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Vienna, 21-25 March 2011

Item 3 of the provisional agenda*

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****Twentieth session**

Vienna, 11-15 April 2011

Item 3 of the provisional agenda**

Strategic management, budgetary and administrative questions**Work of the standing open-ended intergovernmental working group on improving the governance and financial situation of the United Nations Office on Drugs and Crime****Note by the Secretariat*****, *****Summary*

The present note has been prepared pursuant to Economic and Social Council decision 2009/251 that established a standing open-ended intergovernmental working group on governance and finance and Commission on Narcotic Drugs resolution 52/13 and Commission on Crime Prevention and Criminal Justice resolution 18/3, which called on the working group to submit its report and recommendations for the consideration of the Commissions. Reports on the work of the standing open-ended intergovernmental working group were submitted to the Commissions at their reconvened and ordinary sessions in 2009 and 2010 (E/CN.7/2009/15-E/CN.15/2009/25; E/CN.7/2010/16-E/CN.15/2010/16 and E/CN.7/2010/23-E/CN.15/2010/21). The present report covers the work of the

* E/CN.7/2011/1.

** E/CN.15/2011/1.

*** This document has been submitted beyond its allotted slot, as the standing open-ended intergovernmental working group concluded its discussions on important matters on 10 March 2011.

**** The present document has not been edited.



working group for the period 30 October 2010-10 March 2011. It also includes draft decisions on the extension of its mandate and draft resolutions for the consideration of the Commissions, which the working group decided to transmit to the Commissions, at its meeting held on 10 March 2011, to serve as a basis for further discussion and negotiations at their sessions in the first half of 2011.

I. Deliberations

1. During the reporting period from 30 October 2010 to 10 March 2011, the standing open-ended intergovernmental working group on improving the governance and financial situation of the United Nations Office on Drugs and Crime (UNODC) (hereinafter referred to as “the working group”) continued to consider issues under the items of the agenda as approved by the Commissions in their resolutions 52/13 and 18/3 and in accordance with its terms of reference annexed to those resolutions. There was active participation by delegations, and discussions centred on the development and implementation of thematic and regional programmes, measures to improve the funding for UNODC and on the independent evaluation function.

2. Several presentations were made by the Secretariat during the reporting period. At the meeting held on 25 November 2010, delegations were informed of progress made by the Office in introducing International Public Sector Accounting Standards and implementing the “Umoja” project, and on emerging donors and private sector engagement in funding the Office. The Regional Programme on Drug Control, Crime Prevention and Criminal Justice Reform in the Arab States (2011-2015), the Regional Programme for West Africa (2010-2014), and the thematic programme on Crime Prevention and Criminal Justice Reform were introduced at the meetings held on 18 February and 1 March 2011. The Secretariat clarified a number of questions raised by delegations, including as to the budget and funding, and the underlying mandates of the different programmes.

3. At the meeting held on 18 February, representatives of the Independent Evaluation Unit presented the findings of the evaluation of the UNODC Global Programme against Money-Laundering, Proceeds of Crime and the Financing of Terrorism.

4. At the Meeting on 1 March, a representative of the Secretariat provided an update on the elaboration of the strategic framework for the period 2014-2015 for international drug control, crime and terrorism prevention and criminal justice, currently Programme 13, noting that the working group and the Commissions would have to be involved in its preparation. Plans regarding the strategy for the period 2012-2015 for the United Nations Office on Drugs and Crime, the so-called “medium-term strategy” were also discussed. A number of delegations referred to the need for such a medium-term strategy for the period 2012-2015, which in their opinion should establish priorities for the Office. In this regard, delegations noted that a political decision would need to be taken by the Commissions at their forthcoming sessions.

5. Several speakers welcomed the information provided by the Secretariat and considered that the working group was a useful forum for interactive discussion and continuing dialogue with the Secretariat on such topics as thematic and regional programmes, the financial situation of the Office, its funding model and the work of the Independent Evaluation Unit. Several speakers highlighted the need to ensure adequate funding for thematic and regional programmes. The importance of a proper implementation of the programmes in order to reach concrete results was also stressed.

6. At the informal meetings on 7 December 2010, 18 February and 1 March 2011, the working group carried out a thorough review of its functioning and considered the extension of its mandate.

