

³⁶ United Nations publication, Sales No. E.10.IV.8. Available from www.unodc.org/documents/scientific/Forensic_Document_Examination_Capacity.pdf.

Convention and its Smuggling of Migrants Protocol and Trafficking in Persons Protocol and in response to Commission on Crime Prevention and Criminal Justice resolution 19/5 and Economic and Social Council resolution 2009/22. Modular training materials on crime scene awareness and investigation were published and basic crime scene kits developed for use by Member States to promote high-quality forensic sciences from the crime scene to the courtroom.

62. Expert scientific advice was provided to individual Member States and intergovernmental bodies on issues that included the safe disposal of seized chemicals and the development of forensic capacity, including at forums such as the meetings of heads of national drug law enforcement agencies. UNODC continued to carry out laboratory research for evidence-based strategic and policy responses in accordance with General Assembly resolution 834 (IX), entitled "United Nations Narcotics Laboratory", including data for the *Afghan Opium Survey 2010*.

V. Executive direction and management

A. New policy and programming initiatives in the regions

- 63. During the reporting period, UNODC developed several regional programmes to promote the rule of law in various regions: the Arab States, Central America and the Caribbean, East Asia and the Pacific, Eastern Africa, South-Eastern Europe and West Africa. Additional regional programmes will be launched, in 2011, in Afghanistan and neighbouring countries and in Southern Africa. The regional programmes adopt a bottom-up approach by ensuring: (a) full ownership by partner countries through alignment with regional and national policies and priorities; (b) an integrated framework for transferring UNODC expertise at the regional and national levels; (c) the move from a project-based approach to a programme approach; and (d) close cooperation with other United Nations entities and multilateral donors.
- 64. The regional programmes are an important part of the field-level work of UNODC and maximize its potential to address cross-border challenges. They strengthen the core team of thematic experts in the UNODC regional offices, playing an active role in United Nations Development Group regional teams and in supporting United Nations country teams on drug- and crime-related issues. The Office has also strengthened its efforts to systematically incorporate a gender perspective into programming.
- 65. The regional programmes include support to countries bordering conflict areas and fragile States by containing the impact of criminal networks and of trafficking in drugs, human beings, arms and natural resources. The regional programmes help create effective regional mechanisms and stimulate the political will to fight organized crime and trafficking, facilitating the integration of development, the rule of law and human rights into United Nations peace and security activities. Under each regional programme, selected country-based programmes are being built, (e.g. in Indonesia, Iran (Islamic Republic of), Kyrgyzstan, Pakistan and Yemen). This approach promotes full complementarity between an overall regional approach to programme development and the requirement to meet specific country needs.
- 66. This complementarity is being further strengthened in Central and West Asia by bringing together regional and international expertise in operational and

thematically focused meetings through various mechanisms, including the Paris Pact Initiative and the Rainbow Strategy, for the promotion of regional cooperation. The Rainbow Strategy, which was conceived to operationalize and complement wider consensus-building in the Paris Pact, has produced results in the field of precursors control (the Targeted Anti-trafficking Regional Communication, Expertise and Training (TARCET) operations), confidence-building in border management among Afghanistan, Iran (Islamic Republic of) and Pakistan (the Triangular Initiative) and promotion and coordination of intelligence-led operations in Central Asia (the Central Asian Regional Information and Coordination Centre), among others.

B. Realignment of the Division for Treaty Affairs and the Division for Operations

- 67. In its resolution 65/227, the General Assembly requested the Executive Director of UNODC to report to the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice on the implementation of the realignment of the Division for Treaty Affairs and the Division for Operations, pursuant to which the following information is submitted to the commissions.
- 68. Following close consultations with Member States in 2009, UNODC realigned the Division for Treaty Affairs and the Division for Operations by establishing thematic clusters (i.e. organized crime and illicit trafficking, corruption, justice, health and terrorism prevention) around its key mandates. The realignment has enabled the Office to acquire an integrated regional and thematic perspective and has resulted in real gains in terms of improved policy, strategy, mobilization of resources, implementation of programmatic work and partnerships with relevant stakeholders, United Nations entities and multilateral and bilateral bodies.
- 69. Following the realignment of the Division for Treaty Affairs and the Division for Operations, it became necessary to bring the third substantive division of UNODC, the Division for Policy Analysis and Public Affairs, into consonance with the new approach of thematic clusters and integrated programming. Accordingly, in April 2010, the United Nations Office at Vienna (UNOV)/UNODC Executive Committee decided to adjust the structure of the latter Division to cluster, on the one hand, the Laboratory and Scientific Section, the Statistics and Survey Section and the Studies and Threat Analysis Section under the Research and Trend Analysis Branch, and, on the other hand, to group the Advocacy Section, the Co-Financing and Partnership Section and the Strategic Planning Unit under the Public Affairs and Policy Support Branch.

