



# General Assembly

Distr.: General  
21 April 2020

Original: English

## Seventy-fifth session

Items 141 and 142 of the preliminary list\*

## Proposed programme budget for 2021

### Programme planning

## Proposed programme budget for 2021

### Part IV

### International cooperation for development

### Section 16

### International drug control, crime and terrorism prevention and criminal justice

#### Programme 13

#### International drug control, crime and terrorism prevention and criminal justice

## Contents

	<i>Page</i>
Foreword. ....	3
A. Proposed programme plan for 2021 and programme performance for 2019** . . . . .	4
B. Proposed post and non-post resource requirements for 2021*** . . . . .	87
Annexes	
I. Organizational structure and post distribution for 2021 . . . . .	110
II. Summary of follow-up action taken to implement relevant recommendations of the oversight bodies . . . . .	115

\* [A/75/50](#).

\*\* In keeping with paragraph 11 of resolution [72/266 A](#), the part consisting of the programme plan and programme performance information is submitted through the Committee for Programme and Coordination for the consideration of the General Assembly.

\*\*\* In keeping with paragraph 11 of resolution [72/266 A](#), the part consisting of the post and non-post resource requirements is submitted through the Advisory Committee on Administrative and Budgetary Questions for the consideration of the General Assembly.





---

## Foreword

The mandate of the United Nations Office on Drugs and Crime (UNODC) spans all three pillars of the United Nations, namely peace and security, sustainable development and human rights, and the Office continues to strengthen support to Member States in advancing justice to fight corruption and crime in all its dimensions, counter the world drug problem and prevent terrorism. The overarching goal of the UNODC programme budget document 2021, supported by nine subprogrammes and aligned with the 2030 Agenda for Sustainable Development, is to drive results and improve effectiveness and efficiency in carrying out the Office's mandates.

Through its global, regional and country operational programmes, which are implemented through the Office's network of field offices and its headquarters in Vienna, UNODC is helping to address the interlinked challenges of drugs, violence, organized crime, terrorism and corruption, while mainstreaming gender and human rights approaches across all mandate areas. In addition, UNODC will continue to empower young people as agents of positive change to help to build a more inclusive world.

In view of the global crisis related to the coronavirus disease (COVID-19), the work of UNODC in 2020 was quickly refocused to support Member States in taking swift action to address the pandemic and the challenges relating to recovery.

At the same time, the Office worked to protect the safety and well-being of staff and other personnel around the world as they adjusted to the realities of remote work, so as to ensure the continued delivery of the Office's mandates. In order to minimize disruptions, UNODC is leveraging innovations and information technology solutions to ensure that no one is left behind and that the people most in need are prioritized.

Another important context for the proposed programme budget document 2021 is the evolving reform of the United Nations development system and identification of thematic priorities by the Secretary-General and Member States. With its strong field presence and delivery capacity in key countries, UNODC serves as a hub for the provision of substantive expertise to Member States, United Nations country teams and other counterparts for the development of locally owned and needs-based United Nations Sustainable Development Cooperation Frameworks and operational programmes.

UNODC has been able to carry out its work thanks to the support of Member States, the private sector and other donors. Voluntary contributions have risen some 40 per cent over the past five years, a clear recognition of the value of UNODC assistance under its drug- and crime-related mandates.

In 2021, the work of UNODC will continue to play a vital role in international efforts to achieve sustainable development, support human rights, and build peaceful societies to enhance international criminal justice cooperation and to better serve the people most in need.

(Signed) Ghada Waly  
Executive Director, United Nations Office on Drugs and Crime

## **A. Proposed programme plan for 2021 and programme performance for 2019**

### **Overall orientation**

#### **Mandates and background**

- 16.1 The United Nations Office on Drugs and Crime (UNODC) is responsible for supporting Member States in making the world safer from drugs, crime and terrorism with a view to promoting security and justice for all. The mandate derives from the priorities established in relevant United Nations conventions and General Assembly resolutions, including Assembly resolutions [45/179](#), [46/152](#) and [46/185](#) C. The thematic focus areas of the Office range from transnational organized crime to trafficking; from drug prevention and treatment and alternative development to corruption; from criminal justice reform to terrorism prevention; and from research and trend analysis to policy support. The work of the Office is grounded in a series of international instruments for which the Office acts as guardian and advocate. They include the three international drug control conventions, the United Nations Convention against Corruption, the United Nations Convention against Transnational Organized Crime and the Protocols thereto, the 19 international conventions and protocols against terrorism and the United Nations standards and norms in crime prevention and criminal justice. In 2020, transnational organized crime and terrorism continued to pose major threats to security, development, and good governance around the world. Corruption, cybercrime, the use of new technologies, including artificial intelligence, for criminal purposes, trafficking in persons, the smuggling of migrants, environmental crime, particularly unregulated and illegal plundering of non-renewable resources, and trafficking in endangered species of flora and fauna, are linked to State fragility and undermine the rule of law. The illicit cultivation, manufacture and consumption of and trafficking in drugs remain a risk to the health, dignity and hopes of millions of people. They lead to the loss of human life and the depletion of social cohesion and capital. UNODC support, aimed at addressing these challenges and developing the capacity of Governments to formulate and implement coherent policies for sustainable development, while mainly funded through extrabudgetary resources, will also continue to be provided through the implementation of the regular programme of technical cooperation and Development Account projects.

#### **Strategy and external factors for 2021**

- 16.2 As a United Nations entity whose mandate spans the three pillars of the United Nations, namely peace and security, sustainable development and human rights, the Office assists Member States in their fight against crime in all its dimensions, in countering the world drug problem, and in preventing international terrorism.
- 16.3 UNODC does so through three broad, interconnected and mutually supportive work streams:
- (a) Normative work, including policy advocacy and legislative assistance to promote the ratification and implementation of the relevant international treaties and the provision of secretariat and substantive services to the treaty-based, governing and other Member State-driven bodies that help to identify areas of focus, challenges, responses and commitments in relevant mandate areas relating to drugs, crime and counter-terrorism;
  - (b) Research and policy support work to expand the evidence base, as well as its interface with the policymaking processes at the national, regional and global levels through increased knowledge and understanding of drug and crime issues;
  - (c) Technical cooperation to enhance the capacity of Member States and other stakeholders to counteract illicit drugs, crime and terrorism at the national, regional and global levels through the Office's extensive field network and headquarters.

- 16.4 Recent developments in the international financial and political landscapes, including the slowdown in major economies and the increase in bilateral collaboration, sometimes at the expense of multilateral solutions, have provided an impetus for UNODC to provide integrated support to Member States, leveraging its thematic leadership and field presence.
- 16.5 At the policy level, the 2030 Agenda for Sustainable Development, the Ministerial Declaration on Strengthening Our Actions at the National, Regional and International Levels to Accelerate the Implementation of Our Joint Commitments to Address and Counter the World Drug Problem, adopted in 2019, and the outcome document of the special session of the General Assembly on the world drug problem held in 2016 have highlighted the Office's mandate areas. In addition, the Commission on Crime Prevention and Criminal Justice and the Commission on Narcotic Drugs have provided a platform for sharing expertise and experiences in the areas of crime prevention and criminal justice, and of drug control. The mandates emanating therefrom have provided an additional reason for the Office to integrate its programmes into broader initiatives across the United Nations system that will, in turn, foster greater national ownership and sustainability.
- 16.6 In 2021, UNODC will strengthen its efforts in thematic areas prioritized by Member States, providing strategic substantive leadership and expertise, to act as a driver for thematic coherence across the United Nations system, including through United Nations country teams. In addition, the Office will continue to serve as the institutional "hinge", facilitating continuous and adaptable linkages between the normative, operational and research dimensions in its mandated areas. In implementing these initiatives, UNODC will increase the provision and sharpen the focus of advisory services, targeted technical support and policy advice, when and where needed, focusing on responding to the needs of Member States and strategic points of entry for coherent field delivery.
- 16.7 In line with the principles of the United Nations development system reform and the new United Nations Sustainable Development Cooperation Framework (formerly the United Nations Development Assistance Framework), rolled out in 2019 and onwards, UNODC is developing programmes aimed at:
- (a) Tailored, field-based, and complementary regional and global assistance to support the needs of Member States;
  - (b) Stronger cross-sectoral integration of all relevant elements of its mandates to support Member States to counter illicit drugs, crime and terrorism;
  - (c) Making a clearer contribution to efforts by Member States to implement the 2030 Agenda, inter alia by leveraging synergies and joint initiatives involving other United Nations entities and partners, working in concert with the revamped United Nations country teams and assisting the new resident coordinator system by providing specialized assistance in its mandate areas.
- 16.8 The Office will leverage its role as an impartial knowledge broker to identify innovative and effective ways of tackling the negative link between all forms of crime and sustainable well-being. Research and analysis will play a fundamental role in better identifying, understanding and shaping responses to drugs and crime challenges. The Office will do so by feeding into common country analyses, which will help to shape United Nations Sustainable Development Cooperation Frameworks at the national level that will be delivered under the leadership of empowered resident coordinators. The analysis generated in-house will also provide the evidence base for development of its own programmes rooted in mandates provided by its governing bodies, as well as the mechanisms for the review of implementation of the Convention against Corruption and the Organized Crime Convention.
- 16.9 The ongoing changes brought about by United Nations reforms, including the management reform and the reform of the peace and security pillar, and their impact at the field level, amplify the need for UNODC expertise to be targeted at supporting effective delivery on the ground. They also necessitate that the Office identify and respond more rapidly and effectively to strategic needs through the deployment of staff and other technical resources, offering effective, multidisciplinary and impact-oriented delivery in the field. In order to roll out these responses in a more systematic and

strategic way, core substantive and programmatic capacity will be maintained and, where needed, strengthened with the aim of ensuring that the progress made in 2019 and 2020 is sustained in 2021.

- 16.10 The Office's focus will be sharpened to specifically address the nodal links between drug use, drug trafficking, transnational organized crime, illicit financial flows, corruption and terrorism, considering them within the broader framework of the increased well-being of people. The delivery of field support and strengthening of UNODC capacity in key thematic areas will contribute to addressing the interlinkages between UNODC mandates and the 2030 Agenda. In addition, improved cross-cutting fundamental roles will help to ensure multisectoral and whole-of-government responses to ensure sustainability. UNODC will also develop results-based technical documents to support strategic coherence in all its thematic areas.
- 16.11 With regard to the external factors, the overall plan for 2021 is based on the following planning assumptions:
  - (a) Extrabudgetary resources, including more funding for fundamental roles through core resources as part of the funding compact, continue to be available, allowing the Office to support Member States to combat the constantly evolving nature and scope of transnational organized criminal networks and their links with corruption and the weakening of State structures;
  - (b) Member States recognize, in their policies, programmes and budgets, that challenges related to security, justice and the rule of law must be addressed as part of an integrated, nationally owned effort to implement the 2030 Agenda;
  - (c) International financial institutions, the United Nations system and other multilateral organizations highlight the importance of strengthening fiscal governance and preventing the leakage of public funds in order to sustainably address issues under the UNODC mandate and implement the 2030 Agenda in a holistic manner;
  - (d) Member States share real-time and other operational data with their counterparts across borders to mount effective, intelligence-led responses to dismantle organized criminal networks.
- 16.12 The Office integrates a gender perspective in its operational activities, deliverables and results, as appropriate. By integrating a gender perspective, UNODC pursues the coherent and coordinated implementation of global commitments on gender equality and the empowerment of women. It does so through the UNODC Strategy and Action Plan for Gender Equality and the Empowerment of Women (2018–2021), which continues to provide a framework for coherence and guides the Office's support to Member States for the achievement of the 2030 Agenda and, specifically, Goal 5 (on achieving gender equality and empowering all women and girls). Implementation of the Strategy will be evaluated in 2021, with a second phase of implementation scheduled to begin in 2022. A Gender Team is located in the Office of the Director General/Executive Director to coordinate the implementation of the Strategy, thus ensuring that a gender perspective is systematically mainstreamed in programme approval processes; that programme managers integrate gender perspectives in the operational activities of each subprogramme and gender strategy focal points are consulted in programme development; that gender analysis becomes an integral part of all UNODC programming processes; that staff receive and benefit from capacity-building activities and tools to further gender mainstreaming; that lessons learned and good practices emanating from evaluations and relevant forums are exchanged systematically within the UNODC network of gender strategy focal points; and that UNODC stays abreast of new developments in the field of gender equality, through both the system-wide network of gender focal points led by the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) and inter-agency cooperation through the Inter-Agency Network on Women and Gender Equality.
- 16.13 With the enhanced focus on gender-related results, UNODC has strengthened the integration of gender aspects in its mandated areas of work. For example, in 2021, planned activities under subprogramme 5 include vocational training to help female prisoners to develop skills and expertise to secure employment in the construction industry upon their release. Under subprogramme 9,

component 1, the Secretariat to the Governing Bodies continues to support the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice by assisting them in the negotiation of resolutions targeting, among other things, gender equality; in enhancing the horizontal cooperation between the Commissions and the Commission on the Status of Women through participation in relevant meetings; and in contributing to the review of the progress on the implementation of, inter alia, Sustainable Development Goal 5, by facilitating the annual contribution of the Commissions to the high-level political forum on sustainable development.

- 16.14 With regard to cooperation with other entities, UNODC is working with other stakeholders, Member States and United Nations sister agencies at the local, national, regional and global levels to help Member States to understand better the nature of the challenges they face and to design coherent programmes and policies to implement the 2030 Agenda. The Office will remain actively involved in the Global Alliance for Reporting Progress on Promoting Peaceful, Just and Inclusive Societies, a coordinating platform enabling Member States, the private sector, civil society and international entities to work together to promote Goal 16 (on promoting peaceful and inclusive societies for sustainable development, providing access to justice for all and building effective, accountable and inclusive institutions at all levels). UNODC is also active in the Pathfinders for Peaceful, Just and Inclusive Societies initiative, in which a group of Member States, international organizations, global partnerships and others come together to focus on the “SDG16-plus forum” on Goal 16, and the 2030 Agenda targets on peace, justice and inclusion. In addition, UNODC has been implementing programmes with an array of international organizations, including the African Union, the Association of Southeast Asian Nations, the Caribbean Community, the Commonwealth of Independent States, the Economic Cooperation Organization, the Council of Europe, the Organization of American States, the Organization for Security and Cooperation in Europe, and the Shanghai Cooperation Organization, to enhance common approaches.
- 16.15 With regard to inter-agency coordination and liaison, UNODC has established various joint projects and coordination groups that involve other entities of the United Nations system. They include gender equality and women’s empowerment (UN-Women); drug prevention, treatment and rehabilitation (the World Health Organization); law enforcement (the International Criminal Police Organization (INTERPOL)); border management (the World Customs Organization); corruption (the United Nations Development Programme (UNDP)); trafficking in persons and the smuggling of migrants (the International Organization for Migration, the Office of the United Nations High Commissioner for Refugees and the Inter-Agency Coordination Group against Trafficking in Persons); terrorism prevention (the Office of Counter-Terrorism of the Secretariat and the entities cooperating in connection with the United Nations Global Counter-Terrorism Coordination Compact); access to justice for children (the United Nations Children’s Fund); urban safety governance (the United Nations Human Settlements Programme (UN-Habitat)); and ensuring coherence in the collection of statistics pertaining to its mandates in coordination with the Statistics Division of the Department of Economic and Social Affairs of the Secretariat. The Office remains an active co-sponsor of the Joint United Nations Programme on HIV/AIDS (UNAIDS) and is the substantive leader in the area of HIV prevention, treatment and care among people who use drugs and in prison settings. In addition to working together, the Office and its partners are also demonstrating to external audiences the support provided by the United Nations system to advance the achievement by Member States of the Sustainable Development Goals, through advocacy, publications and digital communications.

### **Legislative mandates**

- 16.16 The list below provides the all mandates entrusted to the programme.

#### *Conventions*

- Single Convention on Narcotic Drugs of 1961 as amended by the 1972 Protocol
- Convention on Psychotropic Substances of 1971

- United Nations Convention against Illicit Traffic in Narcotic Drugs and Psychotropic Substances of 1988
- United Nations Convention against Transnational Organized Crime and the Protocols thereto
- Protocol to Prevent, Suppress and Punish Trafficking in Persons, Especially Women and Children, supplementing the United Nations Convention against Transnational Organized Crime
- Protocol against the Smuggling of Migrants by Land, Sea and Air, supplementing the United Nations Convention against Transnational Organized Crime
- Protocol against the Illicit Manufacturing of and Trafficking in Firearms, Their Parts and Components and Ammunition, supplementing the United Nations Convention against Transnational Organized Crime
- United Nations Convention against Corruption

*General Assembly resolutions*

<a href="#">S-30/1</a>	Our joint commitment to effectively addressing and countering the world drug problem	<a href="#">70/266</a>	Political Declaration on HIV and AIDS: On the Fast Track to Accelerating the Fight against HIV and to ending the AIDS Epidemic by 2030
<a href="#">62/272</a> , <a href="#">64/297</a>	The United Nations Global Counter-Terrorism Strategy	<a href="#">72/279</a>	Repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system
<a href="#">64/182</a>	International cooperation against the world drug problem <sup>1</sup>		
<a href="#">66/282</a> , <a href="#">68/276</a> , <a href="#">70/291</a> , <a href="#">72/284</a>	The United Nations Global Counter-Terrorism Strategy Review	<a href="#">73/183</a>	Enhancing the role of the Commission on Crime Prevention and Criminal Justice in contributing to the implementation of the 2030 Agenda for Sustainable Development
<a href="#">70/1</a>	Transforming our world: the 2030 Agenda for Sustainable Development		

*Commission on Crime Prevention and Criminal Justice resolutions*

<a href="#">28/4</a>	Budget for the biennium 2020–2021 for the United Nations Crime Prevention and Criminal Justice Fund
----------------------	---

*Commission on Narcotic Drugs resolutions*

<a href="#">62/9</a>	Budget for the biennium 2020–2021 for the Fund of the United Nations International Drug Control Programme
----------------------	---

*Commission on Narcotic Drugs statements and declarations*

Ministerial Declaration on Strengthening Our Actions at the National, Regional and International Levels to Accelerate the Implementation of Our Joint Commitments to Address and Counter the World Drug Problem

Joint Ministerial Statement of the 2014 high-level review by the Commission on Narcotic Drugs of the implementation by Member States of the Political Declaration and Plan of Action on International Cooperation towards an Integrated and Balanced Strategy to Counter the World Drug Problem

---

<sup>1</sup> Particular reference is made to the Political Declaration and Plan of Action on International Cooperation towards an Integrated and Balanced Strategy to Counter the World Drug Problem (see [E/2009/28](#)).



## Deliverables

16.17 Table 16.1 below lists all cross-cutting deliverables, by category and subcategory, for the period 2019–2021.

Table 16.1

### Cross-cutting deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
1. Meetings of the Fifth Committee	1	1	1	1
2. Meetings of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
3. Meetings of the Committee for Programme and Coordination	1	1	1	1
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
4. Projects related to gender equality	1	1	1	1
5. Projects related to the independent evaluation function	1	1	1	1
<b>Seminars, workshops and training events</b> (number of days)	<b>5</b>	<b>5</b>	<b>6</b>	<b>5</b>
6. Food-for-thought sessions related to gender equality	4	4	4	4
7. Expert group meeting on gender-responsive implementation of the 2030 Agenda for Sustainable Development	1	1	–	–
8. Conference on gender equality	–	–	1	–
9. Side events on gender equality related topics	–	–	1	1
<b>Technical materials</b> (number of materials)	<b>19</b>	<b>19</b>	<b>19</b>	<b>19</b>
10. Guidance note and other tools on gender equality-related issues	1	1	1	1
11. Independent, joint and system-wide evaluations and synthesis studies	17	17	17	17
12. Evaluation tools, methodologies and approaches	1	1	1	1
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> advisory services for multilateral efforts in the fields of drug control, crime prevention, anti-corruption, and terrorism prevention and cooperation with Member States, intergovernmental organizations and civil society, as applicable, including at the regional level; advocacy of drug control, crime prevention, anti-corruption and terrorism prevention issues with Member States and civil society through speaking engagements, conferences, information dissemination, media activities, raising public awareness and representation of the Secretary-General at international events and forums, as appropriate; and effective management of the organization through policy advice, legal services, communication support, and support for office operations.				
<b>Databases and substantive digital materials:</b> UNODC web-based evaluation application.				
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> evaluation briefs and annual reviews.				
<b>Digital platforms and multimedia content:</b> website with updated content.				

## Evaluation activities

16.18 The following evaluations completed in 2019 have guided the programme plan for 2021:

(a) Independent in-depth evaluations:

- (i) Independent in-depth evaluation of the regional programme for South-East Asia and country programmes for Indonesia, Myanmar and Viet Nam (subprogrammes 1, 2, 3, 4 and 5; status: finalized);
  - (ii) Independent in-depth evaluation of the Global Action to Prevent and Address Trafficking in Persons and the Smuggling of Migrants (GLO.ACT) initiative (subprogramme 1; status: finalized);
  - (iii) Independent in-depth evaluation of the Global Programme for the Implementation of the Doha Declaration: Towards a Culture of Lawfulness (subprogramme 3; status: ongoing);
  - (iv) Independent in-depth mid-term evaluation of the Global Maritime Crime Programme (subprogramme 5; status: ongoing);
  - (v) Independent in-depth mid-term evaluation of the Global Firearms Programme: countering illicit arms trafficking and its links to transnational organized crime and terrorism (subprogramme 1; status: ongoing);
  - (vi) Independent in-depth evaluation of the Western Balkans Counter-Serious Crime initiative in the context of the Integrative Internal Security Governance mechanism, including the European Union action entitled “Instrument for pre-accession assistance multi-country action programme 2017: support to the Western Balkan integrative internal security governance”, conducted for the European Union, including a UNODC component (status: finalized);
- (b) Independent evaluations of the following UNODC projects (subprogrammes 1, 2, 3 and 5):
- (i) Enhance government and civil society responses to counter trafficking in persons in Bhutan;
  - (ii) Supporting the establishment of an evidence-based drug dependence treatment and rehabilitation system for the Palestine National Rehabilitation Centre;
  - (iii) Asia-Pacific Joint Action Towards a Global Regime against Corruption;
  - (iv) United Nations Pacific Regional Anti-Corruption Project phase II;
  - (v) Improving the criminal justice response to violence against women in Egypt;
  - (vi) “Fortalecimiento para la seguridad de grupos vulnerables” (Strengthening the safety of vulnerable groups).
- 16.19 The findings of the evaluations referenced in paragraph 16.18 above and the evaluation meta-synthesis 2017–2018 have been taken into account for the programme plan for 2021. In the meta-synthesis, the need was highlighted for the strengthened integration of human rights (see General Assembly resolution [73/207](#)) and gender equality in the design, planning, implementation and reporting of UNODC projects and programmes. An identified best practice in this context related to UNODC efforts to advocate for awareness with national partners on the needs of most-at-risk populations in Central Asia. Furthermore, the need for improved results-based-management frameworks, including more systematic data collection, was identified in this biennial meta-synthesis. As a result of the above-referenced evaluations, subprogrammes within UNODC will continue to strengthen the approach to gender equality.
- 16.20 The following evaluations are planned for 2021:
- (a) Selected areas in UNODC subprogrammes;
  - (b) Selected regions and countries in line with UNODC programming;
  - (c) Independent evaluations covering various subprogrammes and regions.
- 16.21 With regard to participation in joint evaluations, in particular in relation to the principle of common country programming and the assessment of United Nations Sustainable Development Cooperation

Frameworks, more strategic evaluations will be conducted at UNODC in coordination with the United Nations Evaluation Group to also contribute to the review mechanism of the Sustainable Development Goals and inform evidence-based decision-making at all levels.

- 16.22 UNODC recognizes that independent evaluation is an essential tool for accountability, learning and decision-making. The independent evaluation function at UNODC implements the United Nations Evaluation Group norms and standards, quality assurance and management of strategic evaluations. The new web-based application “Unite Evaluations” was developed and rolled out to increase the coverage, efficiency and quality of evaluations. It was highlighted by the Office of Internal Oversight Services as a notable good practice in the United Nations Secretariat. It is an innovative tool that ensures effective follow-up mechanisms for improved programmatic performance and dissemination of lessons learned at an aggregate level to inform decision-making. Moreover, responding to information needs by Member States, the Independent Evaluation Section is working to diversify and improve its evaluation-based knowledge products to enable evidence-based decision-making at all levels. As requested by the General Assembly in its resolution [69/237](#), the independent evaluation function at UNODC, in coordination with the United Nations Evaluation Group and United Nations country teams, continues its engagement in strengthening national evaluation capacity, contributing to the review mechanism of the Sustainable Development Goals and to strengthen accountability in public institutions, in line with Goal 16.

## **Programme of work**

### **Subprogramme 1**

#### **Countering transnational organized crime**

##### **Objective**

- 16.23 The objective, to which this subprogramme contributes, is to prevent and combat transnational organized crime and illicit trafficking.

##### **Strategy**

- 16.24 To contribute to preventing and combating transnational organized crime and illicit trafficking, the subprogramme will continue to promote international cooperation among relevant authorities within Member States, regional entities and other partners, through global, regional and interregional initiatives. The subprogramme will also continue promoting adherence to and implementation of the international drug control conventions and the Organized Crime Convention and the Protocols thereto. The subprogramme will continue supporting the work of the Conference of the Parties to the Organized Crime Convention, including supporting the Mechanism for the Review of the Implementation of the Convention and the Protocols thereto, through assisting States parties in completing the preparatory phase by servicing informal consultations, preparing several drafts of the self-assessment questionnaires for the Convention and its Protocols that will serve as a basis for the reviews, developing and testing the secure module within the knowledge management portal known as Sharing Electronic Resources and Laws on Crime (SHERLOC), which will be the platform for the review process, devising and testing an effective drawing-of-lots system, collecting information on nominated experts within States parties and substantively servicing meetings of the intergovernmental expert group established in accordance with Conference resolution 9/1, among other things.
- 16.25 The subprogramme will also continue to provide tailored technical assistance to Member States. This work is expected to result in reduced illicit trafficking and organized crime, such as through the seven transregional investigative drug case forums held in 2019, which brought together investigators and prosecutors from source, transit and destination countries to share knowledge of current and changing drug trafficking trends and methodologies, legal frameworks and, moreover, develop post-seizure strategies for significant seizure cases. Those meetings are aimed at optimizing criminal justice

outcomes arising from significant seizures and in turn encouraging prosecutions and proceeds of crime action against high-value targets involved in the organization and funding of the seizures.

- 16.26 As further examples, UNODC has also trained prosecutors of requesting Member States on international cooperation in criminal matters, in particular in trafficking cases; trained law enforcement officials on enhancing the effectiveness of mutual legal assistance processes; delivered pre-accession workshops to requesting Member States in relation to the Convention and its Protocols; and provided legislative and drafting assistance to requesting States parties to harmonize their laws with the Convention and its Protocols. The subprogramme also supports Member States in making progress towards relevant Sustainable Development Goals, including Goals 5, 8, 10, 15, 16 and 17. For example, the global programme on strengthening criminal investigation and criminal justice cooperation along the cocaine route in Latin America, the Caribbean and West Africa of UNODC works towards the attainment of Goal 17 by building capacity and promoting strategies aimed at the disruption of organized criminal groups involved in drug trafficking. It promotes the rule of law with its capacity-building incorporating human rights-based and rule-of-law focused content. The Container Control Programme of UNODC helps to promote the rule of law by creating and strengthening partnerships between customs services and other law enforcement agencies, which is directly relevant to Goal 17, as the programme brings together national Governments, the international community, civil society, the private sector and other actors and implements effective and targeted capacity-building in developing countries to support national plans to implement all the Sustainable Development Goals, including through North-South, South-South and triangular cooperation. The subprogramme also supported Alliance 8.7, including through participation at the Alliance 8.7 Global Coordinating Group meetings held in Geneva on 3 April 2019, in New York on 17 July 2019 and in Paris on 12 November 2019, and in a meeting about the African Union draft 10-year action plan to eradicate child labour, forced labour, human trafficking and modern slavery, convened under the auspices of Alliance 8.7 in Addis Ababa on 20 and 21 March 2019, to discuss regional-level support to the initiative.
- 16.27 Through the subprogramme, UNODC also participated in the high-level political forum at which the theme “Empowering people and ensuring inclusiveness and equality” was addressed, in particular the review of Goal 16 (on peace, justice and strong institutions) on 19 July 2019. The high-level political forum also conducted an in-depth review of Goal 4 (on quality education), Goal 8 (on decent work and economic growth), Goal 10 (on reduced inequalities) and Goal 13 (on climate action), in addition to Goal 17 (on partnerships for the Goals), which is reviewed each year. Past results in this area include 95 Member States and one jurisdiction having been assisted in reviewing or developing anti-money-laundering legislation and laws to counter the financing of terrorism and the implementation of related operational practices; and technical assistance and training undertaken in Southern Africa under the Asset Recovery Inter-Agency Network for Southern Africa. In 2018, the proceeds of crime frozen, seized and confiscated exceeded \$600 million, which represents an increase of \$524 million compared with the total figures for 2017. Moreover, all remaining non-parties to the Convention and its Protocols, many of which are least developed countries, have been contacted and offered support with regard to acceding to the Convention and its Protocols; as an immediate result, one State acceded to the Convention and all its Protocols, thereby bringing the number of parties to 190 (for 2019). All remaining non-parties are currently considering accession, making universal adherence a real possibility. Furthermore, legislative support was provided to seven Member States in reviewing their national drug control legislation and policies through coordination with relevant UNODC country or field offices.
- 16.28 In addition, further to Security Council resolutions [2331 \(2016\)](#) and [2388 \(2017\)](#), on trafficking in persons in conflict situations, and General Assembly resolution [72/1](#), by which the Assembly adopted the political declaration on the implementation of the United Nations Global Plan of Action to Combat Trafficking in Persons, the UNODC Human Trafficking and Migrant Smuggling Section engaged with the Department of Peace Operations of the Secretariat and the Department of Field Support of the Secretariat and developed a training module. The United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA) was identified as the appropriate peacekeeping mission in which to pilot the training module, and it was tailored to the context in

Mali. UNODC organized a training-of-trainers workshop for the induction training team and individual trainers and supported the first two training sessions delivered by the induction training team, in addition to a specialized training session for law enforcement officials in Mali that was independently organized by one of the trained officers on the basis of the UNODC manuals. A session on trafficking in persons and the smuggling of migrants has been integrated into the regular induction training programme offered by the MINUSMA United Nations police induction training team to individual police officers. The subprogramme contributed an increase in the capacity of individual police officers to detect and report on cases of trafficking and smuggling. In the first nine months following the training, trained MINUSMA personnel supported five investigations of possible trafficking in persons cases and five investigations of possible smuggling of migrants cases conducted by the security forces of Mali. UNODC is currently planning to replicate the training in other United Nations field missions, in consultation with the Department of Peace Operations.

### **Programme performance in 2019 against planned result**

- 16.29 A planned result for 2019, which is increased capacity of requesting Member States, with the assistance of UNODC, for effective action against transnational organized crime, including in the areas of money-laundering, combating illicit financial flows, trafficking in persons, trafficking and smuggling of migrants, illicit trafficking in firearms and emerging crime, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by meeting the target of eight additional legal and operational tools and good practices on transnational crime brokered and/or supported by UNODC. An example is the development and implementation of a training module covering trafficking in persons and the smuggling of migrants as part of the in-mission induction training of United Nations police personnel.

### **Programme performance in 2019: organized crime knows no borders in a rapidly digitizing world – competent national authorities communicate using data-mining technology to strengthen international cooperation**

- 16.30 The subprogramme supported the strengthening and facilitation of communication among central and competent national authorities designated by Member States under the United Nations Convention against Illicit Traffic in Narcotic Drugs and Psychotropic Substances of 1988, the Organized Crime Convention and the Protocols thereto, and other applicable legal instruments with a view to enhancing international cooperation in criminal matters. For that purpose, the subprogramme has maintained and expanded the online directory of competent national authorities, a comprehensive database powered by the SHERLOC knowledge management portal, which has served as a bridge-building tool for an ever-growing number of users. Prosecutors, police, customs authorities, judges and law enforcement officials are among the users who, through their personal UNODC accounts, access a large volume of pre-formatted and pre-structured data on more than 1,600 authorities from 190 countries in 16 areas of specialization.
- 16.31 Ultimately, the directory's added value is that it classifies, associates, clusters and tracks patterns of large batches of otherwise unstructured raw data. In other words, it makes it easier for users to access knowledge from a collection of data that UNODC has previously mined (prepared, selected, cleaned and interpreted). As demonstrated by testimonies from users, the directory is being used to narrow down users' search requests in less than one minute instead of hours or days. That significantly increases the speed of access to useful knowledge, including the generation of correlations that the directory already offers, on one user-friendly portal.
- 16.32 Both the General Assembly and the Security Council, in recent resolutions, have entrusted UNODC with enlarging the directory with focal points designated to prevent and combat trafficking in cultural property (Assembly resolution [68/186](#)) and authorities designated for terrorist-related cases (Council resolution [2322 \(2016\)](#)). Likewise, in 2019, the directory was expanded to also include all the

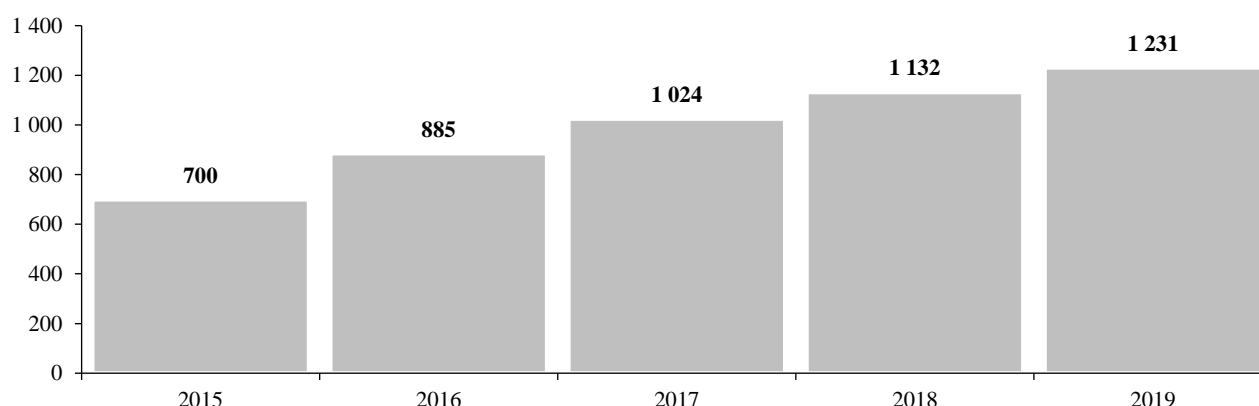
authorities designated under the Convention against Corruption. Thus, the directory became a one-stop shop for finding the details of agencies designated under the main treaties of which UNODC is a guardian.

*Progress towards the attainment of the objective, and performance measure*

- 16.33 This work contributed to preventing and combating transnational organized crime, as demonstrated by the increased number of State officials as users from 1,132 in 2018 to 1,231 in 2019, as evidenced in the SHERLOC case law database. There was increased cooperation between central and competent authorities with their foreign counterparts.

Figure 16.I

**Performance measure: total number of State officials using the directory of competent national authorities**



**Planned results for 2021**

**Result 1: crime in a box – cocaine smuggling (result carried over from 2020)**

- 16.34 The Office will continue the work related to the cross-border movement of illicit goods, in line with its mandate, and will provide capacity-building to countries to strengthen institutional capacities and regulatory frameworks that prevent the movement of illicit goods across borders, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives.

Table 16.2

**Performance measure**

2017	2018	2019	2020	2021
N/A	Colombia meets with Container Control Programme officials to discuss the activities for future implementation of the Programme in the country	Colombia signs an agreement to become a Container Control Programme participating country and agrees to begin initial implementation activities	Memorandums of understanding with four countries in the Latin America and Caribbean region, including Colombia, are signed and 10 port control units are operational in the country	The new port control units are fully functional and successfully preventing the movement of illicit goods across borders

Abbreviation: N/A, not applicable.

**Result 2: mainstreaming digital forensic evidence (new result)**

- 16.35 The subprogramme has been working on supporting all Member States to counter cybercrime as a means to effectively prevent and combat transnational organized crime and illicit trafficking committed through the misuse of information and communications technologies.
- 16.36 In that regard, tailor-made technical assistance has been provided to meet the needs of Member States, upon request. In one such case, in 2019, the Office developed and delivered a digital forensic evidence laboratory to the requesting Member State. Through the laboratory, infrastructural support was provided, including laboratory equipment. In addition, training in the use of digital forensic evidence was given to law enforcement professionals, including on ways to more effectively gather and use the digital evidence held on the devices of suspects. This led to more proportionate, legal, accountable and necessary convictions and releases.

*Internal challenge and response*

- 16.37 The challenge for the subprogramme was to cope with increasing demand for support and effectively respond to the specific needs in the particular context of the requesting Member State. In response, for 2021, the subprogramme will strengthen its ability to provide tailor-made technical assistance, based on a needs assessment exercise, to the requesting Member State to enhance the capacity of national relevant authorities to carry out digital forensic analysis. The subprogramme will acquire suitable resources and, by 2021, will mainstream the work of the digital forensic laboratory into all high-risk transnational organized crime and terrorism operations of the requesting Member State and, taking into account the relatively small size of the laboratory, it will be capable of providing its proportionate share of digital forensic evidence to investigations carried out in cooperation with other Member States.

*Expected progress towards the attainment of the objective, and performance measure*

- 16.38 This work is expected to contribute to preventing and combating transnational organized crime and illicit trafficking, which would be demonstrated by more than 2,000 criminal cases analysed with digital media by national police forces, which in turn would lead to more successful convictions, following due process, release of the innocent and consistent and reliable international cooperation through professional digital forensic evidence acquisition. UNODC will continue to provide mentoring, advice, training and support to the digital forensics units of the national police forces for that purpose.

Table 16.3

**Performance measure**

2017	2018	2019	2020	2021
N/A	UNODC works closely with requesting Member State in delivering training and mentoring to address the technical and legal challenges posed by new technologies and devices	National police force and UNODC collaborate to set up the first digital forensics laboratory to respond to the country's specific needs	Digital Forensics Unit increases its knowledge and its capacity for handling digital evidence	National police forces are able to analyse digital media for over 2,000 criminal cases per year

*Abbreviation:* N/A, not applicable.

## Legislative mandates

16.39 The list below provides all the mandates entrusted to the subprogramme.

### *General Assembly resolutions*

46/152	Creation of an effective United Nations crime prevention and criminal justice programme	72/1	Political declaration on the implementation of the United Nations Global Plan of Action to Combat Trafficking in Persons
65/227	Realignment of the functions of the United Nations Office on Drugs and Crime and changes to the strategic framework	72/192	Follow-up to the Thirteenth United Nations Congress on Crime Prevention and Criminal Justice and preparations for the Fourteenth United Nations Congress on Crime Prevention and Criminal Justice
65/232	Strengthening the United Nations crime prevention and criminal justice programme, in particular its technical cooperation capacity	72/195	Improving the coordination of efforts against trafficking in persons
66/177	Strengthening international cooperation in combating the harmful effects of illicit financial flows resulting from criminal activities	72/198	International cooperation to address and counter the world drug problem
		73/146	Trafficking in women and girls
66/181; 67/189; 72/196; 73/186	Strengthening the United Nations crime prevention and criminal justice programme, in particular its technical cooperation capacity	73/184	Follow-up to the Thirteenth United Nations Congress on Crime Prevention and Criminal Justice and preparations for the Fourteenth United Nations Congress on Crime Prevention and Criminal Justice
71/1	New York Declaration for Refugees and Migrants	73/185	The rule of law, crime prevention and criminal justice in the context of the Sustainable Development Goals
71/211	International cooperation to address and counter the world drug problem	73/187	Countering the use of information and communications technologies for criminal purposes
71/322	Strengthening and promoting effective measures and international cooperation on organ donation and transplantation to prevent and combat trafficking in persons for the purpose of organ removal and trafficking in human organs	73/189	Strengthening and promoting effective measures and international cooperation on organ donation and transplantation to prevent and combat trafficking in persons for the purpose of organ removal and trafficking in human organs

### *Security Council resolutions*

2331 (2016);  
2388 (2017)

### *Economic and Social Council resolutions*

2017/18 Implementation of the United Nations Global Plan of Action to Combat Trafficking in Persons

### *Commission on Crime Prevention and Criminal Justice resolutions*

25/1	Preventing and combating trafficking in human organs and trafficking in persons for the purpose of organ removal	27/3	Improving the protection of children against trafficking in persons, including by addressing the criminal misuse of information and communications technologies
26/4	Strengthening international cooperation to combat cybercrime		
27/2	Preventing and combating trafficking in persons facilitated by the criminal misuse of information and communications technologies	27/4	Strengthening measures against trafficking in persons
		27/5	International cooperation against trafficking in cultural property



28/2	Countering the smuggling of commercial goods in cases falling within the scope of the United Nations Convention against Transnational Organized Crime	28/3	Strengthening regional and international cooperation in crime prevention and criminal justice responses to illicit trafficking in wildlife
------	---	------	--

*Conference of the Parties to the United Nations Convention against Transnational Organized Crime*

8/1	Enhancing the effectiveness of central authorities in international cooperation in criminal matters to counter transnational organized crime	9/1	Convention against Transnational Organized Crime
8/2	Mechanism for the review of the implementation of the United Nations Convention against Transnational Organized Crime and the Protocols thereto	9/2	Establishment of the Mechanism for the Review of the Implementation of the United Nations Convention against Transnational Organized Crime and the Protocols thereto
8/3	Strengthening the implementation of the Protocol against the Illicit Manufacturing of and Trafficking in Firearms, Their Parts and Components and Ammunition, supplementing the United Nations Convention against Transnational Organized Crime	9/3	Enhancing and ensuring the effective implementation of the Protocol against the Illicit Manufacturing of and Trafficking in Firearms, Their Parts and Components and Ammunition, supplementing the United Nations Convention against Transnational Organized Crime
8/4	Implementation of the provisions on technical assistance of the United Nations		Implementation of the provisions on international cooperation of the United Nations Convention against Transnational Organized Crime

## Deliverables

16.40 Table 16.4 below lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 16.4

**Subprogramme 1: deliverables for the period 2019–2021, by category and subcategory**

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>11</b>	<b>17</b>	<b>32</b>	<b>15</b>
1. Documents of the Conference of the Parties to the Convention against Transnational Organized Crime and the Protocols thereto and its working groups	11	17	32	15
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>15</b>	<b>15</b>	<b>26</b>	<b>15</b>
2. Meetings of the Conference of the Parties, including meetings of its working groups	15	15	26	15
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>
3. Technical cooperation projects to prevent and combat transnational organized crime	3	3	3	3
4. Technical cooperation projects to prevent and combat trafficking in illicit goods	4	4	4	4
5. Technical cooperation projects to prevent and combat trafficking in persons and the smuggling of migrants	2	2	2	2
6. Technical cooperation projects to prevent and combat cybercrime and money laundering	3	3	3	3
<b>Publications</b> (number of publications)	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
7. Publications on organized crime and illicit trafficking	3	3	3	3

**C. Substantive deliverables**

**Consultation, advice and advocacy:** advisory services on the accession to the convention and its protocols.

**Databases and substantive digital materials:** SHERLOC platform.

## Subprogramme 2

### A comprehensive and balanced approach to counter the world drug problem

#### Objective

- 16.41 The objective, to which this subprogramme contributes, is to ensure comprehensive and balanced responses to the world drug problem through integrated demand reduction and related measures, and supply reduction and related measures and enhanced international cooperation.