7. Two rounds of “informal” informals were held on 23 and 24 February 2011. At its informal meetings on 1 and 10 March 2011, the working group considered a draft decision on the extension of its mandate and a draft resolution containing recommendations of the working group emanating from those “informal” informals.

8. At its meeting on 10 March 2011, the working group decided to transmit draft decisions and draft resolutions for the consideration of the Commissions to serve as a basis for further discussion and negotiations at their sessions in the first half of 2011, which are annexed to the present document.

II. Organizational and administrative matters

9. The working group held five informal meetings in the reporting period, on 25 November and 7 December 2010, and on 18 February, 1 and 10 March 2011. “Informal” informals were held on 26 and 30 November 2010, and on 23 and 24 February 2011.

10. The Secretariat continued to provide to the working group, by electronic means and in paper copies, numerous documents a number of which were also made available on the UNODC dedicated web page set up and maintained by the Secretariat for the use of the working group. (See www.unodc.org/unodc/en/commissions/wg-governance-finance-2.html.)

Annex I

Draft decision [Commission on Narcotic Drugs]

Improving the governance and financial situation of the United Nations Office on Drugs and Crime: extension of the mandate of the open-ended intergovernmental working group on governance and finance

The Economic and Social Council,

Recalling its decision 2009/251, entitled “Frequency and duration of the reconvened sessions of the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice”, which established that, starting in 2010, the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice will hold reconvened sessions on an annual basis in the second half of the year in order to be able to consider the reports of and the recommendations proposed by the standing open-ended intergovernmental working group on governance and finance,

Aware of the importance of the standing open-ended intergovernmental working group on governance and finance in assisting the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice in effectively addressing financial and governance issues relevant to the work of both Commissions,

Reaffirming the role of the Commission on Narcotic Drugs as the principal policymaking organ of the United Nations on matters of international drug control and as the governing body of the drug programme of the United Nations Office on Drugs and Crime,

Concerned about the governance and financial situation of the United Nations Office on Drugs and Crime, and aware of the urgent need to address these issues in a pragmatic, result-oriented, efficient and cooperative manner,

(a) Reaffirms resolution 52/13 and decides to renew the mandate of the standing open-ended intergovernmental working group on governance and finance until the session of the Commission to be held in the first half of 2013, at which time the Commission shall carry out a thorough review of the functioning of the working group and consider the extension of its mandate;

(b) Further decides that the working group shall hold at least two formal meetings, one in the first quarter of 2012 and one in the first quarter of 2013, in advance of the respective regular sessions of the Commission, and that the dates of those and possible additional informal meetings shall be determined by the co-chairpersons of the working group in consultation with the Secretariat;

(c) Requests that the relevant documentation be provided to the working group in a timely manner and approves the provisional agenda of the working group as follows:

1. Consolidated budget for the biennium 2012-2013 for the United Nations Office on Drugs and Crime.
2. Governance and financial situation of the Office.
3. Evaluation and oversight.
4. Other matters.

Annex II

Draft resolution [Commission on Narcotic Drugs]

Improving the governance and financial situation of the United Nations Office on Drugs and Crime: recommendations of the standing open-ended intergovernmental working group on governance and finance

The Commission on Narcotic Drugs,

Recalling its resolution 52/13 of 20 March 2009, entitled “Improving the governance and financial situation of the United Nations Office on Drugs and Crime”, which established the standing open-ended intergovernmental working group on governance and finance, in order to achieve the common objective of strengthening the performance and effectiveness of the United Nations Office on Drugs and Crime,¹

Recalling also Economic and Social Council decision 2009/251, entitled “Frequency and duration of the reconvened sessions of the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice”, which established that, starting in 2010, the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice will hold reconvened sessions on an annual basis in the second half of the year in order to be able to consider the reports of and the recommendations proposed by the standing open-ended intergovernmental working group on governance and finance,

Further recalling that resolution 52/13 emphasized that the standing open-ended intergovernmental working group on governance and finance, in its formal and informal meetings, should be a forum for dialogue among Member States and between Member States and the Secretariat on the development of the programmes of the United Nations Office on Drugs and Crime,

Reaffirming the role of the Commission on Narcotic Drugs as the principal policymaking organ of the United Nations on matters of international drug control and as the governing body of the drug programme of the United Nations Office on Drugs and Crime,