C. Finance and partnerships

- 70. UNODC continues to be highly dependent on voluntary funding (90 per cent) and requires adequate, predictable and sustainable resources in order to fulfil its mandates effectively. The present funding system, however, lacks predictability, flexibility and potentially distorts programme priorities.
- 71. In 2009, voluntary contributions amounting to \$215.2 million were pledged—a decline of about 17 per cent compared with 2008 (\$260.1 million). A similar level of voluntary funding is expected in 2010.

- 72. At present, major donors include Australia, Canada, Germany, Japan, the Netherlands, Sweden, the United States of America and the European Union. The largest national donors, funding UNODC programmes domestically, are Brazil and Colombia. Less than 1 per cent of the United Nations regular budget is allocated to UNODC, amounting to \$42.6 million in the biennium 2010-2011 about 8 per cent of total UNODC income. Most funding is earmarked for special purposes and programmes. Unearmarked general-purpose funds constitute less than 6 per cent of the UNODC budget for the biennium 2010-2011 and pay for core functions, such as policy analysis and research, strategic planning, independent evaluation, advocacy, management of donor relations, field offices and financial monitoring. In 2010, 95 per cent of general-purpose funding came from a small group of major donors.
- 73. UNODC has experienced a marked shift in the composition of its funding. In 2009, the major donors provided about 65 per cent of all voluntary funding, compared with 54 per cent in 2008, whereas emerging and national donors accounted for about 26 per cent. Other non-traditional donors, including United Nations entities, international financial institutions and private foundations, are likely to increase their share in the overall funding of UNODC in 2010.
- 74. Because of the continuing financial difficulties, UNODC instituted cost-saving measures in 2009. The consolidated budget for the biennium 2010-2011 is fiscally austere (\$507.9 million, of which \$425.6 million come from extrabudgetary resources). The Advisory Committee on Administrative and Budgetary Questions reviewed the consolidated budget and commended UNODC for its proactive efforts to contain general-purpose costs and for its prudent approach to managing programme support cost funds.
- 75. In December 2009, at the time of adoption of the programme budget of the United Nations for the biennium 2010-2011, the General Assembly expressed concern in its resolution 64/243 regarding the overall financial situation of the Office and requested the Secretary-General to submit proposals in his proposed programme budget for the biennium 2012-2013 ensuring that the Office had sufficient resources to carry out its mandate.

D. Partnerships within the United Nations system

- 76. In line with the principles set out in the Paris Declaration on Aid Effectiveness, UNODC has strengthened its partnerships and coordination with other entities and coordinating bodies across the United Nations system, in particular through the United Nations Development Group. As a co-sponsor of the Joint United Nations Programme on HIV/AIDS, UNODC is studying HIV/AIDS and drug use in prison settings, especially in connection with human trafficking. With a view to consolidating expertise in anti-corruption efforts and criminal justice, UNODC and UNDP have continued to develop joint programmes, including the joint criminal justice programme in Mauritius and joint advocacy and awareness-raising for International Anti-Corruption Day.
- 77. Another example of fruitful collaboration is the West Africa Coast Initiative. UNODC has strengthened its partnership with the Department of Peacekeeping Operations, the United Nations Office for West Africa and INTERPOL, in providing

support in post-conflict situations in Western Africa, addressing drug trafficking and organized crime in the context of security sector reform.

- 78. UNODC has become the fund manager for the Trust Fund to Support Initiatives of States Countering Piracy off the Coast of Somalia, which currently amounts to \$3.6 million. This inter-agency initiative involves key players such as the United Nations Political Office for Somalia and the International Maritime Organization.
- 79. In 2009, UNODC increased its engagement with the Multi-Donor Trust Fund Office of UNDP and mobilized resources for the Millennium Development Goals Achievement Fund and United Nations funds in Cape Verde, Mozambique, Pakistan and Viet Nam.