#### Strategy

- 16.42 To contribute to ensuring comprehensive and balanced responses to the world drug problem through integrated demand reduction and related measures, and supply reduction and related measures, the subprogramme will assist Member States, upon request, in establishing and/or expanding drug use prevention approaches and services, drug dependence treatment, HIV/AIDS prevention, treatment and care, and support services for drug users, including for people who inject drugs, in line with scientific evidence. The subprogramme will also assist Member States, upon request, in establishing inclusive social assistance approaches with a shared common responsibility for promoting sustainable livelihoods through alternative development, including, where appropriate, preventive alternative development. The subprogramme will: (a) collaborate with relevant actors, including United Nations country teams and other multilateral organizations; (b) provide technical assistance to Member States to promote coherent policy and institutional responses; (c) support the enhancement of national health and justice systems, including the systems' responses; and (d) implement operational programmes to combat illicit drug cultivation and trafficking.
- 16.43 Progress in each of these areas will be accomplished through advocacy; the provision of technical assistance, capacity-building, regional strategic planning sessions, support for policy development, expert group consultations and conferences; the provision of standards and operational guidelines based on science; and the development and dissemination of manuals, toolkits, reports and issue papers based on science and evidence. This work is expected to result in an increased coverage of evidence-based interventions in the areas of drug abuse prevention, drug dependence treatment, HIV/AIDS prevention treatment and care, and access by beneficiaries to higher-quality services. Past results in this area include the active engagement of 19 Member States in expanding or developing family-based or school-based prevention services, the engagement of 45 Member States in efforts specifically relating to youth participation, the strengthening by 36 Member States of HIV responses to people who use drugs and those in prisons, the improvement, similarly, by 19 Member States of the provision and quality of drug use disorder treatment services and the establishment by 6 Member States of inclusive social assistance approaches with a shared common responsibility in promoting sustainable livelihoods.
- 16.44 The subprogramme promotes rights-based, public health-focused and gender-responsive strategies and policies that are grounded in the principles of the Charter of the United Nations at the global level through programmes that save lives, such as the UNODC "Stop overdose safely" (SOS) initiative, which serves to help Member States to address and prevent overdoses effectively,

particularly in places most affected by the opioid crisis, in line with target 3.5 of the Sustainable Development Goals. To promote sustainable alternative livelihoods, the subprogramme supports the production of high-quality coffee, which is then sold for a premium price in cooperation with the private sector. This work is expected to result in an increased quality of life and guaranteed income for families in rural areas, in line with the relevant Goals, including Goals 1 and 8. All operational programming under subprogramme 2 integrates gender responsiveness, equality and the empowerment of women, in line with Goal 5.

- 16.45 To contribute to ensuring comprehensive and balanced responses to the world drug problem and enhanced international cooperation, the subprogramme will support global, regional and interregional cooperation in countering illicit drug trafficking by promoting the exchange of criminal intelligence and promoting multilateral operations that target international criminal organizations involved in drug trafficking, while working in synergy with subprogramme 1, under which Member States are assisted in combating other forms of trafficking. In addition, in coordination with subprogramme 1, the subprogramme will promote the network of law enforcement (police, customs, specialized drug law enforcement agencies and others) training institutions to stimulate the exchange of training curricula, training methodologies, best practices and training materials. This work is expected to result in joint and coordinated work by law enforcement agencies to track and dismantle networks that traffic illicit drugs. Past results in this area include strengthening the criminal investigation capacities and criminal justice cooperation of Member States along drug trafficking routes in Latin America, the Caribbean and West Africa. Those operations led to successful post-seizure investigations, including controlled deliveries of drugs across borders. Furthermore, under a joint programme of UNODC and the World Customs Organization, in 2018, a total of 2,866 officers were trained in 91 ports and airports across 54 countries on various topics including trafficking in illicit drugs and other commodities. In total in 2018, also under that joint programme, 765 seizures were made, including of 51,341 kg of cocaine, 969 kg of heroin, 7.5 kg of opium, 2,564 kg of cannabis, 154 kg of new psychoactive substances, 76,737 kg of precursor chemicals (both for drugs and explosives) and 461 kg of other psychotropic substances.

### **Programme performance in 2019 against planned result**

- 16.46 A planned result for 2019, which is the increased and balanced application of a continuum of measures aimed at drug demand reduction, as well as vulnerability to HIV/AIDS and other blood-borne diseases, with the assistance of UNODC, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by the implementation by 15 additional countries (compared with a target of 10) of drug use prevention interventions, in line with relevant international treaties and based on scientific evidence, with the assistance of UNODC.
- 16.47 In addition, in 2019, the subprogramme also assisted 20 countries in implementing drug dependence treatment, rehabilitation and social reintegration interventions, in line with relevant international treaties and based on scientific evidence. The subprogramme also assisted 26 countries in developing, adopting and implementing strategies and programmes on HIV/AIDS as related to drug users, particularly people who inject drugs.
- 16.48 The balanced application of drug demand reduction in Latin America and the Caribbean was exemplified through parenting and family skills interventions in Panama and other countries in the region. In addition, Brazil built the capacity of health-care workers, government officials and civil society partners to address the increased risks of communicable diseases, particularly focused on HIV and viral hepatitis contracted through stimulant drug use.

### Programme performance in 2019: drug demand reduction and related measures for people who are at risk to use drugs or are using drugs in Asia

- 16.49 The subprogramme has contributed to ensuring a comprehensive and balanced response to the world drug problem, including in several countries in Asia.
- 16.50 In Indonesia, the prevention of drug use was strengthened through the piloting of the “Family united” programme for families living in challenging settings. In addition, UNODC built the capacity of medical and psychosocial professionals working in the field of substance use disorder treatment through the implementation of the universal treatment curriculum, which comprises modules on the physiology and pharmacology of substance abuse, and on counselling for the treatment of substance abuse disorders (125 participants), through Treatnet Family intervention, and through the encouragement of standards for the quality assurance for drug use disorder treatment services and systems.
- 16.51 In Viet Nam, the quality and coverage of HIV counselling and testing was increased in 25 prisons and 15 pretrial centres in high-burden provinces. The activity was conducted in close collaboration with the Ministry of Health, the Ministry of Public Security, the Global Fund to Fight AIDS, Tuberculosis and Malaria, civil society partners and relevant UNAIDS co-sponsoring organizations.
- 16.52 In the Lao People’s Democratic Republic, the cultivation of coffee as a long-term, high-income crop was started with the first commercial harvest in the second half of 2019. The aim is to reduce the reliance of communities on the cultivation of opium poppy. The subprogramme has used innovative story-telling to link alternative development products to the global market by combining the community behind the product, the history of the country, future aspirations and the human factor to tell a compelling story that lets consumers identify with the product they are buying.

#### *Progress towards the attainment of the objective, and performance measure*

- 16.53 This work contributed to ensuring comprehensive and balanced responses to the world drug problem, as demonstrated by the integrated demand reduction and related measures, supply reduction and related measures implemented by Indonesia, the Lao People’s Democratic Republic and Viet Nam.

Table 16.5

#### Performance measure

2015	2016	2017	2018	2019
<ul style="list-style-type: none"> <li>• Prison authorities made aware about and initial capacity-building provided on HIV</li> <li>• Health professionals participated in a regional meeting on the International Standards on Drug Use Prevention</li> <li>• Project document signed</li> </ul>	<ul style="list-style-type: none"> <li>• HIV services introduced, including provision of methadone in prisons</li> <li>• Decision makers and policymakers received guidance from the International Standards for the Treatment of Drug Use Disorders</li> <li>• 262 families from 10 villages signed</li> </ul>	<ul style="list-style-type: none"> <li>• Targeted training provided for prison authorities and prison health staff focused on HIV</li> <li>• National staff hired at the UNODC office to coordinate training in drug demand reduction; 184 staff trained in the universal treatment curriculum</li> </ul>	<ul style="list-style-type: none"> <li>• HIV services piloted in an extended range of prison settings</li> <li>• Government ministries committed to a family-based prevention strategy and a rapid assessment report showed areas on which to focus</li> <li>• First training sessions on</li> </ul>	<ul style="list-style-type: none"> <li>• Scaling up of HIV testing services in 25 prisons, geographically distributed</li> <li>• Piloted the “Family united” programme, 125 participants attended training on the universal treatment curriculum with additional training in Treatnet Family intervention</li> </ul>

2015	2016	2017	2018	2019
	on and were provided with tools, agriculture input and training necessary for coffee production	• Project expanded to 331 families and first seedlings transplanted from nurseries to farmer plots	cooperative management, market linkages and coffee processing conducted	• Preparation for first harvest, including construction of wet-processing centres and assessments of international markets and export logistics

## Planned results for 2021

### Result 1: addressing drug use, drug use disorders and related consequences in Kenya (result carried over from 2020)

- 16.54 The Office will continue the work related to alternative approaches, as opposed to incarceration or punishment, in line with its mandate, and will support countries in increasing their capacity to prevent drug use, adopt treatment as an alternative to incarceration or punishment for people with drug use disorders and establish relevant legal, policy and strategy instruments to enhance the response to HIV, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives.

Table 16.6  
Performance measure

2017	2018	2019	2020	2021
N/A	Insufficient provision of HIV services in the community and measures on alternatives to conviction or punishment for people who use drugs and lack of continuity of HIV services between the community and prisons	Improved access to HIV services and alternatives to conviction or punishment measures for people who use drugs, including those in contact with the criminal justice system	Adoption by Member States in receipt of UNODC assistance of alternatives to conviction or punishment measures and improved access to HIV services for people who use drugs, including those in contact with the criminal justice system, in line with national guidelines and based on international standards	Implementation by Member States in receipt of UNODC assistance of concrete measures to provide alternatives to conviction or punishment and improved access to HIV services for people who use drugs, including those in contact with the criminal justice system, in line with national guidelines and based on international standards

Abbreviation: N/A, not applicable.

**Result 2: a balanced, integrated drug demand reduction and supply reduction approach to be applied by selected countries in Africa (new result)**

- 16.55 The subprogramme has been working in several regions to contribute to comprehensive and balanced responses to the world drug problem, integrating demand reduction and related measures, and supply reduction and related measures. In 2021, the subprogramme will pilot an accelerated integrated approach in selected countries in Africa, representing each subregion of the continent. UNODC headquarters, together with its field presences, has undertaken a number of activities and plans to continue, under this subprogramme, to: conduct assessments at the country level related to demand reduction and supply reduction; build capacity among the health-care workforce, as well as among law enforcement officials, prison officials and other relevant authorities at the national level; continue to assist Member States in engaging and empowering civil society and community-based organizations at the national and regional levels; and integrate with relevant regional bodies such as the African Union, the Southern African Development Community and the League of Arab States.

*Internal challenge and response*

- 16.56 The challenge for the subprogramme was that activities were sometimes overlapping and synergies or links were not sufficiently identified before the event and capitalized on after the intervention, for example in the crime prevention and drug prevention areas. In response, the subprogramme will deploy innovative approaches such as joint calendars and the joint planning of activities across subprogrammes using web-based or other electronic tools to ensure that it can better leverage the internal capabilities of UNODC while avoiding overlap.

*Expected progress towards the attainment of the objective, and performance measure*

- 16.57 This work is expected to ensure comprehensive and balanced responses to the world drug problem through integrated demand reduction and related measures, supply reduction and related measures, and enhanced international cooperation, which would be demonstrated by an increased number of countries with integrated services.

Table 16.7

**Performance measure**

2017	2018	2019	2020	2021
Relevant authorities build awareness of issues related to providing a continuum of care to drug users	Relevant authorities increase their knowledge of standards and guidelines for effective drug demand reduction responses	Relevant authorities strengthen their capacity to provide a continuum of care to drug users	Selected countries pilot integrated services related to drug demand reduction	Increased number of countries with integrated services across the continent

**Legislative mandates**

- 16.58 The list below provides all the mandates entrusted to the subprogramme.

*Conventions*

Single Convention on Narcotic Drugs of 1961 as amended by the 1972 Protocol

Convention on Psychotropic Substances of 1971

United Nations Convention against Illicit Traffic in Narcotic Drugs and Psychotropic Substances of 1988

### General Assembly resolutions

S-20/2	Political Declaration	67/193; 69/201; 70/182	International cooperation against the world drug problem
S-26/2	Declaration of Commitment on HIV/AIDS		
49/168	International action to combat drug abuse and illicit production and trafficking	69/200; 70/181	Special session of the General Assembly on the world drug problem to be held in 2016
59/160	Control of cultivation of and trafficking in cannabis	70/266	Political Declaration on HIV and AIDS: On the Fast Track to Accelerating the Fight against HIV and to Ending the AIDS Epidemic by 2030
60/179	Providing support to Afghanistan with a view to ensuring effective implementation of its Counter-Narcotics Implementation Plan	71/211; 72/198	International cooperation to address and counter the world drug problem
60/262	Political Declaration on HIV/AIDS	72/197	Promoting the implementation of the United Nations Guiding Principles on Alternative Development and related commitments on alternative development and regional, interregional and international cooperation on development-oriented, balanced drug control policy addressing socioeconomic issues
65/277	Political Declaration on HIV/AIDS: Intensifying Our Efforts to Eliminate HIV/AIDS		
67/186	Strengthening the rule of law and the reform of criminal justice institutions, particularly in the areas related to the United Nations system-wide approach to fighting transnational organized crime and drug trafficking	73/186	Strengthening the United Nations crime prevention and criminal justice programme, in particular its technical cooperation capacity

### Economic and Social Council resolutions and decisions

1993/40	Implementation of measures to prevent the diversion of precursor and essential chemicals to illicit manufacture of narcotic drugs and psychotropic substances	2009/23	Support for the development and implementation of the regional programmes of the United Nations Office on Drugs and Crime
1999/30	Review of the United Nations International Drug Control Programme: strengthening the United Nations machinery for international drug control within the scope of the existing international drug control treaties and in accordance with the basic principles of the Charter of the United Nations	Decision 2009/250	Proposed amendment to the Single Convention on Narcotic Drugs of 1961 as amended by the 1972 Protocol
		Decision 2009/251	Frequency and duration of the reconvened sessions of the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice
2001/14	Prevention of diversion of precursors used in the illicit manufacture of synthetic drugs	2010/20	Support for the development and implementation of an integrated approach to programme development at the United Nations Office on Drugs and Crime
2003/32	Training in precursor control, countering money-laundering and drug abuse prevention		
2003/36	Establishment of national networks to counter money-laundering in the framework of national and international drug control plans	Decision 2011/259	Joint meetings of the reconvened sessions of the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice
2004/35	Combating the spread of HIV/AIDS in criminal justice pretrial and correctional facilities	2013/11	Joint United Nations Programme on HIV/AIDS
2005/14	Model bilateral agreement on the sharing of confiscated proceeds of crime or property covered by the United Nations Convention against Transnational Organized Crime and the United Nations Convention against Illicit Traffic in Narcotic Drugs and Psychotropic Substances of 1988	Decision 2013/249	Report of the Commission on Narcotic Drugs on its fifty-sixth session and provisional agenda for its fifty-seventh session
		2015/2	Joint United Nations Programme on HIV/AIDS
		Decision 2015/237	Report of the Commission on Narcotic Drugs on its reconvened fifty-seventh session
2005/28	Frequency of meetings of Heads of National Drug Law Enforcement Agencies, Europe	Decision 2015/238	Report of the Commission on Narcotic Drugs on its fifty-eighth session and provisional agenda for its fifty-ninth session
2007/9	The need for a balance between demand for and supply of opiates used to meet medical and scientific needs	Decision 2016/246	Report of the Commission on Narcotic Drugs on its fifty-ninth session and provisional agenda for its sixtieth session
2009/6	Joint United Nations Programme on HIV/AIDS (UNAIDS)		

2017/20	Promoting the implementation of the United Nations Guiding Principles on Alternative Development and related commitments on alternative development and regional, interregional and international cooperation on development-oriented, balanced drug control policy addressing socioeconomic issues	Decision 2017/241	Preparations for the sixty-second session of the Commission on Narcotic Drugs in 2019
		Decision 2017/242	Report of the Commission on Narcotic Drugs on its sixtieth session and provisional agenda for its sixty-first session

*Commission on Narcotic Drugs resolutions and decisions*

44/14	Measures to promote the exchange of information on new patterns of drug use and on substances consumed	51/11	Links between illicit drug trafficking and illicit firearms trafficking
46/2	Strengthening strategies regarding the prevention of human immunodeficiency virus/acquired immunodeficiency syndrome in the context of drug abuse	51/14	Promoting coordination and alignment of decisions between the Commission on Narcotic Drugs and the Programme Coordinating Board of the Joint United Nations Programme on HIV/AIDS
47/1	Optimizing integrated drug information systems	52/1	Promoting international cooperation in addressing the involvement of women and girls in drug trafficking, especially as couriers
47/2	Prevention of HIV/AIDS among drug users	52/3	International support to States in East Africa in their efforts to combat drug trafficking
48/2	Strengthening the drug programme of the United Nations Office on Drugs and Crime and the role of the Commission on Narcotic Drugs as its governing body	52/4	Progress made towards strengthening international support for States in West Africa in their efforts to combat drug trafficking
48/11	Strengthening international cooperation to prevent the illicit manufacture of and trafficking in narcotic drugs and psychotropic substances by preventing the diversion and smuggling of precursors and essential equipment in the context of Project Prism, Operation Purple and Operation Topaz	52/7	Proposal concerning quality evaluation of the performance of drug analysis laboratories
		52/8	Use of pharmaceutical technology to counter drug-facilitated sexual assault (“date rape”)
		52/9	Strengthening measures against the laundering of assets derived from drug trafficking and related offences
48/12	Expanding the capacity of communities to provide information, treatment, health care and social services to people living with HIV/AIDS and other blood-borne diseases in the context of drug abuse and strengthening monitoring, evaluation and reporting systems	52/10	Strengthening interregional cooperation among the States of Latin America and the Caribbean and the States of West Africa in combating drug trafficking
49/3	Strengthening systems for the control of precursor chemicals used in the manufacture of synthetic drugs	52/11	Follow-up to the Ministerial Conference on Illicit Drug Trafficking, Transnational Organized Crime and Terrorism as Challenges for Security and Development in the Caribbean
49/4	Responding to the prevalence of HIV/AIDS and other blood-borne diseases among drug users	52/12	Improving the collection, reporting and analysis of data to monitor the implementation of the Political Declaration and Plan of Action on International Cooperation towards an Integrated and Balanced Strategy to Counter the World Drug Problem
50/2	Provisions regarding travellers under medical treatment with internationally controlled drugs		
50/5	Identifying sources of precursors used in illicit drug manufacture	53/1	Promoting community-based drug use prevention
50/10	Prevention of diversion of drug precursors and other substances used for the illicit manufacture of narcotic drugs and psychotropic substances	53/2	Preventing the use of illicit drugs within Member States and strengthening international cooperation on policies of drug abuse prevention
50/11	International cooperation in preventing the illegal distribution of internationally controlled licit substances via the Internet	53/4	Promoting adequate availability of internationally controlled licit drugs for medical and scientific purposes while preventing their diversion and abuse
Decision 50/2	Review of dronabinol and its stereoisomers		
51/9	The need for a balance between demand for and supply of opiates used to meet medical and scientific needs		



## Section 16 International drug control, crime and terrorism prevention and criminal justice

53/5	Strengthening regional cooperation between Afghanistan and transit States and the contribution of all affected countries to counter-narcotics efforts, based on the principle of common and shared responsibility	54/11	the control of precursor chemicals used in the illicit manufacture of synthetic drugs
		54/12	Improving the participatory role of civil society in addressing the world drug problem
53/6	Follow-up to the promotion of best practices and lessons learned for the sustainability and integrity of alternative development programmes and the proposal to organize an international workshop and conference on alternative development	54/13	Revitalization of the principle of common and shared responsibility in countering the world drug problem
		54/14	Achieving zero new infections of HIV among injecting and other drug users
53/8	Strengthening international cooperation in countering the world drug problem focusing on illicit drug trafficking and related offences	54/15	Measures to support African States in their efforts to combat the world drug problem
			Promotion of international cooperation to assist the States most affected by the transit of drugs
53/9	Achieving universal access to prevention, treatment, care and support for drug users and people living with or affected by HIV	55/1	Promoting international cooperation in responding to the challenges posed by new psychoactive substances
53/10	Measures to protect children and young people from drug abuse	55/2	Promoting programmes aimed at the treatment, rehabilitation and reintegration of drug-dependent persons released from prison settings
53/11	Promoting the sharing of information on the potential abuse of and trafficking in synthetic cannabinoid receptor agonists	55/3	One hundredth anniversary of the International Opium Convention
53/12	Strengthening systems for the control of the movement of poppy seeds obtained from illicitly grown opium poppy crops	55/4	Follow-up on the proposal to organize an international workshop and conference on alternative development
53/13	Use of “poppers” as an emerging trend in drug abuse in some regions	55/5	Promoting strategies and measures addressing specific needs of women in the context of comprehensive and integrated drug demand reduction programmes and strategies
53/15	Strengthening international cooperation and regulatory and institutional frameworks for the control of substances frequently used in the manufacture of narcotic drugs and psychotropic substances	55/6	Developing an international electronic import and export authorization system for licit trade in narcotic drugs and psychotropic substances
Decision 53/1	Transfer of phenylacetic acid from Table II to Table I of the United Nations Convention against Illicit Traffic in Narcotic Drugs and Psychotropic Substances of 1988	55/7	Promoting measures to prevent drug overdose, in particular opioid overdose
54/2	Promoting international cooperation to prevent drug-affected driving	55/8	Follow-up to the Plan of Action on International Cooperation towards an Integrated and Balanced Strategy to Counter the World Drug Problem with respect to the development of strategies on special marketing regimes for alternative development, including preventive alternative development
54/3	Ensuring the availability of reference and test samples of controlled substances at drug testing laboratories for scientific purposes		
54/4	Follow-up on the proposal to organize an international workshop and conference on alternative development	55/9	Follow-up on measures to support African States in their efforts to combat the world drug problem
54/5	Promoting rehabilitation- and reintegration-oriented strategies in response to drug use disorders and their consequences that are directed at promoting health and social well-being among individuals, families and communities	55/10	Promoting evidence-based drug prevention strategies and policies
		55/12	Alternatives to imprisonment for certain offences as demand reduction strategies that promote public health and public safety
54/6	Promoting adequate availability of internationally controlled narcotic drugs and psychotropic substances for medical and scientific purposes while preventing their diversion and abuse	56/4	Enhancing international cooperation in the identification and reporting of new psychoactive substances
54/8	Strengthening international cooperation and regulatory and institutional frameworks for		

**Part IV International cooperation for development**

56/6	Intensifying the efforts to achieve the targets of the 2011 Political Declaration on HIV and AIDS among people who use drugs, in particular the target to reduce HIV transmission among people who inject drugs by 50 per cent by 2015	57/2	Drug abuse prevention through sport: promoting a society free of drug abuse through sport and the Olympic ideal
56/7	Promoting the development and use of the international electronic import and export authorization system for licit international trade in narcotic drugs and psychotropic substances	57/3	Promoting prevention of drug abuse based on scientific evidence as an investment in the well-being of children, adolescents, youth, families and communities
56/8	Promoting initiatives for the safe, secure and appropriate return for disposal of prescription drugs, in particular those containing narcotic drugs and psychotropic substances under international control	57/4	Supporting recovery from substance use disorders
56/9	Strengthening of the principle of common and shared responsibility as the basis for guiding international action in combating the world drug problem with a comprehensive and balanced approach	57/5	Special session of the General Assembly on the world drug problem to be held in 2016
56/10	Tools to improve data collection to monitor and evaluate the implementation of the Political Declaration and Plan of Action on International Cooperation towards an Integrated and Balanced Strategy to Counter the World Drug Problem	57/6	Education and training on drug use disorders
56/12	Preparations for the high-level review of the implementation by Member States of the Political Declaration and Plan of Action on International Cooperation towards an Integrated and Balanced Strategy to Counter the World Drug Problem	57/7	Providing sufficient health services to individuals affected by substance use disorders during long-term and sustained economic downturns
56/13	Precursors: raising awareness on the diversion in international trade of non-scheduled substances for use as alternatives to scheduled substances in the illicit manufacture of narcotic drugs and psychotropic substances	57/8	Raising awareness and strengthening international cooperation in combating drug trafficking, which in some cases, misuses activities related to opium poppy seeds for illicit purposes, also produced from illicit opium poppy crops
56/14	Strengthening international cooperation in addressing the non-medical use and abuse, the illicit manufacture and the illicit domestic and international distribution of tramadol	57/9	Enhancing international cooperation in the identification and reporting of new psychoactive substances and incidents involving such substances
56/15	Follow-up to the Plan of Action on International Cooperation towards an Integrated and Balanced Strategy to Counter the World Drug Problem with respect to the development of strategies on voluntary marketing tools for products stemming from alternative development, including preventive alternative development	57/10	Preventing the diversion of ketamine from legal sources while ensuring its availability for medical use
56/16	Enhancing international cooperation to strengthen efforts in West Africa to counter illicit drug trafficking	57/11	Strengthening and expanding international cooperation to counter the threats posed by illicit production and manufacturing, trafficking and abuse of drugs in the Greater Mekong subregion
57/1	Promoting the implementation of the United Nations Guiding Principles on Alternative Development and proposal to organize an international seminar/workshop on the implementation of the Guiding Principles	Decision 57/2	Preparations for the special session of the General Assembly on the world drug problem to be held in 2016
		Decision 57/3	Provisional agenda for the special segment to be held during the fifty-eighth session of the Commission on Narcotic Drugs, in March 2015, on preparations for the special session of the General Assembly on the world drug problem to be held in 2016
		58/2	Supporting the availability, accessibility and diversity of scientific evidence-based treatment and care for children and young people with substance use disorders
		58/3	Promoting the protection of children and young people, with particular reference to the illicit sale and purchase of internationally or nationally controlled substances and of new psychoactive substances via the Internet
		58/4	Promoting the implementation of the United Nations Guiding Principles on Alternative Development

58/5	Supporting the collaboration of public health and justice authorities in pursuing alternative measures to conviction or punishment for appropriate drug-related offences of a minor nature	60/6	Intensifying coordination and cooperation among United Nations entities and relevant domestic sectors, including the health, education and criminal justice sectors, to address and counter the world drug problem
58/6	Strengthening international cooperation in preventing and combating illicit financial flows linked to drug trafficking, from the anti-money-laundering perspective	60/7	Promoting scientific evidence-based community, family and school programmes and strategies for the purpose of preventing drug use among children and adolescents
58/7	Strengthening cooperation with the scientific community, including academia, and promoting scientific research in drug demand and supply reduction policies in order to find effective solutions to various aspects of the world drug problem	60/8	Promoting measures to prevent HIV and other blood-borne diseases associated with the use of drugs, and increasing financing for the global HIV/AIDS response and for drug use prevention and other drug demand reduction measures
58/8	Special session of the General Assembly on the world drug problem to be held in 2016	60/9	Enhancing the capacity of law enforcement, border control and other relevant agencies to counter illicit drug trafficking through training
58/10	Promoting the use of the international electronic import and export authorization system for licit international trade in narcotic drugs and psychotropic substances	61/2	Strengthening efforts to prevent drug abuse in educational settings
58/11	Promoting international cooperation in responding to new psychoactive substances and amphetamine-type stimulants, including methamphetamine	61/4	Promoting measures for the prevention of mother-to-child transmission of HIV, hepatitis B and C and syphilis among women who use drugs
Decision 58/14	Provisional agenda for the special segment to be held during the reconvened fifty-eighth session of the Commission on Narcotic Drugs, on preparations for the special session of the General Assembly on the world drug problem to be held in 2016	61/5	Promoting the implementation of the electronic International Import and Export Authorization System for licit trade in narcotic drugs and psychotropic substances
59/5	Mainstreaming a gender perspective in drug-related policies and programmes	61/6	Promoting the implementation of the United Nations Guiding Principles on Alternative Development and related commitments on alternative development and regional, interregional and international cooperation on development-oriented, balanced drug control policy addressing socioeconomic issues
Decision 59/7	Inclusion of phenazepam in Schedule IV of the Convention on Psychotropic Substances of 1971	61/7	Addressing the specific needs of vulnerable members of society in response to the world drug problem
60/1	Preparations for the sixty-second session of the Commission on Narcotic Drugs in 2019	61/8	Enhancing and strengthening international and regional cooperation and domestic efforts to address the international threats posed by the non-medical use of synthetic opioids
60/2	Strengthening international cooperation to assist the States most affected by the illicit transit of drugs, especially developing countries, based on the principle of common and shared responsibility	61/9	Protecting children from the illicit drug challenge
60/4	Preventing and responding to the adverse health consequences and risks associated with the use of new psychoactive substances	61/11	Promoting non-stigmatizing attitudes to ensure the availability of access to and delivery of health, care and social services for drug users
60/5	Increasing international coordination relating to precursors and non-scheduled precursor chemicals used in the illicit manufacture of narcotic drugs and psychotropic substances		

## Deliverables

- 16.59 Table 16.8 below lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 16.8

**Subprogramme 2: deliverables for the period 2019–2021, by category and subcategory**

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>
1. Reports to the Commission on Narcotic Drugs on progress made by Member States in fulfilling the commitments in the 2009 Political Declaration and Plan of Action, and resolutions pertaining to drug demand reduction and related matters, HIV/AIDS and alternative development	3	3	3	3
2. Reports to the Commission on Narcotic Drugs on regional drug trafficking trends	5	5	5	5
3. Note to the Commission on Narcotic Drugs on coordination and alignment between the Commission and the Programme Coordinating Board of the Joint United Nations Programme on HIV/AIDS	2	2	2	2
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>27</b>	<b>27</b>	<b>27</b>	<b>27</b>
4. Meetings of the Commission on Narcotic Drugs, including its subsidiary bodies, on issues related to drug demand reduction and related matters; HIV/AIDS, and alternative development	21	21	21	21
5. Meetings of the Commission on Crime Prevention and Criminal Justice on issues related to drug demand reduction, HIV/AIDS prevention, treatment and care, and sustainable livelihoods	1	1	1	1
6. Expert group meetings on drug demand reduction, HIV/AIDS and alternative development	5	5	5	5
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>
7. Projects related to drug use prevention, treatment and rehabilitation, including access to controlled substances for medical purposes	5	5	5	5
8. Projects related to HIV/AIDS prevention, treatment and care	5	5	5	5
9. Projects related to alternative development and sustainable livelihoods	1	1	1	1
<b>Seminars, workshops and training events</b> (number of days)	<b>24</b>	<b>24</b>	<b>24</b>	<b>24</b>
10. Training courses on drug control conventions and drug supply reduction	15	15	15	15
11. Training on drug demand reduction, HIV/AIDS, and alternative development	9	9	9	9
<b>Publications</b> (number of publications)	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
12. Publication on drug use prevention, treatment and access to controlled substances	2	2	2	2
13. Publications on HIV/AIDS prevention, treatment and care	1	1	1	1
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> advisory services on law enforcement and the implementation of the drug control conventions; and substantive and technical support on evidence-based prevention and treatment, on HIV/AIDS prevention treatment and care, and on alternative development and sustainable livelihoods.				

### Subprogramme 3

### Countering corruption

#### Objective

- 16.60 The objective, to which this subprogramme contributes, is to prevent and combat corruption in line with the Convention against Corruption.

## Strategy

- 16.61 To contribute to preventing and combating corruption in line with the Convention against Corruption, the subprogramme will provide policy and legislative advice, build the capacities of relevant actors and facilitate the transfer of expertise. The subprogramme will also continue to assist Member States, upon request, in enhancing public sector institutions and strengthening the role of civil society, parliamentarians, the private sector, academia and the general public in the prevention of corruption, including by providing technical assistance to States in the follow-up to country reviews conducted under the Mechanism for the Review of Implementation of the United Nations Convention against Corruption, as well as other types of technical assistance under article 13 of the Convention against Corruption. The subprogramme will also continue to coordinate the implementation of mandates given by treaty-based organs, in particular the Conference of the States Parties to the Convention and other governing bodies, and support related intergovernmental processes, including in preparation for the special session of the General Assembly on corruption, to be held in 2021. This work is expected to result in the improved capacity of States to combat corruption and improved regional and international cooperation among States. Past results in this area include strengthened anti-corruption legislative frameworks of many States owing to the adoption of new laws. In 2019, UNODC implemented more than 320 activities at the national, regional and global levels, including direct country-level support to more than 70 countries. To date, approximately 12,000 participants (including anti-corruption practitioners) received such assistance, which included advisory services for legislative and policy drafting, workshops, training events and expert meetings aimed at building capacity in the public and private sectors, and in civil society. Past results in this area also include the provision by UNODC of case-related and general capacity-building support on asset recovery to 22 countries, including through the joint UNODC/World Bank Stolen Asset Recovery (StAR) Initiative, and support to various regional asset recovery networks. Moreover, at its eighth session, held in December 2019, the Conference adopted a record number of 15 resolutions and one decision on a vast variety of thematic areas, as well as on the organizational arrangements and the preparatory process for the special session of the General Assembly on corruption, to be held in 2021.
- 16.62 To contribute to preventing and combating corruption in line with the Convention against Corruption, the subprogramme will also promote international cooperation regarding the investigation, prosecution and adjudication of corruption and related offences. Furthermore, the subprogramme will help develop and disseminate knowledge products about the implementation of the Convention and assist Member States, upon request, in producing data and conducting statistical and analytical studies and research into corruption, including in collaboration with academia and other stakeholders, to enable informed policy decisions and progress with the international anti-corruption reform agenda. Based on the experiences of Member States in the implementation of the Convention, the subprogramme will share good practices and encourage the exchange of knowledge. This work is expected to result in progress towards the attainment of relevant Sustainable Development Goals, including Goal 16, in particular by substantially reducing corruption in all its forms, strengthening the recovery and return of stolen assets, promoting the rule of law at the national and international levels, and ensuring equal access to justice for all, developing effective, accountable and transparent institutions at all levels, ensuring responsive, inclusive, participatory and representative decision-making at all levels, broadening and strengthening the participation of developing countries in the institutions of global governance and strengthening relevant national institutions, including through international cooperation, so as to build capacity at all levels, in particular in developing countries. Past results in this area include the organization, in the framework of the UNODC Global Programme on Promoting a Culture of Lawfulness, of over 20 direct capacity-building activities by the Global Judicial Integrity Network. Results also include the provision by UNODC of case-related and general capacity-building support to 22 countries with regard to asset recovery, including through the StAR Initiative, and support to various regional asset recovery networks. Moreover, the deployment of anti-corruption advisers has been a particularly effective way to ensure South-South cooperation and the sharing of knowledge and good practices at the national and regional levels.

### **Programme performance in 2019 against planned result**

- 16.63 A planned result for 2019, which is enhanced support of UNODC to the Conference of the States Parties to the United Nations Convention against Corruption and its subsidiary bodies to facilitate decision-making and policy direction, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by 24 countries (compared with a target of 15) drafting or revising domestic legislation, with assistance from UNODC, and policies to incorporate provisions of the Convention against Corruption.

### **Programme performance in 2019: improved capacity of Member States to prevent and combat corruption**

- 16.64 The subprogramme contributed to the improved capacity of Member States to prevent and combat corruption in line with the Convention against Corruption, including through the analysis of recommendations and technical assistance needs emerging from country reviews conducted under the Implementation Review Mechanism.

#### *Progress towards the attainment of the objective, and performance measure*

- 16.65 This work contributed to preventing and combating corruption in line with the Convention against Corruption, as demonstrated by 84 submissions by States parties of their completed self-assessment checklists.
- 16.66 There has been an increased number of countries drafting or revising domestic legislation, with assistance from UNODC, to incorporate provisions of the Convention against Corruption, as well as in the number of countries developing capacity to prevent corruption, and/or developing anti-corruption strategies and/or action plans, with assistance from UNODC. Data are available in relation to the countries assisted in 2019 in two specific areas: (a) technical assistance, including training events in follow-up to country reviews conducted under the Implementation Review Mechanism and the identification of technical assistance needs in the reviews; and (b) other types of technical assistance. All activities in those two areas fall within the scope of the activities planned for 2019. According to available data, 24 activities, 16 of which are in follow-up to a recommendation emerging from the Implementation Review Mechanism and technical needs identified, have been carried out to support anti-corruption legislation; 8 activities have been carried out in support of the development of national anti-corruption policies. On average, over 90 per cent of participants in the capacity-building and technical assistance events were satisfied with the training, based on surveys administered at the conclusion of those events.
- 16.67 In addition, the Conference of the States Parties, at its eighth session, held in Abu Dhabi in December 2019, adopted 17 resolutions on a wide range of topics in the anti-corruption area, as well as a decision on the extension of the Implementation Review Mechanism until 2024. The Conference also approved a draft resolution for adoption by the General Assembly on the preparatory process for the special session of the Assembly on corruption, to be held in April 2021. Throughout 2019, the subsidiary bodies of the Conference met to discuss substantive issues of relevance to preventing and combating corruption, including technical assistance. On average, over 90 per cent of participants were satisfied with the services provided by the secretariat to these policymaking processes, based on surveys administered at the conclusion of those meetings.

Table 16.9  
Performance measure

2015	2016	2017	2018	2019
N/A	Start of the first year of the second cycle of the Implementation Review Mechanism	21 submissions by States parties of their completed self-assessment checklists since the start of the second cycle of the Mechanism in 2016 and start of the second year of the second cycle of the Mechanism	55 submissions by States parties of their completed self-assessment checklists and start of the third year of the second cycle of the Mechanism	84 submissions by States parties of their completed self-assessment checklists

Abbreviation: N/A, not applicable.

### Planned results for 2021

#### Result 1: reviewing the implementation of the United Nations Convention against Corruption to spearhead national anti-corruption reforms (result carried over from 2020)

- 16.68 The Office will continue the work related to the implementation of the Convention against Corruption, in line with its mandate, and will support States in the timely completion of country reviews, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives.

Table 16.10  
Performance measure

2017	2018	2019	2020	2021
N/A	76 submissions by States parties of their completed self-assessment checklists since the start of the second cycle of the Implementation Review Mechanism in 2016	Additional self-assessment checklists submitted by States parties with UNODC assistance	Further additional self-assessment checklists submitted with the continued support of UNODC to States parties, resulting in the timely launch of the fifth and final year of the second cycle of the Mechanism	An increased number of additional checklists submitted with the continued support of UNODC to States parties with a view to advancing the timely completion of the country reviews

Abbreviation: N/A, not applicable.

**Result 2: fast-tracking the implementation of the United Nations Convention against Corruption by States parties (new result)**

- 16.69 The subprogramme has been working on the establishment of fast-tracking platforms composed of policy- and decision makers, focusing specifically on accelerating the implementation of the Convention against Corruption at the global, regional and national levels, while also taking into account the outcomes of the country reviews conducted under the Implementation Review Mechanism. However, more remains to be done. This approach enables participating States parties to identify and focus on specific priority themes in their fight against corruption. It also enables States parties to leverage South-South cooperation for a broader range of technical assistance support. In seeking to strengthen its effectiveness, the subprogramme will continue to assist States in implementing the Convention more effectively.
- 16.70 In order to advance and accelerate the implementation of the Convention, the subprogramme will support four regional platforms, which will comprise 35 States parties from four regions. More specifically, the subprogramme will organize at least two regional workshops and conduct at least five national-level activities on financial investigation and asset recovery matters in South-East Asia. In addition, two national workshops will be organized in the thematic area of prevention of corruption (particularly, procurement). In East Africa, capacity-building and mentorship activities will be provided in three countries with regard to public procurement matters. Capacity-building activities in whistle-blowing protection will continue in at least five countries. On-site assistance in financial investigations will be provided to at least three countries. Mentorship will be provided to five parallel investigations linked to wildlife crime. At least one main regional workshop will be organized in East Africa to discuss all the thematic areas of the project. In the newly created platform for South America and Mexico, activities at the national level will be conducted in at least three countries for each thematic area. Twelve national activities will be conducted, as well as at least one regional workshop. In Southern Africa, 12 national activities and one regional workshop will be conducted. These efforts are intended to provide capacity-building activities on relevant themes to the States that are members of the regional platforms and to catalyse a broader range of support to enable fast-tracking of the implementation of the Convention.

*Internal challenge and response*

- 16.71 The challenge for the subprogramme was to better integrate the outcomes of country reviews into the technical assistance provided to States. In the course of carrying out activities relating to the Implementation Review Mechanism, it has emerged that States wished to implement the Convention in a more expeditious manner. In response, for 2021, in addition to increasing the number of training activities made available to Member States and the tailor-made advisory services, including workshops, on-site assistance, mentorship activities and trainings to an increased number of countries, the subprogramme will explore ways to further improve and intensify assistance to States parties in their efforts by better adapting and scaling up the assistance provided.