Reaffirming also Economic and Social Council resolutions 2009/23 of 30 July 2009 entitled “Support for the development and implementation of the regional programmes of the United Nations Office on Drugs and Crime”, 2010/17 of 22 July 2010, entitled “Realignment of the functions of the United Nations Office on Drugs and Crime and changes to the strategic framework”, 2010/20 of 22 July 2010 entitled “Support for the development and implementation of an integrated approach to programme development at the United Nations Office on Drugs and Crime”, as well as its resolution 52/14 entitled “Budget for the biennium 2010-2011 for the Fund of the United Nations International Drug Control Programme”,

Recalling General Assembly resolution 64/243 of 24 December 2009, entitled “Questions relating to the proposed programme budget for the biennium 2010-

2011”, in paragraph 85 of which it expressed concern regarding the overall financial situation of the United Nations Office on Drugs and Crime and requested the Secretary-General to submit proposals in his proposed programme budget for the biennium 2012-2013 to ensure that the Office had sufficient resources to carry out its mandate,

Concerned about the governance and financial situation of the UNODC, and aware of the urgent need to address these issues in a pragmatic, result-oriented, efficient and cooperative manner,

1. *Takes note* of the work and the report of its standing open-ended intergovernmental working group on improving the governance and financial situation of the United Nations Office on Drugs and Crime in accordance with resolution 52/13;
2. *Expresses its appreciation* for the work of the co-chairs of the working group as well as to the Secretariat for its assistance to facilitate the work of the working group, including by providing i.a. updates on the financial situation of the UNODC, briefings, presentations of thematic and regional programmes to the working group, as well as on evaluation and oversight issues, and requests the Secretariat to continue to providing such necessary assistance, bearing in mind the limited resources available to the Secretariat;
3. *Welcomes* the established practice to have a clear schedule of meetings and programme of work for the working group, as well as other measures taken with a view to improving the functioning and efficiency of the working group, and requests that a draft agenda of each meeting of the working group is distributed with reasonable anticipation, accompanied by all the relevant documents for such meetings;

Medium-Term Strategy for the period 2012-2015

4. *Requests* the Secretariat and the standing open-ended intergovernmental working group on governance and finance to develop, as a follow-up to the Strategy for the period 2008-2011 for the United Nations Office on Drugs and Crime, an updated Strategy for the period 2012-2015, and to present such a strategy to the Commission at its reconvened 54th session for its consideration, and to share this strategy with the Commission on Crime Prevention and Criminal Justice at its reconvened twentieth session, in the second half of 2011;
5. *Urges* the Secretariat to continue to ensure that the updated strategy, as approved by Member States, guides the formulation of clearly defined objectives, improved benchmarks and performance indicators that would measure both qualitatively and quantitatively the impact of the work of the Office in full compliance with relevant resolutions of the General Assembly on result-based budgeting;

Evaluation and oversight

6. *Recalls* that in its resolution 52/14 of 2 December 2009, the Commission decided that the consolidated budget for the biennium 2010-2011 for the United Nations Office on Drugs and Crime should contain adequate provisions for the establishment of a sustainable, effective and operationally independent evaluation unit (IEU), welcomes the appointment of the head of the IEU and urges the

Secretariat to swiftly implement that decision to ensure that the IEU becomes fully staffed and operational without further delay, and invites the IEU to focus its evaluations on thematic and regional programme implementation, performance and impact and to continue consultations with the working group on this matter;

7. *Requests* the Secretariat to promote a culture of evaluation throughout the organization, to mainstream the use of relevant monitoring and evaluation tools in programme planning and implementation, and to provide adequate training, as appropriate and within available resources, to staff at both headquarters and in field offices, and to report to the Commission at its 54th reconvened session on measures taken and planned in this regard;

8. *Also requests* the Secretariat to make the reports of the Independent Evaluation Unit, including its annual report, available to all Member States well in advance of the regular sessions of the Commission, in order to increase all Member States' awareness of the IEU's activities and findings, and to promote transparency;

9. *Takes note* of the Joint Inspection Unit report entitled Review of Management and Administration in the United Nations Office on Drugs and Crime,¹ and requests the working group, within its mandate, to thoroughly consider the observations and recommendations made in this report, with a view to presenting recommendations for appropriate follow-up to the Commission for its consideration at its reconvened 54th session, and to share such recommendations with the Commission on Crime Prevention and Criminal Justice at its reconvened twentieth session, in the second half of 2011;

10. *Further requests* the working group to explore the creation, if possible, by the end of 2011, of an internal system to monitor the implementation of recommendations made by relevant oversight bodies, including i.a. the OIOS, the JIU, the United Nations' Board of Auditors and the IEU, and to report to the Commission at its 54th reconvened session.