E. Partnerships with civil society

- 80. UNODC consolidated its partnership with the Vienna Non-Governmental Organization Committee on Drugs and with other NGOs working on anti-corruption, crime prevention, criminal justice and human trafficking. The project "Looking beyond: towards a stronger partnership with civil society organizations on drugs and crime" included an anti-corruption module developed in partnership with the UNCAC Civil Society Coalition.
- 81. The Twelfth Congress raised awareness concerning the Convention against Corruption among civil society organizations. The participation of NGOs in the Congress was organized with the Alliance of NGOs on Crime Prevention and Criminal Justice and the International Scientific and Professional Advisory Council and resulted in a joint NGO statement calling for just and humane responses to both victims and perpetrators of crime.
- 82. The Alliance of NGOs presented a joint statement at the high-level segment of the fifth session of the Conference of Parties to the United Nations Convention against Transnational Organized Crime calling for the establishment of a victim-centred review mechanism to the Convention that is both inclusive and comprehensive, involving all stakeholders.

VI. Recommendations

83. It is recommended that the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice, in the context of their respective mandates, and Member States consider the following actions:

Finance and governance

(a) In line with the concern expressed by the General Assembly regarding the overall financial situation of UNODC and its request to the Secretary-General to ensure that for the biennium 2012-2013 the Office has sufficient resources to carry out its mandate, Member States should support the provision of regular and adequate resources to UNODC in the regular budget of the United Nations for the biennium 2012-2013;

- (b) Provide adequate, predictable and sustainable resources to enable UNODC to implement its mandates effectively and in accordance with its programme priorities;
- (c) Tackle the issue of the funding model of UNODC within the work of its governing bodies, including by encouraging the committing of a share of their contributions to UNODC to general-purpose funding so as to maintain a sustainable balance between general-purpose funds and special-purpose funds;
- (d) Support the Office in creating new opportunities to be more cost-effective and new sources of funding, including from public-private partnerships;

Transnational organized crime

- (e) Provide full support to the Conference of the Parties to the United Nations Convention against Transnational Organized Crime and the Conference of the States Parties to the United Nations Convention against Corruption, including providing information to the conferences regarding compliance with the treaties;
- (f) Establish an inter-agency response for container control at national ports and container terminals by establishing specialist units dedicated to the review, selection and search of identified containers of interest;
- (g) Support efforts at awareness-raising, capacity-building and investigation coordinated through UNODC programmes against transnational organized crime, in response to the growing interest of organized crime in environmental crime, and so to minimize the widespread and seriously adverse impact on the environment of such offences;

Human trafficking and migrant smuggling

- (h) Develop domestic legislation, national action plans and capacity-building to further implementation of the Smuggling of Migrants Protocol and to tackle migrant smuggling networks;
- (i) Address migrant smuggling coupled with anti-corruption strategies, since document fraud a growing modus operandi for migrant smuggling is in many instances facilitated by corruption;

Money-laundering

- (j) Continue their support for international initiatives to combat money-laundering and countering the financing of terrorism through the coordination and capacity-building activities of the Global Programme against Money-Laundering of the Office by continuing to provide the required resources;
- (k) Support funding structures that would progressively allow for enhanced internal cooperation to combat money-laundering and trafficking in persons, including a joint training course and other such cross-cutting work;

Criminal justice

(l) Support UNODC work in the area of crime prevention and criminal justice, as an essential cornerstone for advancing the rule of law and human rights,

and streamline crime prevention and criminal justice reform into national and regional development agendas, including the promotion of sector-wide national criminal justice reforms, based on international standards;

Scientific and forensic capacity

- (m) Encourage efforts aimed at increasing the use of forensic science services, data and information for evidence-based operational purposes, strategic interventions, policymaking and decision-making;
- (n) Provide the necessary support for the participation of forensic laboratories in proficiency testing schemes as a commitment to high-quality and continuous improvement;

Sustainable livelihoods

(o) Enhance efforts at incorporating marginalized illicit drug crop-farming communities into broader development programmes in order to reduce illicit crop production;

Drug prevention

(p) Design comprehensive drug prevention treatment, as well as HIV/AIDS prevention and treatment programmes, including provision of basic first-line social assistance packages in order to improve the likelihood of their success.