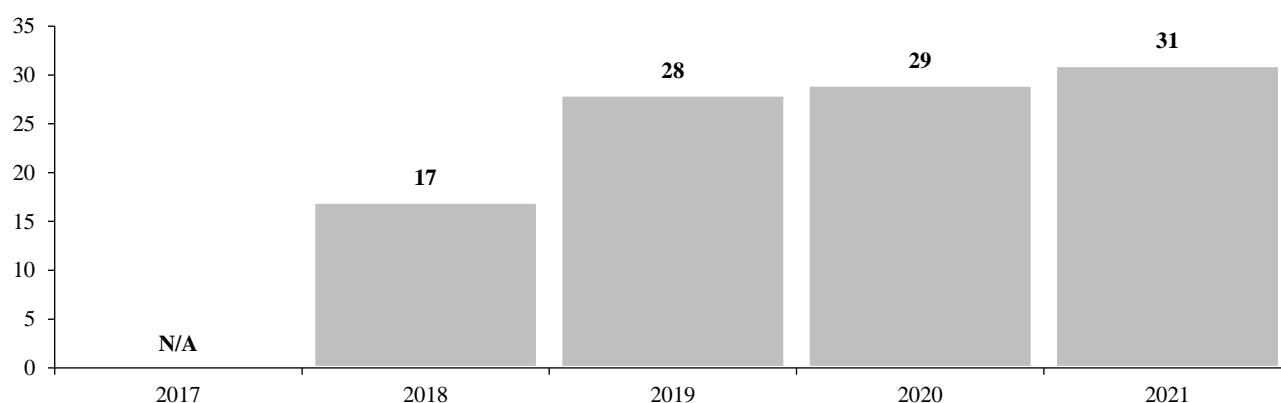
*Expected progress towards the attainment of the objective, and performance measure*

- 16.72 This work is expected to contribute to preventing and combating corruption in line with the Convention against Corruption, which would be demonstrated by 31 country-level activities to fast-track implementation of the Convention.



Figure 16.II

**Performance measure: number of country-level activities to fast-track the implementation of the Convention against Corruption**



Abbreviation: N/A, not applicable.

## Legislative mandates

16.73 The list below provides all the mandates entrusted to the subprogramme.

### Conventions

United Nations Convention against Corruption

#### General Assembly resolutions

46/152	Creation of an effective United Nations crime prevention and criminal justice programme	66/181; 67/189; 68/193; 69/197; 70/178; 71/209; 72/196; 73/186	Strengthening the United Nations crime prevention and criminal justice programme, in particular its technical cooperation capacity
61/209; 62/202; 63/226; 64/237	Preventing and combating corrupt practices and transfer of assets of illicit origin and returning such assets, in particular to the countries of origin, consistent with the United Nations Convention against Corruption	67/192; 68/195; 69/199; 71/208; 73/190	Preventing and combating corrupt practices and the transfer of proceeds of corruption, facilitating asset recovery and returning such assets to legitimate owners, in particular to countries of origin, in accordance with the United Nations Convention against Corruption
65/227	Realignment of the functions of the United Nations Office on Drugs and Crime and changes to the strategic framework		
65/230	Twelfth United Nations Congress on Crime Prevention and Criminal Justice	70/174	Thirteenth United Nations Congress on Crime Prevention and Criminal Justice
66/177	Strengthening international cooperation in combating the harmful effects of illicit financial flows resulting from criminal activities	71/206; 72/192; 73/184	Follow-up to the Thirteenth United Nations Congress on Crime Prevention and Criminal Justice and preparations for the Fourteenth United Nations Congress on Crime Prevention and Criminal Justice
66/179; 67/184; 68/185; 69/191	Follow-up to the Twelfth United Nations Congress on Crime Prevention and Criminal Justice and preparations for the Thirteenth United Nations Congress on Crime Prevention and Criminal Justice	73/191	Special session of the General Assembly against corruption

#### Economic and Social Council resolutions

2006/23; 2007/22	Strengthening basic principles of judicial conduct	2006/24	International cooperation in the fight against corruption
------------------	--	---------	---

2007/20; 2009/22; 2011/35; 2013/39	International cooperation in the prevention, investigation, prosecution and punishment of economic fraud and identity-related crime	2010/20; 2011/34	Support for the development and implementation of an integrated approach to programme development at the United Nations Office on Drugs and Crime
2009/25	Improving the collection, reporting and analysis of data to enhance knowledge of trends in specific areas of crime	2011/32	Strengthening international cooperation in combating the harmful effects of illicit financial flows resulting from criminal activities

## Deliverables

16.74 Table 16.11 below lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 16.11

### Subprogramme 3: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>100</b>	<b>100</b>	<b>80</b>	<b>100</b>
1. Note by the Secretary-General to the General Assembly on crime prevention and criminal justice	1	1	0	1
2. Reports on the annual session of the Conference of the States Parties and on the sessions of the subsidiary bodies of the Conference	7	7	6	7
3. Thematic reports on the Mechanism for the Review of Implementation of the United Nations Convention against Corruption	2	2	2	2
4. Regional reports of the Implementation Review Mechanism and other background documents	16	16	16	16
5. Background documents for the eighth session of the Conference of the States Parties and for the subsidiary bodies of the Conference (including executive summaries of country review reports for the consideration of the Implementation Review Group)	74	74	56	74
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>58</b>	<b>58</b>	<b>42</b>	<b>58</b>
6. Meetings of the General Assembly (Third Committee) on matters relating to corruption and economic crime	1	1	1	1
7. Meetings of the Economic and Social Council	1	1	1	1
8. Meetings of the Conference of the States Parties and of its subsidiary bodies	56	56	40	56
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
9. Global Programme for the Implementation of the Doha Declaration: Towards a Culture of Lawfulness	1	1	1	1
10. Global programme to prevent and combat corruption through effective implementation of the United Nations Convention against Corruption in support of Sustainable Development Goal 16	1	1	1	1
<b>Seminars, workshops and training events</b> (number of days)	<b>8</b>	<b>8</b>	<b>5</b>	<b>5</b>
11. Expert group meetings on the proceeds of corruption, on developing guidance or tools for specific areas of the United Nations Convention against Corruption, based on the needs identified through the Implementation Review Mechanism, including prevention and criminal justice systems	8	8	5	5
<b>Publications</b> (number of publications)	<b>3</b>	<b>3</b>	<b>4</b>	<b>4</b>

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
12. Treaties and related publications on corruption, including the Convention against Corruption, the legislative guide for the implementation of the Convention, the official records of the negotiations of the Convention, the rules of procedure for the Conference of the States Parties and background documents for the Implementation Review Mechanism	3	3	4	4
<b>Technical materials</b> (number of materials)	<b>4</b>	<b>4</b>	<b>3</b>	<b>3</b>
13. Guidance and tools on anti-corruption	4	4	3	3
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> advisory services throughout the process of operating the Implementation Review Mechanism with regard to, inter alia, preparing the governmental experts for conducting reviews (7), analysing self-assessment checklist responses (22), conducting country visits (20), drafting country review reports (16) and drafting executive summaries (20).				
<b>Databases and substantive digital materials:</b> maintenance of a database of laws and jurisprudence, as well as of non-legal knowledge relevant to the Convention against Corruption, including for issues related to asset recovery; database of competent authorities, asset recovery focal points and central authorities; and maintenance of the web-based anti-corruption portal known as Tools and Resources for Anti-Corruption Knowledge; electronic tools and training materials on standards, policies, operational procedures and good practices on the implementation of the Convention by States parties.				

## Subprogramme 4 Terrorism prevention

### Objective

- 16.75 The objective, to which this subprogramme contributes, is to strengthen a criminal justice regime against terrorism that is effective and is implemented by Member States in accordance with the rule of law.

### Strategy

- 16.76 To contribute to a strengthened criminal justice regime against terrorism that is effective and is implemented by Member States in accordance with the rule of law, the subprogramme will respond to requests from Member States to provide normative and capacity-building support to prevent terrorism and violent extremism as and when conducive to terrorism<sup>2</sup> by initiating and supporting the development of cooperation frameworks with Member States at the national, regional and global levels, based on the strategic objectives of Member States in preventing terrorism; developing and implementing results-based projects on terrorism prevention; and strengthening the impact of field delivery through coordination, and integrated planning and implementation with partners that support Governments with terrorism prevention, in particular the Global Counter-Terrorism Coordination Compact and its working groups.
- 16.77 This work is expected to result in the ratification by Member States of an increased number of international legal instruments against terrorism, their revision, accordingly, of domestic counter-terrorism legislation, and their development of strategies and action plans for combating terrorism; criminal justice officials' increasingly effective investigation, prosecution and adjudication of terrorism cases in line with the relevant international legal instruments and norms, standards and good practices; and increased national, regional and international cooperation between law enforcement and judicial entities. These outcomes support Member States in the implementation of relevant Sustainable Development Goals, including Goal 16. Past results in this area includes the deposition by Member States, in 2019, of 38 instruments of ratification, accession, approval, acceptance or signature regarding the 19 international legal instruments against terrorism and the

<sup>2</sup> See General Assembly resolutions [71/209](#) and [72/194](#).

ratification of the 2014 Protocol to amend the Convention on Offences and Certain Other Acts Committed on Board Aircraft by 22 States parties. UNODC has been implementing a project aimed at building the capacity of law enforcement officials to implement human rights-compliant special investigative techniques in the Middle East, which has led to an increase in the number of such investigations conducted in several countries in the region. In Africa, UNODC assisted criminal justice officials by providing legal guidance and training on the revision of terrorism case files and in ways which to effectively build cases for prosecution, while respecting human rights. Judges trained by UNODC revised the cases of thousands of persons associated with terrorism, many of whom were discharged of the accusations against them and released, while more than 300 were convicted. In Asia, where UNODC has implemented a regional workshop on the investigation, prosecution and adjudication of cases involving foreign terrorist fighters, a Member State reported that it had directly applied the skills acquired in the compilation of several cases. Three convictions were handed down and almost 100 suspects are awaiting their trials.

### **Programme performance in 2019 against planned result**

- 16.78 A planned result for 2019, which is the improved capacity of UNODC to support Member States to prevent terrorism in accordance with the rule of law at the national and international levels, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by the 3,000 national criminal justice officials who were trained with respect to implementing international conventions and protocols relating to terrorism, compared with a target of 2,300 for 2019.

### **Programme performance in 2019: Middle Eastern and North African countries disrupt terrorist activity in the region**

- 16.79 The subprogramme established a network for Member States known as the Multi-Agency Task Force of the Middle East and North Africa Region to strengthen law enforcement and criminal justice cooperation with regard to terrorist cases, specifically those related to foreign terrorist fighters. In the light of its experience in establishing similar mechanisms, the subprogramme organized a series of regional coordination meetings to connect the focal points of the Task Force with those of other networks prior to its establishment. Most notably, this work helped to equip the focal points with the tools required to build an effective and sustainable mechanism.
- 16.80 The Task Force, which is composed of security and judicial focal points in the participating countries, is responsible for the investigation and prosecution of terrorist cases. The network facilitates cooperation between regional counterparts, including for joint investigations, mutual legal assistance and extradition. It offers a platform that allows the focal points to work together to identify and analyse operational challenges in ongoing foreign terrorist fighter cases and, in parallel, exchange good practices. In some instances, those exchanges have enabled the focal points to identify links across cases that subsequently led to new leads and new investigations. With the subprogramme's support, the focal points of the Task Force developed a practical guide to drafting cooperation requests intended for countries participating in the Task Force, with specific guidance for each country, as well as draft rules of procedure, which are intended to serve as terms of reference to guide the work of the focal points within the Task Force.

#### *Progress towards the attainment of the objective, and performance measure*

- 16.81 This work contributed to a strengthened criminal justice regime against terrorism that is effective and is implemented by Member States in accordance with the rule of law, as demonstrated by an increase in the number of arrests of individuals suspected of involvement in terrorist activities and the seizure of precursor chemical materials suspected to be destined for use in an improvised explosive device for a terrorist attack. Furthermore, the Task Force enabled the exchange of judicial information, which led to the expedited sending of extradition requests by some of the countries of the Task Force.

Table 16.12  
Performance measure

2015	2016	2017	2018	2019
Member States express the need for inter-institutional and multilateral cooperation to enhance cooperation among States on matters related to foreign terrorist fighters	Member States recommend the establishment of a cooperation network to enhance the operational exchange of information in foreign terrorist fighter cases	Network is launched as the Multi-Agency Task Force of the Middle East and North Africa Region	Task Force becomes operational	Increased number of arrests of terrorist suspects and seizure of precursor chemical materials

**Planned results for 2021****Result 1: progress in the prosecution and adjudication of members of Islamic State in Iraq and the Levant (Da'esh) (result carried over from 2020)**

- 16.82 The Office will continue the work related to criminal justice systems, in line with its mandate, and will assist countries in the strengthening of their national criminal justice systems, which is expected to be demonstrated by enhanced capacities to handle domestic cases relating to Islamic State in Iraq and the Levant (ISIL, also known as Da'esh) while upholding fundamental rights. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives.

Table 16.13  
Performance measure

2017	2018	2019	2020	2021
N/A	Iraq requests technical assistance for the development of national judicial mechanisms to prosecute and adjudicate ISIL-related crimes	Discussions ensue on national judicial mechanisms or processes for the prosecution and adjudication of members of ISIL	Steps taken towards the establishment of national judicial mechanisms or processes for the prosecution and adjudication of members of ISIL	Enhanced capacities to handle domestic cases relating to ISIL while upholding with fundamental rights

Abbreviation: N/A, not applicable.

**Result 2: strengthened capacity of criminal justice officials to prevent terrorism (new result)**

- 16.83 The subprogramme has been working on strengthening a criminal justice regime against terrorism that is effective and is implemented by Member States in accordance with the rule of law. As an example, in the case of Sri Lanka, following the terrorist attacks in the country on 21 April 2019, the subprogramme supported the authorities in their criminal justice responses against terrorism, promoting the application of international norms, standards and good practices in countering terrorism in line with the United Nations Global Counter-Terrorism Strategy. Regional and national activities, online training courses and train-the-trainers workshops will contribute to the long-term

sustainability and impact of the project. The approach to capacity-building will follow best practices, including simulations of investigations and prosecutions and sustained mentoring support.

- 16.84 Specifically, the subprogramme will provide support to the development of national policy, strategic and legal frameworks, and action plans to prevent and counter terrorism.<sup>3</sup> Furthermore, the subprogramme will train criminal investigators, prosecutors and judges on supporting effective, compliant and fair investigations, prosecutions and adjudications of terrorism-related criminal cases in accordance with applicable international law, taking into account the proper collection and evaluation of evidence. The subprogramme will also support strengthened inter-agency and regional cooperation between law enforcement and judicial officials to facilitate the operational exchange of information and mutual legal assistance.

#### *Internal challenge and response*

- 16.85 The challenge for the subprogramme was a lack of gender mainstreaming considerations in relevant activities, as stipulated in an audit by the Office of Internal Oversight Services. In response, the subprogramme will actively work to ensure that a gender component is incorporated across all areas of project development. In line with the relevant recommendation, the subprogramme will continue to ensure that all capacity-building activities contain didactic material in relation to the gender dimensions of the criminal justice responses to terrorism and ultimately work towards contributing to a strengthened criminal justice regime against terrorism that is effective and implemented in accordance with the rule of law.

#### *Expected progress towards the attainment of the objective, and performance measure*

- 16.86 This work is expected to contribute to a strengthened criminal justice regime against terrorism that is effective and is implemented by Member States in accordance with the rule of law, which would be demonstrated by the ability of criminal justice officials to process terrorism cases effectively and in accordance with applicable international law, including gender norms.

Table 16.14  
Performance measure

2017	2018	2019	2020	2021
N/A	N/A	N/A	Criminal justice officials are certified to process terrorism cases in line with applicable international law	Officials are able to resolve and process terrorist cases in line with applicable international law, including gender norms

Abbreviation: N/A, not applicable.

### Legislative mandates

- 16.87 The list below provides all mandates entrusted to the subprogramme.

#### *General Assembly resolutions*

57/27; 58/81; 59/46; 60/43; 61/40; 62/71; 63/129; 64/118; 65/34; 66/105;	Measures to eliminate international terrorism	67/99; 68/119; 69/127; 70/120; 71/151; 72/123 73/211
--	---	---

<sup>3</sup> See General Assembly resolution 72/194 and Economic and Social Council resolution 2019/21.

## Section 16 International drug control, crime and terrorism prevention and criminal justice

57/173; 58/140; 59/159; 60/175; 61/181; 62/175; 63/195; 64/179; 65/232; 66/181; 67/189; 68/193; 69/197; 70/178; 71/209; 72/196; 73/186	Strengthening the United Nations crime prevention and criminal justice programme, in particular its technical cooperation capacity	60/288; 62/272; 64/297 62/46 62/172; 64/177	terrorism within the framework of the activities of the Centre for International Crime Prevention The United Nations Global Counter-Terrorism Strategy Preventing the acquisition by terrorists of radioactive materials and sources Technical assistance for implementing the international conventions and protocols related to terrorism
57/219; 58/187; 59/191; 60/158; 61/171; 62/159; 63/185; 64/168; 65/221; 66/171; 68/178; 70/148	Protection of human rights and fundamental freedoms while countering terrorism	65/74; 67/51; 69/50; 71/66 66/178; 68/187; 70/177; 72/194	Preventing the acquisition by terrorists of radioactive sources Technical assistance for implementing the international conventions and protocols related to counter-terrorism
58/136; 59/153	Strengthening international cooperation and technical assistance in promoting the implementation of the universal conventions and protocols related to	66/282; 68/276; 70/291; 72/284	The United Nations Global Counter-Terrorism Strategy Review

### *Economic and Social Council resolutions*

2019/21	Technical assistance provided by the United Nations Office on Drugs and Crime related to counter-terrorism
---------	--

### *Security Council resolutions*

1267 (1999)	2322 (2016);
1373 (2001)	2341 (2017);
1540 (2004)	2396 (2017)
1624 (2005)	2347 (2017)
2133 (2014);	2370 (2017)
2178 (2014);	2423 (2018)
2199 (2015);	2462 (2019)
2253 (2015);	
2309 (2016);	

### *Commission on Crime Prevention and Criminal Justice resolutions*

21/3	Strengthening international cooperation to address the links that in some cases may exist between transnational organized criminal activities and terrorist activities	22/4	Enhancing the effectiveness of countering criminal threats to the tourism sector, including terrorist threats, in particular, by means of international cooperation and public-private partnerships
------	--	------	---

## Deliverables

- 16.88 Table 16.15 below lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 16.15

### Subprogramme 4: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	1	2	2	1

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
1. Report of the Secretary-General to the Commission on Crime Prevention and Criminal Justice	1	1	1	1
2. Report of the Secretary-General to the General Assembly	–	1	1	–
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>8</b>	<b>17</b>	<b>12</b>	<b>20</b>
3. Meetings of the General Assembly and its subsidiary bodies	2	1	2	2
4. Meetings of the Security Council and its subsidiary bodies	5	3	5	5
5. Biennial review of the United Nations Global Counter-Terrorism Strategy by the General Assembly	–	–	4	–
6. Meetings of the Commission on Crime Prevention and Criminal Justice	1	13	1	13
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
7. Global Programme on Strengthening the Legal Regime against Terrorism	1	1	1	1
<b>Publications</b> (number of publications)	<b>3</b>	<b>4</b>	<b>4</b>	<b>3</b>
8. Guidelines on instruments related to chemical, biological, radiological and nuclear terrorism and Security Council resolution 1540 (2004)	1	–	–	–
9. Handbook on mainstreaming a gender perspective into preventing and countering terrorism	–	1	–	–
10. Practical handbook on developing alternatives to imprisonment for foreign terrorist fighter returnees	1	–	–	–
11. Handbook on strengthening cooperation and coordination among national counter-terrorism and intelligence services	1	1	–	–
12. Publications, handbooks and training manuals on specific thematic issues related to counter-terrorism	–	2	3	2
13. Supporting legal responses and criminal justice capacity aimed at preventing and countering terrorism (menu of services)	–	–	1	1
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> advisory services on legislative drafting and strategies and plans of action; consultation on the development of technical assistance plans; advisory services on the visits of the Counter-Terrorism Committee; and substantive support to national training institutions.				
<b>Databases and substantive digital materials:</b> updating and maintenance of the counter-terrorism legislative database, the database of national central authorities for counter-terrorism cases, the online counter-terrorism learning platform, the observatory of jurisprudence for the Americas and the Central Asian network to prevent terrorism.				
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> global parliamentary summit on terrorism; promotion of the ratification of the 19 international legal instruments related to terrorism; brochures, flyers and information kits on legal, criminal justice and related areas; and International Day of Remembrance of and Tribute to the Victims of Terrorism.				
<b>Digital platforms and multimedia content:</b> update and maintenance of the website and social media platforms.				

## Subprogramme 5 Justice

### Objective

- 16.89 The objective, to which this subprogramme contributes, is to prevent crime and ensure more effective, fair, humane and accountable criminal justice systems as a basis for the rule of law and sustainable development.



## Strategy

- 16.90 To contribute to preventing crime and ensuring more effective, fair, humane and accountable criminal justice systems as a basis for the rule of law and sustainable development, the subprogramme will continue to promote the development of United Nations standards and norms in crime prevention and criminal justice and facilitate their application through working with all relevant sectors in national criminal justice systems and all actors involved in crime prevention and criminal justice reform.
- 16.91 The subprogramme will also provide assistance to Member States, upon request, by enabling knowledge transfer, institution-building, capacity-building and advice on crime prevention and criminal justice reform, including through developing and disseminating reference and operational tools, guidance notes, handbooks, training curricula, model legislation, studies, good practices and information technology resources on the following core components: police reform; the functioning of prosecution services and the judiciary; sentencing policies and the use of alternatives to imprisonment; access to legal aid; prison reform, including improving prison conditions and supporting social reintegration of offenders upon release; relevant oversight mechanisms; and cross-cutting issues related to victims and witnesses, gender in the criminal justice system, including violence against women and girls, and the treatment of female offenders and prisoners, violence against children in the field of crime prevention and criminal justice, and justice for children. This work is expected to help Member States to make progress towards relevant Sustainable Development Goals such as Goals 5, 11 and 16.
- 16.92 This work is also expected to result in, inter alia, improving coordination mechanisms between justice actors, for example, better coordination between police officers, defence lawyers and investigating judges to address excessive and arbitrary pretrial detention; better prosecution and adjudication of cases of violence against women and girls; increasing access to justice for the vulnerable sectors of society, including through countrywide legal aid services that are accessible to all and are tailored to the rights and needs of certain groups, such as women and children, by leveraging existing capacities and using new technology; the building of capacity among judges to better apply alternatives to imprisonment in appropriate cases through the exchange of best practices; the strengthening of operational programmes for education, vocational training and work activities in prisons to support prisoners' social reintegration and prevent recidivism; and the prevention of victimization by establishing sustainable projects for crime prevention that address risk factors for offending and reoffending and make communities safer, including by focusing on young people and the teaching of life skills, and empowering women and girls. Past results in this area include a significant increase in awareness of the rationale and benefits of using alternatives to imprisonment in appropriate cases and the recognition of the need to provide gender-responsive non-custodial measures and support countries in their efforts to develop the capacity of police, prosecutors and judges to apply non-custodial measures for female offenders. Progress has also been made in developing prison-based rehabilitation programmes, including for female prisoners. In 2019, for example, owing to a focus on education, vocational training fostered the employability and successful reintegration into society of 240 prisoners in 11 countries. Also in 2019, 724 stakeholders, in particular prison staff and policymakers, were trained on the implementation of international standards in relation to prisoners' social reintegration. In the area of access to justice, legal aid has become more broadly available at all stages of the criminal justice process, particularly in Africa and Asia. Overall, budgetary allocations have increased and more strategies to maximize the use of available resources have been developed and, as confirmed in the UNDP/UNODC *Global Study on Legal Aid*, tailored assistance for groups with specific rights and needs in the justice system has been provided more frequently, such as for children, persons with disabilities and female victims of violence.

## Programme performance in 2019 against planned result

- 16.93 A planned result for 2019, which is crime prevention and criminal justice system reform initiatives within the UNODC mandate being developed and implemented in accordance with international

standards and norms in crime prevention and criminal justice, as referred to in the proposed programme budget for the biennium 2018–2019, was fully achieved and surpassed, as evidenced by 98 additional countries (as compared with a target of 3) having been assisted by UNODC in utilizing tools, manuals and training materials and advisory services for improving crime prevention strategies and measures, and criminal justice procedures and practices regarding the treatment of prisoners.

### **Programme performance in 2019: a global response to children recruited and exploited by terrorist groups**

- 16.94 The subprogramme has been supporting Member States in dealing with a particularly serious form of violence, namely the recruitment and exploitation of children by terrorist and violent extremist groups.<sup>4</sup> Child recruitment and exploitation violates the rights of children and causes long-lasting physical, developmental, emotional and mental harm. In some cases, children subjected to recruitment and exploitation are led to commit criminal offences, including acts of terrorism, war crimes and crimes against humanity.<sup>5</sup> Member States face challenges in combining effective prevention and responses to this form of violence against children, while also ensuring accountability mechanisms and robust justice systems to uphold the rule of law and the maintenance of public security.
- 16.95 Based on its expertise in and mandates related to violence against children and counter-terrorism, UNODC has stepped up its efforts to prevent and respond to violence against children committed by terrorist groups. The General Assembly, in its resolution [72/194](#), requested UNODC to continue to provide assistance to Member States in addressing challenges related to the treatment of these children.
- 16.96 In that regard, UNODC has been supporting Member States through awareness-raising activities; the strengthening of legal and policy frameworks in accordance with applicable international law; technical assistance needs assessments to identify gaps and opportunities to strengthen existing laws, practices and the capacity of professionals; support for institution-building through regional, national and online capacity-building for justice and child protection professionals; the advancement of the coordination and interoperability between child protection, justice and other relevant systems; and the promotion of international and regional cooperation to support the effective treatment of children in contact with the justice system.
- 16.97 At the regional level, UNODC has undertaken nine capacity-building events on various aspects of dealing with the phenomenon attended by 308 participants from the child protection, justice and counter-terrorism sectors from over 32 countries in West Africa, the Sahel, East Africa, the Middle East and North Africa, South-East Asia and Central Asia. At the national level, the subprogramme also supported the Government of the Niger in strengthening its capacity to deal with children allegedly recruited by terrorist groups, such as Boko Haram. A technical assistance needs assessment was undertaken, and legal advisory services, advocacy and tailor-made comprehensive training cycles were provided in partnership with the national training school. UNODC also supported the strengthening of the specialized juvenile justice system, in particular the operationalization of rehabilitation centres for alleged child offenders.
- 16.98 The subprogramme has furthermore developed a comprehensive training package on ways to deal with and treat the children affected. It comprises the *Handbook on Children Recruited and Exploited by Terrorist and Violent Extremist Groups: The Role of the Justice System*, which is the first United Nations publication offering guidance on the multiple legal frameworks related to this issue and on the design of coherent, comprehensive and effective policies for the prevention and treatment of the children affected; and three training manuals on prevention, justice responses to, and rehabilitation and reintegration of the children affected, primarily addressing practitioners from the justice system, and policymakers and professionals from other systems such as health, education and child

<sup>4</sup> The terms “violent extremist” and “violent extremism” are used in the meaning of “violent extremism as and when conducive to terrorism” (see Economic and Social Council resolution 2019/21).

<sup>5</sup> See [A/69/926-S/2015/409](#), [A/HRC/30/67](#) and [A/70/836-S/2016/360](#).

protection. The training package is further complemented by the *Roadmap on the Treatment of Children Associated with Terrorist and Violent Extremist Groups* and is the result of four years of technical assistance work provided to Member States under the subprogramme.

*Progress towards the attainment of the objective, and performance measure*

- 16.99 This work contributed to progress towards preventing crime and ensuring more effective, fair, humane and accountable criminal justice systems as a basis for the rule of law and sustainable development, as demonstrated by the national training modules developed by national training schools and the training-of-trainers sessions delivered with the support of the subprogramme. The training events were attended by 128 national justice professionals in the field of treatment of child victims of violence with a focus on recruitment and trafficking, and 129 professionals in the field of treatment of alleged child offenders, with a focus on diversion and alternatives to detention. A clearer legal and policy framework was created, establishing that the children affected should be considered primarily as victims of crimes and treated as such, thereby overcoming the dichotomy between preserving public safety and protecting child rights. In addition, as a result of joint efforts of multiple United Nations system agencies, over 100 children deprived of liberty due to their association with Boko Haram were released and transferred to child protection authorities to commence a process of reintegration in their communities. The work, carried out jointly with the national judicial training institutions, has multiplied the knowledge of local trainers and produced tailored national training material ensuring the long-term results of capacity-building efforts.

Table 16.16

**Performance measure**

2015	2016	2017	2018	2019
<ul style="list-style-type: none"> <li>Relevant authorities in the Niger build awareness on issues related to recruitment of children by Boko Haram</li> </ul>	<ul style="list-style-type: none"> <li>The Niger requests specialized assistance from UNODC</li> </ul>	<ul style="list-style-type: none"> <li>National authorities develop a national workplan with support from UNODC</li> <li>Lawyers build capacity in child protection, justice and counter-terrorism</li> </ul>	<ul style="list-style-type: none"> <li>National justice professionals strengthen their knowledge and capacity in issues related to the treatment of child victims, and diversion and alternatives to detention</li> <li>Over 100 children released from detention are part of a structured reintegration process</li> </ul>	<ul style="list-style-type: none"> <li>National training modules developed by national training schools and training-of-trainers sessions delivered</li> </ul>

**Planned results for 2021**

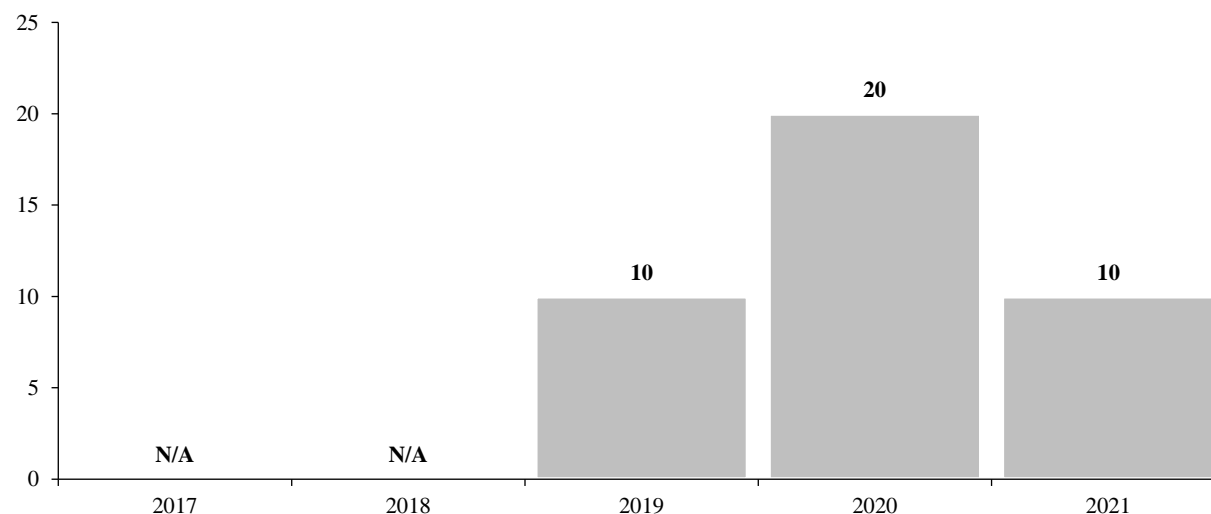
**Result 1: helping women prisoners in the Plurinational State of Bolivia prepare for their lives after prison (result carried over from 2020)**

- 16.100 The Office will continue the work related to rehabilitation and post-incarceration support, in line with its mandate, and will assist countries in implementing programmes aimed at increasing post-incarceration prospects, which is expected to be demonstrated by the performance measure for 2021

below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives.

Figure 16.III

**Performance measure: annual number of female prisoners trained and/or employed after their release**



Abbreviation: N/A, not applicable.

## **Result 2: communities are more resilient to crime and violence (new result)**

- 16.101 The subprogramme has been working on supporting Member States in introducing policies and programmes that help to prevent crime, as a contribution to their efforts to reach targets of relevant Sustainable Development Goals, including Goals 5, 11 and 16, which concern the reduction of crime and violence, including violence against women and girls, and the promotion of peaceful and inclusive societies. The United Nations crime prevention standards, including the United Nations Guidelines for the Prevention of Juvenile Delinquency (the Riyadh Guidelines), the guidelines for cooperation and technical assistance in the field of urban crime prevention and the Guidelines for the Prevention of Crime, provide strategic guidance to authorities on ways to avert crime and victimization. In addition, United Nations standards in criminal justice more broadly include important guidance regarding prevention and the need to address risk and to strengthen protective factors, for example in the domains of access to legal aid, violence against women and children, and penal reform.
- 16.102 Research and good practices from countries around the world indicate that crime prevention efforts that include the engagement of local communities and the promotion of programmes that have been shown to address the conditions that give rise to antisocial behaviour and crime before these problems arise are particularly effective. These may include, community mobilization initiatives, gang prevention and intervention, the creation of opportunities for mentoring, vocational training and employment for young people, after-school recreation, parenting programmes, and problem-oriented approaches to policing.
- 16.103 Supporting the implementation of the above-mentioned standards and norms, and taking into account international best practices, the subprogramme is working to support national and local stakeholders in countries in Latin America and the Caribbean, Africa, the Middle East and North Africa, and Central and South-East Asia in identifying and addressing risk factors for crime, including youth crime. It supports participatory crime diagnoses, the development of local and national crime prevention strategies and action plans, and the introduction of evidence-based prevention initiatives targeting at-risk youth, families and/or communities. Recognizing that men and women are affected

differently by crime and violence as victims and tend to play different roles as offenders, the subprogramme promotes gender-sensitive approaches to the prevention of crime and violence.

*Internal challenge and response*

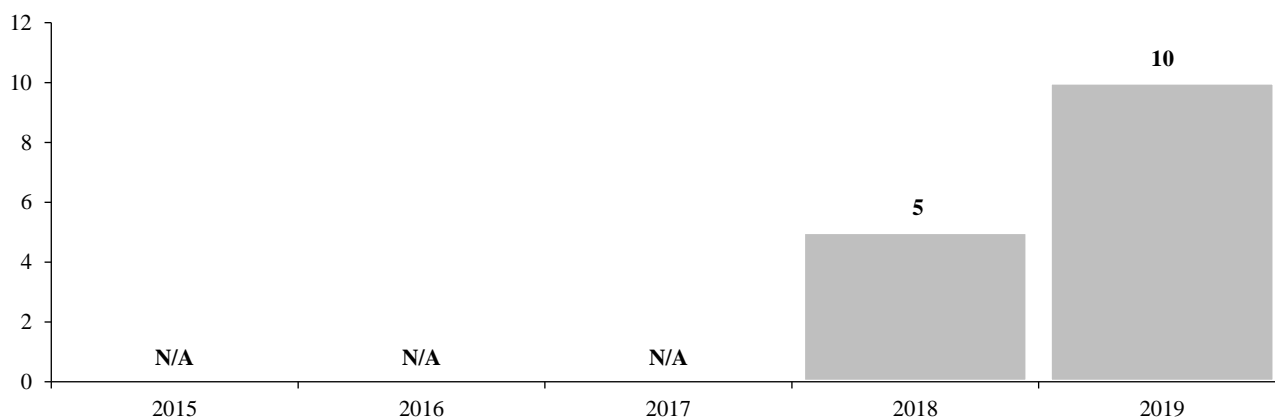
- 16.104 Further to research and lessons identified as part of consultations with experts at the national and local levels, the challenge of the subprogramme was to mobilize sufficient expertise and resources to tailor and scale up crime prevention initiatives to low-resource settings. In response, the subprogramme will make available know-how and networks to assist requesting States in the global South to design, implement and evaluate evidence-based crime prevention measures that respond to the safety and security needs in their communities and assist them in scaling up these initiatives and to integrate crime prevention considerations in relevant national policies and strategies.

*Expected progress towards the attainment of the objective, and performance measure*

- 16.105 This work is expected to contribute to the prevention of crime and to ensuring more effective, fair, humane and accountable criminal justice systems as a basis for the rule of law and for sustainable development, which would be demonstrated by the development and implementation by 10 States of gender-sensitive crime prevention policies and programmes that serve to encourage collaboration among community stakeholders, and support evidence-based interventions that have been shown to reduce risk and enhance protective factors for behavioural problems. More specifically, the result is expected to strengthen the use made by Member States of effective crime prevention approaches to reduce violence and crime with a focus on enhancing community resilience, in particular that of young people.

Figure 16.IV

**Performance measure: number of States that develop and implement gender-sensitive crime prevention policies and programmes with the support of UNODC (cumulative)**



Abbreviation: N/A, not applicable.

### Legislative mandates

- 16.106 The list below provides all mandates entrusted to the subprogramme.

*Conventions*

Convention on the Elimination of All Forms of Discrimination against Women

Convention on the Rights of the Child

*General Assembly resolutions*

34/169	Code of Conduct for Law Enforcement Officials		Justice: Meeting the Challenges of the Twenty-first Century
40/33	United Nations Standard Minimum Rules for the Administration of Juvenile Justice (the Beijing Rules)	57/170	Follow-up to the plans of action for the implementation of the Vienna Declaration on Crime and Justice: Meeting the Challenges of the Twenty-first Century
40/34	Declaration of Basic Principles of Justice for Victims of Crime and Abuse of Power	60/177	Follow-up to the Eleventh United Nations Congress on Crime Prevention and Criminal Justice <sup>7</sup>
43/173	Body of Principles for the Protection of All Persons under Any Form of Detention or Imprisonment	65/228	Strengthening crime prevention and criminal justice responses to violence against women
45/110	United Nations Standard Minimum Rules for Non-custodial Measures (the Tokyo Rules)	65/229	United Nations Rules for the Treatment of Women Prisoners and Non-custodial Measures for Women Offenders (the Bangkok Rules)
45/111	Basic Principles for the Treatment of Prisoners		
45/112	United Nations Guidelines for the Prevention of Juvenile Delinquency (the Riyadh Guidelines)	65/230	Twelfth United Nations Congress on Crime Prevention and Criminal Justice
45/113	United Nations Rules for the Protection of Juveniles Deprived of their Liberty	67/185	Promoting efforts to eliminate violence against migrants, migrant workers and their families
45/116	Model Treaty on Extradition	67/186	Strengthening the rule of law and the reform of criminal justice institutions, particularly in the areas related to the United Nations system-wide approach to fighting transnational organized crime and drug trafficking
45/117	Model Treaty on Mutual Assistance in Criminal Matters		
45/118	Model Treaty on the Transfer of Proceedings in Criminal Matters		
45/119	Model Treaty on the Transfer of Supervision of Offenders Conditionally Sentenced or Conditionally Released	67/187	United Nations Principles and Guidelines on Access to Legal Aid in Criminal Justice Systems
46/152	Creation of an effective United Nations crime prevention and criminal justice programme	67/188; 68/190; 69/192	Standard Minimum Rules for the Treatment of Prisoners
48/104	Declaration on the Elimination of Violence against Women	67/191	United Nations African Institute for the Prevention of Crime and the Treatment of Offenders
51/59	Action against corruption <sup>6</sup>	68/189	Model strategies and practical measures on the elimination of violence against children in the field of crime prevention and criminal justice
51/60	United Nations Declaration on Crime and Public Security		
52/86	Crime prevention and criminal justice measures to eliminate violence against women	69/194	United Nations Model Strategies and Practical Measures on the Elimination of Violence against Children in the Field of Crime Prevention and Criminal Justice
55/59	Vienna Declaration on Crime and Justice: Meeting the Challenges of the Twenty-first Century	70/174	Thirteenth United Nations Congress on Crime Prevention and Criminal Justice
55/89	Torture and other cruel, inhuman or degrading treatment or punishment	70/175	United Nations Standard Minimum Rules for the Treatment of Prisoners (the Nelson Mandela Rules)
56/119	Role, function, periodicity and duration of the United Nations congresses on the prevention of crime and the treatment of offenders	70/176	Taking action against gender-related killing of women and girls
56/261	Plans of action for the implementation of the Vienna Declaration on Crime and	71/256	New Urban Agenda

<sup>6</sup> In particular the annex, entitled “International Code of Conduct for Public Officials”.

<sup>7</sup> In particular the annex, entitled “Bangkok Declaration on Synergies and Responses: Strategic Alliances in Crime Prevention and Criminal Justice”.