Supporting the integrated programme approach

11. *Welcomes* with appreciation the progress made in developing and implementing, within the UNODC mandate and in a continual consultation with Member States, an integrated programme approach, comprising thematic and regional programmes for the delivery of the normative and technical assistance mandates of the United Nations Office on Drugs and Crime, and requests the Executive Director of the United Nations Office on Drugs and Crime to continue presenting such thematic and regional programmes to the working group, to continue giving high priority and support to the implementation of the integrated programme approach through the promotion of the regional and thematic programmes, and to report on progress made in such implementation to the Commission at its reconvened fifty-fourth session and to share this report with the Commission on Crime Prevention and Criminal Justice at its reconvened twentieth session, in the second half of 2011;

¹ JIU/REP/2010/10.

Measures to improve the funding situation of UNODC

12. *Urges* all Member States to provide the fullest possible financial and political support to the United Nations Office on Drugs and Crime by widening its donor base and increasing voluntary contributions, in particular general-purpose contributions, so as to enable it to continue, expand, improve and strengthen its operational and technical cooperation activities, within its mandates, in particular with a view to the full implementation of the Political Declaration adopted by the General Assembly at its twentieth special session and the Political Declaration and Plan of Action on International Cooperation towards an Integrated and Balanced Strategy to Counter the World Drug Problem adopted at the high-level segment of the fifty-second session of the Commission on Narcotic Drugs, as well as, where appropriate, relevant resolutions adopted by the Commission at that session, and recalls General Assembly resolution 65/233 which recommends that a sufficient share of the regular budget of the United Nations continue to be allocated to the Office to enable it to carry out its mandates in a consistent and stable manner;
13. *Requests* the Secretariat to continue to improve its result-based and outcome-oriented reporting on programme implementation, in order to enhance transparency and the Member States' confidence in and political ownership of UNODC activities so as to strive for reducing earmarking of contributions;
14. *Encourages* Member States that are in a position to do so to commit a share of their contributions to general-purpose funding, to maintain a sustainable balance between general-purpose funds and special-purpose funds;
15. *Invites* Member States to consider applying soft earmarking in support of the regional and thematic programmes, in order to introduce flexibility into a funding system that continues to be driven mostly by earmarked contributions;
16. *Welcomes* the trend that some Member States have recently committed themselves to making, on a voluntary basis, biennial or multi-year indicative financial pledges for general-purpose and special-purpose funding, and encourages all Member States that are in a position to commit to such biennial or multi-year pledging to consider following this evolving practice, preferably aligned with the UNODC biennial budget cycle, and in order to enhance the predictability and stability of funding for UNODC;
17. *Requests* the Secretariat, in an effort to address the financial challenges of UNODC and especially in light of decreasing general-purpose contributions, to ensure that the programme support charge (PSC) is no less than the current recommended standard charge of 13 per cent, with the due consideration to the EU-UN FAFA agreement;
18. *Also requests* the Secretariat to employ transparent and uniform criteria in applying the PSC, to continue consultations with the working group on this matter, and to report to the Commission at its 54th reconvened session;
19. *Urges* the Secretariat to formulate, in close consultation with the working group, a fund-raising strategy that would broaden the donor base and encourage Member States to contribute to general-purpose funding as well as special-purpose funding;

20. *Encourages* host countries to explore ways to continue to provide adequate support to UNODC field offices and invites the working group to further discuss ways to encourage host countries to make voluntary contributions to regular operating costs of country and programme offices, with a view to improving the financial sustainability of the UNODC field office network; and to report to the Commission at its reconvened 54th session on this matter;

Improving the governing role and functioning of the Commission

21. *Recommends*, with a view to improving the governing role and functioning of the Commission and the effective and adequate implementation of decisions adopted by the Commission, the following:

(a) The Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice should hold joint reconvened sessions limited to agenda items included in the respective Commission's operational segment, with a view to providing integrated policy directives to UNODC on administrative, budgetary and strategic management issues. In this context, the practice of holding back-to-back, but separated, reconvened sessions of the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice should be continued in order to deal with agenda items included in the respective Commission's normative segment;

(b) The working group should examine modalities of ensuring that guidance to the Office is provided in an integrated way;

(c) Member States are encouraged to present and discuss draft resolutions well in advance of the regular Commission meetings in order to be able to take informed decisions. Such preliminary discussions shall not be in any way construed as precluding or substituting the mandate of the Commission;

(d) Each working document submitted formally to the Commission should include an executive summary, as well as a clear identification of any action required;

(e) Any recommendations from the working group should be made available to all Member States well in advance of the regular Commission sessions, and should be considered by the Commission;

(f) A short and concise report on the implementation of resolutions should be submitted by the Secretariat to the regular sessions of the Commission for its consideration, through the working group, as appropriate.

Annex III

Draft decision [Commission on Crime Prevention and Criminal Justice]

Improving the governance and financial situation of the United Nations Office on Drugs and Crime: extension of the mandate of the open-ended intergovernmental working group on governance and finance

The Economic and Social Council,

Recalling its decision 2009/251, entitled “Frequency and duration of the reconvened sessions of the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice”, which established that, starting in 2010, the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice will hold reconvened sessions on an annual basis in the second half of the year in order to be able to consider the reports of and the recommendations proposed by the standing open-ended intergovernmental working group on governance and finance,

Aware of the importance of the standing open-ended intergovernmental working group on governance and finance in assisting the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice in effectively addressing financial and governance issues relevant to the work of both Commissions,

Reaffirming the role of the Commission on Narcotic Drugs as the principal policymaking organ of the United Nations on matters of international drug control and as the governing body of the drug programme of the United Nations Office on Drugs and Crime,

Concerned about the governance and financial situation of the United Nations Office on Drugs and Crime, and aware of the urgent need to address these issues in a pragmatic, result-oriented, efficient and cooperative manner,

(a) Reaffirms resolution 18/3 and decides to renew the mandate of the standing open-ended intergovernmental working group on governance and finance until the session of the Commission to be held in the first half of 2013, at which time the Commission shall carry out a thorough review of the functioning of the working group and consider the extension of its mandate;

(b) Further decides that the working group shall hold at least two formal meetings, one in the first quarter of 2012 and one in the first quarter of 2013, in advance of the respective regular sessions of the Commission, and that the dates of those and possible additional informal meetings shall be determined by the co-chairpersons of the working group in consultation with the Secretariat;

(c) Requests that the relevant documentation be provided to the working group in a timely manner and approves the provisional agenda of the working group as follows:

1. Consolidated budget for the biennium 2012-2013 for the United Nations Office on Drugs and Crime.
2. Governance and financial situation of the Office.
3. Evaluation and oversight.
4. Other matters.

Annex IV

Draft resolution [Commission on Crime Prevention and Criminal Justice]

Improving the governance and financial situation of the United Nations Office on Drugs and Crime: recommendations of the standing open-ended intergovernmental working group on governance and finance

The Commission on Crime Prevention and Criminal Justice,

Recalling its resolution 18/3 of 24 April 2009, entitled “Improving the governance and financial situation of the United Nations Office on Drugs and Crime”, which established the standing open-ended intergovernmental working group on governance and finance, in order to achieve the common objective of strengthening the performance and effectiveness of the United Nations Office on Drugs and Crime,¹

Recalling also Economic and Social Council decision 2009/251, entitled “Frequency and duration of the reconvened sessions of the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice”, which established that, starting in 2010, the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice will hold reconvened sessions on an annual basis in the second half of the year in order to be able to consider the reports of and the recommendations proposed by the standing open-ended intergovernmental working group on governance and finance,

Further recalling that resolution 18/3 emphasized that the standing open-ended intergovernmental working group on governance and finance, in its formal and informal meetings, should be a forum for dialogue among Member States and between Member States and the Secretariat on the development of the programmes of the United Nations Office on Drugs and Crime,

Reaffirming the role of the Commission on Crime Prevention and Criminal Justice as the central body within the United Nations system providing policy guidance on crime prevention and criminal justice and as the governing body of the crime programme of the United Nations Office on Drugs and Crime,