72/193	Promoting the practical application of the United Nations Standard Minimum Rules for the Treatment of Prisoners (the Nelson Mandela Rules)	74/170	Integrating sport into youth crime prevention and criminal justice strategies
73/185	The rule of law, crime prevention and criminal justice in the context of the Sustainable Development Goals	S-30/1	Our joint commitment to effectively addressing and countering the world drug problem

### *Economic and Social Council resolutions*

1984/47	Procedures for the effective implementation of the Standard Minimum Rules for the Treatment of Prisoners	1999/23	Work of the United Nations Crime Prevention and Criminal Justice Programme
1984/50	Safeguards guaranteeing protection of the rights of those facing the death penalty	1999/25	Effective crime prevention
1989/57	Implementation of the Declaration of Basic Principles of Justice for Victims of Crime and Abuse of Power	1999/26	Development and implementation of mediation and restorative justice measures in criminal justice
1989/60	Procedures for the effective implementation of the Basic Principles on the Independence of the Judiciary	1999/27	Penal reform <sup>11</sup>
1989/61	Guidelines for the effective implementation of the Code of Conduct for Law Enforcement Officials	1999/28	Administration of juvenile justice
1989/64	Implementation of the safeguards guaranteeing protection of the rights of those facing the death penalty	2000/15	Implementation of the Declaration of Basic Principles of Justice for Victims of Crime and Abuse of Power
1989/65	Effective prevention and investigation of extralegal, arbitrary and summary executions	2002/12	Basic principles on the use of restorative justice programmes in criminal matters
1995/9	Guidelines for the prevention of urban crime	2002/13	Action to promote effective crime prevention <sup>12</sup>
1996/15	Safeguards guaranteeing protection of the rights of those facing the death penalty	2002/14	Promoting effective measures to deal with the issues of missing children and sexual abuse or exploitation of children
1997/28	Firearm regulation for purposes of crime prevention and public health and safety	2004/28	United Nations standards and norms in crime prevention and criminal justice
1997/29	Measures on the prevention and control of illicit trafficking in motor vehicles	2005/14	Model bilateral agreement on the sharing of confiscated proceeds of crime or property covered by the United Nations Convention against Transnational Organized Crime and the United Nations Convention against Illicit Traffic in Narcotic Drugs and Psychotropic Substances of 1988
1997/30	Administration of juvenile justice <sup>8</sup>	2005/20	Guidelines on Justice in Matters involving Child Victims and Witnesses of Crime
1997/31	Victims of crime and abuse of power	2005/21	Strengthening the technical cooperation capacity of the United Nations Crime Prevention and Criminal Justice Programme in the area of the rule of law and criminal justice reform
1997/36	International cooperation for the improvement of prison conditions	2005/22	Action to promote effective crime prevention
1998/21	United Nations standards and norms in crime prevention and criminal justice <sup>9</sup>	Decision	Report of the Secretary-General on capital punishment and the safeguards guaranteeing protection of the rights of those facing the death penalty
1998/22	Status of foreign citizens in criminal proceedings	2005/247	
1998/23	International cooperation aimed at the reduction of prison overcrowding and the promotion of alternative sentencing <sup>10</sup>		

<sup>8</sup> In particular the annex, entitled “Guidelines for Action on Children in the Criminal Justice System”.

<sup>9</sup> In particular the annex, entitled “Plan of action for the implementation of the Declaration of Basic Principles of Justice for Victims of Crime and Abuse of Power”.

<sup>10</sup> In particular the annex, entitled “Kadoma Declaration on Community Service.”

<sup>11</sup> In particular the annex, entitled “Arusha Declaration on Good Prison Practice”.

<sup>12</sup> In particular the annex, entitled “Guidelines for the Prevention of Crime”.

## Part IV International cooperation for development

2006/20	United Nations standards and norms in crime prevention	2008/24	Strengthening prevention of urban crime: an integrated approach
2006/22	Providing technical assistance for prison reform in Africa and the development of viable alternatives to imprisonment	2009/26	Supporting national and international efforts for child justice reform, in particular through improved coordination in technical assistance
2006/23	Strengthening basic principles of judicial conduct <sup>13</sup>	2013/33	The rule of law, crime prevention and criminal justice in the United Nations development agenda beyond 2015
2006/25	Strengthening the rule of law and the reform of criminal justice institutions, including in post-conflict reconstruction	2014/21	Strengthening social policies as a tool for crime prevention
2006/29	Crime prevention and criminal justice responses to violence against women and girls	2016/17	Restorative justice in criminal matters
2007/21	Information-gathering instrument in relation to United Nations standards and norms in crime prevention and criminal justice	2016/18	Mainstreaming holistic approaches in youth crime prevention
2007/22	Strengthening basic principles of judicial conduct	2017/16	Promoting the practical application of the United Nations Standard Minimum Rules for the Treatment of Prisoners (the Nelson Mandela Rules)
2007/23	Supporting national efforts for child justice reform, in particular through technical assistance and improved United Nations system-wide coordination	2017/19	Promoting and encouraging the implementation of alternatives to imprisonment as part of comprehensive crime prevention and criminal justice policies
2007/24	International cooperation for the improvement of access to legal aid in criminal justice systems, particularly in Africa	2019/21	Technical assistance provided by the United Nations Office on Drugs and Crime related to counter-terrorism

### *Commission on Crime Prevention and Criminal Justice resolutions*

17/2	Strengthening the rule of law through improved integrity and capacity of prosecution services	21/1	Strengthening Government oversight of civilian private security services and the contribution of such services to crime prevention and community safety
18/1	Supplementary rules specific to the treatment of women in detention and in custodial and non-custodial settings	21/2	Countering maritime piracy, especially off the coast of Somalia and in the Gulf of Guinea
18/2	Civilian private security services: their role, oversight and contribution to crime prevention and community safety	22/6	Promoting international cooperation and strengthening capacity to combat the problem of transnational organized crime committed at sea
19/6	Countering maritime piracy off the coast of Somalia		
Decision 19/1	Strengthening crime prevention and criminal justice responses to counterfeiting and piracy	25/2	Promoting legal aid, including through a network of legal aid providers
20/5	Combating the problem of transnational organized crime committed at sea	28/1	Strengthening the engagement of all members of society in crime prevention

### *Commission on Narcotic Drugs resolutions*

55/12	Alternatives to imprisonment for certain offences as demand reduction strategies that promote public health and public safety	59/4	Development and dissemination of international standards for the treatment of drug use disorders
58/5	Supporting the collaboration of public health and justice authorities in pursuing alternative measures to conviction or punishment for appropriate drug-related offences of a minor nature	59/5	Mainstreaming a gender perspective in drug-related policies and programmes
		59/7	Promotion of proportionate sentencing for drug-related offences of an appropriate nature in implementing drug control policies

<sup>13</sup> In particular the annex, entitled “Bangalore Principles of Judicial Conduct”.



## Deliverables

- 16.107 Table 16.17 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 16.17

### Subprogramme 5: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>1</b>	<b>1</b>	<b>4</b>	<b>1</b>
1. Reports for the Commission on Crime Prevention and Criminal Justice	1	1	2	1
2. Working papers for the United Nations congresses on crime prevention and criminal justice	—	—	2	—
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>1</b>	<b>1</b>	<b>3</b>	<b>1</b>
3. Meetings of the Commission on Crime Prevention and Criminal Justice	1	1	1	1
4. Meetings of the United Nations congresses on crime prevention and criminal justice	—	—	2	—
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>4</b>	<b>4</b>	<b>4</b>	<b>5</b>
5. Global projects to support Member States in the field of crime prevention and criminal justice	4	4	4	5
<b>Seminars, workshops and training events</b> (number of days)	<b>40</b>	<b>40</b>	<b>40</b>	<b>40</b>
6. Training courses, seminars and workshops on crime prevention and criminal justice	40	40	40	40
<b>Publications</b> (number of publications)	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
7. Criminal justice handbook series	2	2	2	2

## Subprogramme 6 Research, trend analysis and forensics

### Objective

- 16.108 The objective, to which this subprogramme contributes, is to ensure that Member States have enhanced knowledge of trends on drugs and crime for effective scientific and evidence-based policy formulation.

### Strategy

- 16.109 To contribute to ensuring that Member States have enhanced knowledge of trends on drugs and crime for effective scientific and evidence-based policy formulation, the subprogramme will continue to provide timely and accurate statistics and analyses of world drug and crime problems, with particular attention to specific manifestations of crime and its transnational dimensions. The subprogramme will also provide support and capacity-building to Member States, upon request, to produce, disseminate and analyse drug and crime data and statistics, including targeted assistance to increase capacity to produce data and monitor progress towards relevant Sustainable Development Goals.
- 16.110 The subprogramme will also assist Member States, upon request, in identifying trends, emerging issues and priorities in drugs, crime and corruption; convene consultations with Member States and

international organizations, with the participation of other relevant stakeholders, on the global review mechanism for Sustainable Development Goal targets that fall under UNODC mandates; provide technical assistance and expert advice to drug-testing laboratories and forensic institutions and assist Member States in forensics standard-setting and the exchange of quality forensic data and services for policy- and decision-making. The subprogramme will continue to support countries in the collection of and reporting on data regarding drugs and crime as required to monitor progress against certain Sustainable Development Goals and targets, in particular Goals 3 and 16, as they relate to illicit trafficking, justice, crime and drug use. The subprogramme will include, in addition to its traditional focus, special efforts to provide data and analysis to spur transformative change as agreed upon by Member States. Furthermore, the subprogramme will include elements related to crime statistics and crime reports, including data on illicit financial flows, through the facilitation of the establishment of a standard definition of illicit financial flows for statistical purposes by Member States, developing a methodology to implement it, and supporting countries in piloting it and embedding it into their national statistical systems as a sustainable approach to monitoring progress towards target 16.4 (to significantly reduce illicit financial and arms flows, strengthen the recovery and return of stolen assets and combat all forms of organized crime by 2030).

- 16.111 The strategy is expected to result in enhanced knowledge among Member States, the international community and other relevant stakeholders about formulating strategic responses to existing and emerging drugs and crime issues, and in an increased capacity of Member States to produce and analyse statistical data on trends, including trends in specific and emerging drug and crime issues. The strategy is also expected to result in an improved scientific and forensic capacity of forensic service providers to meet internationally accepted standards of performance through quality assurance, and in an increased percentage of institutions in receipt of UNODC assistance that report enhanced scientific and forensic capacity together with efficient and well-integrated research activities in the various areas of work of UNODC. Past results in this area include the production of global flagship reports, including the *World Drug Report 2019* and the *Global Study on Homicide 2019*. The usefulness of the global research reports was evidenced by the increase in the total number of references to global research reports in peer-reviewed journals, from 8,249 in 2018 to 9,359 in 2019.

### **Programme performance in 2019 against planned result**

- 16.112 A planned result for 2019, which is increased capacity to produce, analyse and exchange statistical data on trends, including those in emerging drug and specific crime issues, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by the fact that 26 Member States (compared with the target of 26) received targeted training or other forms of technical assistance on data collection and analysis on issues under the UNODC mandate, including reviewing progress towards relevant Sustainable Development Goals.

### **Programme performance in 2019: Member States enabled to create evidence-based policies and programmes addressing drug use**

- 16.113 To understand the global patterns and trends in drug use, policymakers require data generated at the national level. The global and regional estimates of the number of people using drugs are heavily shaped and influenced by estimates of drug use in countries with large populations.
- 16.114 In 2019, the subprogramme has therefore focused on building capacity, particularly in low-resourced countries, to generate quality data on drug use indicators through the establishment of drug information and monitoring systems and the implementation of national-level surveys on the extent and pattern of drug use.

- 16.115 Two recent examples of that work are the drug use surveys in India and Nigeria, two States with large populations. In India, the subprogramme provided indirect methodological support in the design and implementation of the drug use survey in the country, while in Nigeria, the subprogramme worked directly with the National Bureau of Statistics and other national counterparts to design and implement the first-ever comprehensive survey on drug use in Africa. The results of the national drug use survey in Nigeria showed that the estimated number of drug users was 14.4 per cent, or 14.3 million people aged between 15 and 64 years. The data suggested that the prevalence of past-year drug use in Nigeria was 14.4 per cent, more than twice the global average of 5.6 per cent. The report revealed the true extent to which prescription opioids, mainly tramadol and cough syrups, had been used for non-medical purposes in the previous year, namely by 4.6 million people. This placed Nigeria among the countries with high estimates of non-medical opioid use globally.

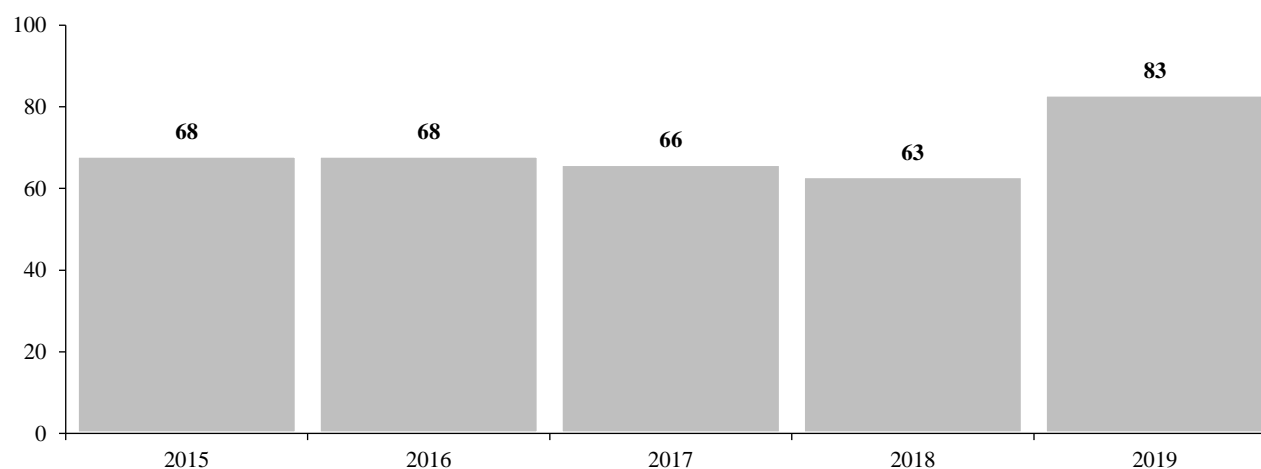
*Progress towards the attainment of the objective, and performance measure*

- 16.116 This work contributed to the enhancement of knowledge regarding trends on drugs and crime for effective scientific and evidence-based policy formulation, as demonstrated by the 20 per cent increase in the share of the global population for which data on drug use were available. The two recent surveys, of high scientific quality, in India and Nigeria, have led to major improvements in the data coverage of the populations in their respective regions. The new surveys in Nigeria and, in particular, India, have had a considerable influence on improving the estimates of drug use globally for the 2019 reporting period. The impact is especially visible for the numbers on opioids, opiates and the prevalence of drug use disorders among the population. Thus, in the *World Drug Report 2019*, the estimate for the number of opioid users around the world was reviewed upward by 35 per cent based on the new findings, while the estimates for Africa and Asia were doubled. This information has led to a better understanding of the extent of opioid use and the need for a better-informed response by Member States to address the situation.

Figure 16.V

**Performance measure: share of the global population for which information on opioid use is available**

(Percentage)



**Planned results for 2021**

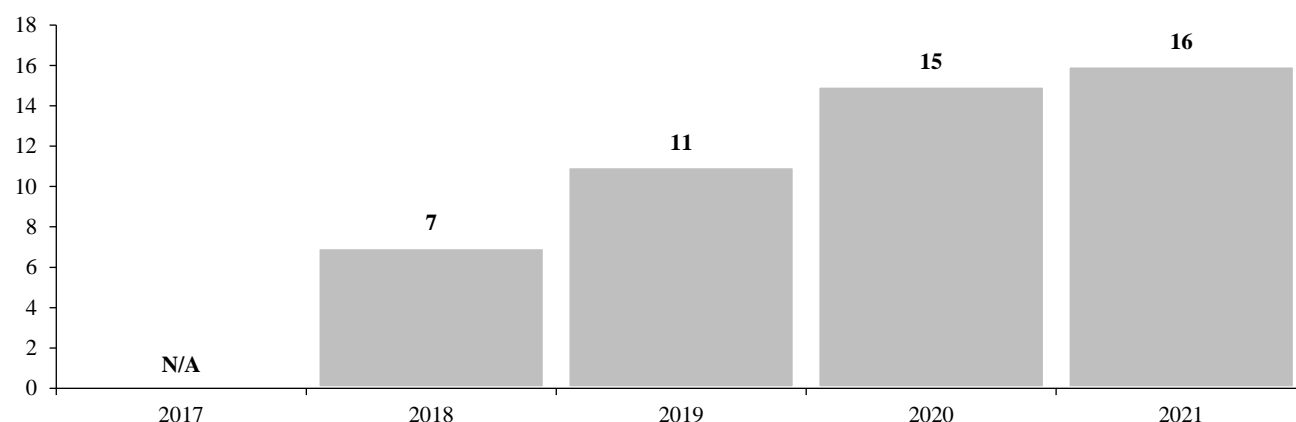
**Result 1: estimating the number of hidden victims of trafficking in persons  
(result carried over from 2020)**

- 16.117 The subprogramme will continue the work related to the measurement of trafficking in persons, in line with its mandate, and will assist countries in developing and piloting methodologies to prepare

robust and comparable estimates for the prevalence of trafficking in persons, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives.

Figure 16.VI

**Performance measure: number of countries initiating studies to estimate the prevalence of trafficking in persons, including non-detected victims**



Abbreviation: N/A, not applicable.

**Result 2: countries more effectively respond to the threat posed by synthetic drugs (new result)**

- 16.118 UNODC has been working to improve the scientific and forensic capacity of Member States to analyse and identify synthetic drugs in a manner that meets professional standards, including through the increased use and dissemination of scientific information and laboratory data for inter-agency cooperation, strategic operations, and policy- and decision-making.
- 16.119 The subprogramme has been working on addressing the ongoing synthetic opioid crisis, mainly affecting North America, with fentanyl and its analogues, and parts of Africa, Asia and the Middle East with tramadol, through the launch of its integrated opioid strategy in 2018. The work brings existing in-house programmes together under one umbrella for a timely Office-wide integrated response that leverages a set of coordinated activities and resources under five pillars: early warning and trend analysis; rational prescribing and ensuring access to opioids for medical and scientific use; prevention and treatment of opioid-use disorders; international law enforcement operations to disrupt trafficking in opioids; and national and international counternarcotic forensic capacity.
- 16.120 In collaboration with international partners such as the World Health Organization and the International Narcotics Control Board, UNODC launched the United Nations Toolkit on Synthetic Drugs as part of its opioid strategy. The Toolkit is a centralized source of guidance on response to the opioids crisis that has been identified as promising, such as taking legislative and administrative measures; reducing supply for non-medical use while ensuring access for medical and scientific purposes; reducing the supply of precursors used in the illicit manufacture of synthetic drugs; and enhancing national forensic capacity. The Toolkit has four modules for health, forensics and research professionals. Each module is specifically developed for a different group: experts, practitioners, policymakers and decision makers. It is designed to be interactive and user-friendly so as to maximize the benefit to Member States.

### Internal challenge and response

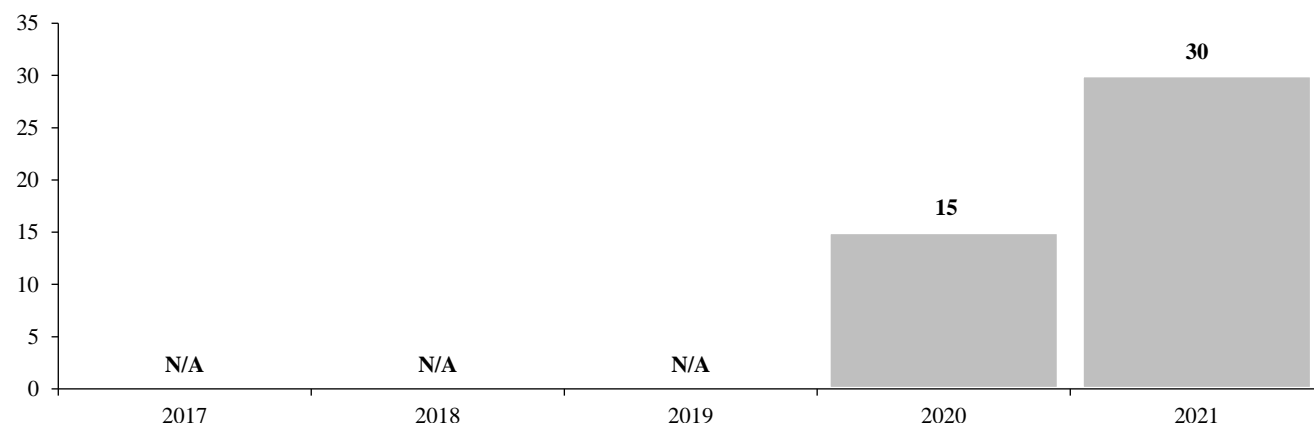
- 16.121 The challenge for the subprogramme was to develop a comprehensive response to the threats posed by synthetic drugs, given the increasing complexity of drug markets involving the use of the Internet and the darknet, the use of cyberspace and cryptocurrencies, and the shipping of synthetic drugs using air cargo, postal services and courier companies. In response, the subprogramme will develop four new dedicated modules of the Toolkit over a period of 18 months in collaboration with international partners, including the World Customs Organization, the Universal Postal Union and the International Civil Aviation Organization, and will strengthen the capacity-building efforts of UNODC in the field.

### Expected progress towards the attainment of the objective, and performance measure

- 16.122 This work is expected to contribute to the enhancement of knowledge by Member States of trends on drugs and crime for effective scientific and evidence-based policy formulation as a response to the threat posed by synthetic drugs, which would be demonstrated by an increase in the number of specialized modules and specific resources within them, as well as an increase in the number of countries and sectors that strengthen their responses to synthetic drugs.

Figure 16.VII

**Performance measure: expected growth in the number countries strengthening their responses to synthetic drugs**



Abbreviation: N/A, not applicable.

## Legislative mandates

- 16.123 The list below provides all mandates entrusted to the subprogramme.

### Conventions

The Single Convention on Narcotic Drugs of 1961, as amended by the 1972 Protocol

United Nations Convention against Illicit Traffic in Narcotic Drugs and Psychotropic Substances of 1988

Convention on Psychotropic Substances of 1971

### General Assembly resolutions

834 (IX)	United Nations Narcotics Laboratory	46/152	Creation of an effective United Nations crime prevention and criminal justice programme
1395 (XIV)	Technical assistance in narcotics control		
45/179	Enhancement of the United Nations structure for drug abuse control	48/12	Measures to strengthen international cooperation against the illicit production,

## Part IV International cooperation for development

	sale, demand, traffic and distribution of narcotic drugs and psychotropic substances and related activities	69/201; 70/182	International cooperation against the world drug problem
49/168; 52/92	International action to combat drug abuse and illicit production and trafficking	71/211; 72/198	International cooperation to address and counter the world drug problem
56/119	Role, function, periodicity and duration of the United Nations congresses on the prevention of crime and the treatment of offenders	72/197	Promoting the implementation of the United Nations Guiding Principles on Alternative Development and related commitments on alternative development and regional, interregional and international cooperation on development-oriented, balanced drug control policy addressing socioeconomic issues
61/183	International cooperation against the world drug problem		Political Declaration
64/293	United Nations Global Plan of Action to Combat Trafficking in Persons	S-20/2	Measures to enhance international cooperation to counter the world drug problem <sup>14</sup>
65/190	Trafficking in women and girls	S-20/4	Our joint commitment to effectively addressing and countering the world drug problem
70/176	Taking action against gender-related killing of women and girls		
69/197	Strengthening the United Nations crime prevention and criminal justice programme, in particular its technical cooperation capacity	S-30/1	

### *Economic and Social Council resolutions*

1984/48	Crime prevention and criminal justice in the context of development	2009/25	Improving the collection, reporting and analysis of data to enhance knowledge of trends in specific areas of crime
1988/9	International Conference on Drug Abuse and Illicit Trafficking	2011/36	Crime prevention and criminal justice responses against illicit trafficking in endangered species of wild fauna and flora
1988/13	Strengthening of cooperation and coordination in international drug control		Strengthening international cooperation in combating transnational organized crime in all its forms and manifestations
1993/40	Measures to prevent the diversion of precursor and essential chemicals to the illicit manufacture of narcotic drugs and psychotropic substances	2012/19	Improving the quality and availability of statistics on crime and criminal justice for policy development
1997/41	Implementation of comprehensive measures to counter the illicit manufacture, trafficking and abuse of amphetamine-type substances and their precursors	2013/37; 2015/24	Crime prevention and criminal justice responses to illicit trafficking in protected species of wild fauna and flora
2001/14	Prevention of diversion of precursors used in the illicit manufacture of synthetic drugs	2013/40	Implementation of the United Nations Global Plan of Action to Combat Trafficking in Persons
2007/21	Information-gathering instrument in relation to United Nations standards and norms in crime prevention and criminal justice	2013/41	United Nations Guiding Principles on Alternative Development
2009/22	International cooperation in the prevention, investigation, prosecution and punishment of economic fraud and identity-related crime	2013/42	Implementation of the United Nations Global Plan of Action to Combat Trafficking in Persons
		2015/23	The rule of law, crime prevention and criminal justice in the context of the Sustainable Development Goals
		2018/17	

### *Commission on Crime Prevention and Criminal Justice resolutions*

19/5	International cooperation in the forensic field	21/3	Strengthening international cooperation to address the links that in some cases may exist between transnational organized criminal activities and terrorist activities
20/4	Promoting further cooperation in countering transnational organized crime		

<sup>14</sup> In particular the Action Plan against Illicit Manufacture, Trafficking and Abuse of Amphetamine-type Stimulants and Their Precursors contained therein.

*Commission on Narcotic Drugs resolutions*

1 (XXXIII)	Cooperation in the strengthening of action against the illicit drug traffic through training in the African region	56/4	of drug-dependent persons released from prison settings
12 (XXXVIII)	Scientific and technical cooperation in the control of drug abuse and illicit trafficking	56/5	Enhancing international cooperation in the identification and reporting of new psychoactive substances
1 (XXXIX)	Scientific and technical cooperation in the control of drug abuse and illicit trafficking: development of drug profiling/signature analysis in support of a scientific approach to law enforcement	56/10	Promoting the sharing of expertise in and knowledge on forensic drug profiling
44/14	Measures to promote the exchange of information on new patterns of drug use and on substances consumed		Tools to improve data collection to monitor and evaluate the implementation of the Political Declaration and Plan of Action on International Cooperation towards an Integrated and Balanced Strategy to Counter the World Drug Problem
47/5	Illicit drug profiling in international law enforcement: maximizing outcome and improving cooperation	57/9	Enhancing international cooperation in the identification and reporting of new psychoactive substances and incidents involving such substances
48/1	Promoting the sharing of information on emerging trends in the abuse of and trafficking in substances not controlled under the international drug control conventions	58/9	Promoting the role of drug analysis laboratories worldwide and reaffirming the importance of the quality of the analysis and results of such laboratories
50/4	Improving the quality and performance of drug analysis laboratories	58/11	Promoting international cooperation in responding to new psychoactive substances and amphetamine-type stimulants, including methamphetamine
50/9	Use of drug characterization and chemical profiling in support of drug law enforcement intelligence-gathering and operational work, as well as trend analysis	59/3	Promoting informal networking within the scientific community and the sharing of scientific evidence-based findings that may inform policies and practices to address the world drug problem
52/7	Proposal concerning quality evaluation of the performance of drug analysis laboratories	59/8	Promotion of measures to target new psychoactive substances and amphetamine-type stimulants
53/7	International cooperation in countering the covert administration of psychoactive substances related to sexual assault and other criminal acts	60/4	Preventing and responding to the adverse health consequences and risks associated with the use of new psychoactive substances
53/11	Promoting the sharing of information on the potential abuse of and trafficking in synthetic cannabinoid receptor agonists	Decision 60/1	Strengthening the subsidiary bodies of the Commission on Narcotic Drugs
54/3	Ensuring the availability of reference and test samples of controlled substances at drug testing laboratories for scientific purposes	61/3	Laboratory support for the implementation of the scheduling decisions of the Commission on Narcotic Drugs
54/6	Promoting adequate availability of internationally controlled narcotic drugs and psychotropic substances for medical and scientific purposes while preventing their diversion and abuse	61/8	Enhancing and strengthening international and regional cooperation and domestic efforts to address the international threats posed by the non-medical use of synthetic opioids
54/9	Improving quality and building monitoring capacity for the collection, reporting and analysis of data on the world drug problem and policy responses to it	62/2	Enhancing detection and identification capacity for synthetic drugs for non-medical use by increasing international collaboration
55/1	Promoting international cooperation in responding to the challenges posed by new psychoactive substances	62/4	Advancing effective and innovative approaches, through national, regional and international action, to address the multifaceted challenges posed by the non-medical use of synthetic drugs, particularly synthetic opioids
55/2	Promoting programmes aimed at the treatment, rehabilitation and reintegration		

*Conference of the Parties to the United Nations Convention against Transnational Organized Crime*

5/4 Illicit manufacturing of and trafficking in firearms, their parts and components and ammunition

## Deliverables

16.124 Table 16.18 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 16.18

### Subprogramme 6: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
1. Report to the Commission on Narcotic Drugs on world drug abuse	1	1	1	1
2. Report to the Commission on Crime Prevention and Criminal Justice on world crime trends	1	1	1	1
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
3. Meetings of the Commission on Narcotic Drugs on world drug abuse	1	1	1	1
4. Meetings of the Commission on Crime Prevention and Criminal Justice on world crime trends	1	1	1	1
<b>B. Generation and transfer of knowledge</b>				
<b>Seminars, workshops and training events</b> (number of days)	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>
5. Workshops/training courses on drug control, crime prevention and forensics	10	10	10	10
<b>Publications</b> (number of publications)	<b>9</b>	<b>10</b>	<b>10</b>	<b>10</b>
6. Research publications on drug control and crime prevention	4	5	5	5
7. Forensic publications on drug control and crime prevention	4	4	4	4
8. Journals on narcotics, and crime and society	1	1	1	1
<b>Technical materials</b> (number of materials)	<b>14</b>	<b>14</b>	<b>14</b>	<b>14</b>
9. Technical research materials on the monitoring of illicit drug crops	5	5	5	5
10. Technical forensic materials on drug control and crime prevention	9	9	9	9
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> consultation, advice and advocacy on drugs and crime statistics; on forensics; advisory services, support and information to Governments, international, regional and national organizations, institutions and laboratories; advisory services, support and information on drugs and crime surveys; and advisory services, support and information on forensics (37).				
<b>Databases and substantive digital materials:</b> international statistics on crime, based on responses to the annual crime trend survey; international statistics on illicit drugs; and online database of individual drug seizures.				



## **Subprogramme 7**

### **Policy support**

#### **Objective**

- 16.125 The objective, to which this subprogramme contributes, is to advance institutional reform and strengthen policy and operational responses by Member States on drug control, crime prevention and criminal justice.

#### **Strategy**

- 16.126 To contribute to advancing institutional reform and strengthening policy and operational responses by Member States on drug control, crime prevention and criminal justice, the subprogramme will facilitate and provide interdivisional headquarters and field-based assistance, including through United Nations country teams, related to institutional reforms and ensuring policy coherence to enable the effective implementation of UNODC mandate areas.
- 16.127 This will involve further strengthening strategic engagement with Member States, regional entities and United Nations system and multilateral bodies in promoting the rule of law, security and justice under the framework of the 2030 Agenda; conducting dialogues with donor Governments, Member States, international organizations and private sector entities to mobilize resources; building the capacity of civil society, academia and the private sector to assist Member States in meeting their obligations, including through increasing their knowledge, skills and networks; carrying out targeted advocacy and communication activities through the use of traditional and new media in substantive areas such as combating transnational organized crime, trafficking in drugs and corruption; undertaking policy analysis and providing coherent advice, upon request; and coordinating with other United Nations agencies on issues related to drugs, crime and terrorism in all its forms and manifestations. In particular, the Office will strengthen collaboration with the United Nations Human Settlements Programme (UN-Habitat) in implementing the New Urban Agenda and will strengthen cooperation with the reinvigorated resident coordinator system.
- 16.128 These actions are expected to result in increased awareness of and capacity to address the interlinked issues of drug control, crime prevention and criminal justice by Member States, including at the urban level, complemented by more coherent country teams and the United Nations Sustainable Development Cooperation Framework that reflect UNODC mandates. More specifically, these actions are expected to result in increased local, national and regional awareness of and capacity to: (a) implement mandated areas of the international normative framework that address cross-cutting, systemic issues, such as illicit financial flows, corruption and economic crime; and (b) achieve progress towards the implementation by Member States of the relevant Sustainable Development Goals and targets thereof and other commitments (such as the Addis Ababa Action Agenda). Past results in this area include the training, in 2018, of representatives of 92 civil society organizations globally on the Mechanism for the Review of Implementation of the United Nations Convention against Corruption; 42 per cent of those representatives were women. The training equipped participants with substantive expertise on the provisions of the Convention against Corruption and provided them with information about the methodology for country reviews or implementation. In addition, following the completion of multi-stakeholder workshops in Ethiopia in April 2019, representatives of civil society organizations who had received the training reported on follow-up local initiatives to curb corruption. Furthermore, some 500 representatives of civil society organizations participated in intergovernmental sessions on United Nations mandates and engaged in some 50 joint meetings with UNODC management and/or Member States. The participation of civil society in the highest international forums allows for connections between the local and the global levels, strengthening both the civil society organizations, in terms of enhanced expertise, and UNODC, in its ability to create direct impacts. In addition, past results include multimedia campaigns developed for social media channels for the three General Assembly-mandated world days (International Day against Drug Abuse and Illicit Trafficking, World Day against Trafficking

in Persons, and International Anti-Corruption Day) and the introduction of a weekly video summary about the work of UNODC, “The week in 60 seconds”, which is widely distributed through the Office’s social media channels. These have led to increased visibility for the mandate areas of UNODC which, in turn, enable increased engagement from Governments, civil society, the private sector and the wider public, to raise awareness and inspire action.

### **Programme performance in 2019 against planned result**

- 16.129 A planned result for 2019, which is increased public awareness of issues related to drugs, crime and terrorism in all its forms and manifestations, as well as of the relevant United Nations legal instruments, standards and norms in crime prevention and criminal justice, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by the increase in unique visitors accessing information from the UNODC website, from 5.89 million in 2018 to 6.49 million in 2019, and in the number of users following UNODC on social media, from 360,964 in 2018 to 433,561 in 2019 (compared with the targets of 290,000 and 257,000, respectively).
- 16.130 The UNODC corporate website had 6,489,016 unique visitors in 2019 (a 10 per cent increase compared with 2018) and, on average, 540,751 unique visitors per month. Between December 2018 and August 2019, all UNODC corporate social media channels saw an increase in followers. The number of followers on Twitter increased from 112,277 to 123,389 and the number on Facebook from 203,848 to 217,919. The number of followers of the corporate Twitter accounts in French, Spanish and Russian rose by 23 per cent, 3.5 per cent and 7 per cent, respectively. Increased efforts on social media to promote UNODC flagship reports led to a higher number of downloads from the Office’s website: by 30 August 2019, *The World Drug Report* had been downloaded 269,901 times, the *Global Study on Homicide* had been downloaded 98,851 times and the *Global Report on Trafficking in Persons* had been downloaded 301,622 times.

### **Programme performance in 2019: Member States increase civil society involvement in their anti-corruption policies and measures**

- 16.131 The subprogramme has been working to advance the capacities of non-governmental actors to support Member States in implementing relevant international conventions and standards and norms under the UNODC mandate, particularly on corruption. Capitalizing on the successes of three multi-stakeholder workshops on the Convention against Corruption and its Implementation Review Mechanism for relevant stakeholders in South-Eastern Europe, the fundamental importance of the active participation of individuals and groups outside the public sector in the prevention of and the fight against corruption was affirmed in the outcome statement of a meeting organized by UNODC in Belgrade in February 2019. This document contains specific and practical steps to take towards strengthened cooperation in the areas of training and knowledge, implementation of the Convention and its Implementation Review Mechanism and collective action. Notably, 67 per cent of the stakeholders trained by UNODC in South-East Europe had already worked with their Governments on implementation of the Convention.
- 16.132 Through a multi-stakeholder workshop held in Addis Ababa and round-table meetings held in Addis Ababa, Manila and Cartagena, Colombia, 115 representatives of civil society, the private sector and Governments were trained on the Convention against Corruption and how to support its implementation. A multi-stakeholder workshop in Addis Ababa enabled participants to understand the Implementation Review Mechanism process pertaining to the second cycle and equipped them with the knowledge and tools to work collaboratively with their governmental counterparts. A civil society round table for East Africa, held in Addis Ababa, served as a reporting meeting on whistle-blower protection and public procurement, a civil society round table for South-East Asia, held in Manila, strengthened the network of civil society organizations and better informed future activities, and a regional conference on fast-tracking implementation of the Convention against Corruption in Latin America, held in Cartagena, Colombia, integrated civil society organizations into the nascent regional platform.

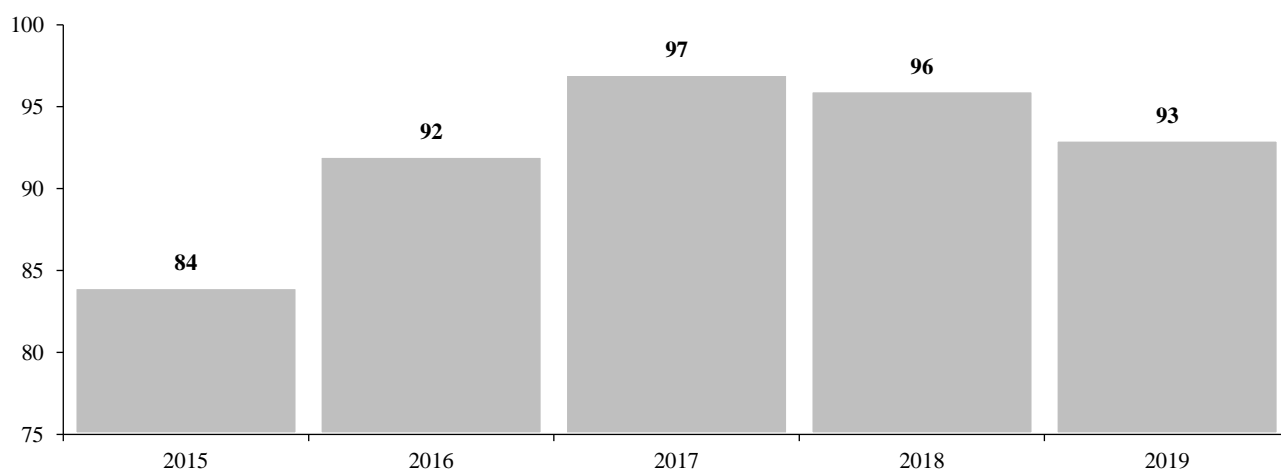
- 16.133 Civil society organizations, through the various capacity-building workshops and round tables, have been able to develop lasting partnerships with their government counterparts. Constructive relationships are deliberately fostered through role reversals in the multi-stakeholder workshops, during which the government representatives take on the role of the representatives of civil society organizations, and vice versa. This allows the participants to better understand the situation of their counterparts and fosters better future collaboration. Subsequent joint activities between civil society organizations and Governments showcase the usefulness and effectiveness of such workshops. Civil society organizations were also enabled to contribute meaningfully to the promotion of the Convention against Corruption through the establishment of e-tools such as an anti-corruption e-platform for Latin America, as well as through the other e-platforms existing for Africa, South-Eastern Europe and South-East Asia.

*Progress towards the attainment of the objective, and performance measure*

- 16.134 This work contributed to advancing institutional reform and strengthening policy and operational responses by Member States on drug control, crime prevention and criminal justice, as demonstrated by the increased involvement of civil society organizations and/or other stakeholders in Member States under review in the second cycle of the Implementation Review Mechanism (2016–2021). In 2019, 93 per cent (25 out of 27) of country visits as part of that cycle involved civil society organizations and/or other stakeholders, such as academics.

Figure 16.VIII

**Performance measure: percentage of Member States involving non-governmental stakeholders in country visits as part of the Mechanism for the Review of Implementation of the United Nations Convention against Corruption**



### Planned results for 2021

#### **Result 1: whole-of-government approaches to safer, more inclusive and more resilient societies (result carried over from 2020)**

- 16.135 The subprogramme will continue the work related to inclusive and resilient societies, in line with its mandate, and will engage with local governments and other stakeholders and assist them in developing and implementing cross-sectoral and coherent responses to urban challenges, leading to safer, more inclusive and more resilient cities, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives.

Table 16.19  
Performance measure

2017	2018	2019	2020	2021
N/A	Cities have limited capacity to develop cross-sectoral and coherent whole-of-government policies and plans to address issues related to drugs, crime, corruption, organized crime and violent extremism	Cities have enhanced capacities to develop cross-sectoral and coherent whole-of-government policies and plans to address issues related to drugs, crime, corruption, organized crime and violent extremism	Cities adopt cross-sectoral and coherent whole-of-government policies and plans to address issues related to drugs, crime, corruption, organized crime and violent extremism	Cities begin implementation of cross-sectoral and coherent whole-of-government policies and plans to address issues related to drugs, crime, corruption, organized crime and violent extremism and monitor progress to ensure ongoing adaptability to changes in local conditions

Abbreviation: N/A, not applicable.

**Result 2: urban safety governance – local governments adopt integrated and inclusive policies for safer urban areas (new result)**

- 16.136 The subprogramme has been working on a new urban safety governance initiative. The initiative is premised on the safety governance approach, which recognizes that challenges to urban safety emerge from a complex interaction of risk factors at the local, national and global levels. There is increased recognition that inclusive, safe and resilient societies are a crucial factor of sustainable development, as reflected in the 2030 Agenda. Recently, at high-level meetings (e.g., the New Urban Agenda and its implementation plan, adopted by the United Nations Conference on Housing and Sustainable Urban Development (Habitat III)), Member States have called for innovative approaches to address crime in a consultative and participatory manner, and have stressed the need for measures on crime prevention and public safety in cities, including by engaging relevant local communities and non-governmental actors. In line with United Nations guidelines on crime prevention, in the New Urban Agenda, Member States stressed the importance of engaging with various levels and sectors of government, as well as civil society and other relevant stakeholders for safe and inclusive societies. The safety governance approach provides policymakers with a more inclusive framework within which to address the intersection of global threats and local dynamics in order to reverse risk factors for urban safety, including through strengthening legitimate governance, reducing inequality and promoting inclusion and individual and community resilience.
- 16.137 Through a series of consultations across the Office and with other United Nations entities, civil society organizations and experts, the subprogramme developed the urban safety governance guidance tool, a hands-on guide that offers general and practical guidance on conducting safety governance assessments in urban areas. In the guidance, it is emphasized that those assessments must be conducted using a participatory approach involving a wide range of local and national stakeholders, placing special emphasis on the needs of populations in situations of vulnerability. On the basis of the guidance tool, the subprogramme, through UNODC field offices, is conducting safety governance assessments in urban areas in Central Asia, Latin America and East Africa. These assessments will enable a holistic understanding of the challenges and opportunities in urban areas and, in turn, enable the development and implementation of appropriate policies aimed at improving urban safety governance.