Reaffirming also Economic and Social Council resolutions 2009/23 of 30 July 2009 entitled “Support for the development and implementation of the regional programmes of the United Nations Office on Drugs and Crime”, 2010/17 of 22 July 2010, entitled “Realignment of the functions of the United Nations Office on Drugs and Crime and changes to the strategic framework”, 2010/20 of 22 July 2010 entitled “Support for the development and implementation of an integrated approach to programme development at the United Nations Office on Drugs and Crime”, as well as its resolution 18/6 entitled “Budget for the biennium 2010-2011 for the United Nations Crime Prevention and Criminal Justice Fund”,

Recalling the General Assembly resolution 64/243 of 24 December 2009, entitled “Questions relating to the proposed programme budget for the biennium 2010-2011”, in paragraph 85 of which it expressed concern regarding the overall financial situation of the United Nations Office on Drugs and Crime and requested the Secretary-General to submit proposals in his proposed programme budget for the biennium 2012-2013 to ensure that the Office had sufficient resources to carry out its mandate,

Concerned about the governance and financial situation of the UNODC, and aware of the urgent need to address these issues in a pragmatic, result-oriented, efficient and cooperative manner,

1. Takes note of the work and the report of its standing open-ended intergovernmental working group on improving the governance and financial situation of the United Nations Office on Drugs and Crime in accordance with resolution 18/3;
2. Expresses its appreciation for the work of the co-chairs of the working group as well as to the Secretariat for its assistance to facilitate the work of the working group, including by providing, among others, updates on the financial situation of the UNODC, briefings, presentations of thematic and regional programmes to the working group, as well as on evaluation and oversight issues, and requests the Secretariat to continue to providing such necessary assistance, bearing in mind the limited resources available to the Secretariat;
3. Welcomes the established practice to have a clear schedule of meetings and programme of work for the working group, as well as other measures taken with a view to improving the functioning and efficiency of the working group, and requests that a draft agenda of each meeting of the working group is distributed with reasonable anticipation, accompanied by all the relevant documents for such meetings;

Medium-Term Strategy for the period 2012-2015

4. Requests the Secretariat and the standing open-ended intergovernmental working group on governance and finance to develop, as a follow-up to the Strategy for the period 2008-2011 for the United Nations Office on Drugs and Crime, an updated Strategy for the period 2012-2015, and to present such a strategy to the Commission at its reconvened twentieth session for its consideration, in the second half of 2011;
5. Urges the Secretariat to continue to ensure that the updated strategy, as approved by Member States, guides the formulation of clearly defined objectives, improved benchmarks and performance indicators that would measure both qualitatively and quantitatively the impact of the work of the Office in full compliance with relevant resolutions of the General Assembly on result-based budgeting;

Evaluation and oversight

6. Recalls that in its resolution 18/6 of 4 December 2009, the Commission decided that the consolidated budget for the biennium 2010-2011 for the United Nations Office on Drugs and Crime should contain adequate provisions for the establishment of a sustainable, effective and operationally independent evaluation

unit (IEU), welcomes the appointment of the head of the IEU and urges the Secretariat to swiftly implement that decision to ensure that the IEU becomes fully staffed and operational without further delay, and invites the IEU to focus its evaluations on thematic and regional programme implementation, performance and impact and to continue consultations with the working group on this matter;

7. Requests the Secretariat to promote a culture of evaluation throughout the organization, to mainstream the use of relevant monitoring and evaluation tools in programme planning and implementation, and to provide adequate training, as appropriate and within available resources, to staff at both headquarters and in field offices, and to report to the Commission at its twentieth session on measures taken and planned in this regard;

8. Also requests the Secretariat to make the reports of the Independent Evaluation Unit, including its annual report, available to all Member States well in advance of the regular sessions of the Commission, in order to increase all Member States' awareness of the IEU's activities and findings, and to promote transparency;

9. Takes note of the Joint Inspection Unit report entitled Review of Management and Administration in the United Nations Office on Drugs and Crime,² and requests the working group, within its mandate, to thoroughly consider the observations and recommendations made in this report, with a view to presenting recommendations for appropriate follow-up to the Commission for its consideration at its reconvened twentieth session, in the second half of 2011;

10. Further requests the working group to explore the creation, if possible, by the end of 2011, of an internal system to monitor the implementation of recommendations made by relevant oversight bodies, including, among others, the OIOS, the JIU, the United Nations' Board of Auditors and the IEU, and to report to the Commission at its twentieth reconvened session.