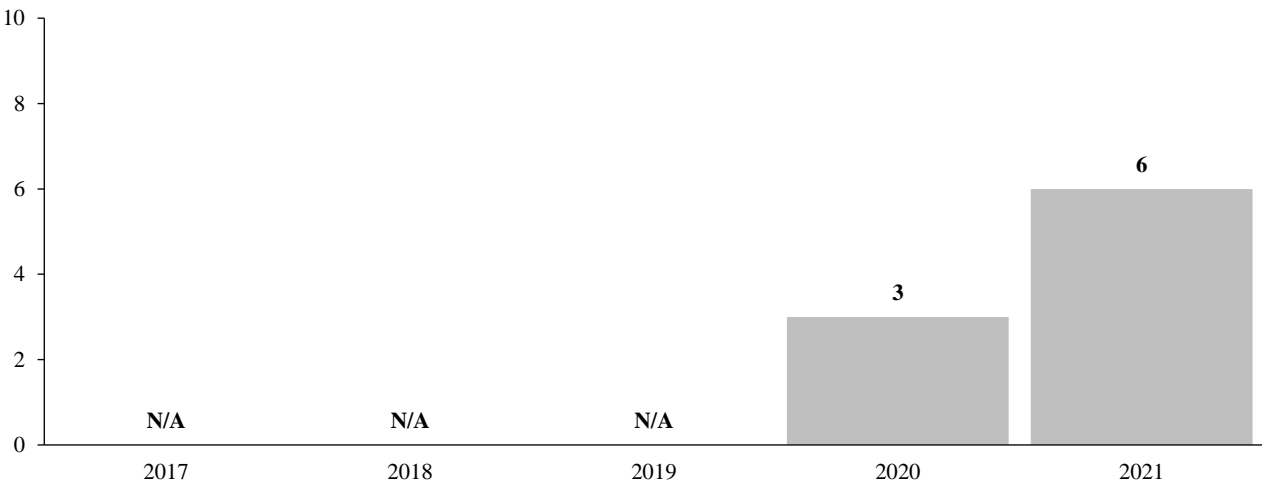
*Internal challenge and response*

16.138 The challenge for the subprogramme was that it had been unable to leverage complementarities between its organizational units charged with assisting Member States on a wide range of issues related to safety and governance at the urban, local and/or community levels. In response, the subprogramme will utilize the urban safety governance initiative as a vehicle for comprehensive, cross-thematic support to enable integrated, targeted technical assistance and advisory services to improve policies and programmes related to urban safety by adopting more inclusive and integrated approaches, and will further develop the technical and managerial capacities of local and national governments. It will also undertake capacity-building to improve data collection on risk and resilience factors affecting urban safety; this will be done at both the municipal and the national levels. UNODC will also expand partnerships with other United Nations entities and development partners to provide technical assistance and advisory services through the United Nations country teams. This will build harmonization and coherence of approaches towards addressing urban safety governance issues, not only within the Office but also among various development actors.

*Expected progress towards the attainment of the objective, and performance measure*

16.139 This work is expected to contribute to advancing institutional reform and strengthening policy and operational responses by Member States on drug control, crime prevention and criminal justice, which would be demonstrated by six cities adopting integrated and inclusive approaches to enhance urban safety governance as a result of UNODC support.

Figure 16.IX  
**Performance measure: number of cities adopting integrated and inclusive approaches to enhance urban safety governance with the support of the United Nations Office on Drugs and Crime**



Abbreviation: N/A, not applicable.

**Legislative mandates**

16.140 The list below provides all mandates entrusted to the subprogramme.

*General Assembly resolutions*

51/59	Action against corruption	65/227	Realignment of the functions of the United Nations Office on Drugs and Crime and changes to the strategic framework
65/1	Keeping the promise: united to achieve the Millennium Development Goals		

**Part IV International cooperation for development**

---

66/180	Strengthening crime prevention and criminal justice responses to protect cultural property, especially with regard to its trafficking	70/174	Thirteenth United Nations Congress on Crime Prevention and Criminal Justice
		70/181	Special session of the General Assembly on the world drug problem to be held in 2016
68/178	Protection of human rights and fundamental freedoms while countering terrorism	70/182	International cooperation against the world drug problem
68/188	The rule of law, crime prevention and criminal justice in the United Nations development agenda beyond 2015	71/243	Quadrennial comprehensive policy review of operational activities for development of the United Nations system
68/193; 69/197	Strengthening the United Nations crime prevention and criminal justice programme, in particular its technical cooperation capacity	71/256	New Urban Agenda
		72/279	Repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system
69/195	Rule of law, crime prevention and criminal justice in the United Nations development agenda beyond 2015		

*Economic and Social Council resolutions and decisions*

1999/30	Review of the United Nations International Drug Control Programme: strengthening the United Nations machinery for international drug control within the scope of the existing international drug control treaties and in accordance with the basic principles of the Charter of the United Nations	Decisions 2013/246; 2015/234; 2017/236	Improving the governance and financial situation of the United Nations Office on Drugs and Crime: extension of the mandate of the standing open-ended intergovernmental working group on improving the governance and financial situation of the United Nations Office on Drugs and Crime
2007/23	Supporting national efforts for child justice reform, in particular through technical assistance and improved United Nations system-wide coordination	2014/22	Thirteenth United Nations Congress on Crime Prevention and Criminal Justice and the post-2015 development agenda
2009/23	Support for the development and implementation of the regional programmes of the United Nations Office on Drugs and Crime	2015/24	Improving the quality and availability of statistics on crime and criminal justice for policy development
2010/20; 2011/34	Support for the development and implementation of an integrated approach to programme development at the United Nations Office on Drugs and Crime		

*Commission on Crime Prevention and Criminal Justice resolutions*

20/9	Improving the governance and financial situation of the United Nations Office on Drugs and Crime: 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 on evaluation and oversight	22/2; 24/1	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 improving the governance and financial situation of the United Nations Office on Drugs and Crime
------	---	------------	--

*Commission on Narcotic Drugs resolutions*

51/14	Promoting coordination and alignment of decisions between the Commission on Narcotic Drugs and the Programme Coordinating Board of the Joint United Nations Programme on HIV/AIDS	54/17	Improving the governance and financial situation of the United Nations Office on Drugs and Crime: 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 on evaluation and oversight
53/16	Streamlining of the annual report questionnaire		

**Section 16 International drug control, crime and terrorism prevention and criminal justice**

58/1; 60/3	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 improving the governance and financial situation of the United Nations Office on Drugs and Crime	60/6	Intensifying coordination and cooperation among United Nations entities and relevant domestic sectors, including the health, education and criminal justice sectors, to address and counter the world drug problem
59/5	Mainstreaming a gender perspective in drug related policies and programmes		

*Conference of the Parties to the United Nations Convention against Transnational Organized Crime*

5/5	Review of the implementation of the United Nations Convention against Transnational Organized Crime and the Protocols thereto
-----	---

*Conference of the States Parties to the United Nations Convention against Corruption*

5/6	Private sector
-----	----------------

## Deliverables

- 16.141 Table 16.20 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 16.20

**Subprogramme 7: deliverables for the period 2019–2021, by category and subcategory**

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	–	5	5	5
1. Field and technical cooperation project related to results-based management and strategic planning	–	1	1	1
2. Field and technical cooperation project related to advocacy and global communications	–	1	1	1
3. Field and technical cooperation project related to civil society partnerships	–	1	1	1
4. Field and technical cooperation project related to urban safety governance	–	1	1	1
5. Project managing the United Nations voluntary trust fund for victims of trafficking in persons, especially women and children	–	1	1	1
<b>Seminars, workshops and training events</b> (number of days)	5	14	30	33
6. Training events on effective participation of civil society organizations in issues under the UNODC mandate, including combating drugs, crime and corruption	–	9	15	18
7. Training events on mainstreaming the Sustainable Development Goals into national plans	5	5	5	5
8. Training events on results-based management and strategic planning	–	–	10	10
<b>Publications</b> (number of publications)	–	4	2	2
9. Publications related to the effective participation of civil society organizations in issues under the UNODC mandate, including combating drugs, crime and corruption	–	2	1	1
10. Publications related to results-based management and mainstreaming the 2030 Agenda	–	2	1	1

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
--------------------------	-----------------	----------------	-----------------	-----------------

#### D. Communication deliverables

**Outreach programmes, special events and information materials:** campaigns to observe the International Day against Drug Abuse and Illicit Trafficking, World Day against Trafficking in Persons, and the International Anti-Corruption Day; promotional materials on UNODC mandate areas, including on the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice; and fundraising initiatives and strategic partnerships with international financial institutions, international organizations and the private sector (5).

**External and media relations:** press events (2); and development of new fundraising initiatives and strategic partnerships with international financial institutions, international organizations and the private sector in support of the United Nations United Nations voluntary trust fund for victims of trafficking in persons, especially women and children.

**Digital platforms and multimedia content:** design, maintenance and update of the UNODC website and social media channels; and social media packages, including audiovisual and text content (10).

## Subprogramme 8 Technical cooperation and field support

### Objective

- 16.142 The objective, to which this subprogramme contributes, is to strengthen Member State-owned programmes countering drugs, crime and terrorism.

### Strategy

- 16.143 To contribute to strengthening Member State-owned programmes countering drugs, crime and terrorism, the subprogramme will continue to provide policy advice, strategic guidance and coordination for the development and implementation of integrated operational programmes and ensure their full implementation, notably through synergies with other areas of work in UNODC. The UNODC field offices will provide support, according to their mandates and at the request of interested Member States, and ensure the inclusion of governance, security, and drug and crime control interventions with a human rights perspective in the implementation of joint United Nations programmes that will support Member States in addressing the development and health components of the relevant Sustainable Development Goals, which include Goals 3, 5, 16 and 17.
- 16.144 The main work and approaches of the subprogramme will include developing and implementing an integrated programme approach, thereby enabling the effective and coordinated delivery and impact of the normative and technical assistance mandates of the Office. Through policy dialogue and coordination, as well as strategic partnership development aimed at strategizing suitable programmatic interventions, the subprogramme will support the development of regional operational programmes promoting the joint pursuit of justice, public security and development and serving as a common platform for joint efforts with United Nations partners, international financial institutions, other multilateral bodies and civil society. In addition, the subprogramme will support UNODC field work to establish South-South dynamics and devise interregional cooperation among partner countries through well-designed regional and country operational programmes, including ensuring full ownership by regional entities. The subprogramme will also ensure operational accountability and programmatic efficiency, including by engaging in the development of business operational strategies, monitoring risks and ensuring the inclusion of solid theories of change and effective results-based management in planning, monitoring and reporting.
- 16.145 This work is expected to result in selected beneficiary countries benefiting from a UNODC field presence that is fully aligned with the United Nations development system reform and able to effectively and efficiently deliver capacity-building to counter drugs, crime and terrorism. Past results in this area include the adoption of an approach focusing on increased strategic direction in



field operations geared towards enhancing the ability of UNODC to better assist Member States and contribute to United Nations-wide responses in priority field contexts. Through the deployment of surge capacity, UNODC provided urgent assistance to Ecuador in strengthening its anti-corruption response; supported Iraq by promoting the need to rebuild functioning criminal justice and health institutions; supported the development of a road map in Mozambique to effectively counter organized crime, corruption and terrorism; enhanced the response of Indonesia to violent extremism, as and when conducive to terrorism, by bringing together wider United Nations support under a strategic coordination structure led by the Resident Coordinator; supported Ethiopia to combat trafficking in persons, at both the national and the regional levels, through joining the Blue Heart Campaign against Human Trafficking; and enhanced the response of Guinea-Bissau to trafficking in drugs and organized crime. Renewed cooperation and coherence with offices of the United Nations resident coordinators enhanced the support of UNODC to Member States, in particular in priority areas for UNODC mandates, through taking a United Nations-wide lead role and delivering shared results across the United Nations system. At the same time, the subprogramme contributed to improved UNODC support to Member States in field contexts across the board through a rigorous review of capacities and responsibilities as well as potential efficiency gains across the field office network to ensure that field offices are fit for purpose and able to fulfil their role at a time when the United Nations as a whole increasingly focuses on results and impact achieved on the ground.

### **Programme performance in 2019 against planned result**

- 16.146 A planned result for 2019, which is strengthened cooperation between and among Member States, regional entities and partners in drug and crime control matters, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by more than 115 countries participating in integrated programmes implemented in the field (compared with a target of 115). Those countries implemented new drug and crime control measures that were initiated under the relevant regional and country programmes, all of which were tailored to the needs and environments of the participating Member States.

### **Programme performance in 2019: improved cross-border security in West Africa**

- 16.147 The subprogramme has been collaborating with Member States in West Africa on issues related to organized crime and drug abuse in the region. West Africa remains a region vulnerable to many forms of trafficking, including drug trafficking. The difficulty of protecting borders facilitates the transnational nature of those crimes and highlights the need for a coordinated and harmonized response between law enforcement agencies. In response, in 2015, the Economic Community of West African States (ECOWAS) and UNODC, as the custodian of the United Nations drug control conventions and the Organized Crime Convention, jointly launched an action plan on drug trafficking, related organized crime and drug abuse in West Africa and collaborated with Member States in West Africa to that end.
- 16.148 Within the framework of the regional programme for West Africa, UNODC contributed to the operationalization of joint initiatives aimed at creating an environment conducive to security and development. Operation Benkadi, which means “stronger together” in Malinké, is part of these efforts and is aimed at tackling cross-border crime and related insecurity in Burkina Faso, Côte d’Ivoire and Mali. Operation Benkadi is implemented as part of the UNODC project to support the implementation of the Regional Action Plan to Address the Growing Problem of Illicit Drug Trafficking, Organized Crime and Drug Abuse in West Africa. Taking into account the cross-cutting themes covered and to maximize benefits, the activity is implemented in synergy with the UNODC Sahel Programme and the West Africa Coast Initiative. With the aim of strengthening cross-border cooperation and coordination on trafficking in drugs and other illicit items, while also reinforcing specialized investigative techniques, the operation was implemented from April to September 2019. In that context, Burkina Faso, Côte d’Ivoire and Mali held strategic and operational meetings,

specialized training sessions for border crossing officers on investigation techniques and means of communication, and simultaneous joint cross-border operations supported by the subprogramme's work. During the operation, three UNODC experts were deployed to the field to provide mentoring. Officers from the International Criminal Police Organization (INTERPOL) Stolen Motor Vehicle Task Force were also present and 42 Blue Helmets from the United Nations police provided security support. Fifteen UNODC drug testing kits were delivered and used.

- 16.149 As a result of enhanced subregional operational cooperation, nearly 320 officers from 18 law enforcement agencies participated in the operation, which covered 19 land border crossings and focused on the exchange of information and the search of people and vehicles.

*Progress towards the attainment of the objective, and performance measure*

- 16.150 This work contributed to strengthening Member State-owned programmes countering drugs, crime and terrorism, as demonstrated by the joint operational results. In particular, the operation resulted in the arrest of 15 people, the identification and rescue of 33 potential child victims of trafficking in persons for exploitation in gold mines in Mali, and the seizure of 17 kg of cannabis, over 1 kg of amphetamines, 6.5 tons of fraudulent medicine, 33 sticks of dynamite, 10 detonators, 50 kg of explosive wicks, one rifle with 789 pieces of ammunition, 18 stolen cars and 10 unauthorized military uniforms.

Table 16.21

**Performance measure**

2015	2016	2017	2018	2019
<ul style="list-style-type: none"> <li>• Mid-June 2015: the project on support to the regional action plan started with the deployment of the management to be co-located at ECOWAS to jointly address the security threats posed by drug trafficking in the region</li> </ul>	<ul style="list-style-type: none"> <li>• Increased momentum and discussions on the challenges of border control and policing in West Africa, such as crime trends, the need for joint or simultaneous police operations on crime, drugs and emerging threats in the region</li> <li>• Regional Governments requested UNODC technical expertise to address existing and emerging security-related threats</li> <li>• A regional conference was organized in Abuja in November 2016 on effective regional narcotics</li> </ul>	<ul style="list-style-type: none"> <li>• Through a subregional meeting, organized in Dakar in March 2017, heads of law enforcement agencies from the Gambia, Guinea-Bissau and Senegal developed the concept for undertaking joint operations</li> </ul>	<ul style="list-style-type: none"> <li>• Law enforcement operations supported by UNODC technical experts to counter cross-border trafficking, with a focus on drugs and stolen vehicles between the Gambia, Guinea-Bissau and Senegal (open roads) and Burkina Faso, Côte d'Ivoire and Mali</li> </ul>	<ul style="list-style-type: none"> <li>• Law enforcement operations to counter cross-border trafficking, with a focus on drugs and stolen vehicles between Burkina Faso, Côte d'Ivoire and Mali (Operation Benkadi)</li> <li>• Signature of police-to-police bilateral memorandum of understanding for joint operations (between the Gambia and Senegal) and one trilateral memorandum of understanding (among the Gambia, Guinea-Bissau and Senegal). The memorandums were supported by UNODC technical</li> </ul>

2015	2016	2017	2018	2019
	cooperation, attended by heads of police and general prosecutors from West Africa			assistance and overall coordination  • Trilateral meeting held among Ghana, India (as the main source country for tramadol) Nigeria and relevant law enforcement agencies to devise a response to the trafficking in synthetic opioids across the region. The meeting was designed and facilitated by UNODC technical expertise

## Planned results for 2021

### Result 1: switching from opium to coffee in Myanmar (result carried over from 2020)

- 16.151 The subprogramme will continue the work to support Member States in their efforts against the cultivation and production of drugs, in line with its mandate, and will assist countries in reducing dependence on illicit crop cultivation, contributing to improved security and peace conditions and market links in the project areas, diversified crops and sustainable production, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives.

Table 16.22

#### Performance measure

2017	2018	2019	2020	2021
N/A	First container of Green Gold coffee shipped from Myanmar (October 2018)	Fair trade certification for Green Gold obtained	Green Gold obtains organic certification and becomes the largest producer of coffee in Myanmar	Green Gold exports seven containers of coffee under fair trade conditions  Green Gold has its own processing facility

Abbreviation: N/A, not applicable.

### **Result 2: improved regional security through strategic expertise and integrated programming in Mozambique (new result)**

- 16.152 Following the adoption by the General Assembly of resolution [72/279](#), on repositioning the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system, the subprogramme has been repositioning the UNODC field presence in selected countries. This prioritization allows UNODC to focus its resources in locations where it has a strong and clear mandate from United Nations governing bodies and where national counterparts have expressed a clear wish for greater technical assistance and engagement from UNODC, amounting to political momentum.
- 16.153 An example of this strategic work is in Mozambique. With heroin from West Asia arriving and transiting through the region, and ivory and timber leaving its ports to reach Asian markets, Mozambique and the surrounding region are increasingly affected by the dire consequences of trafficking for fragile economies and vulnerable societies. Mozambique has one of the highest HIV/AIDS prevalence and death rates in the world and its life expectancy at birth is one of the world's lowest, further complicating the vicious cycle if these threats persist. Reports highlight the presence of terrorist and violent extremist (as and when conducive to terrorism) groups in the country's most northern territory. Other reports point to countries in the Mozambique Channel becoming entry points for illicit goods (and possibly smuggling of persons). Subregional cooperation is insufficiently developed and would require strategic support. Wildlife and forest crime are a major funding source for transnational organized criminal syndicates: in East and Southern Africa, criminal groups make billions of dollars annually; this constitutes a large part of the \$90 billion a year that is generated from transnational organized crime in the region as a whole. In addition, following powerful tropical cyclones in March and April 2019, terrorist and organized criminal groups are taking advantage of the precarious situation to undertake their illicit trade or recruit locals who are desperate to compensate for their losses.
- 16.154 On this basis, UNODC has prioritized Mozambique, within the framework of its capacity surge, by placing a representative on the ground to bring together other streams and coordinate a comprehensive approach, as well as to scale up UNODC assistance on counter-terrorism, border management, health and governance. This is expected to enhance the capacity of rule of law institutions and to enhance resilience in terms of addressing and preventing these emerging threats. This engagement with counterparts in Mozambique led to the adoption, in early 2020, of the Maputo Road Map, a clear strategic workplan for UNODC engagement with Mozambique for the near future. The peace agreement signed recently between the Government and the opposition (the Mozambique National Resistance (RENAMO)) also places the United Nations in general, and UNODC in particular, in a unique position to provide support in the implementation of the peace agreement and bring about a process of genuine and lasting reconciliation and sustainable development in Mozambique.

#### *Internal challenge and response*

- 16.155 The challenge for the subprogramme was that, while UNODC has been implementing a number of activities in Mozambique under different regional and global projects, the assistance remained fragmented and at a rate that was not sustainable owing to its small scale. In response, the subprogramme will leverage the presence, since 2019, of a representative in the country to enable the work of UNODC to be elevated to a level matching the magnitude of both the challenges and the opportunities in the country (and the region) and to ensure its alignment with the United Nations country team context and United Nations initiatives on the ground (especially within the new common country analysis and the new United Nations Sustainable Development Cooperation Framework for post-2019 assistance to the country).
- 16.156 This responds to the request of the authorities of Mozambique for re-engagement with UNODC and for the development of a comprehensive operational programme to strengthen the capacities of law enforcement, criminal justice and health agencies and the establishment of enablers for the security-development nexus.

*Expected progress towards the attainment of the objective, and performance measure*

- 16.157 This work is expected to contribute to strengthening Member State-owned programmes countering drugs, crime and terrorism, which would be demonstrated by Mozambique and neighbouring countries establishing operational inter-agency mechanisms for more effective cross-border responses to transnational organized crime and related emerging threats. For example, the Governments of Mozambique, South Africa and the United Republic of Tanzania, with UNODC support, developed a trilateral strategy to counter drug trafficking on maritime routes. The trilateral strategy was endorsed at a ministerial meeting in Maputo in March 2019. The strategy supports the establishment of a trilateral planning cell to enhance cooperation between drug enforcement agencies in the three States.
- 16.158 These mechanisms will address and prevent threats to the coast of Mozambique, an entry point for illicit goods, including drugs trafficked along the “southern route” from Afghanistan, which links West Asia and East Africa and countries of the Southern Africa Development Community, as well as fostering regional cooperation on security issues aimed at improving operational coordination and policy dialogue among countries in the subregion.
- 16.159 The Governments are expected to make progress towards Sustainable Development Goal 16 and to create a conducive environment for socioeconomic and trade development, including by strengthening resilience in justice and health institutions to the emerging threats of trafficking and related drug abuse, and HIV/AIDS.

Table 16.23

**Performance measure**

2017	2018	2019	2020	2021
<ul style="list-style-type: none"> <li>• Lack of coverage in Mozambique of treatment intervention (pharmacological, psychosocial, and rehabilitation and aftercare services) for substance use disorders</li> <li>• Lack of subregional discussion and cooperation on emerging threats</li> </ul>	<ul style="list-style-type: none"> <li>• Low rates of seizures of illicit drugs, wildlife and forest products and firearms</li> <li>• High rates of drug abuse</li> <li>• High HIV/AIDS prevalence rates</li> </ul>	<ul style="list-style-type: none"> <li>• Opening of the UNODC office in Mozambique</li> <li>• Strategic dialogue leading to new United Nations Sustainable Development Cooperation Framework, including key deliverables under relevant Sustainable Development Goals, including Goals 3, 16 and 17</li> <li>• Adoption of the Maputo Road Map</li> </ul>	<ul style="list-style-type: none"> <li>• Joint Airport Interdiction Task Force established and operational at Maputo International Airport</li> <li>• Port control unit established at a first seaport</li> <li>• Increase in seizures at ports, airports and land borders</li> <li>• Establishment of transnational crime units</li> <li>• Improvement of laboratories and increase in scientific evidence used for criminal cases</li> </ul>	<ul style="list-style-type: none"> <li>• Increased law enforcement joint operations</li> <li>• Port control unit established at a second seaport</li> <li>• Decrease or stability in rates of drug abuse and HIV/AIDS prevalence</li> <li>• Increase in the proportion of seized small arms and light weapons, as well as other items</li> <li>• Successful investigation and prosecution of cases of money-laundering and increase in assets being recovered</li> </ul>

2017	2018	2019	2020	2021
				<ul style="list-style-type: none"> <li>• Wildlife and forest areas being restored in key parts of the country</li> <li>• Mentorship programmes and training curricula integrated in relevant training institutes</li> </ul>

## Legislative mandates

16.160 The list below provides all mandates entrusted to the subprogramme.

### General Assembly resolutions

65/227	Realignment of the functions of the United Nations Office on Drugs and Crime and changes to the strategic framework	72/279	Repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system
--------	---	--------	---

### Economic and Social Council resolutions

2011/34	Support for the development and implementation of an integrated approach to programme development at the United Nations Office on Drugs and Crime
---------	---

### Commission on Narcotic Drugs resolutions

52/10	Strengthening interregional cooperation among the States of Latin America and the Caribbean and the States of West Africa in combating drug trafficking	55/9	Follow-up on measures to support African States in their efforts to combat the world drug problem
52/13	Improving the governance and financial situation of the United Nations Office on Drugs and Crime	61/12	Implementation of the budget for the biennium 2018–2019 for the Fund of the United Nations International Drug Control Programme
54/7	Paris Pact initiative		

## Deliverables

16.161 Table 16.24 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 16.24

### Subprogramme 8: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
<b>B. Generation and transfer of knowledge</b>				
Field and technical cooperation projects (number of projects)	20	18	22	18

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
Technical cooperation and field support for regional and country programmes	20	18	22	18

### C. Substantive deliverables

**Consultation, advice and advocacy:** consultations with Member States and partners on UNODC strategic and programme priorities, new programme initiatives and options, including partnerships; strategic and operational field support and substantive oversight services; and advisory services for Member States and stakeholders on policies, strategies and cooperation frameworks in UNODC-mandated areas.

### E. Enabling deliverables

**Safety and security:** safety and security services to field offices.

## Subprogramme 9

### Component 1: provision of secretariat services and substantive support to the Commission on Narcotic Drugs, the Commission on Crime Prevention and Criminal Justice and the United Nations congresses on crime prevention and criminal justice

#### Objective

- 16.162 The objective, to which component 1 of this subprogramme contributes, is to ensure the effective and efficient functioning of the United Nations intergovernmental bodies dealing with issues relating to drugs, crime and terrorism, as well as the effective and efficient functioning of the standing open-ended intergovernmental working group on improving the governance and financial situation of UNODC and of the United Nations congresses on crime prevention and criminal justice in fulfilling their advisory roles.

#### Strategy

- 16.163 To contribute to ensuring the effective and efficient functioning of the United Nations intergovernmental bodies dealing with issues relating to drugs, the component will continue to provide substantive and technical support to the Commission on Narcotic Drugs and its five subsidiary bodies (the Subcommission on Illicit Drug Traffic and Related Matters in the Near and Middle East and the regional meetings of heads of national drug law enforcement agencies). This work is expected to result in enhanced cooperation among Member States in accelerating the implementation of international drug policy commitments made over the past decade, thereby contributing to the implementation of relevant Sustainable Development Goals, including Goals 3, 5, 8, 10 and 17. Past results in this area include the facilitation of the interactive, inclusive and transparent discussions involving different stakeholders during the sixty-first session of the Commission on Narcotic Drugs, in 2018, which was attended by over 1,700 participants (representing 126 States, 19 intergovernmental organizations and 93 non-governmental organizations). During the regular part of that session, the Commission adopted 11 resolutions and 12 decisions, and over 90 side events were held. Past results in this area also include the facilitation of the discussions during the sixty-second session of the Commission, in 2019, which included a ministerial segment and was attended by over 2,300 participants (representing 140 States, 22 intergovernmental organizations and 92 non-governmental organizations). During the regular part of that session, the Commission adopted 8 resolutions and 14 decisions, in addition to the Ministerial Declaration on Strengthening Our Actions at the National, Regional and International Levels to Accelerate the Implementation of Our Joint Commitments to Address and Counter the World Drug Problem, and over 100 side events were organized. Support was also provided for the successful organization and conduct of the meetings of the subsidiary bodies of the Commission, which were attended by 310 participants in 2018 and by

460 participants in 2019, and which resulted in a number of concrete and action-oriented recommendations on various aspects of addressing and countering the world drug problem.

- 16.164 To contribute to ensuring the effective and efficient functioning of the United Nations intergovernmental bodies dealing with issues relating to crime and terrorism, the component will provide substantive and technical support to the Commission on Crime Prevention and Criminal Justice and to the United Nations congresses on crime prevention and criminal justice, including the follow-up to the Fourteenth Crime Congress. This work is expected to result in enhanced cooperation among Member States in the implementation of comprehensive strategies for crime prevention towards social and economic development and integrated approaches to challenges facing the criminal justice system, thereby contributing to the implementation of relevant Sustainable Development Goals, including Goals 5, 11, 16 and 17. Past results in this area include the interactive, inclusive and transparent discussions involving different stakeholders during the twenty-seventh session of the Commission on Crime Prevention and Criminal Justice, in 2018, which was attended by 1,150 participants (representing 124 States, 14 intergovernmental organizations and 42 non-governmental organizations). During the regular part of that session, the Commission recommended to the Economic and Social Council the approval of three draft resolutions for adoption by the General Assembly, recommended to the Economic and Social Council the adoption of two decisions, and adopted six resolutions and one decision. In addition, 80 side events were organized. Past results in this area also include the facilitation of the discussions during the twenty-eighth session of the Commission, in 2019, which was attended by 1,300 participants (representing 121 States, 18 intergovernmental organizations and 51 non-governmental organizations). During the regular part of that session, the Commission recommended to the Economic and Social Council the approval of six draft resolutions for adoption by the General Assembly, recommended to the Economic and Social Council the adoption of two resolutions and two decisions, and adopted three resolutions and one decision. In addition, over 100 side events were organized. In 2019, five regional preparatory meetings for the Fourteenth United Nations Congress on Crime Prevention and Criminal Justice were organized; the European Regional Preparatory Meeting was organized in 2019 for the first time in 25 years. Those meetings provided a platform for Member States to exchange views on preparations for the Fourteenth Crime Congress, including on the elements of the political declaration. At the meetings, which were attended by a total of 550 participants, action-oriented recommendations for the Fourteenth Crime Congress were identified and subsequently brought to the attention of the Commission on Crime Prevention and Criminal Justice at its twenty-eighth session.
- 16.165 To contribute to ensuring the effective and efficient functioning of the standing open-ended intergovernmental working group on improving the governance and financial situation of UNODC and of the United Nations congresses on crime prevention and criminal justice in fulfilling their advisory roles, the component will continue to provide support to the standing open-ended intergovernmental working group on improving the governance and financial situation of UNODC through facilitating the preparations for and the organization of the formal and informal meetings of the working group. This work is expected to result in regular discussions on the governance of and financial matters relating to UNODC held among Member States in the framework of the meetings of the working group. Past results in this area include the open dialogue between Member States and UNODC, held on a regular basis, on different aspects of the governance and financial agenda, namely: the consolidated budget of UNODC; evaluation and oversight; human resources management; mainstreaming a gender perspective into the practices, policies and programmes of the Office; and progress made by UNODC in implementing its regional and global programmes.

### **Programme performance in 2019 against planned result**

- 16.166 A planned result for 2019, which is effective support to the 2019 review by Member States of the implementation of the 2009 Political Declaration and Plan of Action on International Cooperation towards an Integrated and Balanced Strategy to Counter the World Drug Problem, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by more than 85 per cent of Member States expressing full satisfaction with the quality and timeliness of the



technical and substantive services provided by the Secretariat in the lead up to the 2019 review of the implementation of the Political Declaration and Plan of Action (compared with a target of 85 per cent).

**Programme performance in 2019: Member States adopted by consensus the 2019 Ministerial Declaration to accelerate the practical implementation of international drug policy commitments beyond 2019**

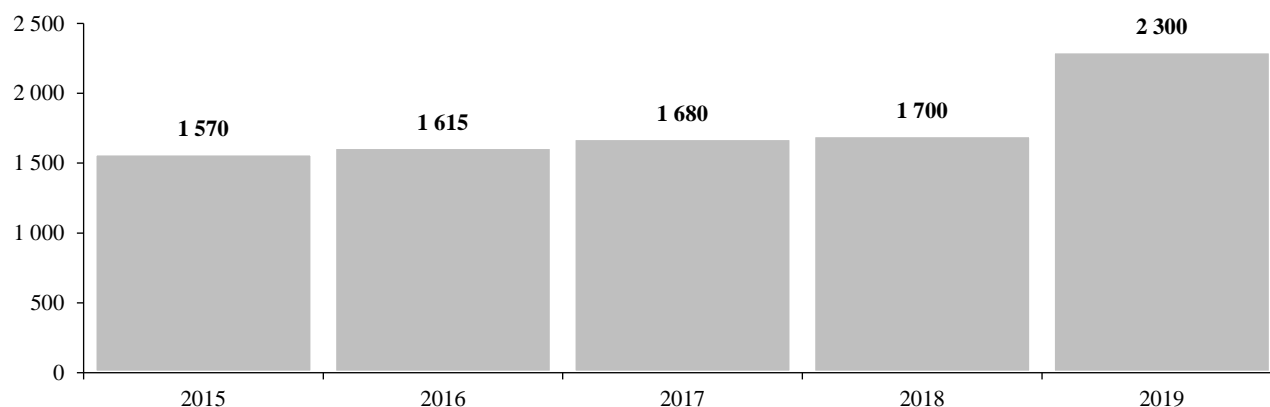
- 16.167 In March 2019, 10 years after the adoption of the Political Declaration and Plan of Action on International Cooperation towards an Integrated and Balanced Strategy to Counter the World Drug Problem, the international community gathered in Vienna for a ministerial meeting to review progress made in international drug policy in the previous decade. The component supported the Commission on Narcotic Drugs in the successful preparations for and conduct of the ministerial segment held at its sixty-second session, which led to the adoption of the Ministerial Declaration on Strengthening Our Actions at the National, Regional and International Levels to Accelerate the Implementation of Our Joint Commitments to Address and Counter the World Drug Problem.
- 16.168 In assisting the transition from theory to practice, the component has been facilitating the bringing together of the expertise of Member States, United Nations entities, international and regional organizations, civil society and affected populations through its support to the Commission as the forum for addressing the various aspects of the world drug problem, both at its meetings in Vienna and through its subsidiary bodies in all regions of the world.
- 16.169 To ensure that the voices of all interested stakeholders are heard and to foster the exchange of information and good practices, the component webcast the preparatory meetings, facilitated remote participation and managed dedicated online platforms, a good practices portal and social media accounts. With the determination of Member States to accelerate the implementation of existing policy commitments, as highlighted in the Ministerial Declaration, implementation workshops providing guidance for practitioners on how to translate the policy commitments made at the international level into concrete action on the ground were developed by the component. These efforts fostered a culture of dialogue, transforming the Commission on Narcotic Drugs into a place for a truly inclusive exchange on how the international community can jointly live up to the commitments made in the past decade.

*Progress towards the attainment of the objective, and performance measure*

- 16.170 This work contributed to the effective and efficient functioning of the United Nations intergovernmental bodies dealing with issues relating to drugs, as demonstrated by a 27 per cent increase in the number of stakeholders from all categories participating in the sixty-second session of the Commission on Narcotic Drugs, in 2019, compared with the number attending the sixty-first session, in 2018. The 2,300 participants in the sixty-second session (compared with the 1,700 participants in the sixty-first) represented 140 Member States, 8 United Nations bodies and agencies, 22 international and regional organizations and 90 non-governmental organizations. In addition, a more diverse composition of delegations (including experts in fields such as law enforcement, health, education and justice) demonstrates increased cooperation towards addressing the various aspects of the world drug problem. The high number of representatives of Member States present at the adoption of the 2019 Ministerial Declaration demonstrates progress towards putting into practice the collective commitment to implement evidence-based, comprehensive and balanced drug policies that translate into tangible results on the ground, in line with the commitment of Member States to accelerate the implementation of existing policy documents beyond 2019.

Figure 16.X

**Performance measure: number of participants in the regular sessions of the Commission on Narcotic Drugs**



### Planned results for 2021

**Result 1: advancing crime prevention, criminal justice and the rule of law towards the achievement of the 2030 Agenda: the Crime Congress returns to Kyoto in 2020 (result carried over from 2020)**

- 16.171 The component will continue the work related to secretariat support to the relevant intergovernmental bodies, in line with its mandate, and will assist Member States in advancing negotiations within the Commission on Crime Prevention and Criminal Justice and the crime congresses towards the implementation of the 2030 Agenda in the field of crime prevention and criminal justice, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives.

Table 16.25  
**Performance measure**

2017	2018	2019	2020	2021
N/A	50 per cent of Member States reflecting, in their statements during the regular sessions of the Commission on Crime Prevention and Criminal Justice, as the preparatory body to the Crime Congress, and in their statements to the Crime Congress itself, the national efforts taken to contribute to the implementation of	60 per cent of Member States reflecting, in their statements during the regular sessions of the Commission on Crime Prevention and Criminal Justice, as the preparatory body to the Crime Congress, and in their statements to the Crime Congress itself, the national efforts taken to contribute to the implementation of	70 per cent of Member States reflecting, in their statements during the regular sessions of the Commission on Crime Prevention and Criminal Justice, as the preparatory body to the Crime Congress, and in their statements to the Crime Congress itself, the national efforts taken to contribute to the implementation of	75 per cent of Member States reflecting, in their statements during the regular sessions of the Commission on Crime Prevention and Criminal Justice, as the preparatory body to the Crime Congress, and in their statements to the Crime Congress itself, the national efforts taken to contribute to the implementation of

2017	2018	2019	2020	2021
	the Sustainable Development Agenda, and Goal 16 in particular, with the building of peaceful, just and inclusive societies as a condition for achieving sustainable development	the Sustainable Development Agenda, and Goal 16 in particular, with the building of peaceful, just and inclusive societies as a condition for achieving sustainable development	the Sustainable Development Agenda, and Goal 16 in particular, with the building of peaceful, just and inclusive societies as a condition for achieving sustainable development	the Sustainable Development Agenda, and Goal 16 in particular, with the building of peaceful, just and inclusive societies as a condition for achieving sustainable development

Abbreviation: N/A, not applicable.

## Result 2: strengthened crime prevention, criminal justice and rule of law towards the achievement of the Agenda 2030 (new result)

- 16.172 The component has been working on supporting the preparations for and conduct of the United Nations congresses on crime prevention and criminal justice that have been held in different regions of the globe since 1955, bringing together a growing number of policymakers, legislators, practitioners, youth and representatives of international organizations, civil society and academia to explore ways and means to enhance the international community's responses to crime.
- 16.173 In 2020, policymakers and practitioners in the field of crime prevention and criminal justice from all over the world are scheduled to gather in Kyoto, Japan, for the Fourteenth United Nations Congress on Crime Prevention and Criminal Justice, 50 years after the fourth Congress, which was also held in Kyoto and was the first to adopt a declaration in which Governments were called upon to take effective steps to coordinate and intensify their crime prevention efforts in the context of economic and social development.
- 16.174 In 2021, acting as the main policymaking body of the United Nations in crime prevention and criminal justice matters, the Commission on Crime Prevention and Criminal Justice will focus on translating the outcome of the Fourteenth Crime Congress, under the main theme "Advancing crime prevention, criminal justice and the rule of law: towards the achievement of the 2030 Agenda", into policy supporting Member States to develop and implement comprehensive strategies for crime prevention towards social and economic development and integrated approaches to challenges facing the criminal justice system. The follow-up to the Fourteenth Crime Congress will be a key element of the intergovernmental work to be conducted in 2021 with the support of the secretariat to the Governing Bodies.

### Internal challenge and response

- 16.175 The challenge for the component was to ensure the active involvement and participation of stakeholders in the comprehensive and sustainable intergovernmental follow-up to the commitments made at the Fourteenth Crime Congress, shaping, through the Commission on Crime Prevention and Criminal Justice, international and national crime prevention and criminal justice policies for the next five years, thereby advancing the implementation of the 2030 Agenda in the field of crime prevention and criminal justice. In response, the component will continue to work with Member States to enrich the work of the Commission and the congresses as important tools for contributing to the implementation of 2030 Agenda in the field of crime prevention and criminal justice.

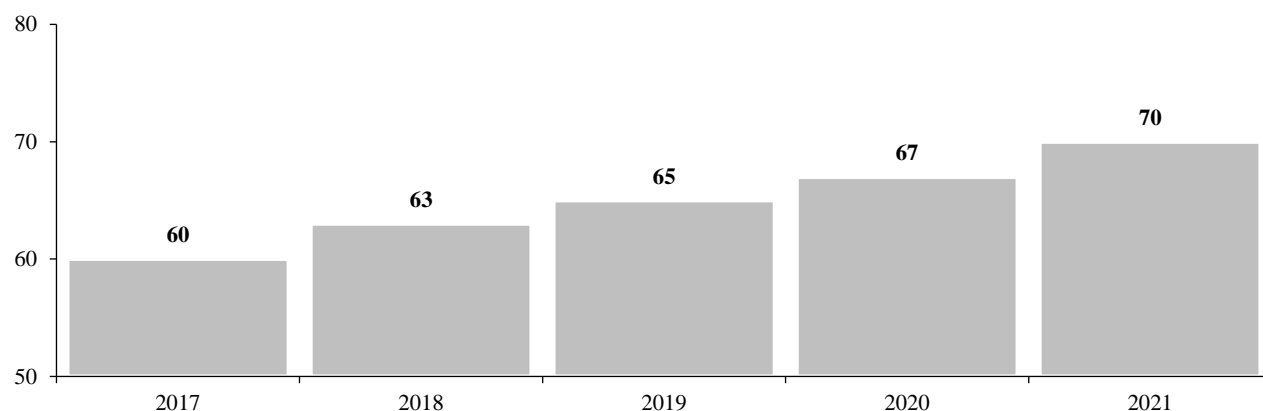
### Expected progress towards the attainment of the objective, and performance measure

- 16.176 This work is expected to contribute to ensuring the effective and efficient functioning of the standing open-ended intergovernmental working group on improving the governance and financial situation of UNODC and of the United Nations congresses on crime prevention and criminal justice in fulfilling

their advisory roles, which would be demonstrated by 70 per cent of Member States responding to the survey expressing full satisfaction with the quality and timeliness of the technical and substantive services provided by the Secretariat in the follow-up to the Fourteenth Crime Congress.