Supporting the integrated programme approach

11. Welcomes with appreciation the progress made in developing and implementing, within the UNODC mandate and in a continual consultation with Member States, an integrated programme approach, comprising thematic and regional programmes for the delivery of the normative and technical assistance mandates of the United Nations Office on Drugs and Crime, and requests the Executive Director of the United Nations Office on Drugs and Crime to continue presenting such thematic and regional programmes to the working group, to continue giving high priority and support to the implementation of the integrated programme approach through the promotion of the regional and thematic programmes, and to report on progress made in such implementation to the Commission at its reconvened fifty-fourth session and to share this report with the Commission on Crime Prevention and Criminal Justice at its reconvened twentieth session, in the second half of 2011;

Measures to improve the funding situation of UNODC

12. Urges all Member States to provide the fullest possible financial and political support to the United Nations Office on Drugs and Crime by widening its donor

² JIU/REP/2010/10.

base and increasing voluntary contributions, in particular general-purpose contributions, so as to enable it to continue, expand, improve and strengthen its operational and technical cooperation activities, within its mandates, and recalls General Assembly resolution 65/233 which recommends that a sufficient share of the regular budget of the United Nations continue to be allocated to the Office to enable it to carry out its mandates in a consistent and stable manner;

13. Requests the Secretariat to continue to improve its result-based and outcome-oriented reporting on programme implementation, in order to enhance transparency and the Member States' confidence in and political ownership of UNODC activities so as to strive for reducing earmarking of contributions;

14. Encourages Member States that are in a position to do so to commit a share of their contributions to general-purpose funding, to maintain a sustainable balance between general-purpose funds and special-purpose funds;

15. Invites Member States to consider applying soft earmarking in support of the regional and thematic programmes, in order to introduce flexibility into a funding system that continues to be driven mostly by earmarked contributions;

16. Welcomes the trend that some Member States have recently committed themselves to making, on a voluntary basis, biennial or multi-year indicative financial pledges for general-purpose and special-purpose funding, and encourages all Member States that are in a position to commit to such biennial or multi-year pledging to consider following this evolving practice, preferably aligned with the UNODC biennial budget cycle, and in order to enhance the predictability and stability of funding for UNODC;

17. Requests the Secretariat, in an effort to address the financial challenges of UNODC and especially in light of decreasing general-purpose contributions, to ensure that the programme support charge (PSC) is no less than the current recommended standard charge of 13 per cent, with the due consideration to the EU-UN FAFA agreement;

18. Also requests the Secretariat to employ transparent and uniform criteria in applying the PSC, to continue consultations with the working group on this matter, and to report to the Commission at its reconvened twentieth session;

19. Urges the Secretariat to formulate, in close consultation with the working group, a fund-raising strategy that would broaden the donor base and encourage Member States to contribute to general-purpose funding as well as special-purpose funding;

20. Encourages host countries to explore ways to continue to provide adequate support to UNODC field offices and invites the working group to further discuss ways to encourage host countries to make voluntary contributions to regular operating costs of country and programme offices, with a view to improving the financial sustainability of the UNODC field office network; and to report to the Commission at its reconvened twentieth session on this matter;

Improving the governing role and functioning of the Commission

21. Recommends, with a view to improving the governing role and functioning of the Commission and the effective and adequate implementation of decisions adopted by the Commission, the following:

(a) The Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice should hold joint reconvened sessions limited to agenda items included in the respective Commission's operational segment, with a view to providing integrated policy directives to UNODC on administrative, budgetary and strategic management issues. In this context, the practice of holding back-to-back, but separated, reconvened sessions of the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice should be continued in order to deal with agenda items included in the respective Commission's normative segment;

(b) The working group should examine modalities of ensuring that guidance to the Office is provided in an integrated way;

(c) Member States are encouraged to present and discuss draft resolutions well in advance of the regular Commission meetings in order to be able to take informed decisions. Such preliminary discussions shall not be in any way construed as precluding or substituting the mandate of the Commission;

(d) Each working document submitted formally to the Commission should include an executive summary, as well as a clear identification of any action required;

(e) Any recommendations from the working group should be made available to all Member States well in advance of the regular Commission sessions, and should be considered by the Commission;

(f) A short and concise report on the implementation of resolutions should be submitted by the Secretariat to the regular sessions of the Commission for its consideration, through the working group, as appropriate.