Figure 16.XI

**Performance measure: percentage of Member States expressing full satisfaction with the quality and timeliness of technical and substantive services provided by the United Nations Office on Drugs and Crime**



## Legislative mandates

16.177 The list below provides all mandates entrusted to the component.

### *General Assembly resolutions*

415 (V)	Transfer of functions of the International Penal and Penitentiary Commission		strengthening of the Economic and Social Council
46/185	Questions relating to the proposed programme budget for the biennium 1992–1993	73/183	Enhancing the role of the Commission on Crime Prevention and Criminal Justice in contributing to the implementation of the 2030 Agenda for Sustainable Development
61/252	Questions relating to the programme budget for the biennium 2006–2007	73/184	Follow-up to the Thirteenth United Nations Congress on Crime Prevention and Criminal Justice and preparations for the Fourteenth United Nations Congress on Crime Prevention and Criminal Justice
72/196	Strengthening the United Nations crime prevention and criminal justice programme, in particular its technical cooperation capacity		
72/198	International cooperation to address and counter the world drug problem	73/185	The rule of law, crime prevention and criminal justice in the context of the Sustainable Development Goals
72/305	Review of the implementation of General Assembly resolution 68/1 on the		

### *Economic and Social Council resolutions and decisions*

1946/9 (I)	Commission on Narcotic Drugs	1990/30	Establishment of a Meeting of Heads of National Drug Law Enforcement Agencies, European Region
1974/1845 (LVI)	Cooperation for drug law enforcement in the Far East region		
1985/11	Cooperation for the control of illicit drug trafficking and drug abuse in the African region	1991/38	Terms of reference of the Commission on Narcotic Drugs
		1992/1	Establishment of the Commission on Crime Prevention and Criminal Justice
1987/34	Meeting of Heads of National Drug Law Enforcement Agencies, Latin America and Caribbean Region	1992/22	Implementation of General Assembly resolution 46/152 concerning operational

**Section 16 International drug control, crime and terrorism prevention and criminal justice**

	activities and coordination in the field of crime prevention and criminal justice		intergovernmental working group on improving the governance and financial situation of the United Nations
Decision 2017/236	Improving the governance and financial situation of the United Nations Office on Drugs and Crime: extension of the mandate of the standing open-ended	Decision 2017/241	Preparations for the sixty-second session of the Commission on Narcotic Drugs in 2019

**Commission on Crime Prevention and Criminal Justice resolutions**

26/1	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 improving the governance and financial situation of the United Nations Office on Drugs and Crime
------	--	--	---

**Commission on Narcotic Drugs resolutions and decisions**

60/1	Preparations for the sixty-second session of the Commission on Narcotic Drugs in 2019		and financial situation of the United Nations Office on Drugs and Crime
60/3	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 improving the governance	61/10	Preparations for the ministerial segment to be held during the sixty-second session of the Commission on Narcotic Drugs, in 2019
		Decision 60/1	Strengthening the subsidiary bodies of the Commission on Narcotic Drugs

**Deliverables**

- 16.178 Table 16.26 below lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 16.26

**Subprogramme 9, component 1: deliverables for the period 2019–2021, by category and subcategory**

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>86</b>	<b>90</b>	<b>82</b>	<b>71</b>
1. Reports to the General Assembly on international cooperation to counter the world drug problem and on crime prevention and criminal justice, including reports on the United Nations congresses on crime prevention and criminal justice	5	7	22	4
2. Notes to the Economic and Social Council on the contribution of the Commission on Narcotic Drugs and of the Commission on Crime Prevention and Criminal Justice to the annual high-level political forum on sustainable development	2	2	2	2
3. Annual reports to the Economic and Social Council on the regular and reconvened sessions of the Commission on Narcotic Drugs and of the Commission on Crime Prevention and Criminal Justice	4	4	4	4
4. Annual reports to the Commission on Crime Prevention and Criminal Justice	13	15	14	14
5. Reports to the regional preparatory meetings for the Fourteenth United Nations Congress on Crime Prevention and Criminal Justice	16	16	–	–
6. Reports to the Commission on Narcotic Drugs	12	14	12	13
7. Reports and notes by the Secretariat to the subsidiary bodies, including on their meetings, cooperation and implementation of recommendations	30	30	24	30
8. Notes by the Secretariat to the Commissions on the work of the standing open-ended intergovernmental working group on improving the governance and financial situation of UNODC	2	2	2	2

## Part IV International cooperation for development

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
9. Documentation for ad hoc expert group meetings related to the Commission on Narcotic Drugs, including meetings of the intergovernmental expert group on the international challenge posed by the non-medical use of opioids	2	–	2	2
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>194</b>	<b>179</b>	<b>187</b>	<b>164</b>
10. Regional preparatory meetings for the Fourteenth United Nations Congress on Crime Prevention and Criminal Justice	30	30	–	–
11. Meetings of the Fourteenth United Nations Congress on Crime Prevention and Criminal Justice	–	–	33	–
12. Meetings of the Economic and Social Council	6	6	6	6
13. Meetings of the Commission on Crime Prevention and Criminal Justice	46	32	46	46
14. Meetings of the Commission on Narcotic Drugs, including meetings of subsidiary bodies of the Commission	96	99	86	96
15. Meetings of the standing open-ended intergovernmental working group on improving the governance and financial situation of UNODC	12	12	12	12
16. Ad hoc expert group meetings related to the Commission on Narcotic Drugs, including meetings of the intergovernmental expert group meeting on the international challenge posed by the non-medical use of opioids	4	–	4	4
<b>B. Generation and transfer of knowledge</b>				
<b>Publications</b> (number of publications)	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>
17. Report on the manufacture of narcotic drugs and psychotropic substances and their precursors	1	1	1	1
18. Directory of competent national authorities under the international drug control treaties	1	1	1	1
19. Schedules and tables of the international drug control conventions	3	3	3	3
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> provision of substantive and technical support to the Vienna-based Commissions, representatives of Member States, permanent missions in Vienna and other relevant stakeholders relating to the work of the Commissions; issuance of notes verbales as notifications under the international drug control treaties; and coordination and monitoring of the follow-up to the mandates contained in the relevant resolutions and decisions adopted by the Commissions.				
<b>Databases and substantive digital materials:</b> maintenance and updating of database on the manufacture of narcotic drugs and psychotropic substances and their precursors; maintenance and updating of database on resolutions and decisions by the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice; and development and updating of the secure webpages (3) for use by the Commission on Narcotic Drugs, the Commission on Crime Prevention and Criminal Justice and the standing open-ended intergovernmental working group on improving the governance and financial situation of UNODC.				
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> organization and promotion of special events of the Commissions, including the launch of the annual <i>World Drug Report</i> (2).				
<b>External and media relations:</b> preparation of web stories to be posted on the UNODC website, highlighting key developments and updates in the work of the Commissions and the crime congresses (4).				
<b>Digital platforms and multimedia content:</b> development and updating of dedicated websites for the Commissions, the United Nations congresses on crime prevention and criminal justice, the follow-up to the special session of the General Assembly on the world drug problem held in 2016 and the follow-up to the 2019 ministerial segment of the Commission on Narcotic Drugs (5); and managing dedicated social media accounts, including Twitter (4), YouTube, Instagram (2) and Flickr (3) (Commission on Narcotic Drugs, Commission on Crime Prevention and Criminal Justice, follow-up to the 2016 special session of the General Assembly, and United Nations congresses on crime prevention and criminal justice).				

**Subprogramme 9****Component 2: provision of secretariat services and substantive support to the International Narcotics Control Board****Objective**

- 16.179 The objective, to which component 2 of this subprogramme contributes, is to ensure the effective and efficient functioning of the International Narcotics Control Board in fulfilling its treaty-based mandate of monitoring and promoting the full implementation of and full compliance with the three international drug control treaties. This also includes those provisions that relate to substances under international control, ensuring the availability of internationally controlled substances for licit purposes while preventing their diversion, contributing to the efforts of Member States to prevent the diversion of precursors from licit channels and advancing the global response to trafficking in new psychoactive substances and non-scheduled precursors.

**Strategy**

- 16.180 To contribute to ensuring the effective and efficient functioning of the International Narcotics Control Board in fulfilling its treaty-based mandate of monitoring full compliance by States parties with the three international drug control treaties, including that related to substances under international control, the component will continue to provide independent secretariat services and substantive support to the Board, including ensuring that the Board is provided with advice on treaty implementation and raising the awareness of Governments and the international community about the implementation of the international drug control conventions, particularly through the publication and dissemination of the treaty-mandated reports of the Board. This work is expected to result in an advancement of the Board's dialogue with Governments to promote the implementation of the drug control conventions and the Board's recommendations and engage on treaty-related matters, thus contributing to relevant Sustainable Development Goals, including Goal 3. Past results in this area include the provision of substantive overviews and in-depth analysis by the secretariat to the Board on the global trade in controlled substances, including on the fulfilment of the obligations of States parties stemming from the three international drug control conventions, to enable the Board to make informed decisions. The secretariat provided substantive support for the conduct of 15 Board treaty monitoring country missions in 2019, and to over 30 further such missions that are currently under preparation and under discussion with Member States. The missions have enabled the Board to provide tailored recommendations and guidance to the Member States that received a mission on implementing the drug control conventions.
- 16.181 To contribute to ensuring the availability of internationally controlled substances for licit purposes while preventing their diversion, the component will raise the awareness of Governments and the international community of the need to develop and implement national policies and regulatory control systems. The component will facilitate the exchange of import and export authorizations, including through the International Import and Export Authorization System (I2ES), and build the capacity of competent national authorities. This work is expected to result in Governments more effectively identifying and reporting on their needs for and consumption of narcotic drugs and psychotropic substances for medical and scientific purposes, thereby contributing to Sustainable Development Goal 3. Past results in this area include the establishment of the INCB Learning project, launched in 2016, which is the primary capacity-building initiative of the International Narcotics Control Board, providing technical assistance to countries in meeting their reporting obligations under the three international drug control treaties. During the biennium 2018–2019, 278 officials from 95 countries and territories participated in the initiative and now provide higher-quality data in the country statistical reports sent to the Board, further strengthening the control of drugs in those countries. Additional results include 68 countries registering to use I2ES following the organization of a user group meeting during the sixty-second session of the Commission on Narcotic Drugs, a presentation at a World Trade Organization regional training seminar, webinars

conducted for 25 countries and training on I2ES provided during two INCB Learning seminars in Ecuador and the Russian Federation, allowing those countries trained on I2ES to process import and export authorizations for controlled substances more rapidly.

- 16.182 To contribute to the efforts of Member States to prevent the diversion of precursors from licit channels, the component will monitor the international movement of precursors and the illicit use of internationally controlled and non-scheduled precursors, ensuring the worldwide exchange of information on licit and illicit activity, through electronic means such as the Pre-Export Notification Online (PEN Online) system and the Precursors Incident Communication System (PICS), projects Prism and Cohesion, and task force efforts. The component will also provide technical advice to the International Narcotics Control Board in assessing substances for scheduling recommendations under the 1988 Convention. This work is expected to result in a lower volume of precursor chemicals available for the illicit manufacture of drugs, contributing to the achievement of Sustainable Development Goal 3. Past results in this area include active engagement on PEN Online and PICS by 164 and 117 Governments, respectively. This, along with the technical advice provided to the Board, led to its recommendations to place three precursor chemicals under international control during the biennium 2018–2019; those recommendations were then adopted by the Commission on Narcotic Drugs. Other results in this area include the successful reduction, during the period 2018–2019, in the trafficking in and diversion of acetic anhydride through Board-facilitated activities for the exchange of operational information and Government activities.
- 16.183 To contribute to advancing the global response to trafficking in new psychoactive substances and non-scheduled precursors, the component will enhance cooperation among and build the capacity of law enforcement, customs, postal and other national agencies to safely detect and interdict these substances, through Project Ion, the global Operational Partnerships to Interdict Opioids' Illicit Distribution and Sales (OPIOIDS) project and the Project Ion Incident Communication System (IONICS). This work is expected to result in a reduction in the trafficking in and illicit consumption of those substances, and to contribute to the achievement of relevant Sustainable Development Goals, including Goal 3, in cooperation with UNODC. Past results in this area include the training of 350 law enforcement and other officials from 100 Governments to enable them to detect and report over 3,700 incidents of trafficking in new psychoactive substances and non-medical synthetic opioids through IONICS. Other results include workshops with private sector e-commerce operators on the dangers of selling new psychoactive substances and non-medical opioids; operators have committed to not allowing the sale or promotion of such substances through their platforms. In addition, agreements signed with the Universal Postal Union, the World Customs Organization, the Association of Southeast Asian Nations and the Oceania Customs Organization have deepened cooperation with the international community to reach law enforcement agencies and train them on countering trafficking in new psychoactive substances and non-medical opioids.

### **Programme performance in 2019 against planned result**

- 16.184 A planned result for 2019, which is that the International Narcotics Control Board is enabled to monitor and promote compliance with the international drug control conventions, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by more than 90 per cent of the decisions of the Board being implemented by the Secretariat (exceeding the 90 per cent target) and 91.6 per cent of members of the Board expressing full satisfaction with the quality and timeliness of substantive services provided by the Secretariat to the Board (exceeding the target of 90 per cent).

### **Programme performance in 2019: improved access to internationally controlled substances for medical and scientific purposes**

- 16.185 The component coordinated the provision of substantive inputs to the International Narcotics Control Board to enhance its analysis and decision-making, through the convening, on behalf of the Board,



of ad hoc expert group meetings and informal consultations to advise the Board on matters concerning implementation of the drug control treaties. For example, an expert group meeting was held in March 2019 in relation to article 13 of the 1988 Convention, leading to a recommended course of action to counter the diversion of and trafficking in essential equipment in the context of article 13. Also in March 2019, the Commission on Narcotic Drugs adopted the Board's recommendation to schedule a number of substances used in illicit drug manufacture. An informal consultation to review technical issues related to the monitoring of the licit cultivation, production and consumption of and trade in cannabis for medical and scientific purposes was scheduled for the fourth quarter of 2019.

- 16.186 The component contributed to advancing the work of the International Narcotics Control Board to facilitate the international drug control system through the analysis of treaty implementation and data submitted by Member States in accordance with their treaty obligations concerning the system of licit international trade. The component also contributed to advancing the presentation of the subsequent findings of the Board in its annual report, in particular through a thematic chapter on improving substance use prevention and treatment services for young people in the annual report for 2019, its precursors report and its technical publications. These treaty-mandated reports are the Board's main vehicle for communication with Member States and contain recommendations aimed at enhancing the implementation by Member States of the international drug control treaties.

*Progress towards the attainment of the objective, and performance measure*

- 16.187 This work contributed to ensuring the effective and efficient functioning of the International Narcotics Control Board in fulfilling its treaty-based mandate of monitoring full compliance with the three international drug control treaties by States parties, including the provisions related to substances under international control, as demonstrated by the publication and dissemination to competent national authorities of the Board's annual report, including a thematic chapter on improving substance use prevention and treatment services for young people in its report for 2019, the precursors report and the technical publications, and as demonstrated by the statements of Member States at the Commission on Narcotic Drugs. This work also contributed to preventing the diversion of precursors from licit channels, as demonstrated by the recent scheduling decisions by the Commission, on the basis of the Board's recommendations, further strengthening the capacity of Member States to address trafficking in drugs and precursor chemicals.

Table 16.27

**Performance measure**

2015	2016	2017	2018	2019
<ul style="list-style-type: none"> <li>Adoption of the Board's annual report for 2015, including the report on the availability of internationally controlled drugs issued as a supplement thereto</li> <li>Policy recommendations, including those on challenges and opportunities for the international control of drugs in</li> </ul>	<ul style="list-style-type: none"> <li>Adoption of the Board's annual Report for 2016</li> <li>Policy recommendations, including on the theme of women and drugs, considered and implemented by Member States</li> <li>Precursors report and technical publications on narcotic drugs and</li> </ul>	<ul style="list-style-type: none"> <li>Adoption of the Board's annual report for 2017</li> <li>Policy recommendations, including on treatment, rehabilitation and social reintegration for drug use disorders as essential components of drug demand reduction, considered and</li> </ul>	<ul style="list-style-type: none"> <li>Adoption of the Board's annual report for 2018, including the report on the availability of internationally controlled drugs issued as a supplement thereto</li> <li>Policy recommendations, including on the risks and benefits of cannabis and</li> </ul>	<ul style="list-style-type: none"> <li>Adoption of the Board's annual report for 2019</li> <li>Policy recommendations, including on improving substance use prevention and treatment services for young people, considered and implemented by Member States</li> </ul>

2015	2016	2017	2018	2019
<p>relation to the health and welfare of humankind, considered and implemented by individual Member States</p> <ul style="list-style-type: none"> <li>• Precursors report and technical publications on narcotic drugs and psychotropic substances considered by competent national authorities of Member States</li> </ul>	<p>psychotropic substances considered by competent national authorities of Member States</p>	<p>implemented by Member States</p> <ul style="list-style-type: none"> <li>• Precursors report and technical publications on narcotic drugs and psychotropic substances considered by competent national authorities of Member States</li> </ul>	<p>cannabinoids for medical, scientific and “recreational” use, considered and implemented by Member States</p> <ul style="list-style-type: none"> <li>• Precursors report and technical publications on narcotic drugs and psychotropic substances considered by competent national authorities of Member States</li> </ul>	<ul style="list-style-type: none"> <li>• Precursors report and technical publications on narcotic drugs and psychotropic substances considered by competent national authorities of Member States</li> </ul>

## Planned result for 2021

### Result 1: safeguarding the capacity of the International Narcotics Control Board to monitor the treaty-mandated reporting by Governments and to prevent diversion of internationally controlled substances (new result)

- 16.188 The component has been working on the monitoring of the global drug control situation to ensure the availability of controlled substances for medical, scientific and industrial purposes while preventing diversion. The primary tool used by the component to conduct that work is the International Drug Control System (IDS), which is an information management system used by the International Narcotics Control Board to analyse the data submitted by competent national authorities in line with their treaty obligations. IDS allows the Board to rapidly process data to facilitate the licit international trade in narcotic drugs and psychotropic substances for medical purposes, and the licit international trade in precursors for industrial purposes. In addition, the system enables the Board to monitor the utilization of internationally controlled substances for medical purposes, identify potential under- or overutilization of controlled substances for medical purposes, and advise Governments, for example through its technical publications.

#### *Internal challenge and response*

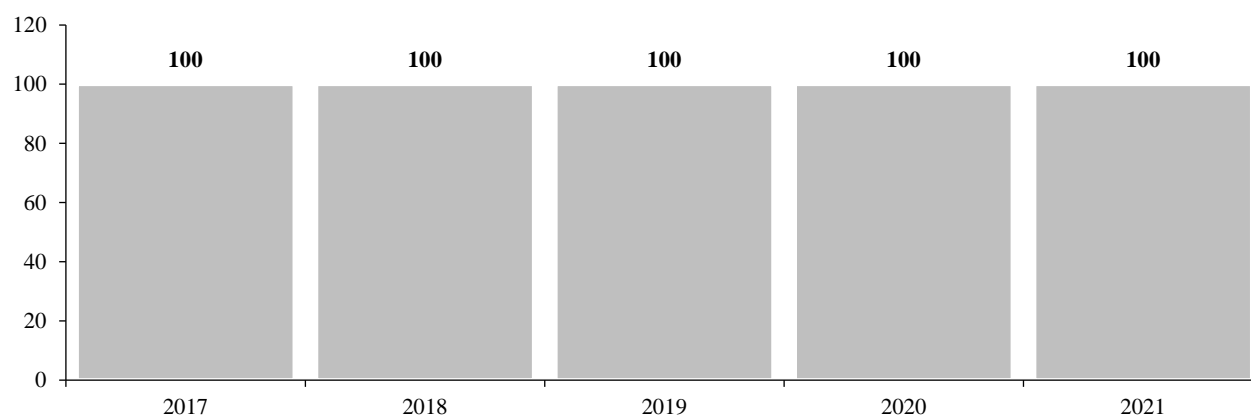
- 16.189 The challenge for the component was the increasing volume and ever-increasing complexity of licit international trade in controlled substances. The existing tools in IDS, which were developed more than 15 years ago, fall well short of being able to deal with this increasing volume and complexity and monitoring needs, particularly with regard to data management, and the system is no longer serviceable and state of the art. If the vulnerabilities of IDS are not resolved, the ability of the Board to effectively monitor and process requests by Member States, including for import and export verification, would be hampered. This would negatively affect the availability of medicines containing narcotic drugs and psychotropic substances, and legitimate trade in precursors. In response, the component will avert potential disruptions to the availability of medicines and will provide support to address those shortcomings in IDS. Ultimately, this would ensure that patients' access to the medicines they need is not impeded.

*Expected progress towards the attainment of the objective, and performance measure*

- 16.190 This work is expected to contribute to ensuring the fulfilment by the International Narcotics Control Board of its treaty-based mandate of monitoring the full implementation of and full compliance with the three international drug control treaties and ensuring the availability of internationally controlled substances for medical, scientific and industrial purposes. Progress would be demonstrated by the continued operation by the Board of the international drug control system without disruption. Failing to address the shortcomings of IDS would seriously jeopardize the capacity of the Board to continue to efficiently establish estimates and assessments of licit requirements for narcotic drugs, psychotropic substances and precursor chemicals. This would ultimately lead to medicines containing controlled substances not being available to patients.
- 16.191 This work is also expected to contribute to ensuring the availability of internationally controlled substances for licit purposes while preventing their diversion, which would be demonstrated by the national estimates and assessments of licit requirements for narcotic drugs, psychotropic substances and precursors being established at a sustained rate of 100 per cent by the end of the year, on the basis of the replies received in form B/P and form D.

Figure 16.XII

**Performance measure: percentage of processes, estimates and assessments established by year end, on the basis of the replies received in form B/P and form D**

**Legislative mandates**

- 16.192 The list below provides all mandates entrusted to the component.

*Conventions*

Single Convention on Narcotic Drugs of 1961 as amended by the 1972 Protocol

United Nations Convention against Illicit Traffic in Narcotic Drugs and Psychotropic Substances of 1988

Convention on Psychotropic Substances of 1971

*General Assembly resolutions*

[45/179](#) Enhancement of the United Nations structure for drug abuse control

[46/104](#)

United Nations International Drug Control Programme

[S-20/2](#)

Political Declaration

*Economic and Social Council resolutions*

1966/1106 (XL) Implementation of the Single Convention on Narcotic Drugs, 1961

1967/1196 (XLII); 1991/48	Administrative arrangements to ensure the full technical independence of the International Narcotics Control Board	1973/1775 (LIV)	Keeping in force the administrative arrangements to ensure the full technical independence of the International Narcotics Control Board
------------------------------	--	-----------------	---

*Commission on Narcotic Drugs resolutions*

54/6	Promoting adequate availability of internationally controlled narcotic drugs and psychotropic substances for medical and scientific purposes while preventing their diversion and abuse	62/2	used in the illicit manufacture of narcotic drugs and psychotropic substances Enhancing detection and identification capacity for synthetic drugs for non-medical use by increasing international collaboration
60/5	Increasing international coordination relating to precursors and non-scheduled precursor chemicals used in the illicit manufacture of narcotic drugs and psychotropic substances	62/4	Advancing effective and innovative approaches, through national, regional and international action, to address the multifaceted challenges posed by the non-medical use of synthetic drugs, particularly synthetic opioids
61/5	Promoting the implementation of the electronic International Import and Export Authorization System for licit trade in narcotic drugs and psychotropic substances	62/5	Enhancing the capacity of Member States to adequately estimate and assess the need for internationally controlled substances for medical and scientific purposes
61/8	Enhancing and strengthening international and regional cooperation and domestic efforts to address the international threats posed by the non-medical use of synthetic opioids	62/8	Supporting the International Narcotics Control Board in fulfilling its treaty-mandated functions in cooperation with Member States and in collaboration with the Commission on Narcotic Drugs and the World Health Organization
62/1	Strengthening international cooperation and comprehensive regulatory and institutional frameworks for the control of precursors		

**Deliverables**

- 16.193 Table 16.28 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 16.28

**Subprogramme 9, component 2: deliverables for the period 2019–2021, by category and subcategory**

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>52</b>	<b>58</b>	<b>52</b>	<b>52</b>
1. Annual report of the International Narcotics Control Board	1	1	1	1
2. Reports of the International Narcotics Control Board on the implementation of article 12 of the 1988 Convention, on narcotic drugs and on psychotropic substances	3	3	3	3
3. Reports on the supervision of the movement of narcotic drugs, psychotropic substances and precursor chemicals for licit purposes and on the supply of opiate raw materials and demand for opiates for medical and scientific purposes	8	8	8	8
4. Report on intersessional developments, report of the Committee on Finance and Administration, report of the Standing Committee on Estimates and	11	11	11	11

**Section 16 International drug control, crime and terrorism prevention and criminal justice**

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
report on the implementation of decisions taken at its previous session, and reports on matters examined and decisions taken by the International Narcotics Control Board				
5. Estimated requirements for narcotic drugs, assessments of requirements for psychotropic substances, and assessments of licit requirements for amphetamine-type stimulant precursors	6	6	6	6
6. Evaluation of overall treaty compliance by Governments, report on measures to ensure the execution of the international drug control treaties, reports on missions conducted by the International Narcotics Control Board, and specific studies on and evaluation of implementation by Member States of recommendations made by the Board	23	29	23	23
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>98</b>	<b>88</b>	<b>98</b>	<b>98</b>
7. Meetings of the International Narcotics Control Board and its Standing Committee on Estimates	60	58	60	60
8. Meetings of ad hoc expert groups to advise the International Narcotics Control Board	18	12	18	18
9. Meetings in connection with global projects of the International Narcotics Control Board	20	18	20	20
<b>Conference and secretariat services for meetings</b> (number of three-hour meetings)	<b>98</b>	<b>88</b>	<b>98</b>	<b>98</b>
10. Meetings of the International Narcotics Control Board and its Standing Committee on Estimates	60	58	60	60
11. Meetings of ad hoc expert groups to advise the International Narcotics Control Board	18	12	18	18
12. Meetings in connection with global projects of the International Narcotics Control Board	20	18	20	20
<b>B. Generation and transfer of knowledge</b>				
<b>Seminars, workshops and training events</b> (number of days)	<b>8</b>	<b>12</b>	<b>4</b>	<b>4</b>
13. Training courses for national authorities to improve compliance with drug control treaties and improve availability of internationally controlled substances for medical and scientific purposes while preventing diversion and abuse	8	12	4	4
<b>Technical materials</b> (number of materials)	<b>56</b>	<b>56</b>	<b>56</b>	<b>56</b>
14. Monthly updates of estimates and assessments of medical and scientific requirements for narcotic drugs and psychotropic substances	24	24	24	24
15. Annual update of forms for treaty-mandated reporting by Member States on narcotic drugs, psychotropic substances and precursor chemicals under the 1961, 1971 and 1988 Conventions and related Economic and Social Council resolutions, and annual update of the lists of narcotic drugs, psychotropic substances and precursor chemicals controlled under the three conventions	12	12	12	12
16. Periodic maintenance of the tables of countries that require authorizations for the import of substances listed in Schedules III and IV of the 1971 Convention, and annual update of the special international surveillance list of non-scheduled chemicals	5	5	5	5
17. Monthly alerts on issues related to drug control and treaty compliance, and update of training materials for national authorities on implementing the provisions of three drug-control conventions	15	15	15	15
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> missions of the International Narcotics Control Board to review implementation of the conventions and to make recommendations aimed at improving treaty adherence and implementation, with a view to ensuring the availability of internationally controlled substances while preventing diversion, trafficking and abuse.				

**Part IV**                      **International cooperation for development**

---

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
<b>Databases and substantive digital materials:</b> International Drug Control System (IDS); International Import and Export Authorization System (I2ES); Pre-Export Notification Online (PEN Online) system; Precursors Incident Communication System (PICS); and Project Ion Incident Communication System (IONICS).				
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> side events during intergovernmental meetings.				
<b>External and media relations:</b> press releases and press conferences on activities of the International Narcotics Control Board; responses to media requests; statements by members of the Board at intergovernmental meetings; newsletters for Governments; and dissemination of recommendations and positions of the Board to decision makers and the general public.				
<b>Digital platforms and multimedia content:</b> updating and maintenance of the website of the International Narcotics Control Board and the secure areas for Board members and competent national authorities.				

---

## B. Proposed post and non-post resource requirements for 2021

### Overview

16.194 The proposed regular budget resources for 2021, including the breakdown of resource changes, as applicable, are reflected in tables 16.29 to 16.31 below.

Table 16.29

#### Financial resources by object of expenditure

(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)	Recosting	2021 estimate (after recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage			
Posts	19 423.6	18 334.7	60.9	–	–	60.9	0.3	18 395.6	372.9	18 768.5
Other staff costs	327.5	305.0	(158.3)	–	2.0	(156.3)	(51.2)	148.7	2.6	151.3
Hospitality	2.7	2.9	–	–	–	–	–	2.9	–	2.9
Consultants	162.7	324.5	(154.6)	–	(4.3)	(158.9)	(49.0)	165.6	2.8	168.4
Experts	157.5	369.2	–	–	(12.8)	(12.8)	(3.5)	356.4	6.5	362.9
Travel of representatives	584.2	983.7	(313.5)	–	–	(313.5)	(31.9)	670.2	12.7	682.9
Travel of staff	338.5	319.6	(40.1)	–	(1.1)	(41.2)	(12.9)	278.4	5.3	283.7
Contractual services	691.9	599.7	(30.8)	–	1.3	(29.5)	(4.9)	570.2	10.1	580.3
General operating expenses	111.3	65.3	–	–	11.9	11.9	18.2	77.2	1.2	78.4
Supplies and materials	58.4	95.7	–	–	–	–	–	95.7	1.7	97.4
Furniture and equipment	291.5	195.0	–	–	7.0	7.0	3.6	202.0	3.7	205.7
Fellowships, grants and contributions	18.0	31.8	–	–	(4.0)	(4.0)	(12.6)	27.8	0.5	28.3
<b>Total</b>	<b>22 167.7</b>	<b>21 627.1</b>	<b>(636.4)</b>	<b>–</b>	<b>–</b>	<b>(636.4)</b>	<b>(2.9)</b>	<b>20 990.7</b>	<b>420.0</b>	<b>21 410.7</b>

Table 16.30

#### Post changes<sup>a</sup>

	Number	Level
Approved for 2020	125	1 USG, 3 D-2, 8 D-1, 14 P-5, 32 P-4, 27 P-3, 13 P-2/1, 3 GS (PL), 24 GS (OL)
Proposed for 2021	125	1 USG, 3 D-2, 8 D-1, 14 P-5, 32 P-4, 27 P-3, 13 P-2/1, 3 GS (PL), 24 GS (OL)

<sup>a</sup> No post changes are proposed for 2021.

*Note:* The following abbreviations are used in tables and figures: GS, General Service; N/A, not applicable; OL, Other level; PL, Principal level; RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.

Table 16.31  
Post resources

Category	Changes					2021 proposed
	2020 approved	Technical adjustments	New/expanded mandates	Other	Total	
Professional and higher						
USG	1	—	—	—	—	1
D-2	3	—	—	—	—	3
D-1	8	—	—	—	—	8
P-5	14	—	—	—	—	14
P-4	32	—	—	—	—	32
P-3	27	—	—	—	—	27
P-2/1	13	—	—	—	—	13
Subtotal	98	—	—	—	—	98
General Service						
Principal level	3	—	—	—	—	3
Other level	24	—	—	—	—	24
Subtotal	27	—	—	—	—	27
Total	125	—	—	—	—	125

16.195 Additional details on the distribution of the proposed resources for 2021 are reflected in tables 16.32 and 16.34 and figure 16.XIII below.

16.196 As reflected in tables 16.32 (1) and 16.33 (1) below, the overall resources proposed for 2021 amount to \$20,990,700 before recosting, reflecting a net decrease of \$636,400 (or 2.9 per cent) compared with the appropriation for 2020. Resource changes result from the technical adjustments relating to the removal of non-recurrent requirements related to the holding of the United Nations congresses on crime prevention and criminal justice, which occur every five years, and the discontinuation of a non-recurrent provision in 2020 for countering the use of information and communications technologies for criminal purposes, pursuant to General Assembly resolution 74/247, partially offset by the annual provision of a new post established in 2020 pursuant to Assembly resolution 74/262. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 16.32  
Evolution of financial resources by component and subprogramme

(Thousands of United States dollars)

(1) Regular budget

	2019 expenditure	2020 appropriation	Changes				2021 estimate (before recosting)	2021 estimate (after recosting)	2021 estimate (after recosting)
			Technical adjustments	New/ expanded mandates	Other	Total Percentage			
A. Policymaking organs	675.6	1 311.4	(641.2)	–	–	(641.2) (48.9)	670.2	12.7	682.9
B. Executive direction and management	821.7	823.1	–	–	–	–	823.1	16.6	839.7



**Section 16 International drug control, crime and terrorism prevention and criminal justice**

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)	Recosting	2021 estimate (after recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage			
C. Programme of work										
1. Countering transnational organized crime	2 925.4	3 011.1	(56.1)	–	–	(56.1)	(1.9)	2 955.0	59.0	3 014.0
2. A comprehensive and balanced approach to counter the world drug problem	692.6	745.8	–	–	–	–	–	745.8	15.5	761.3
3. Countering corruption	2 910.3	2 740.7	–	–	–	–	–	2 740.7	55.7	2 796.4
4. Terrorism prevention	1 324.8	1 313.7	–	–	–	–	–	1 313.7	26.5	1 340.2
5. Justice	1 388.7	1 304.6	–	–	–	–	–	1 304.6	26.9	1 331.5
6. Research, trend analysis and forensics	2 935.9	3 016.3	–	–	–	–	–	3 016.3	61.1	3 077.4
7. Policy support	1 735.8	1 025.7	–	–	–	–	–	1 025.7	21.2	1 046.9
8. Technical cooperation and field support	639.8	574.6	–	–	–	–	–	574.6	11.4	586.0
9. Provision of secretariat services and substantive support to the United Nations intergovernmental bodies, the International Narcotics Control Board and the United Nations Congress on Crime Prevention and Criminal Justice	5 589.0	5 299.8	60.9	–	–	60.9	1.1	5 360.7	105.0	5 465.7
<b>Subtotal, C</b>	<b>20 142.5</b>	<b>19 032.3</b>	<b>4.8</b>	<b>–</b>	<b>–</b>	<b>4.8</b>	<b>0.0</b>	<b>19 037.1</b>	<b>382.3</b>	<b>19 419.4</b>
D. Programme support	527.9	460.3	–	–	–	–	–	460.3	8.4	468.7
<b>Subtotal, 1</b>	<b>22 167.7</b>	<b>21 627.1</b>	<b>(636.4)</b>	<b>–</b>	<b>–</b>	<b>(636.4)</b>	<b>(2.9)</b>	<b>20 990.7</b>	<b>420.0</b>	<b>21 410.7</b>

**(2) Extrabudgetary**

	2019 expenditure	2020 estimate	2021 estimate
A. Policymaking organs	–	–	–
B. Executive direction and management	2 954.0	4 290.6	4 108.3
C. Programme of work			
1. Countering transnational organized crime	116 110.6	126 445.6	114 208.9
2. A comprehensive and balanced approach to counter the world drug problem	93 575.5	114 543.5	106 277.2
3. Countering corruption	23 519.0	24 674.6	13 924.3
4. Terrorism prevention	13 286.0	14 925.2	13 891.4
5. Justice	37 966.2	45 430.3	38 104.1
6. Research, trend analysis and forensics	25 115.1	31 350.6	28 316.4
7. Policy support	5 656.5	6 215.4	6 574.6

**Part IV International cooperation for development**

	2019 expenditure	2020 estimate	2021 estimate
8. Technical cooperation and field support	9 948.3	11 536.5	11 813.9
9. Provision of secretariat services and substantive support to the United Nations intergovernmental bodies, the International Narcotics Control Board and the United Nations Congress on Crime Prevention and Criminal Justice	2 489.3	5 654.9	5 517.4
<b>Subtotal, C</b>	<b>327 666.4</b>	<b>380 776.6</b>	<b>338 628.2</b>
D. Programme support	15 923.0	17 469.7	18 026.5
<b>Subtotal, 2</b>	<b>346 543.4</b>	<b>402 536.9</b>	<b>360 763.0</b>
<b>Total</b>	<b>368 711.1</b>	<b>424 164.0</b>	<b>382 173.7</b>

Table 16.33  
**Evolution of post resources by component and subprogramme**

(1) *Regular budget*

Category	2020 approved	Changes				2021 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
A. Policymaking organs	—	—	—	—	—	—
B. Executive direction and management	4	—	—	—	—	4
C. Programme of work						
1. Countering transnational organized crime	18	—	—	—	—	18
2. A comprehensive and balanced approach to counter the world drug problem	4	—	—	—	—	4
3. Countering corruption	18	—	—	—	—	18
4. Terrorism prevention	8	—	—	—	—	8
5. Justice	8	—	—	—	—	8
6. Research, trend analysis and forensics	17	—	—	—	—	17
7. Policy support	6	—	—	—	—	6
8. Technical cooperation and field support	4	—	—	—	—	4
9. Provision of secretariat services and substantive support to the United Nations intergovernmental bodies, the International Narcotics Control Board and the United Nations Congress on Crime Prevention and Criminal Justice	38	—	—	—	—	38
<b>Subtotal, C</b>	<b>121</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>121</b>
D. Programme support	—	—	—	—	—	—
<b>Subtotal, 1</b>	<b>125</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>125</b>

## (2) Extrabudgetary

	2020 estimate	2021 estimate
A. Policymaking organs	–	–
B. Executive direction and management	20	20
C. Programme of work		
1. Countering transnational organized crime	136	136
2. A comprehensive and balanced approach to counter the world drug problem	27	27
3. Countering corruption	41	41
4. Terrorism prevention	21	21
5. Justice	37	37
6. Research, trend analysis and forensics	66	66
7. Policy support	31	31
8. Technical cooperation and field support	58	58
9. Provision of secretariat services and substantive support to the United Nations intergovernmental bodies, the International Narcotics Control Board and the United Nations Congress on Crime Prevention and Criminal Justice	9	9
<b>Subtotal, C</b>	<b>426</b>	<b>426</b>
D. Programme support	99	99
<b>Subtotal, 2</b>	<b>545</b>	<b>545</b>
<b>Total</b>	<b>670</b>	<b>670</b>

Note: Extrabudgetary posts include posts administered by UNODC and funded from special-purpose funds as from December 2019. In addition, as from January 2020, there are 1,382 local field office positions (60 National Professional Officer, 98 Local level and 1,224 service contract), which are administered by UNDP on behalf of UNODC.

Table 16.34

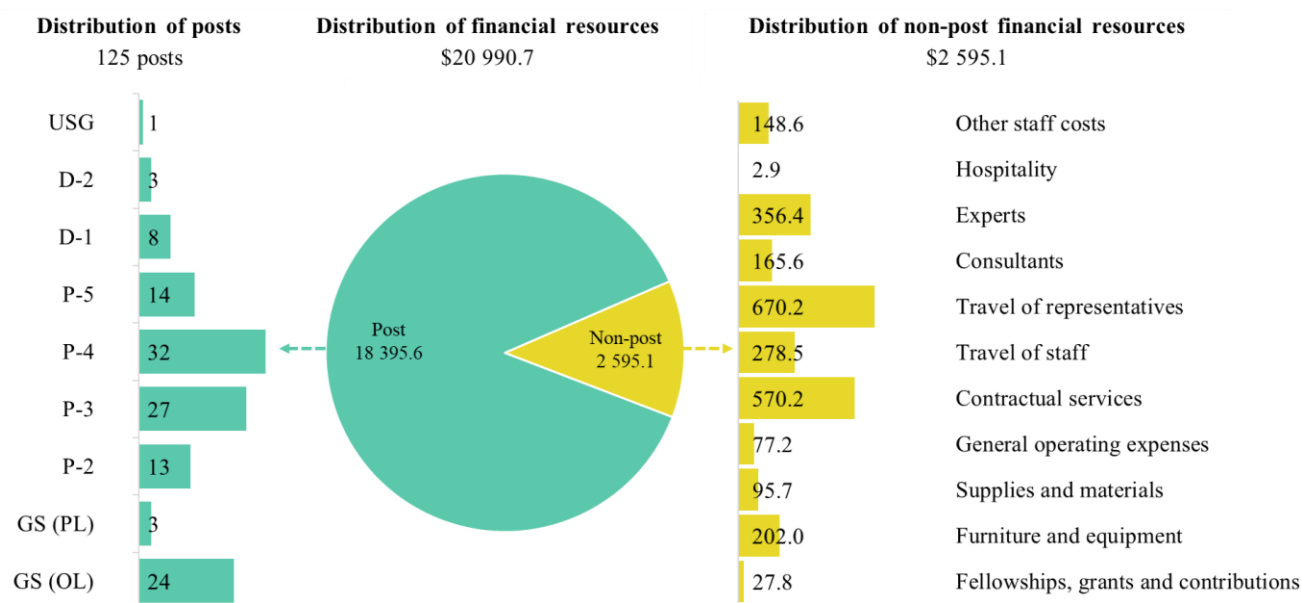
**Evolution of financial and post resources by category**

(Thousands of United States dollars/number of posts)

	Changes							2021 estimate (before recosting)
	2019 expenditure	2020 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	19 423.6	18 334.7	60.9	—	—	60.9	0.3	18 395.6
Non-post	2 744.1	3 292.4	(697.3)	—	—	(697.3)	(21.2)	2 595.1
Total	22 167.7	21 627.1	(636.4)	—	—	(636.4)	(2.9)	20 990.7
Post resources by category								
Professional and higher		98	—	—	—	—	—	98
General Service and related		27	—	—	—	—	—	27
Total		125	—	—	—	—	—	125

Figure 16.XIII  
**Distribution of proposed resources for 2021 (before recosting)**

(Number of posts/thousands of United States dollars)



## Variance analyses by component and subprogramme

### Overall resource changes

#### Technical adjustments

16.197 As reflected in table 16.32 (1) above, resource changes reflect a net decrease of \$636,400, under policymaking organs and subprogrammes 1 and 9, as follows:

- (a) **Policymaking organs.** The decrease of \$641,200 relates to the discontinuation of a non-recurrent provision in 2020 for the Fourteenth United Nations Congress on Crime Prevention and Criminal Justice, falling under travel of representatives (\$313,500), travel of staff (\$18,700), consultants and experts (\$154,600), contractual services (\$30,800) and other staff costs (\$123,600);
- (b) **Subprogramme 1, Countering transnational organized crime.** The decrease of \$56,100 reflects the discontinuation of a non-recurrent provision in 2020 for countering the use of information and communications technologies for criminal purposes, pursuant to General Assembly resolution [74/247](#), falling under other staff costs (\$34,700) and travel of staff (\$21,400);
- (c) **Subprogramme 9, Provision of secretariat services and substantive support to the United Nations intergovernmental bodies, the International Narcotics Control Board and the United Nations Congress on Crime Prevention and Criminal Justice.** The increase of \$60,900 reflects the annual provision for one post (1 P-3, Legal Officer) that was established in 2020 in the secretariat of the International Narcotics Control Board pursuant to resolution [74/262](#).

### Extrabudgetary resources

- 16.198 As reflected in tables 16.32 (2) and 16.33 (2) above, UNODC receives both cash and in-kind contributions, which complement regular budget resources and continue to be vital for the delivery of its mandates. In 2021, projected extrabudgetary resources (cash contributions) of \$360,763,000, including 545 posts, will be focused on technical cooperation activities. Extrabudgetary resources represent 94.4 per cent of the total resources for this programme.
- 16.199 Anticipated in-kind contributions will provide for donated right of use with an estimated value of \$1,400,000, and other services such as expert advice, use of training facilities and provision of equipment, with an estimated value of \$1,000,000.

### Polymaking organs

- 16.200 The resources proposed under this component would provide for requirements relating to standing intergovernmental organs and expert bodies, special sessions of the General Assembly and intergovernmental processes the servicing of which is the responsibility of UNODC. The provisions for experts serving on committees in their individual capacity are in accordance with Assembly resolution 2491 (XXIII), as amended by resolutions 41/176, 42/25, section VI, and 43/217, section IX, while the provisions for members of the functional commissions are in accordance with Assembly resolutions 1798 (XVII), 2128 (XX) and 2245 (XXI). Table 16.35 below provides information on the standing intergovernmental organs and related resource requirements under the regular budget.

Table 16.35

#### Polymaking organs

(Thousands of United States dollars)

<i>Polymaking organ</i>	<i>Description</i>	<i>Additional information</i>	<i>2020 appropriation</i>	<i>2021 estimate (before recosting)</i>
Commission on Crime Prevention and Criminal Justice	The Commission on Crime Prevention and Criminal Justice is a functional body of the Economic and Social Council. It is the principal polymaking body of the United Nations with respect to crime prevention and criminal justice. The Commission has been entrusted with the functions of a preparatory body for the United Nations congresses on crime prevention and criminal justice. In addition to being the governing body of the UNODC crime programme, the Commission is authorized to approve the budget of the United Nations Crime Prevention and Criminal Justice Fund.	Mandate: Economic and Social Council resolution 1992/1 Membership: 40 government officials Number of sessions in 2021: 2	51.2	51.2
Commission on Narcotic Drugs and its subsidiary bodies	The Commission on Narcotic Drugs is the principal polymaking body of the United Nations with respect to international drug control and has specific mandates deriving from international drug control treaties. The Commission is authorized to approve the budget of the Fund of the United Nations International Drug Control Programme. The Economic and Social Council has established subsidiary bodies of the Commission to coordinate the mechanisms for drug law enforcement cooperation at the regional level.	Mandate: Economic and Social Council resolution 1999/30 Membership: 53 government officials Number of sessions in 2021: 2	148.1	148.1

## Part IV International cooperation for development

<i>Policymaking organ</i>	<i>Description</i>	<i>Additional information</i>	<i>2020 appropriation</i>	<i>2021 estimate (before recosting)</i>
	The subsidiary bodies are: (a) the Subcommission on Illicit Drug Traffic and Related Matters in the Near and Middle East, of which there are 23 representatives; and (b) meetings of the heads of national drug law enforcement agencies, Africa, Asia and the Pacific, Europe, and Latin America and the Caribbean, whose membership is based on that of the relevant regional commission.			
Standing open-ended intergovernmental working group on improving the governance and financial situation of the United Nations Office on Drugs and Crime	The standing open-ended intergovernmental working group was established to improve the governance and financial situation of UNODC. The working group plays an important role in preparing decisions and action by the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice in a number of key areas, including strategic and budgetary matters, the programmatic work of UNODC and its financial situation, evaluation and oversight, and improving the methods of work of the Commissions.	Mandate: Economic and Social Council decisions 2009/251 and 2017/236 Membership: N/A Number of sessions in 2021: 1 (fifth mandate, comprising 1 formal meeting and 10 informal meetings)	—	—
United Nations congresses on crime prevention and criminal justice	The United Nations congresses on crime prevention and criminal justice provide a forum for: (a) the exchange of views among States, intergovernmental organizations, non-governmental organizations and individual experts representing various professions and disciplines; (b) the exchange of experience in research, law and policy development; (c) the identification of emerging trends and issues in crime prevention and criminal justice; (d) the provision of advice and comments on selected matters submitted to it by the Commission on Crime Prevention and Criminal Justice; and (e) the submission of suggestions for the consideration of the Commission regarding possible subjects for the programme of work.	Mandate: General Assembly resolutions <a href="#">46/152</a> , <a href="#">56/119</a> and <a href="#">74/171</a> Membership: 193 government officials Number of sessions in 2021: 0	641.2	—
International Narcotics Control Board	The International Narcotics Control Board is a treaty-based, quasi-judicial body responsible for evaluating, promoting, assisting Governments in and monitoring their compliance with the provisions of the three international drug control treaties (the Single Convention on Narcotic Drugs of 1961 as amended by the 1972 Protocol, the Convention on Psychotropic Substances of 1971 and the United Nations Convention against Illicit Traffic in Narcotic Drugs and Psychotropic Substances of 1988). The Board assesses national and international drug control efforts, establishes and maintains an ongoing dialogue with Governments, conducts technical training and publishes various annual and technical reports mandated under the Conventions. In the event a country fails to cooperate with the Board or a country takes action that may endanger the aims of the Conventions, that country may	Mandate: General Assembly resolution <a href="#">1774 (XVII)</a> ; Economic and Social Council resolutions 1966/1106 (XL) and 1967/1196 (XLII); and the 1961 Convention as amended by the 1972 Protocol, article 9 Membership: 13 members Number of sessions in 2021: 3	470.9	470.9

**Section 16 International drug control, crime and terrorism prevention and criminal justice**

<i>Policymaking organ</i>	<i>Description</i>	<i>Additional information</i>	<i>2020 appropriation</i>	<i>2021 estimate (before recosting)</i>
	consequently face measures invoked under article 14 of the 1961 Convention, article 19 of the 1971 Convention or article 22 of the 1988 Convention. The Board continually examines the functioning of the international drug control regime, identifies shortcomings in its implementation by Governments party to the three main international drug control treaties and formulates recommendations for further action addressed to national drug control agencies and relevant international and regional organizations. Those recommendations, which are aimed at assisting Governments in fully complying with their treaty obligations and at further developing the international drug control regime, are included every year in the annual report of the Board, for dissemination to all Governments. In addition, the Board produces an annual report on the implementation of article 12 of the 1988 Convention and two annual technical publications, on narcotic drugs and psychotropic substances.			
Conference of the Parties to the United Nations Convention against Transnational Organized Crime	<p>The Conference of the Parties to the United Nations Convention against Transnational Organized Crime was established to improve the capacity of States parties to combat transnational organized crime and to promote and review the implementation of the Convention and the Protocols thereto.</p> <p>Over the years, the Conference has established the following series of working groups to assist it in promoting and reviewing the implementation of the Convention and the Protocols thereto (listed in chronological order of establishment): the Working Group of Government Experts on Technical Assistance; the Working Group on International Cooperation; the Working Group on Trafficking in Persons; the Working Group on the Smuggling of Migrants; the Working Group on Firearms; and the open-ended intergovernmental meeting to explore all options regarding an appropriate and effective review mechanism for the United Nations Convention against Transnational Organized Crime and the Protocols thereto.</p>	<p>Mandate: General Assembly resolutions <a href="#">55/25</a> and <a href="#">55/255</a>; the United Nations Convention against Transnational Organized Crime, article 32, and rule 3 of the rules of procedure for the Conference</p> <p>Membership: 189 government officials</p> <p>Number of sessions in 2021: 0</p>	—	—
Conference of the States Parties to the United Nations Convention against Corruption and its subsidiary bodies	<p>The Conference of the States Parties to the United Nations Convention against Corruption was established to improve the capacity of and cooperation between States parties to achieve the objectives set forth in the Convention and to promote and review its implementation. UNODC is the secretariat of the Conference, which provides policy guidance to UNODC for the development and execution of activities related to combating corruption.</p>	<p>Mandate: General Assembly resolution <a href="#">58/4</a>, the United Nations Convention against Corruption, article 63, and rule 3 of the rules of procedure for the Conference</p> <p>Membership: 189 government officials</p> <p>Number of sessions in 2021: 1</p>	—	—

Policymaking organ	Description	Additional information	2020	2021
			appropriation	estimate (before recosting)
	The Conference has established the Implementation Review Group and two open-ended intergovernmental working groups to further the implementation of specific aspects of the Convention (namely, asset recovery and prevention), as well as open-ended intergovernmental expert meetings on international cooperation.			
<b>Total</b>			<b>1 311.4</b>	<b>670.2</b>

- 16.201 The proposed regular budget resources for 2021 amount to \$670,200 and reflect a net decrease of \$641,200 compared with the appropriation for 2020, as reflected in table 16.36 below. The proposed decrease of \$641,200 is explained in paragraph 16.197 (a) above.

Table 16.36

**Policymaking organs: evolution of financial resources**

(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Non-post								
Travel of representatives	675.6	1 311.4	(641.2)	—	—	(641.2)	(48.9)	670.2

## Executive direction and management

- 16.202 The Executive Director is responsible for coordinating and providing leadership for all United Nations drug control and crime prevention activities to ensure the coherence of actions within the programme and the coordination, complementarities and non-duplication of such activities across the United Nations system. In that capacity, the Executive Director participates in the work of the United Nations System Chief Executives Board for Coordination. The Executive Director acts on behalf of the Secretary-General in fulfilling the responsibility that devolves upon her under the terms of international treaties and resolutions of United Nations organs relating to international drug control or crime prevention. The responsibilities are combined with those of the Director-General of the United Nations Office at Vienna. The Office of the Executive Director is integrated with that of the Director-General and is supported with resources from the regular budget under part C of section 1, Overall policymaking, direction and coordination.
- 16.203 The core functions of the Office of the Executive Director are: (a) to assist the Executive Director in the overall executive direction and management of UNODC; (b) to facilitate inter-office cooperation in the implementation of workplans and administrative matters; (c) to ensure the timely implementation of decisions and the coordination of inputs from all organizational units to the activities of the Office; and (d) to support the Executive Director in the overall leadership and coordination of the activities of UNODC with extensive research and substantive information to advise on issues of policy, resources and results management.
- 16.204 The Office of the Executive Director also coordinates cross-cutting institutional change processes, such as the systematic inclusion of gender equality aspects in all areas of UNODC work and reaching



gender parity in staff. To that end, the Office of the Executive Director includes a gender team that coordinates the implementation of the United Nations Office at Vienna/UNODC Strategy and Action Plan for Gender Equality and Empowerment of Women (2018–2021) to ensure delivery of United Nations commitments on gender equality and the empowerment of women, including Sustainable Development Goal 5.

- 16.205 The Independent Evaluation Section reports evaluation results to the Executive Director and Member States and is a functionally and operationally independent part of the Office of the Executive Director. In 2019, 12 evaluations were published on the UNODC website. The Section further developed an innovative web-based evaluation management and knowledge-sharing application, *Unite Evaluations*, to ensure highly efficient evaluation management, aggregate results reporting in respect of Sustainable Development Goal targets and strengthened accountability through improved tracking of recommendations. The Section has developed dedicated guidance material to ensure that evaluation in UNODC continues to support transformative change. It also supports Member States in strengthening national evaluation capacities in line with General Assembly resolution [69/237](#) and the 2030 Agenda, including through the development of a master's-level module on evaluation and the Sustainable Development Goals and related e-learning training.
- 16.206 In 2021, in line with the Secretary-General's reform, including the funding compact between Member States and the United Nations Sustainable Development Group, the Independent Evaluation Section will increase its capacity to engage and communicate with Member States and other United Nations evaluation functions for collaborative evaluations, translating United Nations management reform into concrete action. The Section will further focus on increased utilization of aggregate evaluation results in relation to the Office's mandated area of work and improved evaluation-based analysis at the metalevel, using, in particular, *Unite Evaluations* to tag evaluations related to the Sustainable Development Goals. In addition to managing strategic and joint evaluations, the Section will also continue investing in information technology and innovative knowledge management tools, particularly systems that monitor the uptake of evaluation results and inform long-lasting change.
- 16.207 In accordance with the 2030 Agenda, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution [72/219](#), the Office is integrating environmental management practices into its operations. In 2019, the Vienna-based organizations of the common system improved waste management by treating all waste prior to its entry into the Austrian waste system. The organizations also replaced all cloth hand towel systems in the restrooms with more sanitary, environmentally friendly, recyclable paper towels. The introduction of those measures resulted in a further reduction of the environmental impact of the Vienna International Centre. Further reductions are envisaged in 2021 through installing state-of-the-art heat exchangers and replacing fluorescent lights with light-emitting diodes.
- 16.208 Information on compliance with regard to the timely submission of documentation and advance booking for air travel is reflected in table 16.37 below. In 2020, a directive will be distributed to raise awareness among staff and emphasize the importance of and requirement to comply with the advance purchase rule. Managers are asked to implement preventive and monitoring corrective measures. Compliance rates are monitored and statistics and trends are distributed to managers on a quarterly basis.

Table 16.37

**Compliance rate**

(Percentage)

	<i>Planned 2019</i>	<i>Actual 2019</i>	<i>Planned 2020</i>	<i>Planned 2021</i>
Timely submission of documentation	100	88.0	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	100	24.2	100	100

## Part IV International cooperation for development

16.209 The proposed regular budget resources for 2021 amount to \$823,100 and reflect no change in the resource level compared with the appropriation for 2020. Additional details are reflected in table 16.38 and figure 16.XIV below.

Table 16.38

### Executive direction and management: evolution of financial and post resources

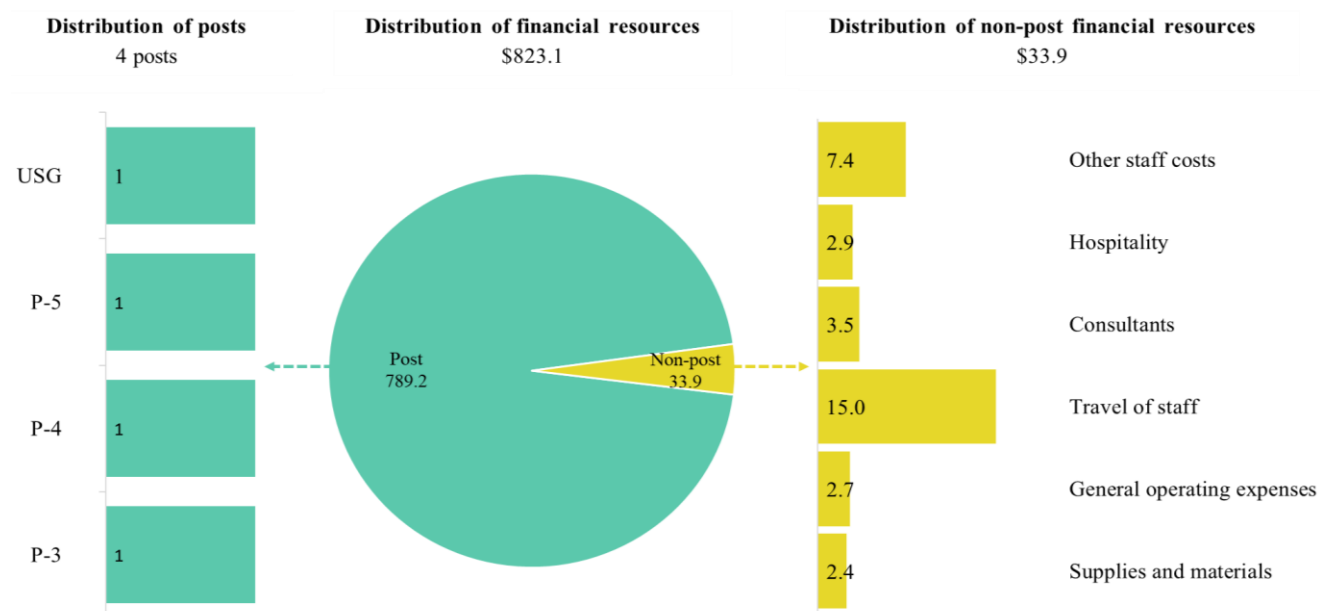
(Thousands of United States dollars/number of posts)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	796.1	789.2	—	—	—	—	—	789.2
Non-post	25.6	33.9	—	—	—	—	—	33.9
Total	821.7	823.1	—	—	—	—	—	823.1
Post resources by category								
Professional and higher		4	—	—	—	—	—	4
Total		4	—	—	—	—	—	4

Figure 16.XIV

### Executive direction and management: distribution of proposed resources for 2021 (before recosting)

(Number of posts/thousands of United States dollars)



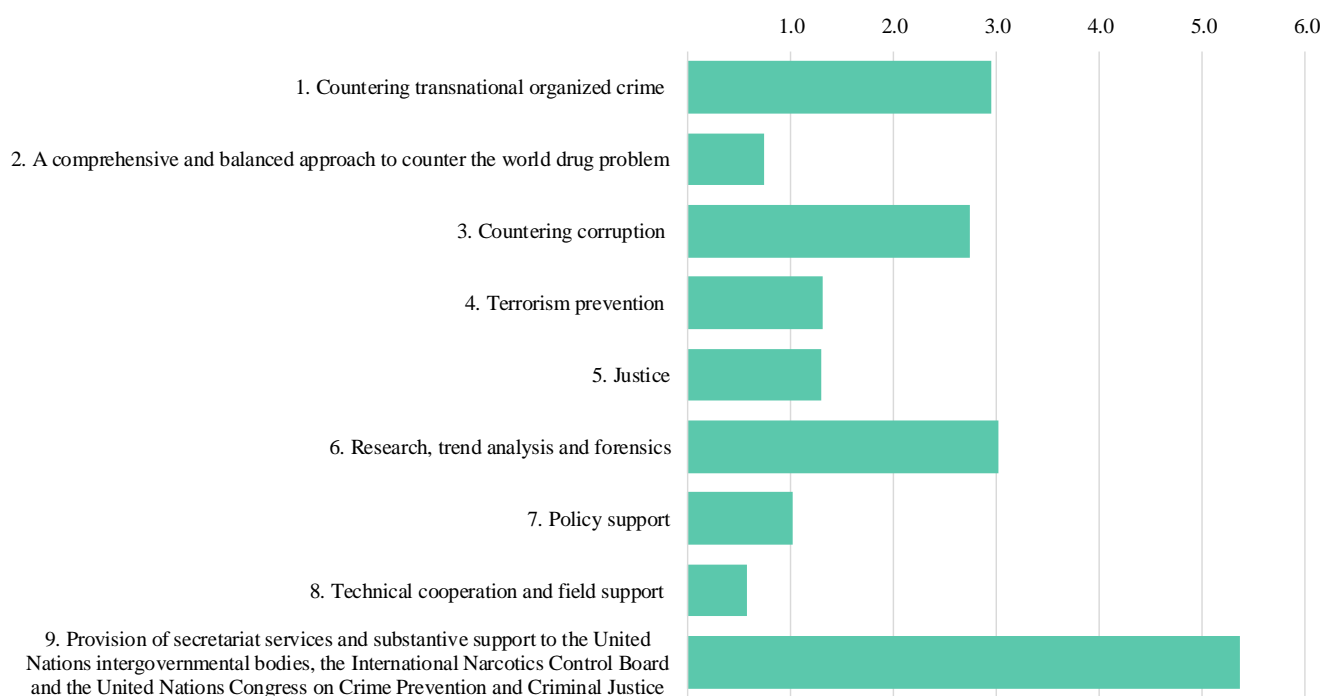
## Programme of work

16.210 The proposed regular budget resources for 2021 amount to \$19,037,100 and reflect an increase of \$4,800 compared with the appropriation for 2020. The proposed increase of \$4,800 is explained in

paragraphs 16.197 (b) and (c). The distribution of resources by subprogramme is reflected in figure 16.XV below.

Figure 16.XV  
Distribution of proposed resources for 2021 by subprogramme

(Millions of United States dollars)



### Subprogramme 1 Countering transnational organized crime

16.211 The proposed regular budget resources for 2021 amount to \$2,955,000 and reflect a decrease of \$56,100 compared with the appropriation for 2020. The proposed increase of \$56,100 is explained in paragraph 16.197 (b) above. Additional details on the distribution of resources in 2021 are reflected in table 16.39 and figure 16.XVI below.

Table 16.39  
Subprogramme 1: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

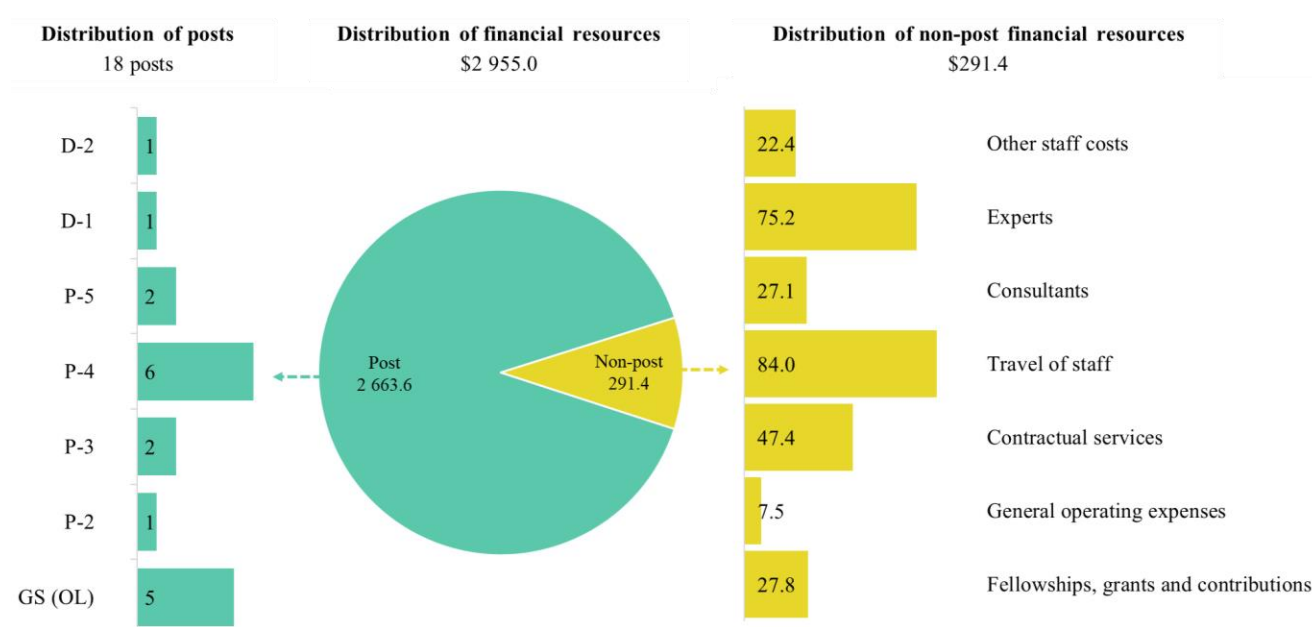
	2019 expenditure	2020 appropriation	Changes				Total	Percentage	2021 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other				
<b>Financial resources by main category of expenditure</b>									
Post	2 628.7	2 663.6	—	—	—	—	—	—	2 663.6
Non-post	296.6	347.5	(56.1)	—	—	(56.1)	(16.1)		291.4
<b>Total</b>	<b>2 925.4</b>	<b>3 011.1</b>	<b>(56.1)</b>	<b>—</b>	<b>—</b>	<b>(56.1)</b>	<b>(1.9)</b>		<b>2 955.0</b>

	2019 expenditure	2020 appropriation	Changes				2021 estimate (before recosting)	
			Technical adjustments	New/ expanded mandates	Other	Total		Percentage
Post resources by category								
Professional and higher		13	—	—	—	—	—	13
General Service and related		5	—	—	—	—	—	5
Total		18	—	—	—	—	—	18

Figure 16.XVI

**Subprogramme 1: distribution of proposed resources for 2021 (before recosting)**

(Number of posts/thousands of United States dollars)



**Subprogramme 2**

**A comprehensive and balanced approach to counter the world drug problem**

- 16.212 The proposed regular budget resources for 2021 amount to \$745,800 and reflect no change in the resource level compared with the appropriation for 2020. Additional details on the distribution of resources in 2021 are reflected in table 16.40 and figure 16.XVII below.

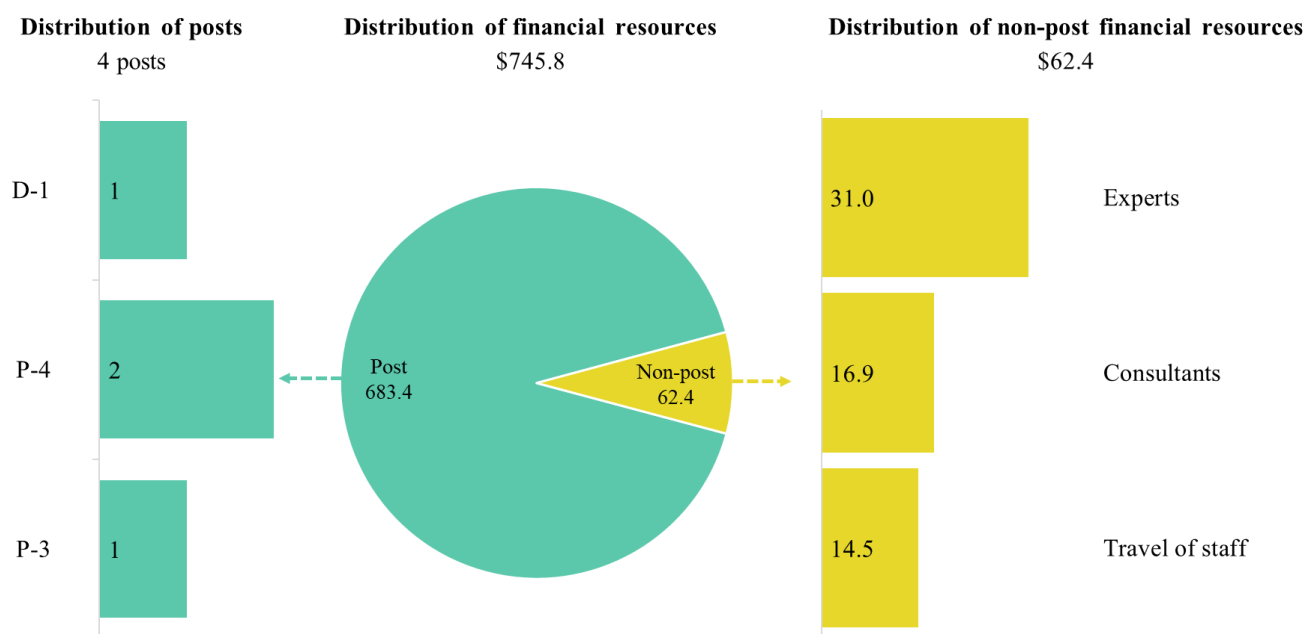
Table 16.40  
**Subprogramme 2: evolution of financial and post resources**

(Thousands of United States dollars/number of posts)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	623.1	683.4	—	—	—	—	—	683.4
Non-post	69.5	62.4	—	—	—	—	—	62.4
Total	692.6	745.8	—	—	—	—	—	745.8
Post resources by category								
Professional and higher		4	—	—	—	—	—	4
Total		4	—	—	—	—	—	4

Figure 16.XVII  
**Subprogramme 2: distribution of proposed resources for 2021 (before recosting)**

(Number of posts/thousands of United States dollars)



### Subprogramme 3 Countering corruption

- 16.213 The proposed regular budget resources for 2021 amount to \$2,740,700 and reflect no change in the resource level compared with the appropriation for 2020. Additional details on the distribution of resources in 2021 are reflected in table 16.41 and figure 16.XVIII below.

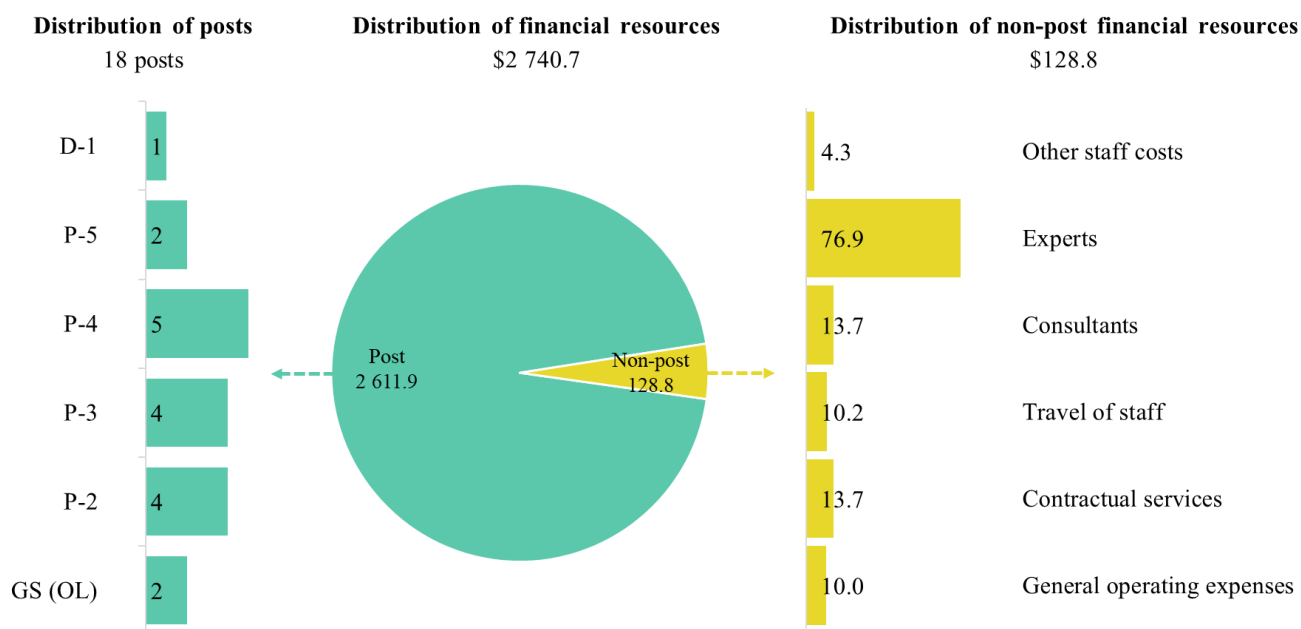
Table 16.41  
**Subprogramme 3: evolution of financial and post resources**

(Thousands of United States dollars/number of posts)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	2 765.7	2 611.9	—	—	—	—	—	2 611.9
Non-post	144.6	128.8	—	—	—	—	—	128.8
Total	2 910.3	2 740.7	—	—	—	—	—	2 740.7
Post resources by category								
Professional and higher		16	—	—	—	—	—	16
General Service and related		2	—	—	—	—	—	2
Total		18	—	—	—	—	—	18

Figure 16.XVIII  
**Subprogramme 3: distribution of proposed resources for 2021 (before recosting)**

(Number of posts/thousands of United States dollars)



## Subprogramme 4 Terrorism prevention

- 16.214 The proposed regular budget resources for 2021 amount to \$1,313,700 and reflect no change in the resource level compared with the appropriation for 2020. Additional details on the distribution of resources in 2021 are reflected in table 16.42 and figure 16.XIX below.

Table 16.42

**Subprogramme 4: evolution of financial and post resources**

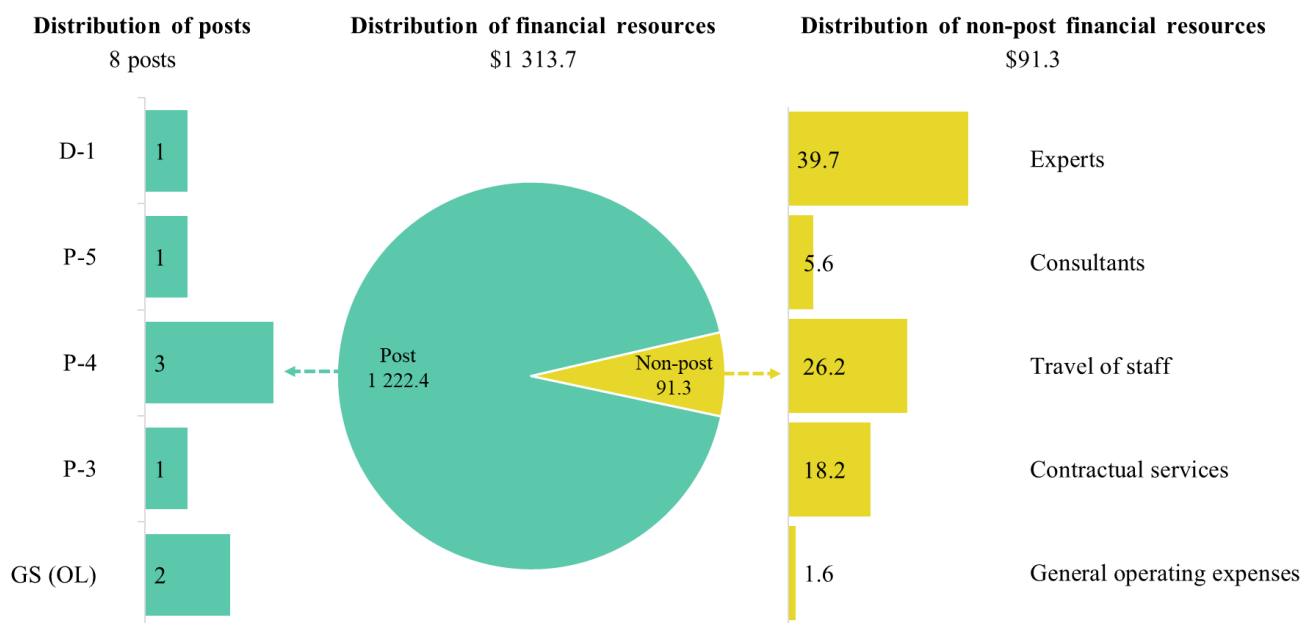
(Thousands of United States dollars/number of posts)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	1 234.7	1 222.4	—	—	—	—	—	1 222.4
Non-post	90.3	91.3	—	—	—	—	—	91.3
Total	1 324.9	1 313.7	—	—	—	—	—	1 313.7
Post resources by category								
Professional and higher		6	—	—	—	—	—	6
General Service and related		2	—	—	—	—	—	2
Total		8	—	—	—	—	—	8

Figure 16.XIX

**Subprogramme 4: distribution of proposed resources for 2021 (before recosting)**

(Number of posts/thousands of United States dollars)


**Subprogramme 5  
Justice**

- 16.215 The proposed regular budget resources for 2021 amount to \$1,304,600 and reflect no change in the resource level compared with the appropriation for 2020. Additional details on the distribution of resources in 2021 are reflected in table 16.43 and figure 16.XX below.

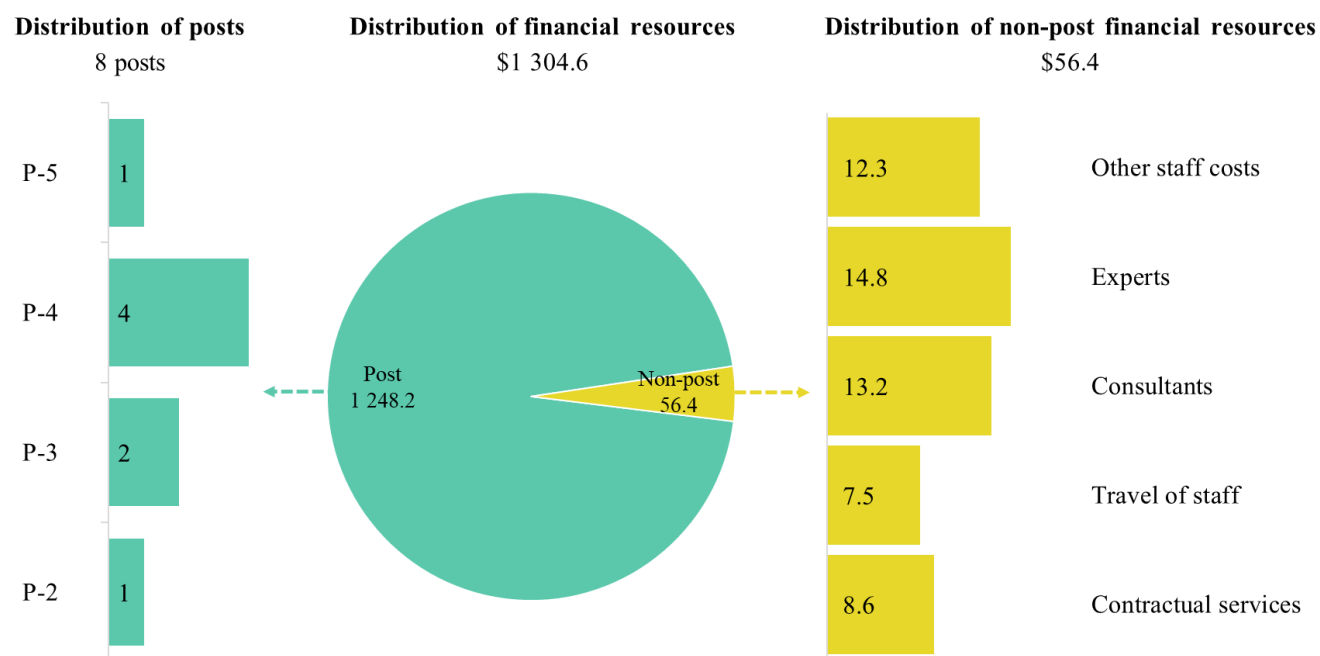
Table 16.43  
**Subprogramme 5: evolution of financial and post resources**

(Thousands of United States dollars/number of posts)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	1 338.6	1 248.2	—	—	—	—	—	1 248.2
Non-post	50.2	56.4	—	—	—	—	—	56.4
Total	1 388.7	1 304.6	—	—	—	—	—	1 304.6
Post resources by category								
Professional and higher		8	—	—	—	—	—	8
Total		8	—	—	—	—	—	8

Figure 16.XX  
**Subprogramme 5: distribution of proposed resources for 2021 (before recosting)**

(Number of posts/thousands of United States dollars)



## Subprogramme 6 Research, trend analysis and forensics

- 16.216 The proposed regular budget resources for 2021 amount to \$3,016,300 and reflect no change in the resource level compared with the appropriation for 2020. Additional details on the distribution of resources in 2021 are reflected in table 16.44 and figure 16.XXI below.



Table 16.44

**Subprogramme 6: evolution of financial and post resources**

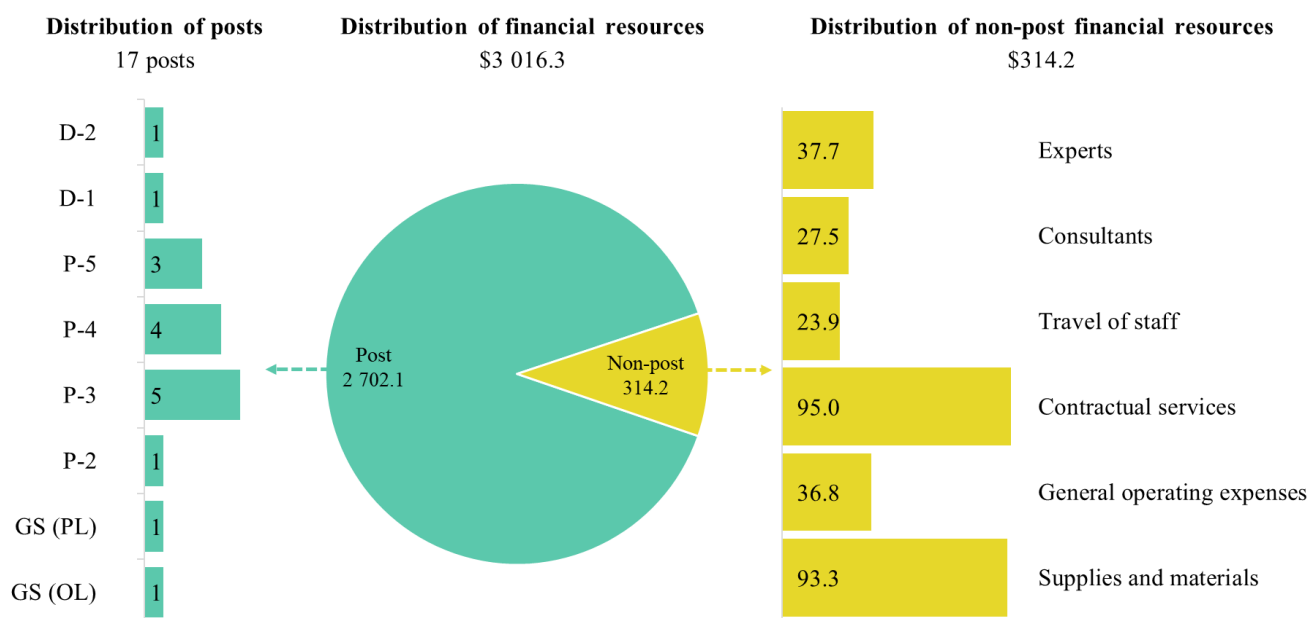
(Thousands of United States dollars/number of posts)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	2 710.7	2 702.1	—	—	—	—	—	2 702.1
Non-post	225.2	314.2	—	—	—	—	—	314.2
Total	2 935.9	3 016.3	—	—	—	—	—	3 016.3
Post resources by category								
Professional and higher		15	—	—	—	—	—	15
General Service and related		2	—	—	—	—	—	2
Total		17	—	—	—	—	—	17

Figure 16.XXI

**Subprogramme 6: distribution of proposed resources for 2021 (before recosting)**

(Number of posts/thousands of United States dollars)



## Subprogramme 7

### Policy support

- 16.217 The proposed regular budget resources for 2021 amount to \$1,025,700 and reflect no change in the resource level compared with the appropriation for 2020. Additional details on the distribution of proposed resources for 2021 are reflected in table 16.45 and figure 16.XXII below.

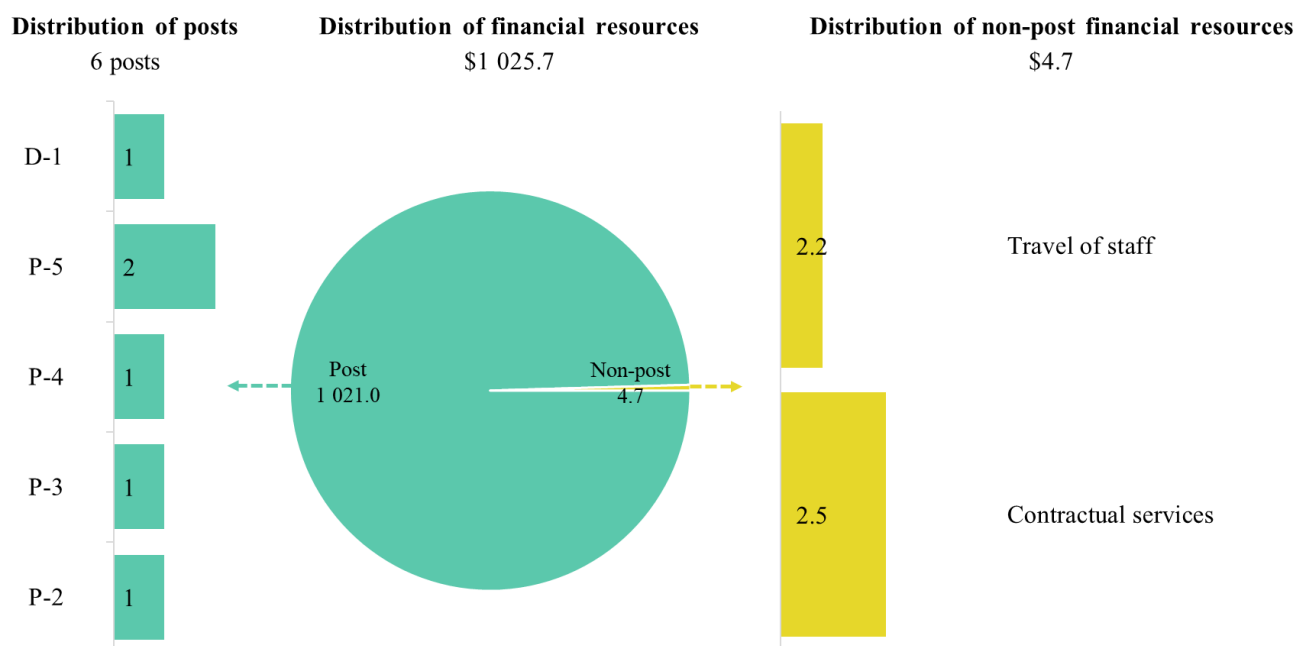
Table 16.45  
**Subprogramme 7: evolution of financial and post resources**

(Thousands of United States dollars/number of posts)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	1 730.4	1 021.0	—	—	—	—	—	1 021.0
Non-post	5.5	4.7	—	—	—	—	—	4.7
Total	1 735.8	1 025.7	—	—	—	—	—	1 025.7
Post resources by category								
Professional and higher		6	—	—	—	—	—	6
Total		6	—	—	—	—	—	6

Figure 16.XXII  
**Subprogramme 7: distribution of proposed resources for 2020 (before recosting)**

(Number of posts/thousands of United States dollars)



## Subprogramme 8 Technical cooperation and field support

- 16.218 The proposed regular budget resources for 2021 amount to \$574,600 and reflect no change in the resource level compared with the appropriation for 2020. Additional details on the distribution of proposed resources for 2021 are reflected in table 16.46 and figure 16.XXIII below.

Table 16.46

**Subprogramme 8: evolution of financial and post resources**

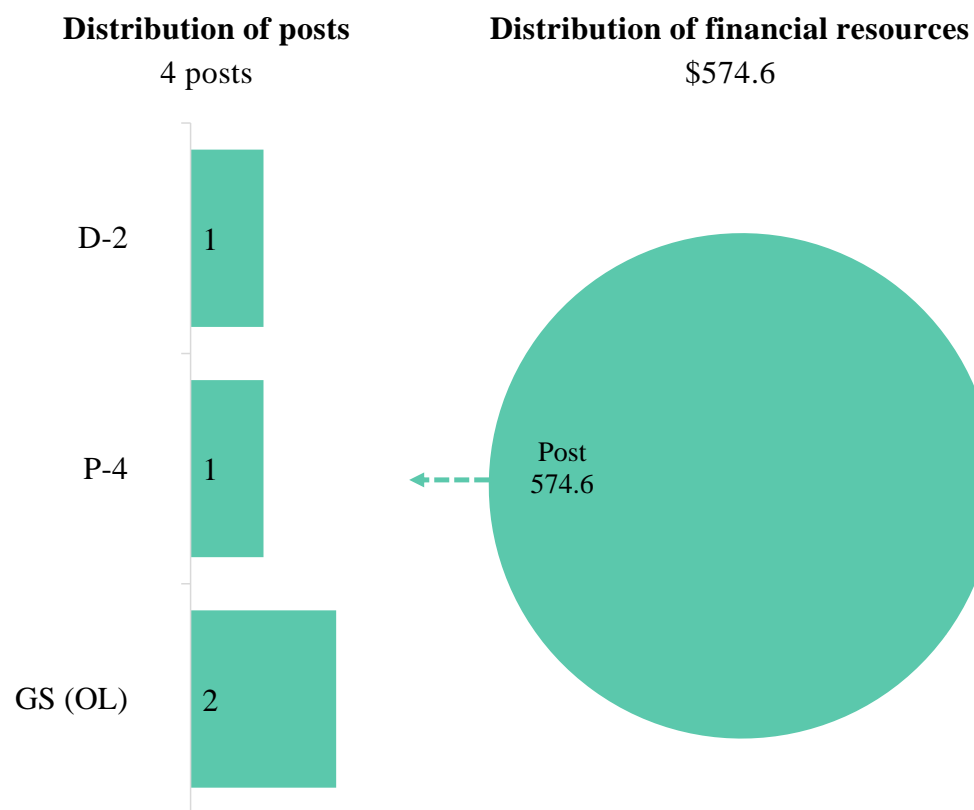
(Thousands of United States dollars/number of posts)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	639.8	574.6	—	—	—	—	—	574.6
Total	639.8	574.6	—	—	—	—	—	574.6
Post resources by category								
Professional and higher		2	—	—	—	—	—	2
General Service		2	—	—	—	—	—	2
Total		4	—	—	—	—	—	4

Figure 16.XXIII

**Subprogramme 8: distribution of proposed resources for 2021 (before recosting)**

(Number of posts/thousands of United States dollars)



### Subprogramme 9

#### Provision of secretariat services and substantive support to the United Nations intergovernmental bodies, the International Narcotics Control Board and the United Nations congresses on crime prevention and criminal justice

16.219 The proposed regular budget resources for 2021 amount to \$5,360,700 and reflect an increase of \$60,900 compared with the appropriation for 2020. Additional details on the distribution of proposed resources for 2021 are reflected in table 16.47 and figure 16.XXIV below. The proposed increase of \$60,900 is mainly a result of the annual provision for one post (1 P-3, Legal Officer) that was established in 2020 in the secretariat of the International Narcotics Control Board.

Table 16.47

#### Subprogramme 9: evolution of financial and post resources

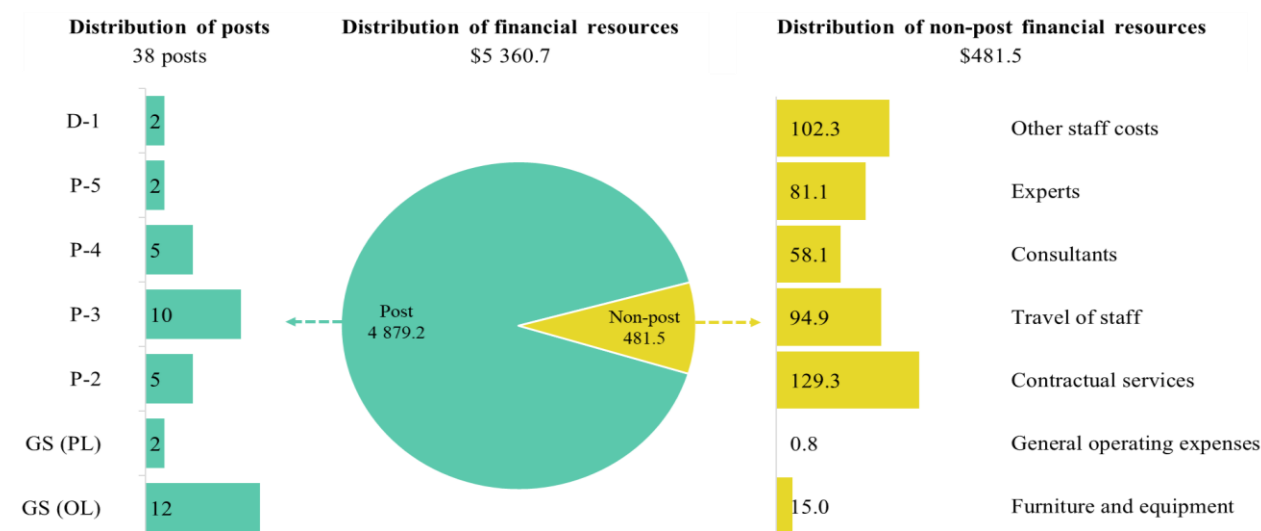
(Thousands of United States dollars/number of posts)

	2019 expenditure	2020 appropriation	Changes				Total	Percentage	2021 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other				
Financial resources by main category of expenditure									
Post	4 955.9	4 818.3	60.9	—	—	60.9	1.3	4 879.2	
Non-post	633.1	481.5	—	—	—	—	—	481.5	
Total	5 589.0	5 299.8	60.9	—	-	60.9	1.1	5 360.7	
Post resources by category									
Professional and higher		24	—	—	—	—	—	24	
General Service and related		14	—	—	—	—	—	14	
Total		38	—	—	—	—	—	38	

Figure 16.XXIV

#### Subprogramme 9: distribution of proposed resources for 2021 (before recosting)

(Number of posts/thousands of United States dollars)



## Programme support

- 16.220 Programme support services are provided by the United Nations Office at Vienna for the activities carried out at its headquarters, which comprise the Financial Resources Management Service, the Human Resources Management Service and the Information Technology Service of the Division for Management of the United Nations Office at Vienna and UNODC. All regular budget posts related to programme support are presented in section 29F, Administration, Vienna.
- 16.221 The proposed regular budget resources for 2021 amount to \$460,300 and reflect no change in the resource level compared with the appropriation for 2020. Additional details on the distribution of proposed resources for 2021 are reflected in table 16.48 and figure 16.XXV below.

Table 16.48

### Programme support: evolution of financial resources

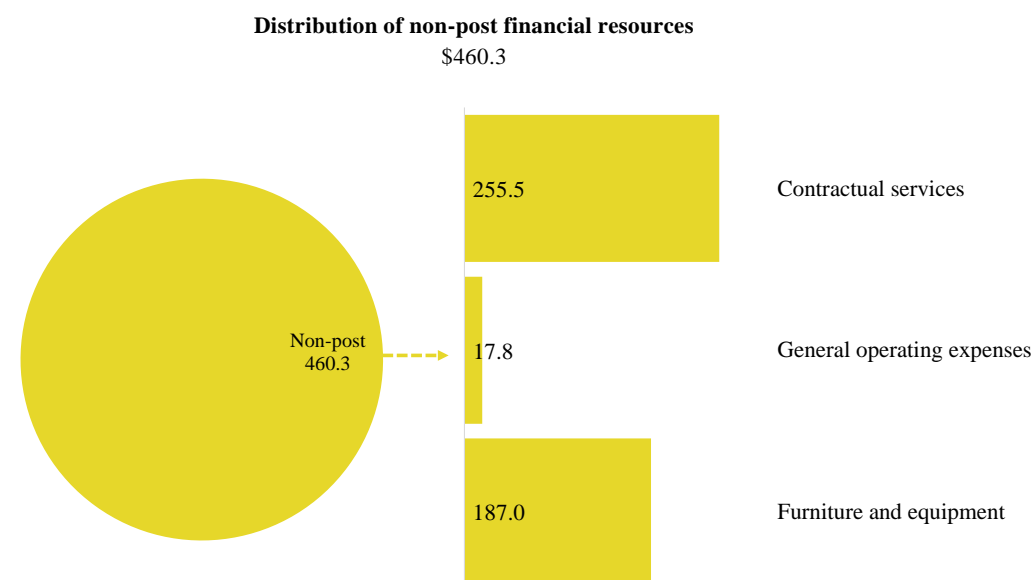
(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
<b>Financial resources by main category of expenditure</b>								
Non-post	527.9	460.3	—	—	—	—	—	460.3
<b>Total</b>	<b>527.9</b>	<b>460.3</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>460.3</b>

Figure 16.XXV

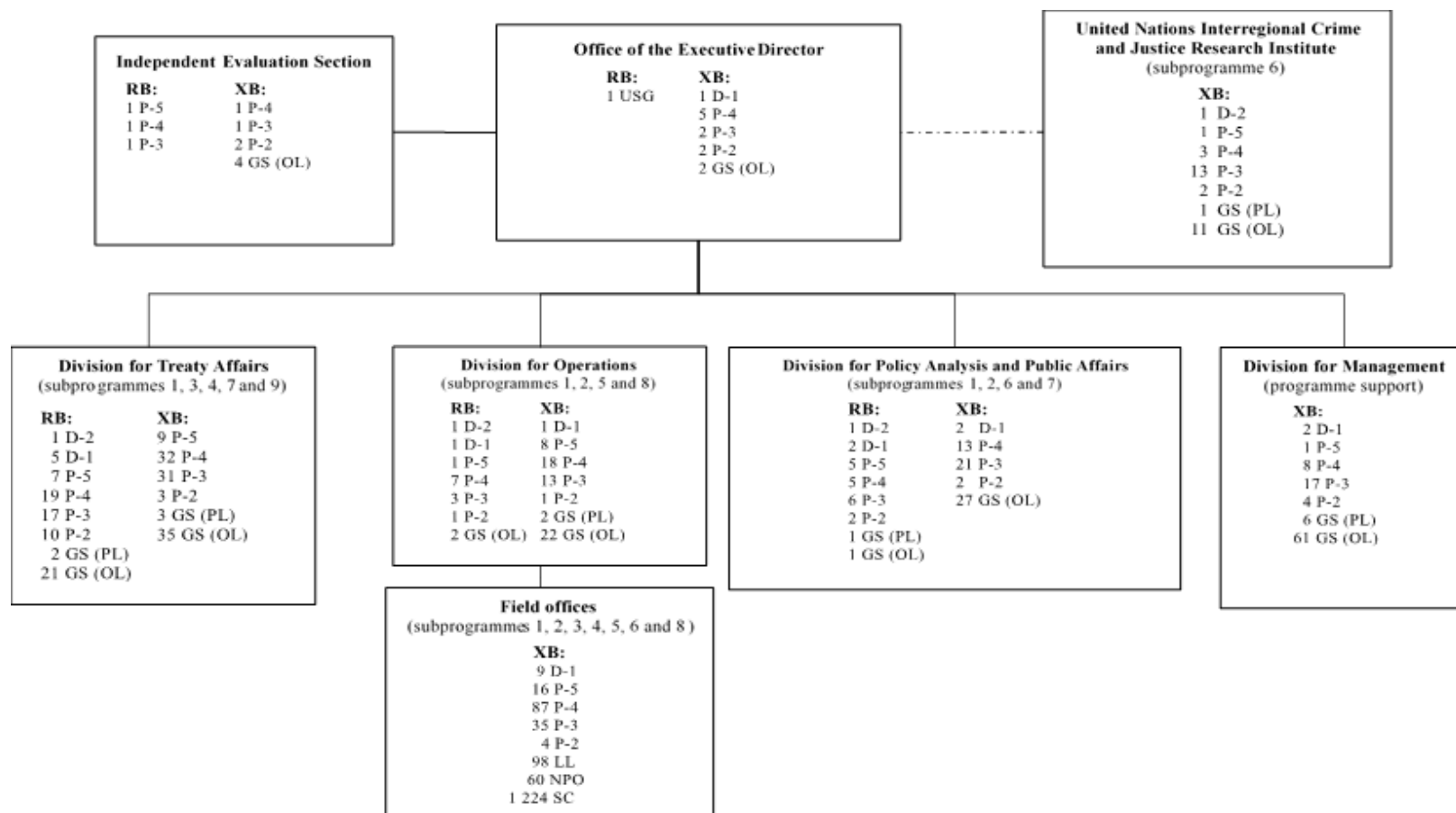
### Programme support: distribution of proposed resources for 2021 (before recosting)

(Thousands of United States dollars)



## Annex I

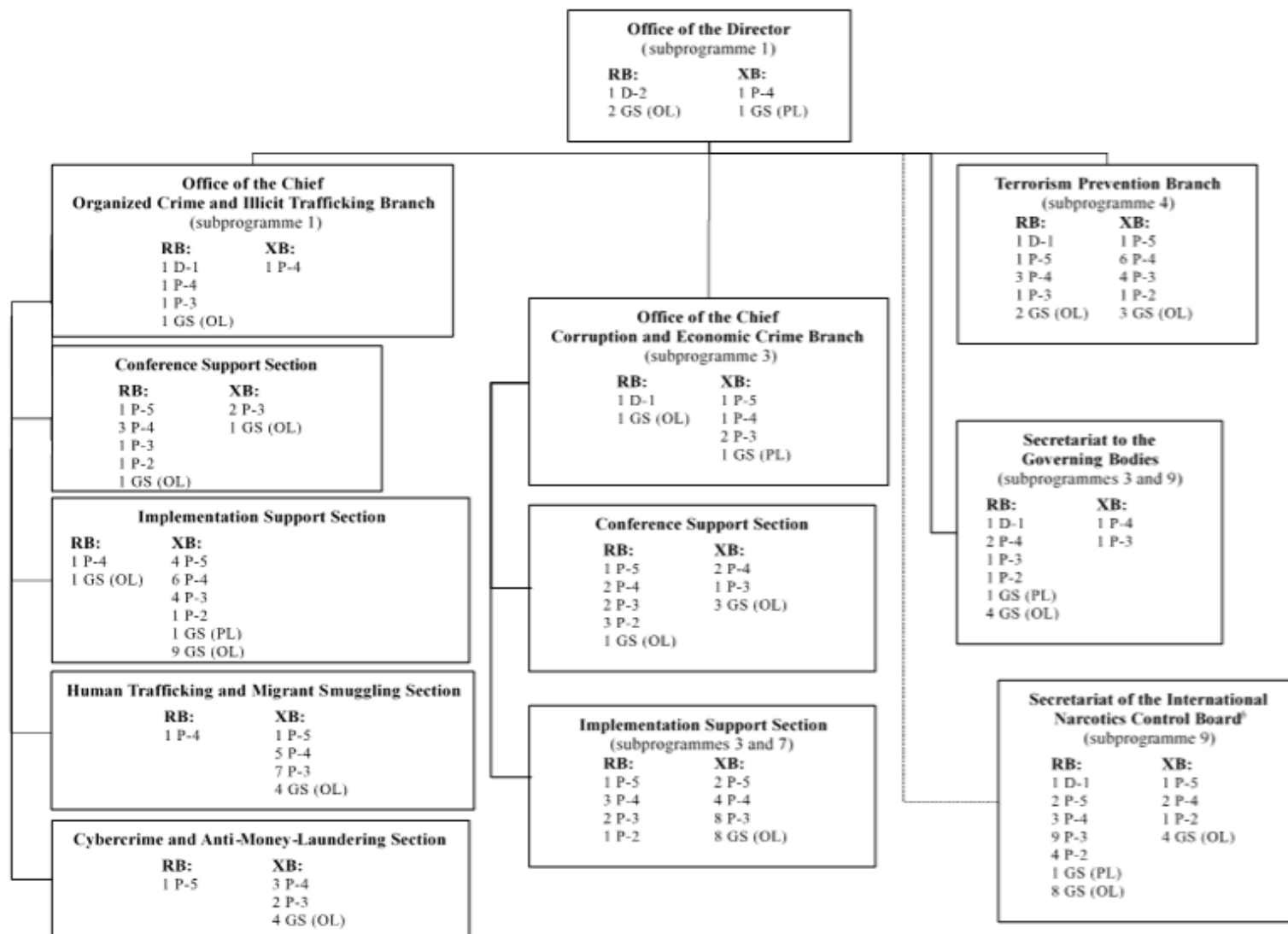
## Organizational structure and post distribution for 2021

A. United Nations Office on Drugs and Crime<sup>a</sup>

*Abbreviations:* GS (OL), General Service (Other level); GS (PL), General Service (Principal level); LL, local level; NPO, National Professional Officer; SC, service contract; XB, extrabudgetary.

<sup>a</sup> Includes posts administered by the United Nations Office on Drugs and Crime (UNODC) and field office local positions (NPO, LL and SC) administered by the United Nations Development Programme (UNDP) on behalf of UNODC, funded from special-purpose funds as from January 2020.

## B. Division for Treaty Affairs<sup>a</sup>

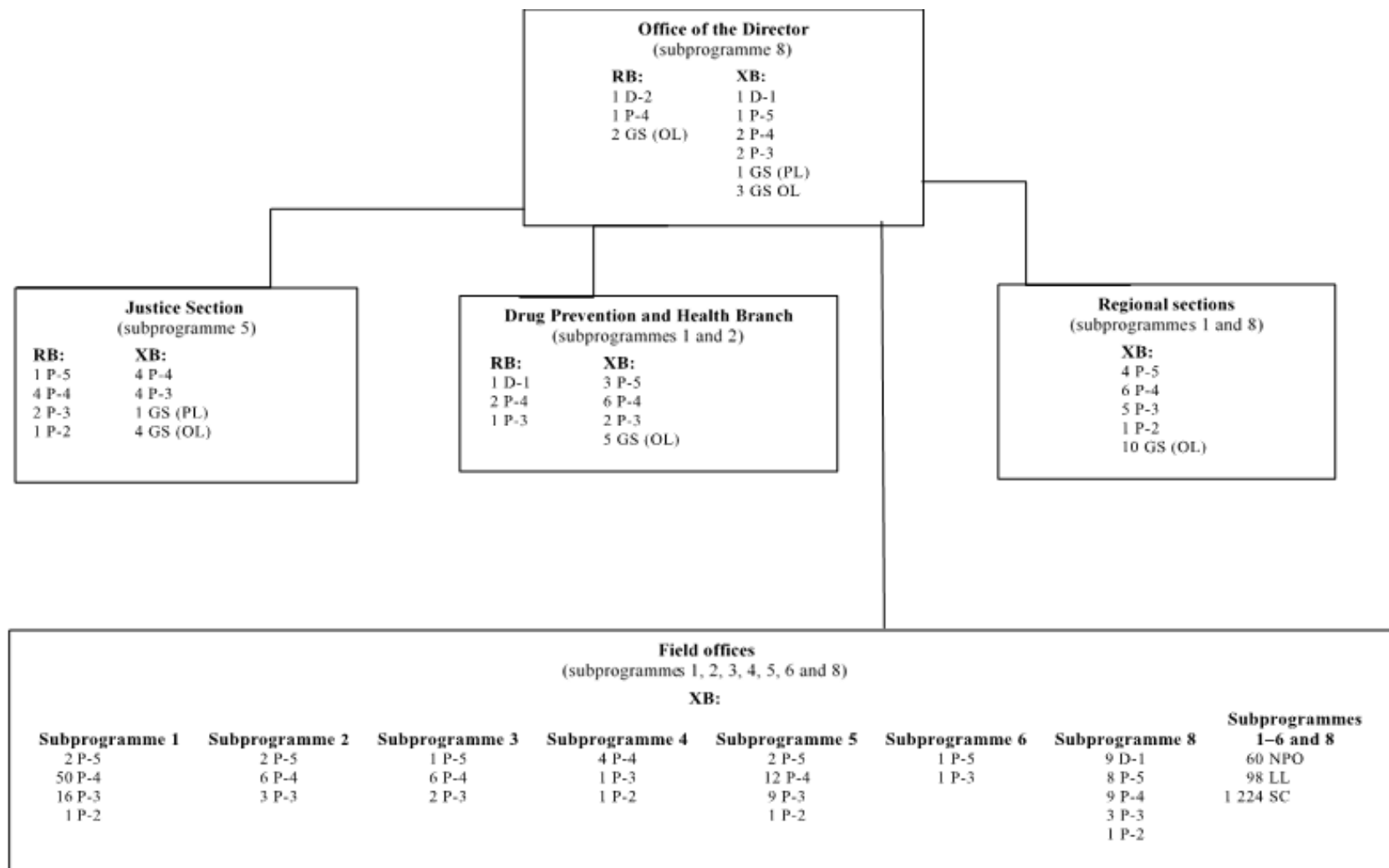


Abbreviations: GS (OL), General Service (Other level); GS (PL), General Service (Principal level); XB, extrabudgetary.

<sup>a</sup> Includes posts administered by UNODC and funded from special-purpose funds as from January 2020.

<sup>b</sup> The secretariat of the International Narcotics Control Board is responsible to the Board on substantive matters and to the Director of the Division for Treaty Affairs administratively.

## C. Division for Operations<sup>a</sup>

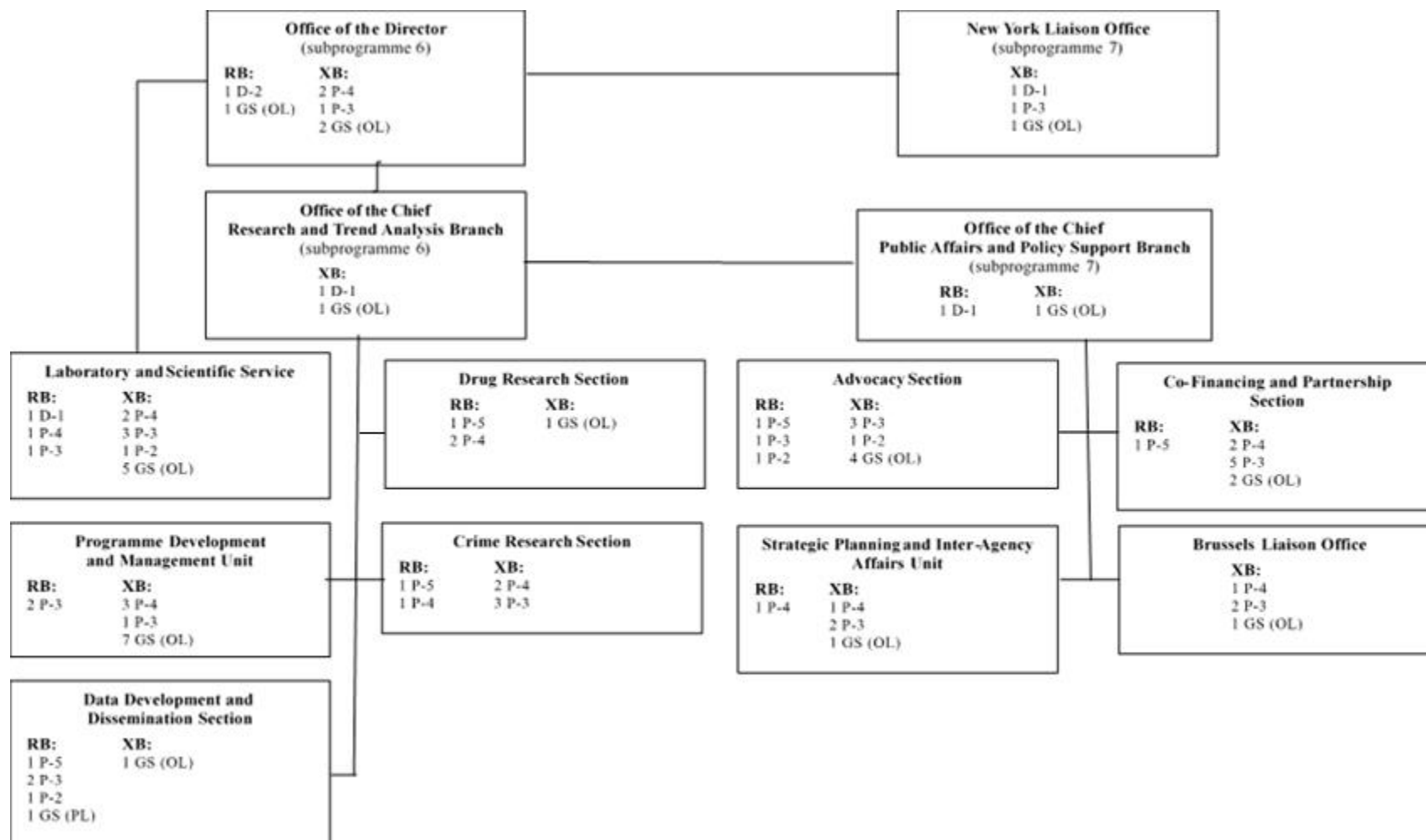


*Abbreviations:* GS (OL), General Service (Other level); GS (PL), General Service (Principal level); LL, local level; NPO, National Professional Officer; SC, service contract; XB, extrabudgetary.

<sup>a</sup> Includes posts administered by UNODC and field office local positions (NPO, LL and SC) administered by UNDP on behalf of UNODC, funded from special-purpose funds as from January 2020.



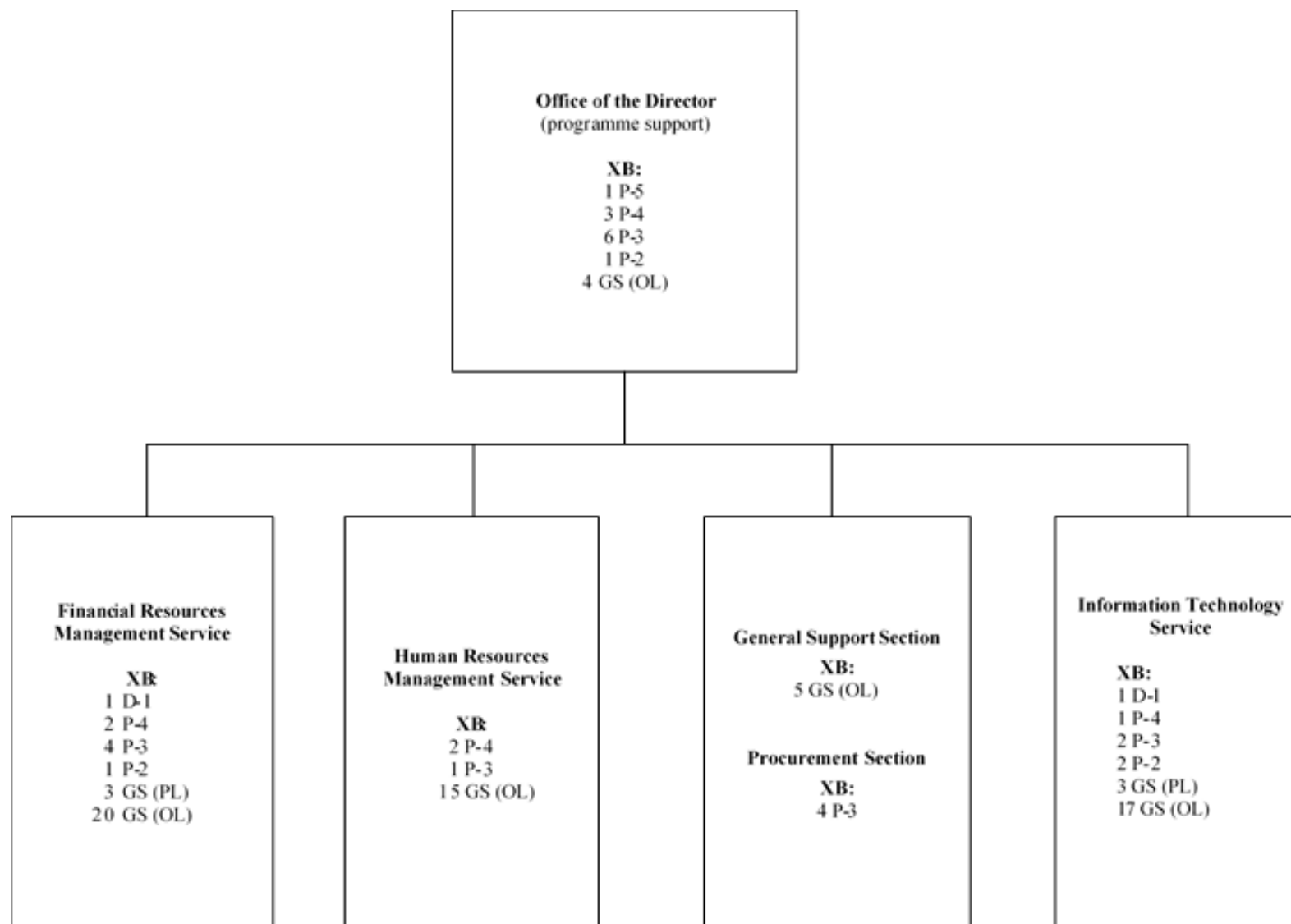
## D. Division for Policy Analysis and Public Affairs<sup>a</sup>



Abbreviations: GS (OL), General Service (Other level); GS (PL), General Service (Principal level); XB, extrabudgetary.

<sup>a</sup> Includes posts administered by UNODC and funded from special-purpose funds as from January 2020.

## E. Division for Management<sup>a</sup>



*Abbreviations:* GS (OL), General Service (Other level); GS (PL), General Service (Principal level); XB, extrabudgetary.

<sup>a</sup> Includes posts administered by UNODC and funded from special-purpose funds as from January 2020.

## Annex II

### Summary of follow-up action taken to implement relevant recommendations of the oversight bodies

*Brief description of the recommendation*

*Action taken to implement the recommendation*

#### Board of Auditors

##### [A/74/5/Add.10](#)

The main recommendations from the Board are that UNODC: (a) formalize the electronic endorsement by the Programme Review Committee on the basis of proper justification in a revised management instruction on the Committee; and (b) keep a record of the documents (para. 49).

The Board recommends that UNODC strengthen its internal controls in order to ensure the segregation of duties in every project or, at the very least, implement a compensating control (para. 64).

The Board recommends that UNODC review and update the management instruction on field office reporting in accordance with the Programme and Operations Manual (para. 75).

The Board recommends that UNODC perform a management assessment to evaluate whether implementing partners and grantees are providing good value for money. This will provide UNODC with organized information for decision-making (para. 81).

The Board recommends that UNODC strengthen consultation and communication on evaluation planning between project managers and the Independent Evaluation Section, in order to ensure that mandatory evaluations are budgeted for and conducted on time (para. 96).

The Board recommends that UNODC management devise a suitable mechanism to ensure better coordination between the entity and the Office of Internal Oversight Services for the complete and comprehensive reporting of cases of fraud and presumptive fraud (para. 100).

The Board recommends that UNODC project owners review their costs and outstanding commitments more frequently by means of, for example, business

Implementation is in progress. In December 2019, an interdivisional working group was established to review and update the UNODC management instructions, including the one on the Programme Review Committee, and the Programme and Operations Manual.

Implementation is in progress. The current reporting workflow and related guidelines have been reviewed and updated accordingly. The management instruction on field office reporting on programme and operational issues has been revised. The revised management instruction includes a note on segregations of duties. All reporting templates were revised and updated to streamline content.

Implementation is in progress. The management instruction on field office reporting on programme and operational issues has been revised. See also the information on the action undertaken to implement the recommendation contained in paragraph 64 of [A/74/5/Add.10](#).

Implementation is in progress. UNODC is looking to develop an approach on how project managers will assess and evaluate good value for money.

Implementation is in progress. The review and revision of the evaluation policy is still under way. The revision will address the issues brought up in the recommendation.

Implementation is in progress. UNODC is currently working on a standard operating procedure and will share an initial draft with internal stakeholders for consultation and approval.

Implementation is in progress. All divisions of UNODC continue to monitor costs and outstanding commitments.

intelligence reports, which highlight overspent budget lines (para. 29).

The Board recommends that UNODC enhance the overall process of recording all leases in the supplier relationship management database in Umoja (para. 86).

**A/73/5/Add.10**

The Board recommends that UNODC review the Programme section of the Programme and Operations Manual, update it as soon as possible and keep it up to date and accurate (para. 99).

The Board recommends that UNODC make the knowledge in the Programme and Operations Manual available in such a way that users can easily print a copy (para. 101).

The Board recommends that UNODC integrate the Handbook for Results-Based Management and the 2030 Agenda for Sustainable Development and the document entitled “UNODC: the Integrated Programme Approach (IPA): A ‘How To’ Guide” into the Programme and Operations Manual (para. 107).

The Board recommends that UNODC review the Operations section of the Programme and Operations Manual. If UNODC considers the Operations section as no longer helpful, even after an update, the Operations section should be abolished (para. 114).

The Board recommends that UNODC assess its specific fraud risks in headquarters and field offices in a timely manner (para. 119).

The Board recommends that UNODC consider offering additional training on fraud and corruption (para. 122).

The Board recommends that UNODC provide information about fraud and corruption in a special section on its intranet site and that UNODC update its intranet site regularly (para. 124).

The Board recommends that UNODC include in the section about fraud and corruption a statement by its

Implementation is in progress. UNODC is still in the process of regularizing all leases.

Implementation is ongoing. In December 2019, an interdivisional working group was established to review the UNODC management instructions and the Programme and Operations Manual.

Implementation is in progress. The revised Programme and Operations Manual will be a user-friendly pdf document with hyperlinks to existing UNODC policy guidelines and programming tools.

Implementation is in progress. UNODC is in the process of updating the Programme and Operations Manual.

Implementation is in progress. UNODC is updating operational documentation using iSeek. In addition, the Information Technology Service is actively implementing Microsoft Teams as part of the Secretariat-wide Unite Workspace project. The combination of iSeek and Teams will provide suitable hosting for the updated Programme and Operations Manual.

Implementation is in progress. UNODC is in the process of assessing its specific fraud risks and will update its enterprise risk management matrix in line with that of the United Nations Secretariat.

Implementation is in progress. A training session on fraud and corruption for the staff at large is included in the training plan for the current year.

Implementation is in progress. The UNODC fraud and corruption risk matrix (which will be integrated in the institutional risk matrix) and the related risk response and treatment plan have been finalized. Upon approval, the relevant documentation on fraud and corruption risk assessment will be uploaded on the UNODC intranet site, under the section on Enterprise Risk Management.

Implementation is in progress. The comments of UNODC relating to the recommendation in paragraph

*Brief description of the recommendation*

*Action taken to implement the recommendation*

Executive Director to make the Office's approach to fraud and corruption clear (para. 125).

124 of [A/73/5/Add.10](#) also apply to this recommendation.

The Board recommends that UNODC consider appointing focal points on fraud at its headquarters and field offices (para. 130).

Implementation is in progress. The appointment of focal points on fraud across UNODC divisions and field offices also forms part of considerations on establishing a wider network of focal points for other forms of prohibited conduct. The goal is to have clear points of contact for staff who wish to raise concerns or report potential fraud, avoiding both the duplication of reporting and the creation of confusion and frustration among the staff.

The Board recommends that UNODC disseminate information about the focal points on its intranet site and list them in the "Joint Panel, Body and Focal Point Registry" (para. 131).

Implementation is in progress. The recommendation will be fully implemented, together with the recommendation issued in paragraph 130 of [A/73/5/Add.10](#). The appointment of focal points will be announced to all staff and will also be included on iSeek.

The Board recommends that UNODC make efforts, in liaison with the United Nations Secretariat, to customize the Umoja travel module to facilitate advance travel planning and to pool the overall travel process within Umoja (para. 140).

Implementation is in progress. The internal review of proposed system changes and enhancements is still ongoing.

The Board recommends that UNODC consider requesting a review of the advance purchase policy by the United Nations Secretariat, as well as an evaluation of how best prices for travel can be achieved (para. 144).

The General Assembly has not made any changes to the advance ticket purchase policy. UNODC will review the feasibility of implementing airfare monitoring technologies through its travel management company. It will track ticket prices after issuance and return savings to the Organization, should the ticket price drop prior to departure.

The Board recommends that UNODC regularly evaluate its compliance with the advance purchase policy and immediately initiate corrective actions, when necessary (para. 153).

Implementation is in progress. UNODC will continue to evaluate compliance with the advance purchase policy. In addition, improvements were made in the justifications of late travel requests.

The Board recommends that UNODC develop a training package to deliver comprehensive guidance and advice on how the Sustainable Development Goals could best be integrated into UNODC work, and make the training package available to UNODC staff as an online training course (para. 195).

Implementation is in progress. In addition to the training package already developed and delivered at UNODC headquarters and all major UNODC field offices, an online training module is being developed and is expected to be launched in the first quarter of 2020.

**Advisory Committee on Administrative and  
Budgetary Questions**

[A/74/7](#)

The Committee is of the view that concrete plans and strategies should be developed for achieving ambitious targets for the advance purchase policy for air travel (para. IV.113).

Implementation is in progress. In 2020, a directive will be distributed to raise awareness among staff and emphasize the importance of and requirement to comply with the advance purchase rule. Managers are asked to implement preventive and monitoring corrective measures. Compliance rates are monitored and statistics and trends distributed to managers on a quarterly basis.

---